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About AHURI

The Australian Housing and Urban Research Institute (AHURI) is a national not-for-profit independent network organisation that funds, conducts, disseminates and tailors high quality research on **housing, homelessness** and **cities**. Its work informs the policies and practices of governments, industry and the community sector, and stimulates debate in the broader Australian community.

AHURI is a unique venture. It comprises a professional research management company, AHURI Limited, that works with a collaborative network of researchers, universities and the policy and practice communities nation-wide.

AHURI's funding is received from three sources: government grants from the Australian Government and all state and territory governments; contributions from the Institute's university partners; and third parties.

AHURI's mission

To deliver high quality, policy-relevant evidence for better housing and urban outcomes.

AHURI's strategic goals

- To strengthen policy relevance
- To ensure high quality research
- To improve research accessibility
- To foster dynamic collaboration
- To support and strengthen research capability

AHURI Limited

AHURI Limited is the small not-for-profit management company based in Melbourne that leads and manages the work of the Institute.

Its staff and Board of Directors are experts in research, research management, knowledge transfer and research dissemination, including event design and organisation, and evidence informed facilitation.

AHURI Limited manages the National Housing Research Program and the National Cities Research Program. It also supports the National Homelessness Research Network.

This report is for AHURI Limited.



Executive Message

Simply put, our mission is to help governments develop policies that provide better housing and urban outcomes. Never has this role been more essential, and never before has AHURI been so well placed to deliver on this goal.



Mr Rod Fehring
Chairman



Dr Ian Winter
Executive Director

Drawing from our extensive knowledge base of housing, homelessness, cities and Indigenous research, AHURI provides high quality policy-relevant evidence to all levels of government.

The *Strategic Plan 2009–2018* called on the organisation to adapt to changes in policy settings across governments while maintaining the quality and relevance of its research. The past year has seen AHURI meet these challenges, with 20 research projects completed and the staging of 15 public research dissemination events around the country.

During the year AHURI's research has been used by senior policy officials, including the Housing Ministers' Conference and its Housing Ministers' Advisory Committee, and the cross-jurisdictional Housing and Homelessness Policy and Research Working Group.

The interface with, and support from the federal, state and territory governments is highly valued and critical to AHURI's capacity to deliver policy-relevant research.

In particular, the Australian Government's funding provides long-term tangible support that reflects the value placed on AHURI's work. The range of Ministers and diverse ministries with whom AHURI has direct relationships are reflective of the expanded breadth of the organisation's research agenda.

Our research programs

Funding and conducting high quality policy-orientated research on housing, homelessness and cities remains the cornerstone of AHURI's activity.

Managed on behalf of the Australian Government and all state and territory governments, the **National Housing Research Program** continues to be highly cost effective. The Australian Government's initial contribution of \$1.5 million was leveraged to nearly \$3.8 million via cash

contributions from all state and territory governments, as well as AHURI's university partners. Competitive pricing practices leverage the value of this research to a market equivalent of approximately \$10 million worth of research.

The 20 new projects funded this year covered themes including: the financial viability of the public housing system, the growth of not-for-profit housing associations in Australia, the need for additional investment in the supply of private rental dwellings, and the role of the tax system in driving housing outcomes.

Throughout the year, the **National Homelessness Research Network** continued to develop as a unique venture to increase the quality of homelessness research and its application to policy and practice. One highlight of the Network's activity during the year was AHURI's participation in the *International Partnership on Homelessness Research, Policy & Practice Conference* in Washington D.C. in March 2011 at which 26 policy leaders met to consider ways to strengthen homelessness initiatives worldwide.

Work also commenced during the year on the inaugural *Homelessness Research Conference*. Co-hosted with RMIT University, the conference will be held in Melbourne in early 2012, supporting active dialogue between researchers, policy-makers and practitioners about homelessness issues based on a sound evidence-base.

AHURI worked during the year to secure ongoing funding for the **National Cities Research Program** by meeting with potential investors, developing research priorities through consultation, and delivering speeches and presentations at key policy and industry events. A small number of research projects were undertaken alongside capacity building activities and events. Through a consultative process with stakeholders, research priorities for the coming year have been set to focus on the economic productivity of cities.

Strengthening research capacity

For the National Housing Research Program the productive and supportive relationships with our university partners are critical to AHURI's research programs and initiatives. Their continued support is appreciated, as is the confidence they place in AHURI to broker and administer project grants. This collaborative network model ensures AHURI funded research draws on a diverse skill and knowledge base.

In addition, AHURI continued to support and strengthen research capability by investing in capacity building activities. During the year, the organisation committed to jointly sponsoring seven Postgraduate Scholars and two Postdoctoral Fellows with our Research Centres by providing \$417 930 over three years. These activities help sustain and grow Australia's housing research capabilities.

Wider and more meaningful engagement

The generation and support of credible and high quality research is but a means to an end. Our work has limited impact if it is not appropriately disseminated to – and engaged with by – key players in the policy development and practice arenas.

This year we further increased our involvement with these key players through a number of innovative research engagement activities.

In addition to the Housing Research Seminar Series, which saw releases of new AHURI research in each state and territory, new vehicles for engagement with the policy and practice communities were successfully initiated: regular roundtables with senior Housing and Planning government personnel; seminars co-hosted with organisations in allied fields, such as the *Future Housing for Older Australians Symposium* in Sydney (jointly hosted with The Benevolent Society); public presentation and debate of new AHURI essays like *Housing, loneliness and health in contemporary Australia: what is the connection?* at the State Library of Victoria; and meetings and conferences such as *Improving housing affordability: the tax reform debate* – which brought together national commentators and analysts to explore, discuss and debate the Henry Tax Review's recommendations for addressing housing supply issues.

Increased access

Access to the AHURI evidence-base is crucial if our work is to inform housing, homelessness and urban policy-making. In addition to the increase in face to face engagement activities over the year, steps were taken to improve the way AHURI research is accessed and digested. This included the addition of audio and video documentation of events on our website and the introduction of new communication channels such as RSS feeds, Twitter and an improved weekly e-newsletter – which saw subscriber numbers increase by 35.18 percent over the year. We were also pleased to see the average monthly visits to the website increase by 9.26 percent on the 2009/10 financial year.

AHURI's **Research Synthesis Service** consolidated its importance in providing policy-relevant analysis in a timely manner. Since its inception in 2008, the Service has been a key vehicle for responding quickly to requests for synthesis reports on key policy topics. During the year, the Service completed 25 projects for a diverse range of government and non-government clients from across Australia and overseas.

New partners

In addition to partnering with The Benevolent Society, the Residential Development Council and others during the year, AHURI continued to foster dynamic collaboration by building relationships with key international research partners, including the Joseph Rowntree Foundation in the UK and the OTB Research Institute for the Built Environment at Delft University of Technology in The Netherlands.

We recognise that these partnerships will provide the international comparative analysis which is so valuable to policy development, and help build capacity to respond to the increasing breadth of issues facing future generations worldwide.

Our thanks

In closing, we wish to thank the AHURI staff for their ongoing dedication and welcome new members who have joined the team during the year. Their skill and commitment make it possible for us to meet our strategic objectives.

Our goal remains to help policy-makers provide better housing and urban outcomes, and AHURI remains committed to the generation, interpretation and dissemination of the evidence required to make these sound decisions.

“I urge you to consider how you would answer this question: is the housing system we are leaving to our children better or worse than the one we inherited?”

Dr Ian Winter, AHURI Executive Director, to CEDA seminar, *Housing Australia – policy challenge and commercial realities*, Melbourne, July 2010



Corporate Governance

AHURI Limited is a management company that leads and manages the work of the Institute.

The AHURI Limited Board has ultimate responsibility for ensuring that AHURI Limited is governed in an effective and ethical manner and in accordance with its legal obligations. It is committed to the highest standards of corporate governance and the promotion of transparency in its operations.



HIGHLIGHT

AHURI research continues to play a valuable role in shaping policy. Citations in public policy documents, including the Australian Government's *Regulation and growth of the not-for-profit housing sector: discussion paper*, and the Productivity Commission's Inquiry Report, *Caring for older Australians* highlight the relevance of the AHURI evidence-base to policy making.

The AHURI Limited Board determines the strategic direction of the company and supports the goals set out in the AHURI Limited Strategic Plan. The Board operates under the AHURI Limited Corporate Governance Charter, the AHURI Limited Constitution and Corporations Law.

The primary duty of the AHURI Limited Board Directors is to ensure the overall success of the company's operations. Their duties encompass:

- Establishing and determining the powers and functions of the committees of the Board, including the Audit, Finance and Risk Management Committee
- Determining the strategic direction of the company
- Determining policies governing the operations of the company
- Ensuring statutory compliance
- Ensuring compliance with the terms and conditions of the Institute's Funding Agreement and Participants Agreement for the National Housing Research Program
- Ensuring sound financial operations and solvency
- Approving an annual budget and monitoring financial performance
- Identifying significant risks and reviewing how these are managed
- Monitoring the adequacy, appropriateness and operation of internal controls

- Tracking all major policy issues and quality assurance in respect to research outputs
- Ensuring compliance with all matters as prescribed by law, including, but not limited to, occupational health and safety and the environment
- Appointing the Executive Director and undertaking performance reviews
- Appointing the Company Secretary

Directors are required to disclose any potential conflict of interest. Where a potential conflict exists a Director must abstain from voting on the matter and may also be required to abstain from deliberation on the matter.

During the 2010/11 year the following Directors resigned due to either the rotational requirements of the AHURI Limited Constitution or the fact that they have left their government or university positions: Mr Mike Allen, Professor Jan Carter AM and Professor Linda Kristjanson. AHURI thanks them for their valued contributions.

The Board welcomed the following new Directors: Ms Margaret Crawford, Ms Meredith Sussex AM and Professor Graeme Wright.

The Board has delegated specific authorities to the Audit, Finance and Risk Management Committee as outlined on the next page.

AHURI Limited Board Directors (for all of 2010/11)

Director	Representation	Appointed
Mr Rod Fehring	Chairman, Independent	1 April 2008
Dr Ian Winter	Executive Director	4 July 2003
Mr Philip Fagan-Schmidt	State and Territory governments	22 October 2008
Mr Michael Kerry	Independent	10 December 2009
Mr John Mortimore	Independent	1 January 2006
Professor Deborah Terry	Universities	10 December 2009
Ms Serena Wilson	Australian Government	2 September 2009
Mr Andrew Tongue	Alternate to Ms Wilson	2 September 2009
Professor Mark Western	Alternate to Professor Terry	16 April 2010



AHURI Limited Board Directors (appointed during 2010/11)

Director	Representation	Appointed
Ms Margaret Crawford	State and Territory governments	15 December 2010
Ms Meredith Sussex AM	Independent	15 December 2010
Professor Graeme Wright	Universities	1 May 2011

AHURI Limited Board Directors (resigned during 2010/11)

Director	Representation	Resigned
Mr Mike Allen	State and Territory governments	14 December 2010
Professor Jan Carter AM	Independent	14 December 2010
Professor Linda Kristjanson	Universities	30 April 2011

Board meetings held during the year

30 September 2010	13 December 2010	24 March 2011	3 June 2011
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Audit, Finance and Risk Management Committee

The primary function of the Audit, Finance and Risk Management Committee is to act as an advisory body to the Board to assist in ensuring that the principles of good corporate governance are implemented and maintained. The Committee assists the Board in fulfilling its corporate governance responsibilities and is responsible for overseeing the company's risk management and internal control systems, accounting policies and practices, internal and external audit functions, and financial reporting.

Members

Chairman

Mr John Mortimore

Professor Jan Carter AM (until 14 December 2010)
Mr Rod Fehring
Ms Meredith Sussex AM (from 15 December 2010)

Meetings held during the year

26 August 2010	24 February 2011	3 May 2011
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The Year In Review

National Housing Research Program

High quality policy-orientated housing research funded through the National Housing Research Program is a key AHURI activity.



CASE STUDY

Indigenous housing encompasses complex and entangled issues, presenting an array of challenges to service providers and policy-makers attempting to develop appropriate responses. To address this, AHURI has developed an evidence-base covering many facets of Indigenous housing in urban, rural and remote areas. Nineteen projects on Indigenous housing have been completed with six currently under way. Engaging 118 researchers across the country, this work has resulted in 66 research reports.

Managed on behalf of the Australian Government and all state and territory governments, the **National Housing Research Program** continues to contribute to a comprehensive evidence-base that is publicly available from the AHURI website.

During the 2010/11 financial year, AHURI invested nearly \$3.8 million in 20 new National Housing Research Program projects covering the following themes:

- Community housing and homelessness
- Housing stress and its impact on wellbeing
- Affordable infill housing developments
- Housing and social inclusion – especially in relation to refugees
- Housing policy and mobility
- The impact of housing on the wellbeing of children
- Planning issues
- Evaluation methodology – including models for planning system performance and neighbourhood renewal programs
- Investment in affordable housing, including supply bonds

In addition, AHURI continued to invest in research capacity building activities by jointly sponsoring seven Postgraduate Scholars and two Postdoctoral Fellows with AHURI's Research Centres.

These activities encourage entry into Australian housing and urban research careers, and provide continuous professional development opportunities that sustain and grow Australia's housing and urban research capabilities.

Research Centre summaries



AHURI Queensland Research Centre

Director
Professor Andrew Jones

Postgraduate Scholar: Melanie Spallek

Interrelationships between housing transitions, fertility and levels of well being



AHURI RMIT Research Centre

Director
Associate Professor Robin Goodman

Funded Projects

- Housing supply bonds - a suitable instrument to channel investment towards affordable housing in Australia?
- Homelessness and 'Housing First': issues for Australian policy and practice (Essay)
- Cost-effective methods for evaluation of neighbourhood renewal programs
- The housing security consequences of underemployment
- Sustaining home ownership in the 21st century: emerging policy concerns (Essay)
- Resident third party objections and appeals against planning applications: implications for medium density and social housing
- Marginal rental housing and marginal renters: a typology for policy

Postgraduate Scholar: Kristen Bell

Accessibility measures in planning practice

Postdoctoral Fellow: Sharon Parkinson



AHURI Southern Research Centre

Director
Associate Professor Keith Jacobs

Postgraduate Scholar: Kathleen Flanagan

New public management and government services provision

Postdoctoral Fellow: Felicity Picken



AHURI Swinburne-Monash Research Centre

Director
Professor Terry Burke

Funded Projects

- Changes in the private rental system and the effects of long-term private rental
- The role of informal community resources in supporting independent housing for young people recovering from mental illness: a guide for housing policy makers and practitioners

Postgraduate Scholar: Sarah Greenlees

Spatial disadvantage over time: are areas locked into spatial disadvantage?



AHURI Western Australia Research Centre

Director
Associate Professor Paul Flatau

Funded Projects

- Delivering diverse and affordable infill housing development (Investigative Panel)
- Housing stress and household wellbeing in Australia
- Refugees, housing and social inclusion in Australia
- Housing and children's development and wellbeing: evidence from Australian data

Postgraduate Scholar: Samantha Hall

Greening the built environment – design and performance assessment for green buildings locked into spatial disadvantage?



AHURI UNSW-UWS Research Centre

Director
Professor Peter Phibbs

Funded Projects

- Affordable housing, urban renewal and planning: emerging practice in NSW, South Australia and Queensland
- Quantifying planning system performance and the national housing reform agenda (Investigative Panel)
- The role of community housing in meeting the housing and support needs of homeless people
- Downsizing amongst older Australians
- Multi-generation households in Australian cities (Essay)
- Moving home: the role of housing policy in responding to and promoting mobility (Essay)
- Understanding leadership, strategy and organisational dynamics in the not-for-profit housing sector

Postgraduate Scholars:

Martin Nichols Infrastructure costs associated with forms of urban development

Kelly-Anne Small Improving social housing options for people with complex needs



“An incredibly important issue future – housing for older Australians – and something we should be putting our minds to now.”

The Hon Mark Arbib, Minister for Social Housing and Homelessness, opening the *Future Housing for Older Australians Conference*, co-hosted by AHURI Limited and The Benevolent Society, Sydney, February 2011

The Year In Review

National Homelessness Research Network

In last year's *Annual Report* we observed that '... as a national research enabler, AHURI ... is well placed to support and facilitate the collaborative research activities of (National Homelessness Research) Network partners'.



CASE STUDY

The symposium, *Future housing for older Australians: overcoming barriers to innovation*, jointly hosted by AHURI and The Benevolent Society in February 2011, brought together 250 policy-makers, researchers, planners, aged care providers and others to discuss and debate innovative solutions and practical steps to creating better housing outcomes for Australia's ageing population. The event proved a timely opportunity to discuss better housing outcomes for Australia's ageing population with a full report from the symposium made publically available on the AHURI website.

Throughout the year, the **National Homelessness Research Network** has evolved to help coordinate the disparate activities of a homelessness research network, including facilitate peer-to-peer critique of the evidence-base and the transfer of that research knowledge into policy development and practice.

This will underpin constructive engagement, improve policy and practice, and produce better outcomes for the community.

Over the year, Network activities were diverse in focus and format. Whilst AHURI's National Housing Research Program continues to invest in research that touches on homelessness issues, critiqued and focused homelessness research is essential.

A positioning paper titled *The role of 'assertive outreach' in addressing primary homelessness* was prepared by the AHURI Queensland Research Centre and reported on the 'first stage of research into the adoption, in Australia, of new models of assertive outreach as responses to homelessness'. This preliminary work is consistent with AHURI's commitment to establishing an evidence-base as a precursor to policy developments. This research will, ultimately, address the likely efficacy of emerging overseas practice models if applied in the Australian context.

A well received Network event was held in Perth late 2010. Themes covered by the five presenters included: the defining of homeless service delivery outcomes; integrated models of service delivery that encompassed examining the range of co-existing factors that impact on an individual including lack of accommodation; and the relationship between gender and homelessness and its relevance to policy and practice.

"I'd also like to highlight some research being conducted by AHURI about intergenerational homelessness. This research examines the patterns and determinants of intergenerational homelessness and homelessness service use in Australia, and the role and impact of service delivery and policy interventions designed to avert or break the cycle of homelessness across generations."

Dr Andrew Hollows, AHURI Deputy Executive Director, to the *International Partnership on Homelessness Research, Policy & Practice Conference*, Washington D.C., March 2011

AHURI's international reach extended during the year to a meeting in Washington D.C. in March 2011. AHURI Deputy Executive Director, Dr Andrew Hollows, joined 26 policy leaders at the *International Partnership on Homelessness Research, Policy & Practice Conference* to consider ways to strengthen worldwide initiatives to address homelessness. The event provided a platform to actively engage international researchers, practitioners and policy-makers with the work of the Network.

Work also commenced on the inaugural *Homelessness Research Conference* for the Network. This event will be co-hosted with RMIT University in early 2012 and will support an active dialogue between researchers, policy-makers and practitioners about homelessness issues based on a sound evidence-base.

National Cities Research Program

The National Cities Research Program aims to deliver a high quality, independent evidence-base that can be used to underpin policy development across all major players, including the government, community and the private sector.

The **National Cities Research Program** is the third stream in AHURI's research activities. It recognises the need for integrated solutions that will produce high-quality outcomes across housing, land supply, urban infrastructure and economic development. AHURI believes that such solutions are critical to the future development of our cities.

AHURI worked during the year to secure ongoing funding for the Program by meeting with potential investors, developing research priorities through consultation, and delivering speeches and presentations at key policy and industry events. The Program also undertook a small number of research projects, research capacity building activities and events.

The **Metropolitan planning governance in relation to affordable housing supply** project, co-funded by Australand and the Residential Development Council, is one example. Another is the postgraduate scholarship NSW Landcom are supporting through the AHURI UNSW-UWS Research Centre that is developing a balanced cost-benefit analysis method for the provision of infrastructure. Over the year, AHURI also partnered with the National Housing Supply Council, the COAG Housing Supply and Affordability Working Party, and the Northern Territory Land Development Corporation to stage and facilitate research-based workshops.

In an address to a CEDA seminar, *Creating sustainable and liveable cities in Australia* (Melbourne, October 2010), AHURI Executive Director, Dr Ian Winter, commented that rarely is the national conversation around housing held in terms of its role as 'infrastructure' or an 'essential service'. He outlined the required reforms that "... will reposition housing ... and enable our housing system to make a stronger contribution to sustainable and liveable cities".

AHURI also committed its support to the *5th State of Australian Cities Conference* to be held in Melbourne in late 2011 by joining the City of Melbourne, the Grattan Institute, the Victorian Government, RMIT University and others in sponsoring the event.

Held nationally every two years, the conference aims to share, discuss and debate research directed at the complex and multi-dimensional issues facing Australia as an urban nation.

To assist in developing the research priorities for the Program, an AHURI discussion paper was released inviting responses to assist in developing future research priorities.

We were delighted by the range of organisations that responded and the thoughtful comments they provided – our thanks to all those who contributed their time and energy.

The responses took two forms: substantive debate of the issues raised, and guidance about the relative priorities of proposed research directions. In developing a research agenda for the National Cities Research Program, it is the latter set of comments that were particularly valuable.

The advice received encouraged AHURI to prioritise research on the economic productivity of cities. With this policy-relevant and challenging field of inquiry in mind, AHURI will continue to work with governments and other interested parties to develop the funding to sustain a continuing research program on these important issues.

"The contentious nature of the sustainable population debate that the country is currently having reinforces that there is no more important topic upon which we must develop a credible, independent, high quality and policy relevant evidence-base."

Dr Ian Winter, AHURI Executive Director, to CEDA seminar, *Housing Australia – policy challenge and commercial realities*, Melbourne, July 2010



The Year In Review



Research Synthesis Service

AHURI contributes to the evidence-base using a variety of research approaches. It has the flexibility of running longer-term projects when fundamental research is needed, but it can also respond quickly to new policy or practice issues as they arise. The Research Synthesis Service is a prime example of this.

The **Research Synthesis Service** is able to respond quickly to requests from clients for synthesis of the existing research on their topic and to then provide outputs that are fit for purpose. Its success is based on its capacity to provide clients with the confidence that their decisions are based on the best available evidence. It makes the research more accessible and provides clients with the resources for innovation and problem-solving.

During the year, the Research Synthesis Service completed 25 projects valued at over \$400 000 for a diverse range of clients from across Australia and overseas, including government departments and NGOs from New South Wales, Queensland, Victoria, Northern Territory, South Australia and Canada. Key topics included: homelessness (client outcomes, rough sleeping, service accessibility), affordable housing and the planning system, and effective responses to locational disadvantage.



CASE STUDY

In mid 2010, AHURI's Research Synthesis Service was commissioned by Shelter NSW to prepare a report on the evidence-base surrounding housing stress in low-moderate income households. The review of the Australian and international research highlighted a number of policy and program initiatives, the implementation of which could assist these families into sustainable and affordable housing.

Financial Report

Revenue

A three year National Housing Research Program Funding Agreement with the Australian Government and all state and territory governments commenced on 1 July 2009 at an increased level of funding. Payments are spread unevenly over the period. Research Centre funding has, in accordance with the Participants Agreement, increased in line with inflation to maintain the real value of contributions. Research Synthesis Service activity has increased. Research stream income includes the National Cities Research Program and the National Homelessness Research Network.

Expenditure

The Research Program expenditure varies from year to year due to the timing of the commissioning of research activities. An increased level of activity is anticipated in the next financial year.

Summary of revenues and expenditure

	2011	2010
	\$	\$
Revenue		
National Housing Research Program	3,778,082	4,448,648
Research Synthesis income	418,926	290,685
Other research stream income	134,891	291,709
Interest from term deposits	397,199	276,806
Interest from banks	10,184	6,296
Other revenue	29,249	34,299
Total Revenue	4,768,531	5,348,443
Expenditure		
Administrative and research management expenses	(2,177,592)	(1,659,425)
Amounts paid or payable to AHURI Research Centres	(2,559,289)	(1,719,979)
Total Expenses	(4,736,881)	(3,379,404)
Net operating surplus (deficit) for the year ended 30 June 2011	31,650	1,969,039

Staff List 2010/11

Dr Anne Badenhorst	Research Director, Housing (from 17 August 2010)
Anne Collins	Finance Manager
Dr Lauren Costello	Senior Analyst, Research Synthesis (from 18 April 2011)
Damien Coup	Digital Communications Coordinator
Jim Davison	Assistant Director, Research
Kerry Fewings	Administrative Assistant
Tamlin Gorter	Research Manager
Dr Hellene Gronda	Director, Research Synthesis
Barbara Harman	Executive Assistant and Company Secretary
Karen Ho	Finance Assistant
Dr Andrew Hollows	Deputy Executive Director
Juan Li	Research Communications Coordinator
Ingrid Mayboehm	Publications Assistant (until 5 October 2010)
Dr Melanie Thomson	Assistant Research Manager (from 23 August 2010)
Caroline Thompson	Communications Director
Laura Vitus	Analyst, Research Synthesis (until 22 September 2010)
Dr Vicki-Ann Ware	Senior Analyst, Research Synthesis
Dr Ian Winter	Executive Director





Photography by Damien Coup

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