What a year 2020 has been. As we greeted the new year, bushfires raged across Australia's wide brown land. By the end of April, more than 10.3 million hectares had been burnt – a bit less than the landmass of Denmark, The Netherlands and Belgium combined. For those living in Canberra, fire was quickly followed by hail, devastating the ANU campus. While all of this was happening, a virus was emerging quietly in China. COVID-19 has enveloped and changed the world; perhaps forever. As we prepare to leave 2020, the virus continues to engulf much of the globe. From Australia's hard won but also very fortunate vantage point, it is clear there remains a long way to go. Against this backdrop, I am particularly delighted to present the Public Policy and Societal Impact Hub’s (the Hub) highlights for 2020.

Highlights included:

► A fully online ANU Crawford Leadership Forum, with 17 sessions and a potential reach of 4.4 million people.
► A fully online Future Shapers Forum, providing a four-week leadership program to a group of emerging leaders from across the higher education sector, the public sector, the business sector, advocacy, NGOs and think tanks.
► Four policy masterclasses for academic and professional staff across ANU; which drew more than 150 staff to attend.
► A strengthened APS-ANU network, which further enhanced the relationships and person-to-person connections between the APS and the University.
► 14 Policy Greenhouse projects adjusted and continued, with two securing more than $1 million in additional external funding.

2020 also saw the Hub successfully host nine policy roundtables on topics such as democracy, employment and federation. Our roundtables were all collaborative efforts, with the Hub team working closely with a range of partners inside and outside government. In doing so, they provided a bridge between the academic and policy communities. I would like to thank our partners in the policymaking community for the generosity of their time and contribution.

I am very proud that the Hub team has achieved so much in such a tough year. The team’s professionalism and dedication truly stood out. But what I cherish most was the care they showed each other and those around them. This was echoed in the Hub’s wonderful group of advisers and supporters. They are a fantastic group of people – I would like to thank and congratulate them all.

This will be the last Hub report. The economic changes wrought by the pandemic demand a different path for ANU. The mission will remain, but the way of getting there will change.

All the best.

Sean Innis
Director
Public Policy and Societal Impact Hub
ANU is defined by its contribution to public policy. This contribution reflects the unique role ANU has as our national university, based in the nation’s capital, with strong connections to government. ANU aspires to serve our nation well and seeks to provide timely, accessible, evidence-based contributions to policy discussions and development.

The Public Policy and Societal Impact Hub was formed in February 2018 to enhance the contribution that ANU makes to public policy development in Australia and globally. The Hub builds on a proud history at ANU of informing and influencing better policymaking.

In 2020, the Hub’s team of eight professional staff and six advisers brought policy knowledge and expertise to the interface between ANU academics and the policymaking community. Working with colleagues across ANU and the policy community, the Hub made a number of contributions to parliamentary submissions throughout the year in the environment, social policy and social cohesion space.

The Hub’s three work streams are:

**Policy Conversations – conversations that matter**

The Hub played a key role in identifying and convening public policy dialogue on issues that will define our local, national and global future. These conversations are designed to bring together a rich array of academic experts, policymakers and other thought-leaders to deepen understanding and to explore potential policy directions.

**Building a stronger bridge between ANU and policymakers**

The Hub has built a strong bridge between ANU and the policymaking community to provide a two-way flow of understanding and ideas through its established programs and strong networks, including the Policy Greenhouse Fund, ANU-APS Network, and its partnerships with think tanks and others.

**Building ANU capability to engage and contribute to policymaking**

At the Hub, we helped to demystify the processes and practices of policymaking by providing engagement tools and advice to ANU researchers. The Hub’s policy masterclasses, collection of online resources through our impact library, and advisory service support researchers who are seeking engagement with the policymaking community.
## 2020 At a Glance

### Building policy conversations that matter

| **3** | Signature events |
| **19** | Events in total |
| **2000+** | Event participants |
| **9** | Roundtables |
| **9** | Thought provokers |
| **280+** | Twitter followers |
| **7,400** | Average monthly Twitter impressions |
| **133** | Average monthly Twitter profile visits |

### Building a stronger bridge between ANU and policymakers

| **14** | Policy Greenhouse projects |
| **$600k+** | Funding allocated |
| **3** | APS-ANU Network meetings |
| **30+** | Partnerships with external bodies |

### Building ANU capability to engage and contribute to policymaking

| **21** | Policy Greenhouse Project advisory sessions |
| **4** | Policy Masterclasses |
| **150+*** | Policy Masterclass attendees |
| **140+** | Average monthly Policy Impact Library views |

*Attendance numbers at these sessions were limited due to the design format.
CONVENING CONVERSATIONS THAT MATTER

The Hub has brought together academics, policymakers, and others to bring new thinking to important policy issues.

Our aim has been to identify and facilitate policy conversations that will contribute to defining the society and world we want by 2060.

Our conversations have encouraged civic reason dialogue and the identification of positive change. The Hub has worked closely with areas within ANU and in the policymaking community to identify longer-term policy issues and themes that would benefit from meaningful conversations.

By connecting policymakers, other topic experts (from business, industry and the community) and ANU academics, the Hub has encouraged the development of a deep understanding of policy issues and possible future directions.

The Hub has hosted a range of policy conversations in different styles – from commissioned roundtables, salon-styled discussions, to larger public and invitation-only forums. These conversations have been co-designed with the policymaking community, with contributions made by academia and thought leaders within their area of expertise.
OUR SIGNATURE EVENTS
The ANU Crawford Leadership Forum (ACLF) is a flagship event that attracts world-class speakers and brings together senior leaders from across a range of sectors to discuss critical issues, under the theme of Global Realities, Domestic Choices. This invitation-only, two-day Forum features varied activities including plenaries, panel discussions, small group meetings, and networking events. The program has a strong geopolitical and global economic focus – with equal time given to how these issues interweave with the Australian policy making landscape. Active debate and vigorous discussion are encouraged, with all participants given an opportunity to provide their thoughts and opinions throughout the session.

Held each year since 2014, the Public Policy and Societal Impact Hub has been responsible for delivering the Forum since 2018. The 2020 ACLF was delivered online following the closure of the ANU campus and the introduction of strict nation-wide social distancing measures to contain the COVID-19 pandemic.

In addition to the invitation-only digital conference in 2020, six ‘Big Picture’ public panel discussions were convened under the ACLF banner.

As in previous years, the ACLF was delivered alongside the fourth annual Future Shapers Forum.

The content of our program was inevitably shaped by the economic, political and social effects of the COVID-19 pandemic. Under the theme of ‘Australia in a COVID-19 World’, our panel discussions explored the global and domestic dimensions of the pandemic and its implications for Australia.

> The four day digital Forum had 242 participants overall, with an average of 91 participants per session.
> The ‘Big Picture’ panels were well-received, with live views for some sessions over 400, and on demand views over 2,000.

The panels of speakers and chairs were strong and diverse in their views, political persuasion and representation. Across the 17 sessions in the four-day invite-only forum and the six public ‘Big Picture’ panel discussions:

> 32% of the speakers were international (non-Australian)
> 53% were female

Indigenous, Asian and Pacific region speakers were well represented.

Two federal ministers – the Minister for Trade, Tourism and Investment; and the Minister for International Development and the Pacific – participated in the program along with a number of the Commonwealth’s most senior officials, and ANU Vice-Chancellor, Chancellor and former Chancellor.

Media coverage of the Forum reached 4.4 million people through 139 media items.

> Sky News broadcast five of the six ‘Big Picture’ panel discussions.
> ABC Radio National ‘Big Ideas’ program did an audio broadcast of ‘The Pacific and Australia’ panel.

Looking forward to future Forums, we will broaden the reach by including occasional public and private events in a year-long program, culminating in a focus event in the more traditional Forum format in September each year.

Visit event website
2020 ANU Crawford Leadership Forum - Digital

FROM THE DIRECTOR,
ANU CRAWFORD LEADERSHIP FORUM

2020 was a year of enormous disruption – both to global affairs at a grand scale and to the everyday lives of Australians. A year of drought, bushfires (and, later, rain), a dramatic US Presidential election, mounting US-China tensions and, of course, the COVID-19 pandemic. It’s hard to imagine a more consequential year in which to consider Australia’s place in the world, and the foreign and domestic policy choices we need to make to secure our prosperity and security.

The 2020 ANU Crawford Leadership Forum grappled with these big issues, continuing a strong tradition at ANU of creating and contributing to an expert policy-focussed dialogue.

For the first time, the ACLF went digital. We were sorry to lose some of the lively debate and networking that is part of the ACLF tradition; however, a digital event allowed us to attract more top international speakers than in the past. We were also able to mix up our program elements, offering for the first time a series of fully public ‘Big Picture’ events.

Stretched over four weeks, our ‘Big Picture’ panels and digital Forum covered a lot of ground.

> We looked at Australia’s resilience in the face of multiple challenges, and what the pandemic showed us about our government and society.
> We discussed what the pandemic meant for Australia’s hierarchy of national security challenges.
> Widening the aperture, we looked at the outlook for the global economy and how the pandemic was affecting China and the United States and the way they engaged the world.
> We looked at a world order under strain from multiple pressures and how Asia and the Southwest Pacific – Australia’s neighbourhood – were managing and adapting to these strains.
> Together with ANU’s Vice-Chancellor, Professor Brian Schmidt AC, and two international university leaders, we looked at the future of universities in a pandemic world.

Having built an ACLF digital brand, we’ll continue to take advantage of it in the lead up to the next Forum in September 2021.

We’ll host a mix of public and private panel discussions on global events that demand Australian foreign and domestic policy responses in the months leading up to the Forum.

And while we can’t know now whether we can run a fully in-person event in September, we are confident that we can successfully mix digital and in person options to create the best Forum experience possible in 2021.
The Future Shapers Forum is the University’s flagship annual leadership development activity and provides an innovative and challenging Forum for a select cohort of Australia’s emerging leaders.

The Forum brings alumni from the Sir Roland Wilson Foundation scholarship program together with a targeted group of capable, innovative and engaged future leaders from across all sectors, for a range of professional and personal development activities. Forum participants have the opportunity to:

- develop their own leadership skills and broader leadership capabilities
- connect with a peer-leadership cohort
- explore the broader social, cultural and economic context within which their own efforts are situated.

In June - July 2020, the Hub delivered the fourth annual Future Shapers Forum. Due to COVID-19 restrictions, the Hub delivered the Future Shapers Forum digitally for the first time.

The Forum was guided by an enthusiastic advisory committee drawn from the Hub’s advisers and broader ANU community. The committee was expertly chaired by Hub adviser, Dr Subho Banerjee.

The Forum’s innovative and intensive program provided participants with the opportunity to engage in meaningful discussions, exchange ideas, self-analyse, as well as challenge thoughts and views. Participants explored different leadership styles, what it means to be a good leader, and how to lead effectively, as well as explored how they could make a difference with their own leadership practices.

The online Forum received overwhelmingly positive feedback and was widely celebrated. The University will host the Forum online again in 2021.

“The forum gave me both broad and deep insights into future challenges we face in the workforce, the environment and in governance and business ethics.

It helped me to see the world and my place in it in a clearer way and it was enjoyable to have my thinking challenged on a range of levels.

Great to spend time with people in the advocacy, public sector and academic worlds.”
- 2019 participant

“The opportunity to have dedicated time to reflect on your own purpose and values in such a thought provoking and supported way was enormously beneficial.

I had my own thinking challenged and have some clear strategies that I can take forward in my work, and to further reflect on for my own personal development.”
- 2020 participant
FROM THE CHAIR, FUTURE SHAPERS ADVISORY COMMITTEE

Adapting to a COVID reality made the 2020 Future Shapers Forum a challenging, energising and exciting experience – firstly, to undertake a rapid redesign of Future Shapers to be a wholly online experience, and secondly, to discuss in the Forum itself what that new reality might mean for emerging leaders going forward.

We were grateful again to be joined by a remarkable list of guest speakers and panellists, who pushed the Future Shapers cohort to think about what leadership means at all levels in an organisation, in different sectors and in different circumstances.

They were also encouraged to think about what leadership meant for them personally – in terms of their own professional aspirations, but also in terms of who they want to be as people, how they relate to others, and how they might look to make positive change in the world.

As always, it is a privilege to be involved with such a talented and passionate group. I am already looking forward to the 2021 Future Shapers Forum!

Dr Subho Banerjee
Advisory Committee Chair
Future Shapers Forum
As Australia’s national university, ANU is committed to contributing constructively to the public dialogue on issues concerning our nation’s First Peoples.

In November 2019, the Hub collaborated with the National Centre for Indigenous Studies in hosting the 2019 First Nations Treaty Forum.

The 2019 Forum built on the inaugural 2018 First Nations Governance Forum hosted by ANU as part of a week of events celebrating Indigenous Australia.

The University sought to reignite national debate about Australia’s First Nations governance models and their contribution to policy.

ANU saw itself positioned uniquely to facilitate an International Indigenous-led discussion, with academic rigour, on some of the most important issues affecting the country.

The inaugural forum brought together First Nations representatives from Australia, New Zealand, Scandinavia, Canada and the US attended to discuss governance.

The domestically focussed Forum in 2019 on Treaty explored the significance of Treaty for Indigenous people and communities.

The Forum explored a range of treaty options, from a single Treaty to multi-lateral treaties between Indigenous nations.

It examined a range of legal frameworks that will help to conclude treaties and resolve issues of interpretation and disputes that may arise in the future.

A unique feature of the Treaty Forum was the facilitation of two yarning circles; one circle for Indigenous Elders, and the other for Indigenous youth.

The yarning circles provided a space for harmonious and collaborative discussion on Treaty. They also provided an opportunity for all participants to share their opinions and ask questions.

The Forum had a total of 115 participants attending across two days. Participants were mostly Indigenous, with some travelling from remote communities all over Australia.

Other participants included Indigenous students, academics, lawyers and members of the policy making community.
We have collaborated with several policy partners to convene roundtables and salons on the following topics.

2020

- Democracy & Trust in Australia, 18 March 2020, ADC Forum
- Employment Recovery, 10 July 2020, Department of Education, Skills & Employment (DESE)
- How is COVID-19 going to change cities, 15 July 2020, ADC Forum
- Towards an optimal policy setting for business to navigate out of COVID-19, 29 July 2020, ADC Forum
- Expanding Digital Health – Practitioners, 24 July 2020, Good Things Foundation
- Expanding Digital Health – Policymakers, 11 September 2020, Good Things Foundation
- Future of the Federation in the national cabinet, 1 October 2020, Centre for Policy Development (CPD)
- Hydrogen Economy, 15 October 2020, ADC Forum
- The Care Economy, 7 December 2020, CPD

2018 and 2019

- Belt and Road: Five years after, a focus on our region, 26 November 2018, ADC Forum
- OECD Environmental Performance Review, 30 January 2019, OECD
- Belt and Road and What it means for Australia, 27 March 2019, ADC Forum
- Nuclear Fuel Cycle for Australia, 9 May 2019, ADC Forum
- Autonomous Road Vehicles, 25 July 2019, Futures Hub, National Security College, ANU
- The Future of Public Interest Journalism in Australia, 16 September 2019, Futures Hub, NSC, ANU
- Declining trust in institutions and possible government responses, 29 September 2019, Futures Hub, NSC, ANU
- Migration - Diversifying Australia, 25 October 2019, ANU College of Arts and Social Sciences
- Building Australia – Big or Small?, 26 November 2019, ADC Forum

BESPOKE ROUNDTABLES AND SALONS

The Hub identifies and facilitates policy conversations that really matter to our society. We bring together academic and policymaking communities to explore new thinking on important policy issues. Our conversations encourage civic reason dialogue and the identification of positive societal change.

THOUGHT PROVOKER SERIES

Thought provokers are horizon-scanning think pieces designed to provoke thought on long range policy issues. They are written by the Hub Director, Sean Innis, together with various Hub Advisers and academics, and are published regularly in The Mandarin, mainstream media, and on the Hub website.

- The future of work is coming but it might not be what you think – 9 October 2020
- Business will play a key role in our post pandemic recovery, but what has to change? – with Matthew Faubel, 29 September 2020
- Foreign policy white paper needs an update, says lead author – by Richard Maude, 10 September 2020
- It’s been a crazy year, and the task for government has just gotten harder – with Ryan Young, 11 September 2020
- Do we need a crisis for government to perform this well? – with Bob McMullan, 1 May 2020
- Trust in the government and coronavirus – with Ryan Young, 23 April 2020
- COVID-19 has changed our world, it is up to us to design a new one – 15 April 2020
- Can the government prove itself worthy of our trust? – with Ryan Young, 19 March 2020
- Economic thinking has driven policymaking in the past, but will it in the future? – 2 March 2020
- Speculation versus evidence: Consumers and automated vehicles – with Ryan Young, 11 November 2019
- Trust makes the world go round – with Bob McMullan, July 2019
- Most people don’t have enough time in their lives. Good policy can help – with Lyndall Strazdins, 4 July 2019
- Better support for Ministers: a path to more trust in government? – with Bob McMullan, 28 June 2019
- Making the most of changes to machinery of government – with Bob McMullan, 16 May 2019
- The APS’s role in restoring public trust – with Mark Evans, 25 March 2019
- Belt and Road: Five Years On – with Ryan Young, March 2019

PUBLIC POLICY & SOCIETAL IMPACT HUB 2018 - 2020 HIGHLIGHTS 27
BUILDING A STRONGER BRIDGE BETWEEN ANU AND POLICYMAKERS

ANU is committed to building a strong and positive relationship with the policymaking community. As the national university, we see it as our responsibility to ensure that our work informs and supports better policymaking and better decisions in our community. Building a strong bridge between ANU and policymakers has been a core objective for the Hub.

The Hub has built a strong bridge between ANU and the policymaking community by providing mechanisms for the two-way flow of policy understanding and ideas. The Hub runs programs and services to create new connections between ANU and policymakers and facilitate further collaborations between the two communities.

**Australian Public Service (APS) - ANU Network**

The APS-ANU Network was established in July 2019 to support the Hub to build a stronger mutually-beneficial relationship between ANU and the APS.

Specifically, the Network provided a mechanism for:

> developing a stronger common understanding of the contribution ANU can make to both APS thinking and the broader policy development process
> providing advice on mechanisms and strategies that could assist ANU to become a stronger contributor to APS thinking and the broader policy development process
> identifying and discussing issues of key policy interest to the APS and ANU communities.

The Network has involved Senior Executives drawn from a broad cross-section of APS departments and agencies. It currently has 22 members.

The Hub was invited to co-host a roundtable on employment recovery with the Department of Education, Skills and Employment, with senior officials attending. From ANU: Bruce Chapman, Bob Breunig and Matthew Gray were in attendance.

In August 2020, ANU Vice-Chancellor Professor Brian Schmidt attended an APS-ANU network meeting focussed on how the University could best contribute to a mutually beneficial ANU-APS relationship.
Traditionally, ANU and the Australian Bureau of Statistics (ABS) have engaged strongly in many areas and formed meaningful person-to-person connections.

In August 2019, ANU and ABS representatives co-hosted a half-day forum to explore potential ways of working in a collaborative manner between data professionals and academics. In January 2020, the Hub released a consultation paper seeking feedback for a proposed ANU-ABS engagement framework.

Between May-June 2020, ANU and the ABS started a series of high-level conversations on how the two entities can further enhance their working relationship by commencing projects on micro credential courses. This work will continue and complement existing relationships between ANU and the ABS, and have the potential to inform future policy developments in Australia.

In August 2020, the Hub engaged with the ACT government’s Chief Minister, Treasury and Economic Development Directorate. Recognising the existing deep relationship between ANU and the ACT government, the Hub explored potential ways to complement current activities and work collaboratively towards new initiatives that would add long-term value to society.

Launched in May 2019, the Policy Greenhouse Fund was designed to be a leading policy incubator that focuses on unlocking the value of academic research and making meaningful contributions to the policymaking community. For us, the ANU Policy Greenhouse funding will achieve precisely what is intended in terms of sharing our work to date and seeding new work with new partners, and we are incredibly grateful.

— Professor Sharon Bessell, Crawford School of Public Policy
New Policy Approaches to Addressing Childhood Poverty

BUILDING A STRONGER BRIDGE BETWEEN ANU AND POLICYMAKERS

ABS - ANU Engagement Framework

ACT Government - ANU Engagement Framework

ANU Policy Greenhouse Fund

"..."
ANU POLICY GREENHOUSE FUND

Over the last 18 months the Fund has built direct engagement opportunities and enhanced connections between ANU academics and Australian policymakers by providing seed funding for short- and medium-term research projects with high public policy value.

In total, the Hub funded 14 individual projects with strong policy relevance (nine Projects & five Collaboration Initiatives), with a total funding value of $611,200.

A key objective of the Fund is to encourage co-creation and testing of policy ideas between the ANU academics and the policymaking community, to identify and support projects that:

- are in an area where ANU academics have clear expertise and where the policymaking community has significant policy interest
- have the potential for strong partnerships and co-design opportunities between ANU academics and policymakers.

Two levels of support were offered.

While the Fund was open to all ANU Researchers, there was a deliberate focus on supporting Early Career Researchers (ECRs) interested in furthering their public policy engagement opportunities.

Projects & partners

The funded projects were spread across four ANU Colleges – Asia & the Pacific, Health & Medicine, Arts & Social Sciences, and Law – addressing the following topics:

- Indigenous policy
- geo-economic world order
- disinformation campaigns
- armed conflict at sea
- service providers in the NDIS
- community engagement for infrastructure projects
- childhood poverty
- economic and social transformation of coal producing areas
- health and wellbeing in the Indian Ocean Territories
- e-Health innovation
- performance-based climate finance
- mental health

Researchers engage with policymakers through workshops and roundtables to define policy research questions, and then work in collaboration with the policymaking community to address these issues.

Project partners are spread across a variety of sectors:

- The Australian Public Service (PM&C, Defence, DFAT, Treasury, The Australian Election Commission, Attorney General’s, Health, and Infrastructure)
- State and Territory governments (NSW, VIC, QLD, TAS and ACT)
- NGO and private-sector partners including Melbourne Water, Major Transport Infrastructure Authority (MTIA) and The Smith Family.

All Policy Greenhouse projects were partnered with the policymaking community, working collaboratively on issues facing the nation and issues of international policy significance. They are all on track for completion, expanding on engagement opportunities, and translating their research into high policy value, policy outcomes and drivers.

Early successes

Two projects in particular achieved noteworthy early success.

Significant additional funding from the Commonwealth Government has been allocated to extend and expand the Australian Policy Choices in a New Geoeconomic World Order project, led by Professor Jane Golley (CAP), Dr Damien Lim (SPR, CASS) & Professor Anthea Roberts (RegNet, CAP). This project focuses on developing a robust understanding of geo-economic developments affecting Australia and the broader global community, with a view to enhancing the government’s capacity for ‘geo-economic policymaking’ in the challenging times ahead.

The project aims to assist better informed choices and responses by government to the emerging new geo-economic order.

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The project aims to assist better informed choices and responses by government to the emerging new geo-economic order.

The second project to garner additional funding is developing a framework for best practice community engagement for major infrastructure projects: Community co-design, led by Dr Kirsty Jones and Associate Professor Sara Rice (Crawford School, CAP).

This innovative project has been such a success that negotiations are currently underway for additional partners to contribute financially to the ‘Institute of Infrastructure in Society’ which was established to drive this project.

Australia is undergoing its most intensive period of infrastructure delivery. Communities are experiencing the consequent benefits and frustrations of major construction. Governments recognise that the systems in place to monitor and mitigate negative social impacts of major projects are limited. Despite such intensive delivery, few lessons are shared and the qualities of what constitutes ‘best practice’ community engagement remain vague.

“We are seeking to understand how community engagement informs and improves the delivery of major infrastructure, from roads and rail to schools and hospitals. Our research is now assisting government and industry to apply a ‘COVID-19 lens’ to infrastructure delivery, and is working to inform choices about how that infrastructure is planned and delivered.” says Sara Rice. Our research aims to support community involvement in these decisions and to help policymakers to understand and incorporate community perspectives, especially during challenging times.”

“The greenhouses funds have served as an important starting point for us on a much bigger project. We are doing loads of engagement with the government departments and are now reaching out to corporations.”

– Professor Anthea Roberts
School of Regulation and Global Governance
Australian Policy Choices in a New Geoeconomic World Order
BUILDING CAPABILITY

At the Hub, we have worked to demystify the processes and practices of policymaking by providing ANU academics with engagement tools and advice, in order to build their capability to engage and contribute to better policymaking. We have done this through policy masterclasses, a library of policy impact resources, and by providing a one-on-one advisory service.

In 2018, the Hub commissioned an external body to provide ANU with a roadmap to transform its vision to improve public policy impact into a reality; the recommended model was designed to encourage collaboration and learning from within the academic community and to work towards the goal of improving public policy impact.

Policy Masterclasses

Masterclasses were designed to give the ANU community deep insights into the complexities of the policymaking process and decision making, and explore the positive role academics can play in supporting better policymaking. Each masterclass brought together a panel of senior academics and policymakers into a conversation about their experiences and insights.

Our masterclasses for ANU academics provided practical advice on how to engage with policymakers and created an opportunity for academics to build connections with key senior academics and policy leaders.

Our masterclass panels included currently serving policymakers who gave first-hand insights into the issues that they face in their day-to-day work. Masterclass discussions were facilitated by Hub Director, Sean Innis.

In 2020 the Hub delivered four online Masterclasses (one Public; three Bespoke) with feedback indicating online sessions as the preferred method of delivery for future sessions.

In 2019 we delivered two face-to-face masterclasses at University House, in June and November.

Watch the recordings
By early 2020, the Hub had received requests from various schools and divisions to deliver tailor-made masterclasses, specific to their policy disciplines, areas of research expertise, and where they see a gap in the knowledge transfer between research and policy.

In response, the Hub launched its Bespoke Policy Masterclass series in 2020, providing three tailor-made Policy Masterclasses (one physical and two online) for:

- the Climate and Energy Change Institutes (CCI & ECI)
- the Centre for Biodiversity Analysis (CBA)
- the ANU College of Engineering and Computer Science (CECS).

Policy Masterclasses generally covered:
- How to influence public policy and have impact in the policymaking world
- Lessons for academics to consider when working with policymakers
- Personal experiences and reflections from panelists
- How to build a trusted relationship with the government
- How to position yourself as an academic to engage with government stakeholders
- Question and answer session from the audience.

In total over 330 attendees participated in masterclasses in 2019 and 2020, in person and online.

In addition, the Hub conducted a half-day policy impact workshop with the 2018 ANU Grand Challenge winning team, Zero-Carbon Energy for the Asia-Pacific in September 2019.

Policy Impact Library
The Impact Library, launched in September 2019, was an online collection of resources to help ANU staff gain insights and share experiences in how to have impact in policymaking.

The collection included well-respected voices from ANU, Australia and other international practitioners and academics, experienced in using academic research to have meaningful impact.

Recognising that there is no single or simple path to policy impact, the library contained resources including thought provokers, opinion editorials, journal articles, and reports and featured a prominent quarterly article.

Advisory Service
The Hub team offered an advisory service to ANU researchers seeking advice on how to engage with policymakers.

Between 2018 – 2020, the Hub provided over 200 advisory sessions through supporting Policy Greenhouse Fund projects, providing general advice to academics on the best approaches to working with policymakers, and creating new connections with the policymaking community.

“One of the best panel discussions I have ever been to. The panellists were approachable, honest with their answers, and had varied views of and experiences in the public service and its interface with academic. The facilitation was engaging, fair and informed. I was completely engaged by the full session.”

- Masterclass attendee

February 2020 masterclass for the ANU Climate Change and Energy Institutes
The Hub hosts six advisers who formerly worked in the policymaking community. These advisers engage with ANU researchers and with the policymaking community, and support the work programs of the Hub.

Advisers contribute their expertise and share their insights in a variety of ways, for example by making submissions to parliament, speaking at policy masterclasses, participating in policy workshops and roundtables, making significant contribution to the shaping of the 2020 Future Shapers Forum, and supporting the University’s engagement with the APS and the ACT government.

Dr Subho Banerjee
Dr Subho Banerjee is a Visiting Fellow at the Crawford School of Public Policy, ANU, Research Program Director at ANZSOG, and Adjunct Associate Professor at Griffith University’s School of Government and International Relations. He works on the interface between academia and public policy practice. Subho was previously a Deputy Secretary in the Australian Public Service, and has served in a wide range of strategic policy and program implementation roles.

He is the chairperson of the 2020 Future Shapers Forum advisory committee, supports the Hub’s engagement with the APS, and is a speaker in the Hub’s policy masterclasses.

Serena Wilson PSM
Serena Wilson retired as Deputy Secretary from the Department of Social Services (DSS) in 2018. She was Chair of the DSS Policy and Regulatory Reform Committee and has been awarded a Public Service Medal in 2014 for services to public administration in social policy, including her work to establish the National Disability Insurance Scheme (NDIS). In 2017, Serena received a Public Sector Excellence Award from the Institute for Governance and Policy Analysis at the University of Canberra.

She supports the Hub’s engagement with the APS, has made significant contribution to building the policy impact capability work at the Hub, and is an advisory committee member and speaker of the 2020 Future Shapers Forum.

Bob McMullan
Bob McMullan was the Director of the ANU Crawford Leadership Forum for 2018 – 2019, and is a Visiting Fellow at ANU. Bob was Parliamentary Secretary to the Treasurer in 1990, and in 1991, became Manager of Government Business in the Senate. Between 1996 and 2007 Bob held a number of Shadow Ministerial positions including Shadow Treasurer, Shadow Minister for Finance and Small Business, and Shadow Minister for Federal/State Relations. After the election of the Rudd Government in November 2007, he was appointed Parliamentary Secretary for International Development Assistance.

He supports the work of the Hub in parliamentary submissions, in particular with the ‘open government’ and ‘democracy’ policy space.
Sally Moyle
Sally Moyle has had extensive experience in international development policy and practice, broad experience in public policy and almost 20 years’ experience addressing gender issues both domestically and in international development. Most recently, Sally was the Chief Executive of CARE Australia and before that, was Principal Gender Specialist and Assistant Secretary with the Australian Department of Foreign Affairs and Trade. Prior to joining AusAID in 2006, Sally had senior roles at the Australian Human Rights Commission, the Australian Law Reform Commission, the NSW Ombudsman’s Office, and practised as a lawyer.

She supports the Hub’s work in engagement with the APS and serves as an advisory committee member of the 2020 Future Shapers Forum.

Natalie Howson
Natalie Howson has 25 years’ experience in senior executive roles in the state and federal public service. She has established and lead a Commonwealth statutory authority and been Director-General of two ACT Government Directorates – Education, and Community Services. She is the chairperson of the ACT Teacher Quality Institute, and supports the Hub’s engagement with the APS. Natalie made a significant contribution to a number of Hub roundtables.

The Hub works closely with partners within the University, as well as across the broader policymaking community. We have established strong collaborative relationships with ANU academics, government agencies and key policy partners to further enhance ANU’s policy expertise and engagement with policy community stakeholders.

In 2020, our collaborators and partners include:

- Centre for Policy Development
- ADC Forum
- PwC
- Futures Hub, National Security College, ANU
- Committee for Economic Development of Australia (CEDA)
- The Australian Public Service Commission (APSC)
- ANZSOG
- Sir Roland Wilson Foundation Board
- Asia Society
- Centre for Independent Studies
- Australian Bureau of Statistics (ABS)

Peter Burnett
Peter Burnett is an Honorary Associate Professor at the ANU College of Law, where he researches Australian environmental policy and law. Before coming to ANU, Peter held a number of senior executive positions in the federal Department of Environment, most recently in 2011-2012 as a First Assistant Secretary leading a Regulatory Reform Taskforce. Peter holds a PhD in environmental policy from ANU.

He supports the work of the Hub in parliamentary submissions, in particular with environmental regulatory policy, in engagement with the APS, and he contributes significantly as a speaker in policy masterclasses.

OUR PARTNERS

Peter Burnett

Sally Moyle

Natalie Howson

PUBLIC POLICY & SOCIETAL IMPACT HUB 2018 - 2020 HIGHLIGHTS
OUR STAFF

> Sean Innis – Director (2018 - 2020)
> Richard Maude – ACLF Director (2020)
> Bob McMullan – ACLF Director (2018 & 2019)
> Jodie Mildenhall – Project Manager (2019), Associate Director (2019 - 2020)
> Mel Southwell-Lee – Associate Director (2019)
> Robyn McBride – EA to Director (2018 – 2020)
> Patricia Canciani – EA to Director (2018)
> Anna Hutchens – Executive Officer (2018)
> Olivia Wenholz – Engagement Manager (2020)
> Karina Judd – Engagement Manager (2018)
> Pip Chan – Project Officer (2018 – 2020)
> Greta Piazzoli – Engagement Officer (2019 - 2020)
> Alexa Dodd – Engagement Officer (2018)
2018 - 2020

AT A GLANCE

Convening policy conversations that matter
- 9 Signature events
- 27 Events in total
- 3000+ Event participants
- 18 Roundtables
- 16 Thought provokers

Building a stronger bridge between ANU and policymakers
- 14 Policy Greenhouse projects
- $600k+ Funding allocated
- 7 APS-ANU Network meetings
- 30+ Partnerships with external bodies

Building ANU capability to engage and contribute to policymaking
- 33 Policy Greenhouse Project advisory sessions
- 7 Policy Masterclasses
- 330+* Policy Masterclass attendees
- 140+ Average monthly Policy Impact Library views

* Attendance numbers at these sessions were limited due to the design format.