

Commentary on Operations

Overview

This year Grattan Institute again contributed the highest-quality policy research and ideas to public debate. We also strengthened our capability to communicate these ideas effectively to policy makers, opinion leaders, and the public through the media, presentations and events, and our website.

Program content

The **Australian Perspectives** Program's [Game-changers](#) report continued to generate substantial interest and coverage. It featured in a *7.30 Report* segment on ageing, as well as continued media around policy reform to promote tax efficiency, female workforce participation and older age workforce participation. The leading Australian economics blog, *Club Troppo*, named it as the “best think tank paper of the year”. The core findings were presented at the Melbourne Institute Economic and Social Policy Outlook Conference in a session alongside the Finance Minister. There has been continued media coverage of the report's view on the major priorities

The work was presented to a further number of political groups from all sides of politics. A number of lunches and other private functions with corporate leaders were held to discuss the report. John Daley also participated in a number of dinners organised by Price Waterhouse Coopers discussing tax reform with corporate leaders. This fed into a significant piece of work by PwC on tax reform that picked up the key themes in *Game-changers*.

Substantial materials were prepared on budgetary reform for this year's Grattan Gathering. This two-day conference was attended by a number of corporate leaders, including many of our affiliates, public servants primarily at Deputy Secretary level from the Commonwealth and Victorian governments, and not-for-profit sector leaders. The discussion was highly engaged, and will provide very useful input into our work on budgetary reform.

The [Budget Pressures](#) paper was published in April. The report showed that Australian governments are under substantial budgetary pressure, with very different decisions required over the next decade to bring them back into balance. It highlighted that budget positions have deteriorated primarily as a result of policy choices rather than demographic change.

The report was extensively discussed prior to publication with governments in Queensland, NSW and Victoria, and with the Commonwealth Departments of Treasury, Finance, and Prime Minister and Cabinet.

The report received very significant media coverage. It was the front page lead story in the *Sydney Morning Herald*, the *Age*, and the *Australian*; part of the lead story in the *Australian Financial Review*, and the lead story online in both *Business Spectator* and the *Conversation*. It was covered by all TV news reports, on *7.30 report* and *Lateline*, and on the *Project*. It was broadly discussed in media opinion pieces. The report's main themes have been consistently discussed in the media since its publication. It led to John Daley providing the main expert commentary on budget night for ABC radio. Grattan Institute had the concluding word in the *Economist's* article on the Commonwealth budget.

The **Cities** Program, led by Jane-Frances Kelly, published the report [Tomorrow's suburbs](#) in September, 2012. This was launched at well-attended public events in Sydney (hosted by affiliate Google) and Melbourne (with the participation of Andrew Whitson, General Manager for Victoria at affiliate Stockland).

The long term impact of earlier Cities reports continues to be felt. As part of their preparation to undertake the type of resident engagement recommended by [Cities: who decides](#), the NSW State Planning Minister and Planning Director General undertook an overseas study tour to Seattle, Portland and Vancouver to meet with key practitioners recommended by Grattan. The NSW Government's White Paper on planning reform was published in April. Grattan's influence is evident throughout the paper, and is acknowledged by the Minister in the Foreword. In particular, *Cities: who decides* (Oct 2010), and *The housing we'd choose* (June 2011) and *Getting the housing we want* (Nov 2011) were extensively cited. See <http://www.planning.nsw.gov.au/a-new-planning-system-for-nsw>.

In WA, the Departments of Housing and Planning have commissioned Curtin University to replicate for Perth the research methodology from [The housing we'd choose](#). Along with the WA State Government, the project is jointly sponsored by the Housing Industry Association, the Planning Institute, and the Property Council. The Cities team published its report [Productive cities](#) on 6th May, along with four sets of supplementary maps for Sydney, Melbourne, Brisbane and Perth. The report highlighted that large proportions of our cities provide poor access to employment – in many areas less than 10 per cent of the jobs available in the whole city can be reached within reasonable commuting times. In economist's terms, this means that the labour market is shallow in many parts of our cities, which reduces options for both employers and workers and lowers productivity. Better functioning cities – in terms of improved transport links and better housing supply in middle suburbs – would unleash higher productivity, and provide everyone with more opportunities. In this case, what is good for the economy is also good for the fair go. Extensive pre-briefing generated excellent feedback. A capacity crowd attended the Melbourne launch seminar with Sir Rod Eddington, while Malcolm Turnbull MP spoke at the Sydney launch.

The **Energy** Program led by Tony Wood released in July 2012, [Building the bridge: a practical plan for a low-cost, low emission energy future](#), which showed how the carbon tax needs further support in order to create a low-emissions future for Australia. Investors are still struggling to overcome the risks of low-emissions technologies and to get projects running at large scale and low cost. Grattan's report

proposed a unique but robust scheme to enable investors to cross the bridge to commercial viability. Opinion pieces in the *AFR*, *Climate Spectator* and *The Conversation* followed the release of the report. The report was extensively discussed with the current Federal Government and Opposition, and was the basis of Grattan Institute input to the Review of the Renewable Energy Target by the Climate Change Authority, where it supported an argument that a renewable energy target is neither effective nor efficient policy in the context of an emissions trading scheme. That review will be completed by 31st December, and our work then becomes more relevant in regard to what is needed to complement a carbon price. We completed the 2012 Future Energy series of public seminars with the Melbourne Energy Institute. These seminars addressed a range of key issues on the horizon for energy in Australia, brought in a range of high profile industry experts in addition to the Grattan Program Director, and consistently attract attendance in excess of 300 people. The series continued throughout 2013.

Grattan's Energy report, [*Putting the customer back in front: how to make electricity cheaper*](#), was published in December 2012, in the week leading up to the COAG meeting in which the governments endorsed a set of energy market reforms, some of which aligned with our recommendations. The report argued for changes in the regulatory processes that had contributed to high electricity prices over the last few years. This report received considerable coverage. In the first quarter of 2013, we participated in a series of public and private events to reinforce the report's recommendations with many of the key stakeholders, including the relevant regulatory bodies. The Energy Program held public seminars in 2013 in Melbourne, Canberra, Sydney and Brisbane in conjunction with the Australian Energy Regulator and the Australian Energy Market Commission to further extend discussion of report.

The next Energy report, [*Getting gas right: Australia's energy challenge*](#), was published in mid-June, 2013. It covered the role of gas in Australia and included the impacts on Australian gas markets due to global gas market changes and LNG exports. These issues have become quite controversial with looming price impacts and even gas shortages being openly discussed. Possible and recommended actions for governments were addressed. The report also addressed the question of why a \$23/tonne carbon price is not generating the "dash for gas" that many people had been expecting.

The **Health** Program led by Stephen Duckett, who started as the Director for this new Program in October 2012, released its first report, [*Australia's Bad Drug Deal*](#), in March 2013. It identified \$1.3 billion in potential savings from better pricing. The report attracted significant media interest and was mentioned in Parliament, with Health Minister Plibersek initiating a door stop at parliament house to respond to the report. It is too early to tell whether the report's recommendations will be adopted but there are signs it has shaped much of the subsequent debate about pharmaceutical pricing.

The report was accompanied by an Opinion Piece in the *Australian Financial Review* and in *The Conversation*, the latter attracting over 7000 hits since it was published and continues to attract about 10 hits per day. There was extensive radio and TV coverage, including a long piece on the *ABC's Health Report*, *Fran Kelly*, *3AW*, *Today Tonight* and the *7:30 Report*. The report was the subject of the first *Grattan* TV clip featuring an interview with the Program Director.

Work then proceeded on a report on primary health care – to be published in September 2013 – which examines the potential to improve access to health care in regional areas by using pharmacists to prescribe and treat minor ailments (substituting for GPs) and using physician assistants (also substituting for GPs).

The **Higher Education** Program, supported by the Myer Foundation and led by Andrew Norton, released the [*Graduate Winners: Assessing the public and private benefits of higher education*](#) report in early August 2012, along with two technical papers providing additional detail on the underlying empirical research. It received extensive media coverage which is continuing at the time of writing. An event was held in Melbourne featuring a discussion between the program director and Professor Peter Dawkins, Vice-Chancellor of Victoria University. It received around 200 registrations.

[*Mapping Australian higher education 2013*](#) version was released on 21 January. It revised and updated the report published in January 2012. It included new material on the non-academic workforce at universities, and new data on graduate employment and income derived from the 2011 census. The program director receives regular positive feedback on the first edition as the best available introduction to Australian higher education policy and trends. The Grattan media release focused on the level of outstanding student debt and debt not expected to be repaid, which attracted a large amount of media coverage. A subsequent media release from the then minister, Senator Chris Evans, announced that the government would be looking into requiring HELP debtors living overseas to repay their loans.

The second higher education report for 2013, [*The online evolution: when technology meets tradition in higher education*](#) was released on 8 April. It argued that at least into the medium term most students, especially school leavers, are likely to want on-campus enrolment. Only 10% of this group took even one subject off-campus in 2011, compared to more than 50% for undergraduates aged over 30. There is a social aspect to on-campus education which cannot be fully replicated online. However, educational technology – especially adaptive learning software, which adjusts content to correct student misconceptions and errors – has developed to the point that it is better than classroom instruction for some learning tasks. On-campus universities are adopting this technology, reflecting the blurring of on- and off-campus study. The policy section of *The online evolution* report examined obstacles to innovative new higher education providers entering the Australian system, and to Australian students taking courses at overseas online higher education providers. The program director briefed the Opposition online higher education working group on our analysis and findings in March, and provided its chair, Alan Tudge, with a late draft of the report. Our policy conclusions were reflected in a newspaper opinion piece by Tudge published in the week the report was released. Online education is the higher education topic which receives the largest number of requests for articles and presentations.

Grattan was a significant source of independent comment on the April 2013 higher education spending cuts, resulting in three opinion pieces, numerous radio and TV interviews, and many news reports. In addition, the program director has built personal links with higher education research leaders in think-tanks overseas, spoken at several events (usually on finance or online education issues), and continued as a regular media commentator on higher education issues.

The **Productivity Growth** Program led by Jim Minifie focussed on preparing a report on managing structural change. The report, [*The mining boom: impacts and prospects*](#), to be released in July 2013. It will identify the causes and impacts of the changing structure of the Australian economy, and acknowledge areas for policy focus and review. The report will cover issues and policy priorities including growth and productivity, income distribution and risk that together set the context for further more detailed work by the Productivity Growth program in forthcoming papers and also provide useful motivation for issues addressed across the Grattan agenda more broadly.

In external engagements, we researched and presented on the costs of obesity for Obesity Australia's national conference in December. We presented on Australia's productivity challenge and options in Melbourne, Sydney, Brisbane and Perth to non-executive director audiences hosted by PwC. These sessions contributed to PwC's decision to join Grattan as an affiliate.

The program also worked with our affiliate Google on understanding the value of internet tools in driving innovation and productivity. This led to work on a series called [*Spreading Smart Ideas*](#), which received financial assistance from Google. This series of conferences and workshops will identify policy reform opportunities to accelerate the spread of innovation and improve Australia's productivity. The initial focus is on adoption of innovations by small and medium business.

The **School Education** Program, led by Ben Jensen continued to build on the report [*Catching up: learning from the best school systems in East Asia*](#) released early in 2012. We are examining how schools could implement the programs discussed in our report, including mentoring, professional learning and teacher appraisal. This research focuses on resource allocation in schools and school systems and the trade-offs required to develop effective programs. In addition, we continue running a series of workshops for governments around the country on education strategy and implementation, drawing on experiences of school systems East Asia.

A significant piece was published in [*The Weekend Australian*](#) on the role of the federal government in school education.

School education is continuing its work on a report to be released in July 2013 on the role of government given the emphasis on school autonomy, choice and competition. We continue to engage with numerous stakeholders around issues of school funding and changes being introduced with the 'Gonski' reforms. We are also working on two reports aimed at identifying and turning around the performance of at-risk schools. This includes working with numerous success stories from around Australia and how these can be translated into more comprehensive policies.

Communications

Grattan Institute is committed to presenting rigorous policy thinking and complex ideas in a clear and compelling fashion. We work hard to expose our work to the widest possible audience of policy-makers and the public. We have strong relationships with electronic, print and online media. Over the financial year Grattan Institute was mentioned in the media nearly 23,000 (last year 10,000) times.

In the past year Grattan Institute's was visited 145,000 (last year 118,000) times this financial year. Visitors viewed just under 490,000 (last year 400,000) pages and downloaded reports 30,000 (last year 30,000) times.

The database almost doubled in size, bringing the number of people on our mailing list to more than 11,000. Grattan Institute also continued to build its profile on social media, getting 4,594 (last year 1,765) followers on Twitter, 1,601 (last year 719) likes on Facebook, and 635 followers on LinkedIn.

Grattan Institute communicates directly to the public through speeches and public seminars. Over the year, Grattan Institute conducted 23 (last year 22) public seminars attended by approximately 4,000 people, and facilitated this through its automated seminar invitations and acceptances. Grattan Institute also started live streaming most of its events. Podcasts and transcripts for most seminars have continued to be published on Grattan Institute's website.

Grattan Institute also works to influence policy makers. Program Directors and other staff are continually extending their professional networks to include more 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 after it is released publicly.

Early in the year, the second Grattan Gathering brought together Grattan Institute staff with almost 20 senior figures in government, academe, the community and private sectors. A wide-ranging and lively discussion informed the development of the report, *Budget pressures on Australian governments*, later in the year. The great success of this Gathering ensures that it will be held again in subsequent years.

Staff

Grattan Institute appointed 5 new staff throughout the financial year, closing the year with 27 staff members. As well, 19 interns were employed at different times, contributing to specific projects and programs, and gaining opportunities for their own development. The strong demand for advertised roles at Grattan Institute confirms our position as a highly sought-after employer.

External Review

The Board commissioned an external review of Grattan Institute, which was conducted by Mr Thomas E. Mann, Senior Fellow at the Brookings Institute, and Mr Adam Lewis, Melbourne based senior consultant.

The Review found that Grattan Institute has been successfully launched; a new organisation has sprung quickly to life and become a significant player in the public policy community. It has an impressive record of achievement in its first five years and has created a platform on which to build a widely respected and influential domestic policy think tank. Grattan has responded to a demand in the Australian domestic policy space for independent, high-quality, relevant and digestible analysis. It has already achieved widespread visibility in Canberra, Melbourne and Sydney, and is beginning to break through in Brisbane, Perth and Adelaide. Its work is perceived as objective, with no partisan or ideological axe to grind; rigorous and evidence-based; and focused on the most important issues facing the country. Grattan's work on school reform has achieved the highest prominence and greatest impact in shaping the public policy agenda.

Its cities program has attracted widespread interest and shows evidence of influencing the planning process, economic development, and innovation strategies of the country's major metropolitan areas. The Institute has raised important questions about the sustainability of current budget strategies and amassed data to guide public decision-making and made an important contribution to the current energy debate.

Major Reports

Grattan Institute published nine major reports during the financial year. These reports were downloaded from our website 30,037 times over the year.

Australian Perspectives

Game-changers: Supporting materials

Author: John Daley

Published: 3 July 2012

These materials, which support the Game-Changers: Economic reform priorities for Australia report, identify 25 potential major economic reforms in terms of their size, the strength of the supporting evidence, and what we don't know.

Summer reading list for the Prime Minister 2012

Published: 30 November 2012

Each year Grattan Institute releases a summer reading list for the Prime Minister. It recommends books and articles that the Prime Minister, or any Australian interested in public debate, will find stimulating over the break.

Budget pressures on Australian governments

Author: John Daley

Published: 21 April 2013

Australian government budgets are under pressure, and may post an annual deficit of around 4 per cent of GDP by 2023. To ensure future prosperity, leaders need to make tougher choices.

Cities

Tomorrow's suburbs: Building flexible neighbourhoods

Author: Jane-Frances Kelly and Peter Breadon

Published: 10 September 2012

Our city fringes are growing at rapid rate. But if these new neighbourhoods do not keep up with the shifting profile and changing needs of their residents over time, they will become less desirable places to live and won't undergo the renewal that is essential to a successful city. However, we can do things now to ensure that our new suburbs are flexible enough to thrive for decades to come.

Productive Cities: opportunity in a changing economy

Author: Jane-Frances Kelly and Peter Mares

Published: 5 May 2013

The rise of the knowledge-intensive economy is reshaping our cities and leaving too many residents living too far from jobs. Increasing housing in existing urban areas and improving transport systems will increase opportunity and national prosperity.

Energy

Building the bridge: a practical plan for a low-cost, low-emissions energy future

Author: Tony Wood

Published: 15 July 2012

The carbon price is a vital step in creating a low-emissions future for Australia, but it needs further support. Grattan's report proposes an innovative and practical solution to an extremely difficult problem.

Putting the customer back in front: How to make electricity prices cheaper

Author: Tony Wood

Published: 2 December 2012

Electricity prices are too high because the regulation of distribution networks is broken. Fixing it could bring savings of about \$100 a year for every household. This report explains why and how it should be done.

Getting gas right: Australia's energy challenge

Author: Tony Wood and Lucy Carter

Published: 16 June 2013

The global gas revolution is poised to create a huge Australian export industry but also significantly raise our domestic gas bills. Calls for protection against high gas prices are getting louder. Government should ignore them, but help the market adapt to a new world.

Health

Australia's bad drug deal

Author: Stephen Duckett

Published: 17 March 2013

Australia is paying more than \$1.3 billion a year too much for prescription drugs. It is time to get tough with drug companies and take the politics out of price-setting.

Higher Education

Graduate Winners: Assessing the public and private benefits of higher education

Author: Andrew Norton

Published: 5 April 2012

Higher education tuition subsidies are generally too high. They benefit students who already gain a great advantage from higher education. It is time to find a funding model that makes better use of public funds.

Mapping Australian higher education, 2013

Author: Andrew Norton

Published: 20 January 2013

Grattan Institute's annual assessment of the state of Australian higher education shows that both numbers of domestic students and costs are rising sharply, following the abolition of most enrolment controls in 2012. The system is mostly in good health, and graduates continue to earn well.

The online evolution: when technology meets tradition in higher education

Author: Andrew Norton

Published: 8 April 2013

Online higher education is set to drive huge changes to traditional teaching and learning. The university and classroom are far from dead, but they will be very different.

Other Publications

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

Australian perspectives

A case for boosting the female workforce

1 February 2013

Charter

Australian governments face a decade of budget deficits

21 April 2013

The Conversation

In the long term, somebody has to pay to cut budget deficit

22 April 2013

The Australian

Budget rhetoric must catch up with hard reality

30 April 2013

Australian Financial Review

Surplus hopes pinned on heroic assumptions

15 May 2013

The Conversation

Cities

Danger zone: planning the city's future must include consultation

14 July 2012

The Age

Tomorrow's suburbs: building flexible neighbourhoods

11 September 2012

The Conversation

Can we afford to get our cities back on the rails?

11 December 2012

Inside Story

Heart of the city remains the lure

19 December 2012

Australian Financial Review

The challenge of building the housing Melbourne needs

1 March 2013

Victorian Council of Social Service

Vision splendid for Sydney needs community input

17 April 2013

The Sydney Morning Herald

Energy

Carbon price floor crucial to its aims

5 July 2012

Australian Financial Review

Energy plan works with carbon price

16 July 2012

Australian Financial Review

Auctioning off a reduced carbon future

16 July 2012

Business Spectator

Low-emission's missing link: reverse auctions for clean power

17 July 2012

The Conversation

Going global: risks must be managed

30 August 2012

Australian Financial Review

Carbon price is about low-cost emissions reduction, not closing power plants

7 September 2012

The Conversation

RET Policy looks like assistance

25 September 2012

Australian Financial Review

RET: an efficient solution to the wrong problem?

8 October 2012

Climate Spectator online

Nuclear denied? Why the energy white paper should start a debate

8 November 2012

Crikey

Fix the electricity mess

3 December 2012

Australian Financial Review

Carbon pricing remains the answer

12 December 2012

Australian Financial Review

Electricity supply: are we in for summer brownouts?

17 January 2013

Crikey

Energy plans zapped by diving demand

19 March 2013

Business Spectator

Price fixing does ETS no favour

18 April 2013

Australian Financial Review

What's stopping the golden age of gas?

19 April 2013

Climate Spectator

Why Australians are getting a raw deal on electricity prices

22 April 2013

The Conversation

Rooftop solar is growing up

25 April 2013

Climate Spectator

Power council goes to water and consumers suffer

3 June 2013

The Australian Financial Review

The 'golden age of gas' not in Oz yet

17 June 2013

Crikey

Future of gas industry needs a fair hand at the pump

17 June 2013

The Australian Financial Review

Gaining a global gas advantage

17 June 2013

Business Spectator

Competitive gas, caring society can coexist

26 June 2013

Newcastle Herald

Switching carbon from fixed price to ETS: should Rudd do it?

28 June 2013

The Conversation

Health

Medical intern crisis won't be solved with just more hospital places

13 November 2012

The Conversation

Blame game: cutting through the spin on Victoria's hospital funding cuts

1 February 2013

The Conversation

Medi-muddle: hospital funding fight is resolved but the blame game goes on

26 February 2013

The Conversation

Time to address sickening waste by cutting pharmaceutical prices

18 March 2013

The Australian Financial Review

Fixing Australia's bad drug deal could save \$1.3 billion a year

18 March 2013

The Conversation

Tough choices: how to rein in Australia's rising health bill

24 April 2013

The Conversation

A rational expansion of breast cancer screening

14 May 2013

The Conversation

School Education

Sorry, but we do need more money to improve student learning

27 September 2012

The Australian

We have much to learn from education systems in Asia

23 November 2012

The Australian

Gold star for NSW plan to improve teaching

13 March 2013

The Australian

Data's just for starters

1 June 2013

The Weekend Australian

Higher Education

Graduates prove a hard bunch to satisfy

10 July 2012

The Age

When courses are free online, what's left for universities to sell?

20 July 2012

The Conversation

University subsidies: do graduate winners need another prize?

6 August 2012

The Conversation

Public benefits don't match uni subsidies

21 August 2012

The Age

Massive, open, online ... and niche

1 October 2012

Australian Financial Review

MOOCs offer greater options as our quest for knowledge evolves

2 October 2012

The Age

In defence of the Grattan report

10 October 2012

The Australian

Women surge, but not to the top jobs

6 November 2012

The Age

Why your arts or science degree may have been a waste of time

22 January 2013

Crikey

Easy university entry a good or bad thing?

11 February 2013

The Age

Rules and regulation could strangle online learning

9 April 2013

The Conversation

Should universities suffer to pay for school funding?

14 April 2013

The Conversation

With tighter budgets, universities must change course

15 April 2013

Crikey

Red tape stifling innovation

22 April 2013

The Australian Financial Review

Scholarship change flags welfare threat

24 April 2013

The Australian

High stakes in higher ed? Campus evolution more likely than revolution

24 April 2013

The Conversation

Fantasy budget: Andrew Norton would jack up uni fees

10 May 2013

Crikey

Higher education booming online

27 May 2013

Campus Review

A bubble about to burst: why we don't need more maths and science graduates

21 June 2013

The Conversation

Public Events

Grattan Institute held 23 (last year 22) public events over the financial year.

Game-changers: reform priorities for economic growth in Australia

Melbourne 13 June 2012

Canberra 4 July 2012

Perth 25 July 2012

The future of coal and gas in Australia

27 June 2012

Graduate winners: public losers?

13 August 2012

How can instinctive preferences improve policy outcomes?

21 August 2012

The future of electricity demand in Australia

22 August 2012

How can instinctive preferences improve policy outcomes?

Canberra

22 August 2012

Tomorrow's suburbs

Sydney 13 September 2012

Melbourne 9 October 2012

Renewables 2012: Positioning Australia in a global context

20 September 2012

The future of carbon pricing and the Australian electricity market

15 October 2012

Regional growth patterns: evidence from the latest Census

27 November 2012

2012 Summer reading list for the Prime Minister

11 December 2012

Planning for low-carbon development: the twin challenge of poverty eradication and emissions reductions

6 February 2013

Alliance 21 Australia - USA policy exchange: education and innovation

13 March 2013

Ending Australia's bad drug deal: the three elements of pharmaceutical pricing reform

20 March 2013

Are Australian energy markets functioning efficiently?

22 April 2013

What should be Australia's emissions reduction target?

Melbourne 6 May 2013

Sydney 7 May 2013

Productive cities: opportunity in a changing economy

Melbourne 9 May 2013

Sydney 23 May 2013

Mineral Resources Rent Tax - will it work?

30 May 2013

Private Events and Seminars

Grattan Institute held 45 (last year 18) private seminars over the financial year.

Grattan Staff

Grattan Institute ended the 2012-13 financial year with the following staff:

John Daley, *Chief Executive Officer*

Andrew Norton, *Program Director, Higher Education*

Ben Jensen, *Program Director, School Education*

Jane-Frances Kelly, *Program Director, Cities*

Jim Minifie, *Program Director, Productivity Growth*

Stephen Duckett, *Program Director, Health*

Tony Wood, *Program Director, Energy*

Peter Breadon, *Fellow, Health*

Lucy Carter, *Fellow, Energy*

Ben Weidmann, *Senior Associate*

Cassie McGannon, *Senior Associate*

Jordana Hunter, *Senior Associate*

Amelie Hunter, *Associate*

Cameron Harrison, *Associate*

Daniel Mullerworth, *Associate*

James Savage, *Associate*

Joanna Farmer, *Associate*

Julie Sonnemann, *Associate*

Leah Ginnivan, *Associate*

Ana Passaportis, *HR Manager*

Andrew McDonald, *Corporate Services Manager & Company Secretary*

Angela Henderson, *Relationships Manager*

Emma Turner, *Administrative Assistant*

Fiona Allen, *Executive Assistant*

James Button, *Manager, Communications*

John Harris, *Manager, Strategic Communications*

Mary Wang, *Database Management Assistant*