



10TH ANNIVERSARY

STATE. CONNECT. CONVINCED.

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CENTRE FOR POLICY DEVELOPMENT

# 2017-2018 ANNUAL REPORT

10TH ANNIVERSARY

# CENTRE FOR POLICY DEVELOPMENT

ANNUAL REPORT 2017-2018



The Centre for Policy Development (CPD) is pleased to present its Annual Report for the financial year 2017-18. The report provides an overview of CPD's program activities and financial performance.

For further information please visit [www.cpd.org.au](http://www.cpd.org.au).



## CREATE

We create ideas from rigorous, evidence-based, cross-disciplinary research at home and abroad.

## CONNECT

We connect experts and stakeholders to develop these ideas into practical policy proposals.

## CONVINCE

We then work to convince governments, businesses and communities to implement these proposals.



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We value your feedback and support. If you would like to provide feedback please don't hesitate to contact us.

[admin@cpd.org.au](mailto:admin@cpd.org.au) (03) 9929 9915

Level 2, 15-31 Pelham Street, Carlton VIC 3053  
Level 6, 115 Pitt Street, Sydney, NSW 2000

# 2017/18 Partners

Our work would not be possible without our partners. Thank you!

## Institutional Partners



- The Digger and Shirley Martin Environment Trust
- Curlew Fund
- Fairer Futures Fund
- Hamer Family Fund

## Individual Partners & Ideas Sustainers

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- Anna Booth
- Anna Buduls
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- Renate Watkinson
- Robert Partos
- Rory Sutton
- Sally Greenway
- Sheila and Keith Walkerden
- Stuart Lloyd-Hurwitz
- Sue Mathews & Mark Burford

CPD would like to acknowledge the traditional custodians of the land throughout Australia. We pay our respects to their elders past, present and emerging, for they hold the memories, the traditions, the culture and hopes of Indigenous Australia. We acknowledge that Aboriginal and Torres Strait Islander people continue to live in spiritual and sacred relationships with this country.



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# FOREWORD FROM THE CHAIRPERSON

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Established in 2007, CPD is one of Australia's leading independent policy institutes. We tackle long-term policy challenges and build innovative, and practical policy responses.

In a fractious political and policy environment, our rigorous research findings and recommendations have been adopted by governments in Australia and abroad.

In 2017 we celebrated CPD's 10th Anniversary. There have been plenty of opportunities and events during the anniversary to thank everyone whose support, commitment, and energy has made our work possible this past decade. There are too many of you to name here, but please know that we appreciate each and every one of you.

Two people who deserve special acknowledgement are **John Menadue AO** and **Miriam Lyons**, our founding Chair and Executive Director respectively. I also want to pay tribute to my other predecessors as Chair: **Antoinette Le Marchant**, **Kate Miller** and **Martin Stewart-Weeks**. CPD has been well served by all of them.

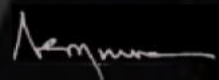
Our recent attitudes research on democracy shows Australians don't just want more effective government — they want a more active government with the courage to take on big ideas.

I am proud that CPD continues to hold true to

its mission to advance bold ideas today as much as the day we were founded, and hope you'll continue to follow us as we embark on our second decade.

Special thanks to my fellow Board members for their contributions during 2017, and a warm welcome to our latest, brilliant additions to our Board, **Sam Mostyn** and **Don Russell**. I am also grateful to our Fellows and the members of our Research and Fundraising Advisory Committees for their work throughout the year. They all contribute to CPD's impact. It is a pleasure to work with you all.

Finally, on behalf of the Board, we thank **Travers McLeod**, our CEO, for his leadership and for growing an outstanding team. Together they take on the thorniest issues, stick at them doggedly, diligently develop a viable response in partnership with others, then double down to ensure it is implemented. CPD's create-connect-convince approach is a new and exciting model for think tanks, one which I believe will spur vital change for Australia and the region over CPD's next decade.



**Terry Moran AC**  
Chairperson



# MESSAGE FROM THE CEO

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It has truly been a special year for CPD — our tenth.

A decade ago, I was drinking warm beer on a cold day in pre-Brexit Britain. Around the same time, **John Menadue AO** and **Miriam Lyons** became founding Chair and Executive Director of the Centre for Policy Development.

John and Miriam were pioneers. They created this organisation because they wanted better ideas for Australia, and for evidence to matter.

We honoured John and Miriam this year as part of CPD's 10th Anniversary series, headlined by the inaugural John Menadue Oration. Marty Natalegawa, former Indonesian foreign minister, delivered a memorable inaugural Oration on the topic 'Can Democracy Deliver?'

We focussed our 10th-anniversary series on democratic renewal because successful democracies are stable but not static. Australians don't need to be briefed on the Brexit negotiations or the histrionics of the Trump administration to realise democracy and the international rules-based order face profound pressure across the globe. Australia isn't immune to this pressure.

We used our anniversary series to spark a deeper discussion about Australian attitudes to democracy and to government, the connection of those ideas and preferences with more effective government, and a clearer shared purpose of what our democracy should pursue.

In a fractious political and policy environment, I'm proud to say that CPD has built a team and the credibility to cut through and get stuff done. To create, to connect, and to convince on issues that matter for Australia over the long run.

Our Asia Dialogue on Forced Migration now involves nine countries, the UNHCR and IOM. It's helping to transform responses to people fleeing persecution, including for the over 600,000 Rohingya who have fled Myanmar for Bangladesh since late August.

The ADFM's work in response to the crisis was covered on the front page of the Jakarta Post in September 20

CPD's research on climate change is has convinced boards, regulators and military officers to change the conversation about climate risk. APRA is the latest on board.

CPD has exposed huge governance and performance gaps in Australia's big service delivery systems, like jobs and settlement services. And we've uncovered inequity in Australia's schools, pushing persuasively – and successfully – to level the playing field.

We're proud of this work, not just because it's made a difference but also because it's been produced on a lean budget. On behalf of the everyone part of CPD's team, I want to extend my profound thanks to our many partners, collaborators and supporters. I also want to pay tribute to everyone who has played a role in CPD's first decade — our current and former staff, fellows, interns, Board and Research Committee members, ideas sustainers and patrons — and everyone who has listened and acted on our ideas.

Organisations like CPD don't last for a decade without some brilliant supporters who believe in independent policy research in the public interest. Your belief and financial support have made our work possible. On behalf of the entire team, thank you.

As you read this Annual Report, you will see the contribution CPD's team has made over the past twelve months, and how committed we are to taking on the most challenging policy problems. Rest assured that will continue as we work to create, connect and convince on the challenges and opportunities that will define Australia's future.



**Travers McLeod**  
CEO





# OUR PEOPLE



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# BOARD



**TERRY MORAN AC**  
CHAIRPERSON



**JENI WHALAN**  
DEPUTY CHAIRPERSON



**VISHAL BERI**  
BOARD MEMBER



**SAM MOSTYN**  
BOARD MEMBER



**DON RUSSELL**  
BOARD MEMBER



**KIRSTEN GRAY**  
BOARD MEMBER



**NADINE FLOOD**  
BOARD MEMBER



**MARTIN STEWART-WEEKS**  
BOARD MEMBER



**KATE MILLER**  
BOARD MEMBER



**LUKE GREEN**  
BOARD MEMBER



**ANTOINETTE LE MARCHANT**  
BOARD MEMBER



**ROB PARTOS**  
BOARD MEMBER

# OUR TEAM



**TRAVERS MCLEOD**  
CEO



**SHIVANI NADAN**  
OPERATIONS MANAGER AND POLICY ANALYST



**SAM HURLEY**  
POLICY DIRECTOR



**ANNABEL BROWN**  
PROGRAM DIRECTOR



**ROB STURROCK**  
POLICY DIRECTOR



**LUISA BOLL**  
EVENTS AND COMMUNICATIONS OFFICER



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# FELLOWS



**ARJA  
KESKI-NUMMI**



**CHRIS  
BONNOR AM**



**DR ANAND  
KULKARNI**



**DR CLAIRE  
MOLINARI**



**DR JAMES  
SLEZAK**



**DR KATE  
CHARLESWORTH**



**DR MARK  
DAVIS**



**DR MARK  
TRIFFITT**



**FIONA  
ARMSTRONG**



**IAN  
DUNLOP**



**IAN  
MCAULEY**



**JENNIFER  
DOGGETT**



**JOHN  
MENADUE AO**



**KATE  
MACKENZIE**



**MIRIAM  
LYONS**



**PETER  
HUGHES PSM**



**PROF JAMES  
ARVANITAKIS**



**PROF JOHN  
WISEMAN**



**PROF PETER  
WHITEFORD**



**PROF RAY  
ISON**



**DR RYAN  
GOSS**



**PROF TONY  
MOORE**

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# RESEARCH COMMITTEE



**DR JENI WHALAN**  
CHAIRPERSON



**DR ANAND KULKARNI**



**KATE MILLER**



**DR TRAVERS MCLEOD**



**ANTOINETTE LE MARCHANT**



**GEOFFREY SHUETRIM**



**CLAIRE PALMER**



**PROF ROY GREEN**



**MARK JOINER**



**DR PETER FROST**

# FUNDRAISING ADVISORY BODY



**SAM MOSTYN**



**ROB STURROCK**



**JENI WHALAN**



**PETER BINKS**



**MAUREEN COLLINS**



**TRAVERS MCLEOD**



**WENDY FIELD**



# HIGHLIGHTS



# 10<sup>TH</sup> ANNIVERSARY

In 2017, CPD was excited to celebrate its 10th anniversary. We chose to make democratic renewal the centrepiece of our anniversary celebrations, to instigate a deeper discussion about Australian attitudes to democracy, the connection of those ideas and preferences with more effective government, and a clearer shared purpose of what Australia's democracy should pursue.

Democracy and the international rules-based order face profound pressure, and Australia is not immune to this pressure. There is a gap between expectations of government in the community and government's capability to build and deliver an agenda. There is a question mark over assumptions that have underpinned public policy over the past few decades, such as the nature of growth, economic structure, the role of government, and the delivery of human services.

Rebooting Australia's democracy is not just about reforming systems and processes, or rejuvenating the public sector and public services. It is also about ensuring the best policy ideas rise to the top.

In November 2017, our 10th-anniversary celebrations kicked off with new research and a series of high-level events to take a deeper dive into the pressures facing Australia's democracy and to put forward new ideas to ensure Australia's democracy can be fit for purpose in the twenty-first century.

CPD's attitudes research as part of the 10th-anniversary series on democratic renewal was released in November 2017 and helped to identify the challenges and frame our discussions and responses. The research showed that Australians believe their democracy is not delivering for all and that leaders are fixated on short-term gains. But it also showed that Australians aren't entirely disenchanted with democracy, that we want our democratic system to ensure people are treated fairly, and that we are keen for genuine reforms.

The first event in our 10th-anniversary series was the inaugural John Menadue Oration delivered by former Indonesian foreign minister, Dr Marty Natalegawa, who mounted a powerful case for why democracy must deliver. This was followed by a special roundtable on the state of Australia's democracy, and a public forum on building a sustainable economy.



# INAUGURAL JOHN MENADUE ORATION

As part of our 10th-anniversary series, CPD was proud to host **Dr Marty Natalegawa**, Indonesia's former foreign minister, to deliver the inaugural John Menadue Oration.

Pak Marty has been described as "one of the most respected foreign policy and international security thinkers of his generation, both in Indonesia, South East Asia, and in the broader Asia-Pacific region".

Pak Marty responded to the question "Can Democracy Deliver?", to a full-house event at the State Library Victoria in Melbourne on 2 November 2017.

*"Can democracy deliver?"*

*As one who has traversed Indonesia's now more than a decade-long transformative democratic journey – such that today it constitutes the world's third-largest democracy – the reply to such question can only be resoundingly in the affirmative: yes! Indeed, it has to. Democracy must deliver."*

The Oration will be CPD's flagship public lecture event, named in honour of our founding Chairperson **John Menadue AO**.

It will provide a platform to advance debate around the biggest policy challenges facing Australia, and CPD will welcome leading international thinkers to ignite conversations in Australia.

In an environment of political uncertainty and a fractious political and policy environment, the Menadue Oration series will stand outside of partisan politics to provide scope for debate on the long-term issues facing Australia.

We look forward to building on the success of the first Oration, to develop the Oration into an iconic Australian lecture series that can appeal to policy specialists, the business community and a general audience.



# 10TH ANNIVERSARY EVENTS SERIES

## Roundtable: How Can Australia's Democracy Deliver?

On 10 November 2017, CPD convened a special roundtable on Australia's democracy as part of our 10th-anniversary series. We invited leaders from business, government, universities and civil society to build on the results of our attitudes research on what democracy and the social compact means for Australians today, what the community expects of government and what reforms Australia's democracy needs most – new ideas, structures, institutions, and processes. The agenda was an ambitious one, but the group rose to the challenge and were candid and creative. The ideas developed by this group and informed by CPD research, were published soon after in *What Do Australians Want? Active and Effective Government Fit for the Ages*.



## Public Forum: Building a Sustainable Economy

On 29 November 2017, we hosted a public forum on "Building a Sustainable Economy" with the Australian Prudential Regulation Authority's (APRA) **Geoff Summerhayes**, the Clean Energy Finance Corporation's **Steven Skala AO**, ANZ's **Christina Tonkin**, CPD's newest Board member, **Sam Mostyn**, and Bloomberg's **Emily Cadman** at MinterEllison in Sydney. It was a timely discussion about how business, investors and regulators can help build a more sustainable economy and financial system. CPD's new paper by Policy Director **Sam Hurley** and our new Fellow **Kate Mackenzie** was launched the same day. *Climate Horizons: Next Steps for Scenario Analysis in Australia* shows how business, investors, and regulators can use scenario analysis in order to better understand and respond to climate-related risks and opportunities. Our public forum and ongoing research on building a sustainable economy have helped to raise the bar for corporate climate-related financial disclosure and motivated new announcements from organisations like APRA and the Clean Energy Finance Corporation.





*New CPD Initiative*

# CITIES AND SETTLEMENT INITIATIVE

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Following the publication of our groundbreaking report *Settling Better: Reforming refugee employment and settlement services* in 2017, CPD launched the Cities and Settlement Initiative to improve the economic participation of refugees in Australia. Our research tells us this would deliver a triple dividend: benefiting vulnerable Australians; boosting the budget; and improving community cohesion.

The Initiative is generously funded by the **Myer Foundation**, the **Vincent Fairfax Family Foundation** and the **Cameron Foundation**, and is supported by pro-bono assistance from the **Boston Consulting Group**, which has partnered with CPD on this project since its inception.

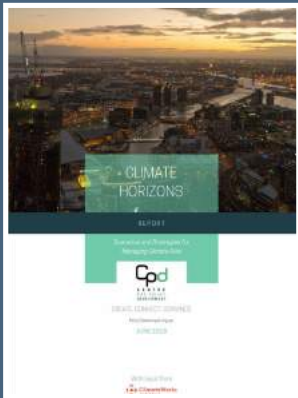
## THE INITIATIVE IS BUILT ON 3 PILLARS:

1. **The Council on Economic Participation for Refugees** with key federal and state government officials, service providers, employers, international experts and the cities that are settling the most refugees.
2. A **Knowledge Hub** to share best practice.
3. An **innovation network** on civic engagement.

## ALREADY WE'VE SEEN SUCCESS:

- ✓ Successful meeting of the Council on Economic Participation for Refugees, engaging senior participants from three levels of Australian government.
- ✓ Working with local government areas in developing a place-based model for economic participation, with potential for broader application.
- ✓ Submission to Employment Services Expert Advisory Panel on reforms to address the needs of refugee jobseekers.
- ✓ Comparative research on measures to support refugee entrepreneurship.

# PUBLICATIONS



Climate Horizons | REPORT | June 2018



SUBMISSION to the Senate Foreign Affairs, Defence and Trade References Committee Inquiry into the United Nations Sustainable Development Goals | April 2018



SUBMISSION to the JCPAA Inquiry based on the Auditor-General's ANAO Report No. 19 (2017) (ANAO Report) | February 2018



A Creeping Indigenous Separation | DISCUSSION PAPER | February 2018

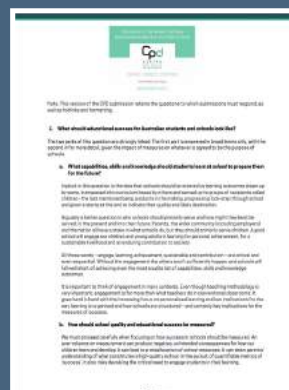
One in three Australians (35%) think the main purpose of democracy is "ensuring that all people are treated fairly and equally, including the most vulnerable". What Do Australians Want?, December 2017.



What Do Australians Want? Active and Effective Government Fit for the Ages | DISCUSSION PAPER | December 2017



Climate Horizons: next steps for scenario analysis in Australia | DISCUSSION PAPER | November 2017



SUBMISSION to the review to achieve educational excellence in Australian schools | November 2017



SUBMISSION to the Inquiry into the Implications of climate change for Australia's national security | August 2017





# RESEARCH PROGRAMS



# EFFECTIVE GOVERNMENT PROGRAM

The Effective Government Program examines how Australia can best ensure that its public institutions deliver active and effective government in the 21st century.

Delivering an active and effective government means tackling long-term policy challenges, delivering high-quality services to the community, weathering existential shocks from abroad, and instilling in the public shared confidence and respect in their public institutions, and in one another.

One example of CPD's commitment to this mission is our research into the effectiveness of employment services. Our long-term interest in these matters is reflected in the reports *Grand Alibis* (December 2015), and *Settling Better* (February 2017), which was released with the support of the Boston Consulting Group, and a broader discussion paper on Australia's democracy (December 2017). These issues also informed the creation of our multi-year Cities and Settlement Initiative, which focusses on helping refugees to find jobs faster.

## Highlights

**October 2018:** ATTITUDES RESEARCH: What do Australians expect from their democracy?

**November 2017:** SUBMISSION: Review to achieve educational excellence in Australian schools

**December 2017:** DISCUSSION PAPER: *What Do Australians Want? Active and Effective Government Fit for the Ages*

**February 2018:** LAUNCH: Cities and Settlement Initiative

**February 2018:** First meeting of the Council on the Economic Participation for Refugees

**February 2018:** DISCUSSION PAPER: *A Creeping Indigenous Separation | In a Class of Their Own* series

**April 2018:** SUBMISSION: Public sector capability, service delivery, the effectiveness of outsourcing, and the use of consultants.



## DEMOCRATIC RENEWAL

In December 2018, CPD released a new discussion paper, *What do Australian's Want? Active and Effective Government Fit for the Ages*.

This paper draws on new attitudes research commissioned by CPD on Australian attitudes to democracy and to government. It also features insights from a special roundtable on Australia's democracy convened by CPD in November 2017, as part of our 10th Anniversary Event Series.



What's clear from the research is that Australians are up for the challenge of rebooting their political system. This is not just a matter of reforming the system of government and its processes. It means ensuring the best contemporary policy ideas rise to the top.

As part of the research, CPD partnered with **Professor Glenn Withers** from the Australian National University and Essential to replicate two previous studies on public attitudes to government.

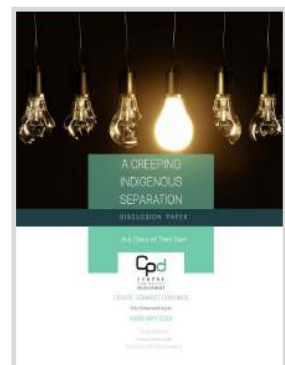
## A MORE EQUITABLE SCHOOL SYSTEM

Over the past two years, CPD has highlighted inequity in the funding of Australia's schools and a growing concentration of disadvantaged students in poorer schools. In 2017, CPD launched a new series to build on this research, *In a Class of Their Own*.

This will be a series of discussion papers exploring different facets of how Australia's contemporary school system segregates and divides students, families and communities, and concentrates disadvantage.

The first paper in this series, *A Creeping Indigenous Separation* (Feb 2018) by **Chris Bonnor, Christina Ho** and **Garry Richards**, focussed on disadvantage experienced by Indigenous students. It found that most Indigenous students are increasingly consigned to schools with the least capacity to support them.

This series will continue across 2018 and 2019 to explore the growing divide between advantaged and disadvantaged students, and the ways that Australia's schools are setting up a system of winners and losers. Rather than promoting inclusion and equity, the dynamics of our school system are putting some students in a 'class of their own'.



# SUSTAINABLE ECONOMY PROGRAM

CPD's Sustainable Economy Program focuses on policy ideas and partnerships to build a more environmentally and socially sustainable economy.

2017-18 was another agenda-setting year for this program.

We broadened awareness of our work on company directors' responsibilities to manage climate change. We hosted critical statements on climate risk by two of Australia's key financial regulators. And we published influential research on how Australian companies and investors should disclose how their businesses stack up under different climate scenarios.

With more sophisticated responses to climate risk now emerging, we want to see this support better climate policy – and to reinforce a crucial broader agenda around sustainable finance.

## Highlights:

**August 2017:** SUBMISSION - Inquiry into the Implications of climate change for Australia's national security

**November 2017:** EVENT / DISCUSSION PAPER - APRA's Geoff Summerhayes' speech on climate risks and opportunities at CPD public forum; release of *Climate Horizons* discussion paper.

**March 2018:** MEDIA - CPD's work on directors' duties and climate finance featured on ABC Four Corners' *Weather Alert*

**April 2018:** Submission - Climate risk and sustainable finance to the Senate's inquiry on the UN Sustainable Development Goals

**June 2018:** EVENT / REPORT - John Price's address on climate change at CPD public forum, reiterating key findings of Hutley opinion; release *Climate Horizons* report.





# CLIMATE HORIZONS

Following the 2016 **Hutley-Hartford Davis** legal opinion on directors' duties and climate risks, in our follow up-work, we've highlighted the tools and frameworks that regulators, company directors, investors and analysts could use to do a better job of understanding, disclosing and responding to climate-related risks.

Our two-part research series Climate Horizons looked specifically at the role of climate scenario analysis.



In November 2017, our *Climate Horizons* discussion paper outlined five key principles that should underpin robust, useful scenario analysis as Australian responses to the TCFD recommendations gathered pace.

And in an expanded report in June 2018, we provided an in-depth look at the resources and toolkits available for those developing or interpreting scenario analysis in the business community.

# LEADERSHIP FOR THE LONG TERM

In February 2017, APRA Executive Member **Geoff Summerhayes** delivered a groundbreaking speech on climate risks in the financial sector. Australia's leading regulators have continued to raise the bar in this area.

In November, CPD hosted APRA's Geoff Summerhayes, who followed up his earlier remarks by outlining the active steps APRA was taking to bolster its climate-related capabilities, and emphasised the 'weight of money' now moving towards a low-carbon transition.

In June, CPD hosted ASIC Commissioner **John Price**, who in his speech endorsed the Hutley opinion, highlighted the importance of the TCFD recommendations, and outlined a number of steps ASIC would take to strengthen its climate-related guidance and supervision.



These forums also featured an excellent line-up of leading private and public sector speakers, including **Steven Skala AO** (Chair of the CEFC), **Christina Tonkin** (ANZ), **Dom Giuliano** (Magellan) and **Anna Skarbek** (ClimateWorks).

# INTERGENERATIONAL WELLBEING PROGRAM

CPD's Intergenerational Wellbeing Program works on policy challenges central to fostering social mobility and tackling disadvantage over the long term, both in Australia and further abroad across the Asia-Pacific.

## ASIA DIALOGUE ON FORCED MIGRATION (ADFM)

The Asia Dialogue on Forced Migration (ADFM) completed a strong first three-year phase this financial year. The ADFM is now established as a credible and influential forum for dialogue among policy leaders in the Asia-Pacific to develop lasting regional policy responses to forced migration. The timing couldn't be more critical, as the number of those forcibly displaced has grown by 68.5 million.

In a recent survey, 80% of ADFM participants believe the "establishment of a second track

process on issues of forced migration in the region, trusted by government for frank and independent advice" is the most significant outcome for regional cooperation on forced migration issues.

In particular the ADFM's influence on the region's capability to respond to mass displacement emergencies came to fruition over the course of the last year.

ADFM efforts have helped to create a direct line of communication with Myanmar and Bangladesh, which could, in time, provide the foundation for a comprehensive regional response. The ADFM brings together government and non-government decision-makers from nine affected countries and representatives from UNHCR and IOM, each of whom acts in their personal capacities. The forum met twice this year, in Manila, the Philippines in September 2017 and in Sydney Australia in March 2018.



## FIFTH MEETING, MANILA

The fifth meeting of the ADFM took place on the 12-14 September in Manila, just as the humanitarian and security crisis unfolded in Myanmar and Bangladesh. Approximately 300,000 people had crossed the border into Bangladesh from Myanmar since conflict broke out in Rakhine State on 25 August.

There was strong consensus at the meeting that the new Bali Process emergency response mechanism should be triggered in response to the situation. ADFM members also urged ASEAN to work to de-escalate the situation in Myanmar and Bangladesh and to be part of a collective and coordinated response. Members also continued to advance proposals to address trafficking in persons in the region recommending mechanisms for the effective implementation of the ASEAN Convention on Trafficking in Persons, Especially Women and Children (ACTIP).

In October 2017, in line with the ADFM's advice, Bali Process Co-Chairs triggered the emergency Consultation Mechanism in response to the humanitarian and security crisis in Myanmar and Bangladesh. ASEAN also responded with humanitarian support.



## SIXTH MEETING, SYDNEY

The sixth meeting of the ADFM was convened from 13-15 March 2018 in Sydney, ahead of the ASEAN-Australia Special Summit. By that time more than 670,000 people had fled Myanmar for Bangladesh since August 2017, bringing the overall Rohingya population in Cox's Bazar to 884,000.

The meeting again focussed on regional responses to the unfolding humanitarian crisis. Members also advanced proposals to address human trafficking, forced labour and modern slavery, and principles for sustainable and protection-sensitive repatriation and reintegration pathways.



The sixth meeting in Sydney marked the progress of the ADFM into its second phase. The issues the Dialogue is tackling continue to be highly relevant.

The need for an established regional forum for independent and inclusive policy development on forced migration in the Asia-Pacific has never been greater.





# EVENTS & MEDIA



# ANU-CPD POLICY DIALOGUES

CPD has been delighted to continue our partnership with the Australian National University (ANU) for a renowned roundtable series, the ANU-CPD Policy Dialogues. Co-hosted by the two institutions, our Policy Dialogues are a series of high-level conversations on some of Australia's key policy issues.

The Dialogues are an opportunity for fresh thinking on Australia's policy processes and strategies. They enable a wider variety of senior voices (business, professional and philanthropic community leaders) to contribute to a conversation on how to tackle the long-term opportunities and challenges facing Australia.

*August 2017*

## **Cities as Policy Shapers**

With Monica Barone, Ben Rimmer & Dewi Wahab

*November 2017*

## **Australia's Foreign Policy—Challenges and opportunities in the region**

With Marty Natalegawa

*March 2018*

## **Decentralisation and Democratic Renewal**

With Mark Birrell, Professor Glenn Withers AO, Nadine Flood and Simon Pryor

*May 2018*

## **Leader or Laggard—How does Australia's budget stack up against the rest of the world?**

With Greg Smith, Miranda Stewart & Peter Whiteford

*June 2018*

## **Global Realities, Domestic Choices: How to adapt Australia's trade policies to climate change**

With Bob McMullan, Craig Emerson & Caroline Lambert



# MEDIA HIGHLIGHTS

THE CENTRE FOR POLICY DEVELOPMENT HAS WARNED SCHOOLS ARE BECOMING LESS REPRESENTATIVE OF LOCAL COMMUNITIES

THE LATEST  
skynews.com.au

## Content Highlights

- ASIC puts directors on notice over disclosure on climate change risks, *The Australian*, June 2018
- A rare opportunity to make schools work better, *Inside Story*, Oct 2017
- Terry Moran: Australians want bold government, not shrinking violets, *The Mandarin*, Nov 2017
- Australian shareholders should be told of climate risk to profits, says thinktank, *The Guardian*, Nov 2017
- APRA quizzes finance sector over climate change risk preparations, *Financial Review*, Nov 2017
- Banks and insurers must prepare for climate-related risk: APRA, *ABC Radio*, Nov 2017
- CPD's work on directors' duties and climate risk featured on *ABC Four Corners' Weather Alert*, Feb 2018
- Has outsourcing run its course, or is it the secret to the 'ideal' worker?, *The Mandarin*, March 2018
- Marty Natalegawa on *ABC Saturday Extra* with GeraldineDoogue, Nov 2017
- Most Australians support a federal anti-corruption commission: research, *The Canberra Times*, Dec 2017
- Big, impersonal and opaque: how Jobactive is failing jobseekers, *Inside Story*, Jan 2018
- 80pc of voters back a federal ICAC: Centre for Policy Development, *Financial Review*, Dec 2017
- How to better help refugees and asylum seekers enter the workforce on *Life Matters*, *ABC Radio National*, Dec 2017
- Marty Natalegawa – Can Democracy Deliver?, *ABC Radio National*, Jan 2018
- Time to judge our wars in Iraq and Afghanistan, *Sydney Morning Herald*, March 2018

## Digital Community

8,300

eNews subscribers

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**Trends5Australia** @Trends5AU · Nov 2

Top 5:

- 1: #TwitterFronts
- 2: #cpd10
- 3: #BetterHumans +8
- 4: #ADEatNZL
- 5: #sydneypeaceprize +6



**Gregory James Barton** @gregjamesbarton · Nov 2

"Democracy is a process not an event" Marty Natalegawa giving the John Menadue Oration 'Can Democracy Deliver' @CentrePolicyDev #CPD10



**Lenore Taylor** @lenoretaylor · Nov 29

What a sensible idea...Australian shareholders should be told of climate risk to profits, says thinktank



**Kelly Reiffer** @societybeta · Nov 30

"Unsustainable growth cannot continue indefinitely" – Harold Holt (1967). My notes on last night's excellent public forum by @CentrePolicyDev with @sammostyn, @CEFCaus, @APRAinfo & @ANZ\_AU linkedin.com/pulse/notes-cp... #CPD10



Most Indigenous students consigned to schools with least capacity to help  
*Chris Bonnor*

Layers are being created within and between Indigenous communities, making closing the gap ever more difficult



**Lenore Taylor** @lenoretaylor · 29 Nov 2017  
 What a sensible idea...Australian shareholders should be told of climate risk to profits, says thinktank



**Australian shareholders should be told of climate risk to profits, says...**  
 Centre for Policy Development urges companies to adopt standardised analysis of climate's impact on business  
 theguardian.com

## EAST ASIA FORUM

Economics, Politics and Public Policy in East Asia and the Pacific

Home Topics Countries Contributors Quarterly About

### Australia and Indonesia in partnership for democracy

6 December 2017

Author: R M Marty Natalegawa, Indonesia

Can democracy deliver? This is the question currently being asked in all corners of the globe. If we look at Indonesia's transformative democratic journey — today it is the world's third-largest democracy — the rep can only be resoundingly affirmative yes.

#### INSIDE STORY

NATIONAL AFFAIRS

### Big, impersonal and opaque: how Jobactive is failing jobseekers

ROB STURROCK  
 1 FEBRUARY 2018

A new strategy would start by recognising that the market alone can't help many jobless Australians find work



## Indonesia and Australia can nurture democracy together

Marty Natalegawa



### Terry Moran: Australians want bold government, not shrinking violets...

Australians are fed up with policymakers too scared of their own shadow to make the bold calls, says new attitude research. One of the nation's top

themandarin.com.au

# 80pc of voters back a federal ICAC: Centre for Policy Development

FINANCIAL REVIEW



**Laura Tingle**  
 Political Editor

Three quarters of voters say there is a need for democratic renewal in the form of a federal anti-corruption commission and a tougher code of conduct for MPs, as part of wider reforms that would also see a rejuvenated public sector return to service delivery.

However, Prime Minister Malcolm Turnbull has played down the likelihood of establishing a federal anti-corruption commission, saying such bodies have mixed records at a state level and that there are already a range of corruption fighting bodies at the federal level.

Best of the Festivals

### Marty Natalegawa - Can Democracy Deliver?

Download audio

Monday 15 January 2018 7:05PM

Event: John Menadue Oration by Marty Natalegawa

Marty Natalegawa, Indonesia's former Foreign Minister delivers the inaugural John Menadue Oration, the headline event launching the 10th Anniversary Series of the Centre for Policy Development.

One of the most respected foreign policy and international security thinkers of his



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IMAGE: MARTY NATALEGAWA IN CONVERSATION WITH LAURA TINGLE AT THE STATE LIBRARY OF VICTORIA (SUPPLIED: ARNALD DOMANGE)





# OUR FINANCES

# FINANCIAL STATEMENTS

The following financial report is an extract from the audited financial statements for CPD for the financial year ended 30 June 2018. A complete copy of the audited statements is available upon request. These can be obtained by emailing [admin@cpd.org.au](mailto:admin@cpd.org.au).

CPD is compliant with regulations of the Australian Securities and Investments Commission and the Australian Charities and Not-for-Profits Commission.

CPD is committed to transparency in disclosing our funding sources. Information on our funders is available earlier in this report and on our website. Our Funding Policy is available on our website.

## INCOME STATEMENT

For the year ending June 2018

	2018	2017	2016
Revenue	967,178	606,506	636,220
Expenses	877,498	670,044	635,361
Profit/(Loss) before Income Tax	89,680	(\$63,537)	\$859
Income Tax Expenses	-	-	-
Profit/(Loss) Attributable to Members of the Company	89,680	(\$63,537)	\$859



# BALANCE SHEET

For the year ending June 2018

	2018	2017	2016
<b>ASSETS</b>			
Current Assets			
Cash and cash equivalents	505,340	314,010	441,395
Trade and other receivables	27,409	23,615	10,959
<b>Total Current Assets</b>	<b>\$532,713</b>	<b>\$337,625</b>	<b>\$452,354</b>
Non-Current Assets			
Property plant and equipment	8,633	5,162	3,765
<b>Total non-current assets</b>	<b>\$586,33</b>	<b>\$5,162</b>	<b>\$3,765</b>
<b>Total assets</b>	<b>\$541,346</b>	<b>\$342,787</b>	<b>\$456,119</b>
<b>LIABILITIES</b>			
Current Liabilities			
Trade and Other Payables	77,754	64,510	59,103
Financial Liabilities	218,491	154,127	211,033
Employee benefit obligations	66,457	35,186	33,105
<b>Total current liabilities</b>	<b>\$362,702</b>	<b>\$253,823</b>	<b>\$303,617</b>
<b>Total Liabilities</b>	<b>\$362,702</b>	<b>\$253,823</b>	<b>\$303,617</b>
<b>Net Assets</b>	<b>\$178,644</b>	<b>\$88,964</b>	<b>\$152,502</b>
<b>EQUITY</b>			
Contributed equity	-	-	-
Retained profits	178,644	88,964	152,202
<b>Total Equity</b>	<b>\$178,644</b>	<b>\$88,964</b>	<b>\$152,202</b>

# STATEMENT OF PROFIT & LOSS

For the year ending June 2018

	2018	2017	2016
<b>REVENUE</b>			
Interest Received	4,309	5,271	7,286
Donations Received	962,869	601,181	628,782
Book Sales	-	-	152
Other	-	55	-
<b>Total Revenue</b>	<b>\$606,506</b>	<b>\$606,506</b>	<b>\$636,220</b>
<b>EXPENSES</b>			
Personnel Expenses	533,720	433,506	488,619
Depreciation and Amortisation Expenses	3,150	1,999	1,674
Advertising	75	527	768
Bank Charges	1,128	1,126	1,060
Insurance	7,017	4,760	3,746
Travel	157,289	70,441	17,162
Printing & Stationary	7,101	463	396
Rent & Outgoings	47,335	38,069	33,529
Telephone	4,924	4,927	5,644
Other Expenses	115,759	114,226	82,763
<b>Total expenses</b>	<b>\$877,498</b>	<b>\$670,044</b>	<b>\$635,361</b>
<b>Total Profit</b>	<b>\$89,680</b>	<b>\$(63,537)</b>	<b>\$859</b>

# AUDITORS REPORT

INDEPENDENT AUDITOR'S REPORT  
TO THE MEMBERS OF  
CENTRE FOR POLICY DEVELOPMENT LIMITED  
ACN 124 425 896

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## Report on the Audit of the Financial Statements

### Opinion

We have audited the financial report of CENTRE FOR POLICY DEVELOPMENT LIMITED (the Company), which comprises the statement of financial position as at 30 June 2018, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the directors' declaration.

In our opinion, the accompanying financial report presents fairly, in all material respects, (or gives a true and fair view of) the financial position of the Company as at 30 June, 2018, and (of) its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRSs).

### Basis of opinion

We conducted our audit in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Corporations Act 2001. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial report section of our report.

We are independent of the Company in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the financial report in Australia, and we have fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Name of Firm: Watkins Coffey Martin  
Chartered Accountants

Name of Partner:



Richard Watkins, Partner

Address: 65 Hill Street Roseville NSW 2069

Dated this 26<sup>th</sup> day of October 2018





# What's next?

## Looking ahead

At CPD we're committed to advance bold policy ideas for a smart, sustainable and compassionate future for Australia.

### In 2018/19 CPD will:

- Progress systemic change for a sustainable finance agenda for Australia in partnership with business, industry, government and civil society.
- Continue to work to improve the effectiveness of employment services for the most disadvantages, including refugees, with a focus on governance, evaluation and service coordination, as well as modelling place-based approaches in local council areas.
- Identify and advance bold missions for Australia — our new moonshots — and help re-design our institutions so they are fit for purpose in the 21st Century.

Centre for Policy Development:

Level 2, 15-31 Pelham Street, Melbourne VIC 3053 T: 03 9929 9915

Level 6, 115 Pitt Street, Sydney, NSW 2000 T: 02 8199 9407

E: [admin@cpd.org.au](mailto:admin@cpd.org.au)   [www.cpd.org.au](http://www.cpd.org.au)   Twitter: @CentrePolicyDev