

# ANNUAL REPORT 2021



# Annual Report: 2020-2021

The Centre for Policy Development (CPD) is pleased to present its Annual Report for the financial year 2020-2021. The report provides an overview of CPD's program activities and financial performance.

For further information, please visit [cpd.org.au](http://cpd.org.au)  
We value your feedback and support. If you would like to provide feedback please contact us.

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# ABOUT CPD

The Centre for Policy Development (CPD) is an independent, values-driven, and evidence-based policy institute.

Our motivation is an Australia that embraces the long term now. CPD's policy development is geared towards an Australia that is equitable, aspirational, and truly prosperous – and enlivened by the challenge of shaping a better future.

## CREATE

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

## CONNECT

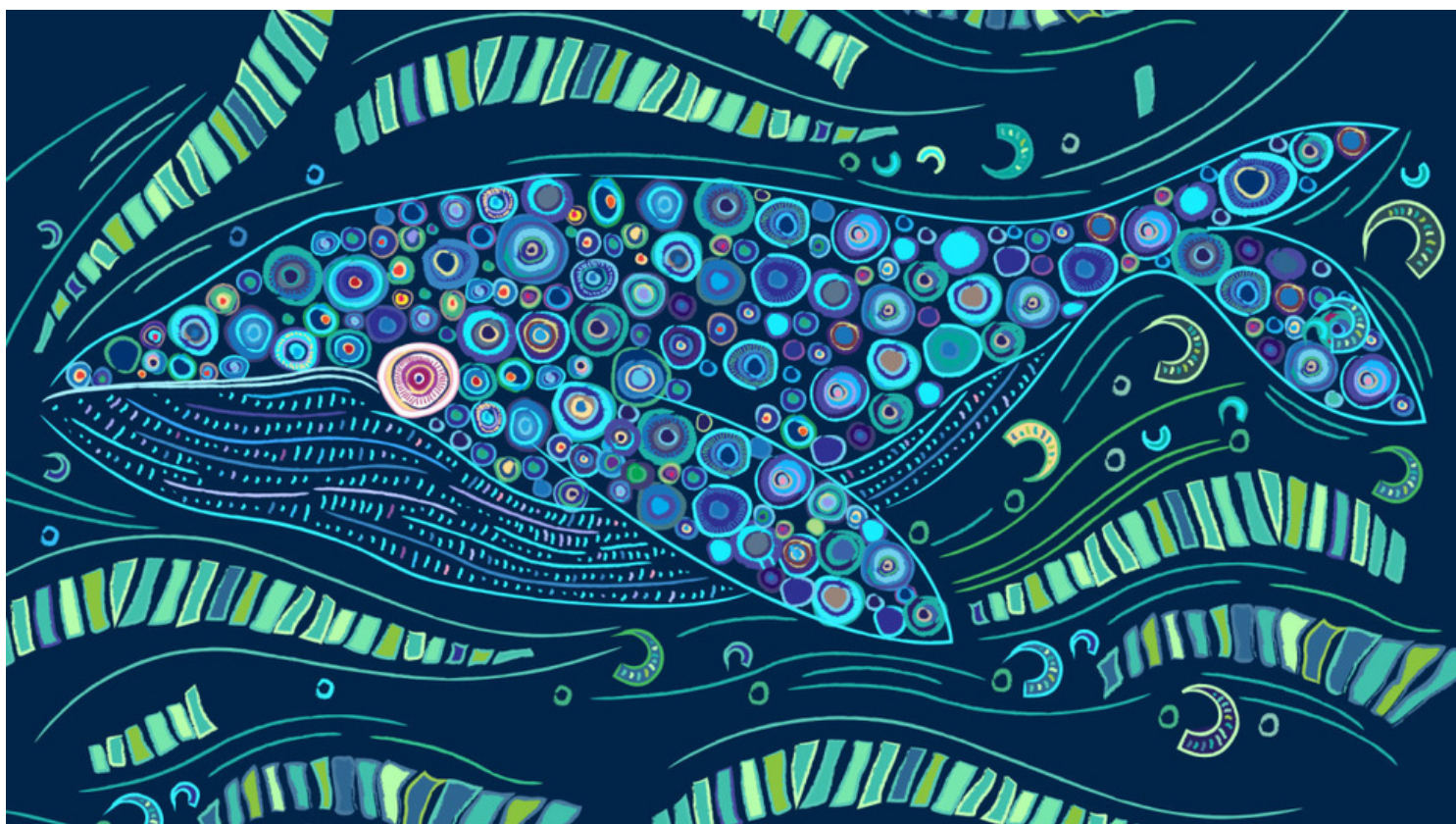
We connect experts and stakeholders to develop these ideas into practical policy proposals

## CONVINCE

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

CPD would like to acknowledge the traditional custodians of the land throughout Australia. We pay our respects to their elders past and present, 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


The Centre for Policy Development has established itself as a leading non-partisan independent policy institute that cuts through the short-termism of election cycles to make impactful long-term policy change happen now. COVID-19 has made CPD's work even more important, and the organisation rose to the challenge accordingly.

As Australia reaches a crossroads on climate in mapping out a road to recovery, our work on climate was central this year. CPD brought together leaders from government, business and civil society several times to work toward aligning Australia's economic recovery with a transition towards a net zero emissions economy. We also released an updated legal opinion that continues to shape the landscape for regulators.

Our expanding Effective Government program also addresses some of Australia's most pressing challenges. We need to reshape how government works to ensure it is fit to overcome the challenges of today and the coming century. This means developing new ideas, bold visions, collaborative approaches and committed coalitions to pursue the mission of a better society.

I am proud to say that the work of CPD is key to creating these vital characteristics in our government, our institutions and our society. The partnerships that have been fostered across broad sections of Australia's institutions - from boardrooms and ministerial offices to service providers and civil society advocates - can underpin our success as a nation.

As CPD approaches its 15th year, its place as a practical, values-driven public policy powerhouse in the country and the region is indispensable to our collective wellbeing.

  
**Terry Moran AC**  
Chair



## MESSAGE FROM THE CEO

As the uncertainty introduced by COVID-19 becomes a new normal, the policy challenges facing Australia, our region and the world have become more urgent than ever before.

Our work building coalitions to tackle the most difficult long-term policy challenges has continued throughout the past year, even as new variants come to light and the global vaccine rollout gives hope of a return to something like normal.

It was in this environment that we invited Professor Megan Davis to deliver the first virtual Menadue Oration, where she posed the question “Can Australia Deliver?”, addressing the future of the Uluru Statement and Constitutional reform.

Across our programs and initiatives this vital question was raised in myriad forms. The work to build an innovative, productive and inclusive economy saw the establishment of the Climate & Recovery Initiative, where unions, industry and government collaborate for a low-carbon future. Our legal opinions by Noel Hutley SC continue to influence directors duties and climate risk in Australia, with ASIC recently endorsing the most recent opinion on greenwashing.

Our Effective Government work included landmark reports on settlement services and criminal justice. It also saw us launch the Early Childhood Initiative with Dr Jennifer Jackson as the program director.

Though borders have been closed, our engagement with the region continues through the Asia Dialogue on Forced Migration. Public officials and experts met virtually throughout the year to work on alternatives to detention for children and pathways to greater cooperation between neighbours on forced migration.

I would like to thank all the many people throughout CPD’s world - from our trusted partners and generous funders to our tireless staff and board - who have sustained this organisation through a time of global turbulence to deliver our vital contribution to Australian public policy.

A handwritten signature in black ink that reads 'Travers McLeod'.

**Travers McLeod**  
CEO

# 2020-2021 PARTNERS

We would like to thank our generous funders, who support the work of CPD. Our work would not be possible without you.



MinterEllison

In addition, our work is supported by the following generous individuals:

- Brian and Diana Snape
- Sue and Mark Burford
- Garry White Foundation
- Curlew Foundation



# 2020-2021 BOARD OF DIRECTORS



Terry Moran AC  
Chairperson



Zoe Whitton  
Board Director



Vishal Beri  
Board Director



Tom Gole  
Board Director



Subho Banerjee  
Research Committee  
Chair



Robert Partos  
Treasurer



Sam Mostyn  
Board Director



Kirsten Gray  
Board Director



Don Russell  
Board Director



Nadine Flood  
Board Director



Jeni Whalan  
Deputy Chairperson

# 2020-2021 RESEARCH COMMITTEE



Subho Banerjee  
Research Committee Chair



Mark Burford



Dr Travers McLeod



Antoinette Le Marchant



Tim Nelson



Claire Palmer



Professor Roy Green



Peter Mares



Dr Peter Frost



Kate Miller



Matthew Tyler



Geoff Shuetrim

# 2020-2021 TEAM

As CPD enters its 14th year of policy making, our trajectory is one of growth: We're growing our programs, growing our organisation, and importantly, growing our in-house expertise. We were delighted to welcome eight new members of the team across 2020-2021, who are the engine of our expanding impact. We brought on three new program directors to lead new impact areas like our Early Childhood Development Initiative and International Program. We are also building bench strength in our Sustainable Economy Program by bringing in a team of economists.

Let's welcome new members of the team:



Jennifer Jackson  
Program Director



Toby Phillips  
Program Director



Andrew Hudson  
International Director



Warwick Smith  
Economist



Akwasi Ampofo  
Economist



Sabrina Lenzen  
Economist



Georgia Wilkinson  
Events & Communications  
Coordinator



Nicky Woods  
Executive Assistant

# 2020-2021 TEAM

Our new team members have joined the extensive expertise of long-standing members of the CPD team. In particular, we'd like to mention Sam Hurley's great dedication to seeing the Sustainable Economy team through transition, as he hands the role of program director to Toby Phillips.



Travers McLeod  
CEO



Allison Orr  
Operations Director



Sam Hurley  
Policy Director



Annabel Brown  
Program Director



Frances Kitt  
Policy Adviser



Caitlin McCaffrie  
Policy Adviser



Jeremy McEachern  
Communications and Events  
Coordinator

# 2020 MENADUE ORATION

CPD was honoured to welcome Professor Megan Davis to deliver CPD's third flagship Menadue Oration.

Professor Davis is the Balnaves Chair in Constitutional Law and Pro Vice Chancellor Indigenous at the University of New South Wales (UNSW). She is a constitutional lawyer and is renowned for her work on the recognition of Aboriginal and Torres Strait Islander peoples in the Australian Constitution. Most recently, she helped to craft the Uluru Statement.



Professor Megan Davis delivered a powerful and impassioned response to the question: 'Can Australia Deliver?'. Professor Davis addressed the future of the Uluru Statement from the Heart, the ongoing journey toward Constitutional reform, as well as the impact of COVID-19 on Indigenous Australians.

*"Can Australia Deliver? I'll give you the answer upfront: I wouldn't be a constitutional lawyer if I didn't believe our institutions can change."*

— Professor Megan Davis

The evening was moderated by CPD CEO Travers McLeod and featured an introduction from CPD Board Member Kirsten Gray, as well as a lively moderated conversation and Q&A session between Professor Davis and renowned Indigenous leader Aunty Pat Anderson AO. The Oration concluded with closing remarks from former Senator and co-chair of Reconciliation Australia Fred Chaney AO.

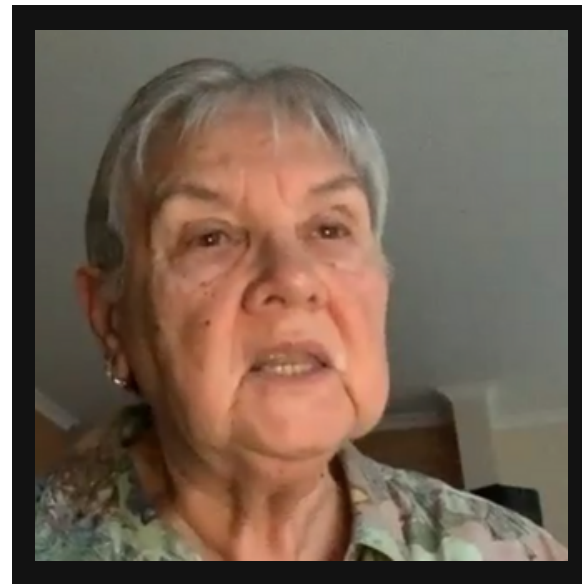
CPD has continued to support Megan Davis' and others' work toward constitutional reform. In April 2021, we contributed a submission to the Indigenous Voice Co-Design Process, urging the government to accept the Uluru Statement from the Heart and supporting the establishment of a First Nations Voice to Parliament enshrined in the Constitution.



*"What we are seeking is certainty. We want certainty that we have a seat at the table."*

Professor Megan Davis

*"(During Covid-19) our people closed down their communities and that saved us...It was a true act of self determination and even sovereignty."* Aunty Pat Anderson AO



*"The clarity of voices from Indigenous communities is absolutely essential to our doing things differently and doing things better"*

Fred Chaney

# SUSTAINABLE ECONOMY: CLIMATE & RECOVERY INITIATIVE

2020-2021 was a critical year for our Sustainable Economy program, as Australia turns its attention toward economic recovery, and COP26 approaches. We are pleased to welcome Toby Phillips, who is taking over from the great work that Sam Hurley has done growing the Sustainable Program. We are strengthening our analytical muscles, with the addition of three economists to the team.

This year was particularly big for our **Climate and Recovery Initiative** (CRI), which brings together prominent leaders from government, business and civil society to identify the best ideas for aligning Australia's economic recovery with a transition towards a net zero emissions economy. After launching the CRI in May 2020, we held four roundtables between July 2020 and June 2021.

## **Roundtable Two – 8 September 2020**

Participants discussed two policy proposals on climate risk and resilience that could support better coordination between state and federal governments and the private sector in the new federation structures to replace the Council of Australian Governments.

## **Roundtable Three – 23 November 2020**

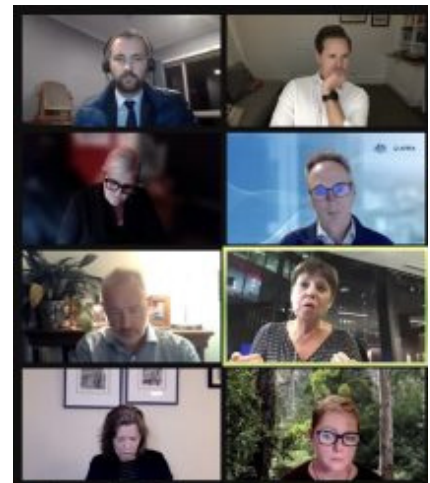
The third CRI Roundtable was an opportunity to consider Australia's roadmap to COP26 and to highlight how a more ambitious Australian agenda on climate can support recovery and rebuilding priorities into 2021 and beyond.

## **Roundtable Four – 3 March 2021**

Our fourth roundtable had a distinctly international flavour, with participants discussing recent developments abroad such as the Biden Administration's climate and recovery agenda.

## **Roundtable Five – 9 June 2021**

Taking place just days before the G7 summit in Cornwall, the fifth roundtable focussed on strengthening targets in the long term (2050) and short term (2030), the global acceleration in climate investment and accountability, and what's holding us back from proactive decarbonisation.



# G7

United Kingdom 2021



# CLIMATE & RECOVERY INITIATIVE PUBLIC FORUM

On 23 November, CPD co-hosted its inaugural Climate & Recovery Initiative public forum. We were joined by three special guest speakers: APRA Executive Board Member Geoff Summerhayes, ClimateWorks Australia CEO Anna Skarbek, and AustralianSuper Chair and former Australian Ambassador to the United States, Don Russell. We were pleased to be joined by an audience of several hundred virtual participants.

The discussion focussed on climate change, the COVID-19 recovery and the road ahead in 2021, taking stock of recent global developments on climate and clean energy and the implications for Australia as we look towards next November's COP26 summit.



*“I’m encouraged that we’re up for the challenge – not just of responding to risk, but of seizing new financial sector opportunities that will flow from this next industrial revolution, to a low carbon future.”*

Geoff Summerhayes



*“As a long-term investor, we have a very strong interest in making sure that companies are actively engaged in long-term strategic management of their companies around climate risk”*

Don Russell



# SUSTAINABLE ECONOMY: UPDATED HUTLEY OPINION

CPD continues to lead the way in defining directors' duties and climate risk. Building on the landmark 2016 and 2019 legal opinions that we commissioned on company directors' duties to consider, disclose and respond to climate-related risks, we released a supplementary legal opinion from Noel Hutley SC and Sebastian Hartford Davis. The new supplementary opinion emphasises the increasing standard of care expected of directors in managing climate-related risks and opportunities, and highlights legal risks surrounding "greenwashing", especially as scrutiny of climate-related disclosures and commitments grows.

*"Companies making net zero commitments require "reasonable grounds" to support the express and implied representations contained within such commitments at the time those commitments are made. It is foreseeable that a company (and its directors) could be found to have engaged in misleading or deceptive conduct or other breaches of the law by not having had reasonable grounds to support the express and implied representations contained within its net zero commitment."* [7.4 and 7.5]



We are pleased to see the impact of our work, including ASIC announcing a crackdown on greenwashing in light of the legal opinion.

# EFFECTIVE GOVERNMENT: EARLY CHILDHOOD DEVELOPMENT INITIATIVE

CPD is excited to announce its brand new Early Childhood Development Initiative, which builds on our work to improve the effectiveness of government, including service delivery, government capacity and systems reform.

Launched in October 2020, the Early Childhood Development (ECD) Initiative aims to elevate children on the national policy agenda by developing a vision for an integrated ECD system that will deliver benefits for children, families and communities, particularly those facing disadvantage.

## Let's welcome Jen Jackson to the team

We are honoured to welcome Jen Jackson to CPD as the Program Director for the Early Childhood Development Initiative. Jen comes to us from the Mitchell Institute for Education and Health Policy, where she has been the Education Policy Lead. She has worked at the interface of research and policy for 16 years, focused on education systems. She has particular expertise in early childhood education and care, gained through her experience as a policy-maker, researcher and regulator.



Jen's expert advisory roles to government include the Victorian Expert Advisory Panel on Rural and Regional Schools, and the ACECQA Children's Education and Care Workforce Forum.

# Early Childhood Development Initiative

The Early Childhood Development initiative. is comprised of two key components:

- An **ECD Council**, which brings together policy-makers and experts to engage with evidence, develop policy options, and share ideas.
- A Scoping Study, which translates new and existing evidence into resources and models to inform better policy decisions.



The Council met twice over the past year, in October 2020 and March 2021.

After the first meeting, five focus areas were identified for ECD system reform: system design, investment, workforce, place-based approaches, and data. The scoping study will focus on these areas.

# EFFECTIVE GOVERNMENT: CRIMINAL JUSTICE

2020-21 was a critical year for our work on criminal justice, with the release of our report: **Partners in Crime: the relationship between disadvantage and Australia's criminal justice systems.**

*Partners in Crime* found that disadvantage for Australia's most vulnerable people is compounded as they pass through one of ten criminal justice systems. Before COVID-19, we were jailing more people than at any time since 1900, in both total number and per capita.

*"Rising incarceration rates have been locking more and more of Australia's most vulnerable people into cyclical and intergenerational disadvantage, at enormous and escalating costs to governments with hugely negative outcomes for individuals, families and communities"* – Travers McLeod



When people experience persistent disadvantage and have complex needs they, they don't *"fall through the cracks, they are directed into the criminal justice conveyor belt"*. –

Professor Eileen Baldry, Leanne Dowse and Melissa Clarence

# CRIMINAL JUSTICE

**Partners in Crime** suggests that Australia cannot tackle disadvantage without comprehensive reform to its criminal justice systems, at the community and systems levels, backed up by evidence.

It proposes three drivers of change that can work together to address this challenge, with no one change sufficient.

1. Communities – long-term investment in local communities to support vulnerable families and people most at risk of entering criminal justice systems, including ‘Community Deals’ for justice reinvestment;
2. Evidence – gather better data to improve understanding of effective responses and inform new strategies, including an Australian ‘what works’ centre; and
3. Coordination – of policy and law reform efforts, underpinned by an intergovernmental process with a broad coalition to build the authorising environment for change.



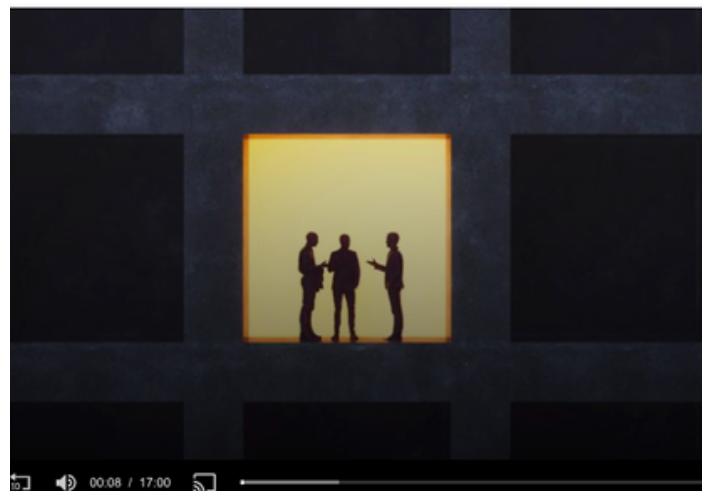
# EFFECTIVE GOVERNMENT: CAPABILITY OF THE AUSTRALIAN PUBLIC SERVICE

In December 2019, David Thodey AO's Independent Review into the public service was released. The report revealed systemic capability gaps in the Australian Public Service, with long-term underinvestment in the capability of the APS' people, capital and digital technology resulting in an erosion of expertise and quality of services.

COVID-19 presented an enormous challenge to the APS, and we were impressed with aspects of the government's response to the pandemic. However, the pandemic did expose and exacerbate existing problems of APS capability issues. CPD continued its longstanding commitment to improving Australia's democracy and public service, for example highlighting the consequences of outsourcing in our submission to the Senate Inquiry into the current capability of the Australian Public Service (APS) in March 2021.

In April 2021, Travers McLeod appeared on the first of a four-part series on ABC Radio National examining public sector capability. The series raised key questions around how much (or how little) we're investing in our public sector, particularly in light of COVID-19.

We look forward to continuing our mission to improve the expertise, dynamism and overall capability of the Australian public service next year.



# CITIES AND SETTLEMENT INITIATIVE

The past three years saw the Cities and Settlement Initiative grow from an expert report to a highly successful initiative and the Australian Government adopting many of CPD's recommendations.

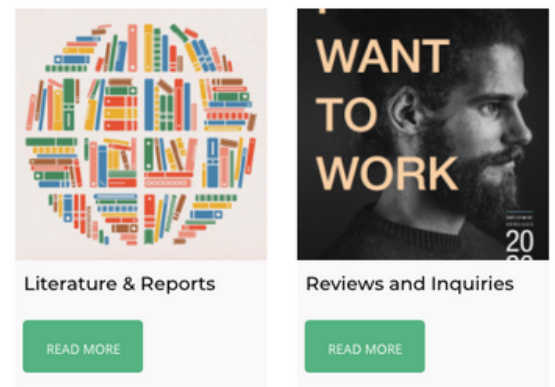
As this chapter of Cities and Settlement draws to a close, we were excited to launch the Cities and Settlement Knowledge Hub in July 2020, an online resource for the settlement services sector, service providers, policy makers and other stakeholders.

It's a curated portal that brings together up to date information on employment and settlement services, current data and statistics, reports and more. We look forward to continuing our impact through facilitating engagement in services.

Another key milestone for Cities and Settlements this year was the launch of the report "Putting Language In Place: Improving the Adult Migrant English Program" in August 2020. The report plots a reimagined and improved way forward for English language policy and programming.

Key recommendations include:

- promoting locally coordinated approaches to language learning, including through 'local coordinators'
- delivery of English language training on work sites and aligned to local employment contexts
- expand the delivery of conversational, entry-level English language support in flexible environments, including co-located child-care
- re-orienting AMEP to a settlement-first approach, where English language learning is integrated with settlement support, and 'Pathways Counsellors' to help guide people with what comes after the AMEP



# RESILIENT PEOPLE AND PLACES PROGRAM

Building on our research and discussions in the Cities and Settlement Initiative, we are pleased to announce our new Resilient People and Places Program (RPPP). The RPPP aims to shape service systems that meet the needs of the people and places facing the greatest disadvantage and marginalisation. We are working on a range of service system reforms, with an emphasis on the importance of lived experience place-based approaches to systems reform.

## Blueprint for Regional and Community Job Deals

In September 2020, CPD released a range of policy proposals and materials relating to the delivery of employment services in Australia, supporting Australians facing entrenched unemployment and underemployment. Our **Blueprint for Regional and Community Job Deals** showed how improving employment services in place can be scaled up across the nation in pivotal regions and places.

It illustrates a pathway for implementing, governing and funding place-based initiatives for long-lasting impact on our jobs crisis. It includes a toolkit with practical implementation tips for people and organisations at the forefront of local responses.

We also released a proposed **Jobs Taskforce for Western Melbourne**, providing an example of what the implementation of the blueprint would look like in practice.





# ASIA DIALOGUE ON FORCED MIGRATION: TENTH MEETING

The tenth meeting of the Asia Dialogue on Forced Migration (ADFM) was held virtually on 6 May 2021 and involved participants based in eight countries, stretching from New Delhi to New York.

The meeting was held amid a deteriorating situation for forced migration in the Indo Pacific. Political instability in Myanmar and the ongoing stalemate on repatriation for those Rohingya displaced on the Bangladesh border was a central issue in the meeting. While those working closely with the issues described the situation in grave terms, there are clear practical things that can be done.

This includes pursuing mini-lateral and bilateral arrangements with interested parties and champion countries, strengthening humanitarian responses, providing protections for irregular migrants in place, conducting strategic research to inform policy and engaging with local actors and those most affected.

The media release following the meeting made headlines in the Jakarta post made the headlines of the Jakarta post.

*Southeast Asia continues to have “deficits of leadership and accountability” when it comes to providing an adequate response to forced migration*  
– Travers McLeod

## HEADLINES TheJakartaPost

### ASEAN faces fresh wave of forced migration amid Myanmar crisis

Regional leaders not ‘doing enough’ to mitigate potential disaster

**Divya Karyza**  
**The Jakarta Post/Jakarta**  
A recently convened track-two diplomatic forum is calling on ASEAN leaders to tackle the issue of forced migration, just as civil unrest and the COVID-19 pandemic have exacerbated the cross-border problem and more refugees arrive on Indonesian shores.  
Southeast Asia continues to have “deficits of leadership and accountability” when it comes to providing an adequate response to the forced migration issue, which requires ASEAN leaders to prioritize migrants’ protection, said Travers McLeod, co-convenor of the Asia Dialogue on Forced Migration (ADFM).  
The ADFM has issued a report outlining the challenges representing likely drivers of forced migration in the wider Indo-Pacific region, based on a forum meeting in May that looked into aspects such as instability in Myanmar and the COVID-19 pandemic’s impact on migration.  
The report, published last Friday, said that “renewed political instability and civil conflicts are creating new waves of potential forced migrants”.  
The assessment came amid new waves of Rohingya refugee arrivals in Aceh province on Indonesia’s northwest coast this week and last week. Members of the persecuted minority have

resorted to perilous sea journeys to escape refugee camps in Bangladesh.  
Some 1 million Rohingya live in cramped camps in Bangladesh, where human traffickers run lucrative operations promising to find them sanctuary abroad, including in Indonesia. They fled Myanmar to escape a military crackdown against them four years ago, which United Nations investigators said amounted to genocide.  
Such examples of forced migration are further complicated by fresh unrest in Myanmar and the border closures that come with the COVID-19 pandemic, the ADFM has found.  
Myanmar has been in turmoil since the military overthrew the democratically elected government in February. Protests against the junta have been met with violent repression that has killed hundreds of people.  
In late March, 4,000 civilians fled the border regions of Myanmar’s Karen state into neighboring Thailand in an attempt to escape the Myanmar army’s attacks, according to the Karen Women’s Organization.  
McLeod, who is also the CEO of the Center for Policy Development, said that innocent lives were lost because ASEAN leaders were not doing enough to mitigate the potential disaster.  
“A lack of political will to address known responsibility gaps

and tension between national and regional interests – particularly where domestic issues have cross-border impacts – exacerbate the difficulty in responding to these gaps,” he told *The Jakarta Post*.  
Since the military coup in Myanmar, ASEAN leaders have issued a five-point consensus to address the crisis. Among the salient points is the planned appointment of a special envoy to mediate a dialogue. However, the follow-up to the consensus has continued at a sluggish pace.  
Indonesia’s representative to the ASEAN Intergovernmental Human Rights Commission (AICHR), Yurum Wahyuningrum, told the *Post* on Tuesday that the five-point consensus aimed to establish talks with people affected by the coup, and the special envoy was needed to begin this process.  
“A political crisis needs a political approach [...] and such talks are time-consuming. The fact that there isn’t even a special envoy is alarming at this point. There needs to be a sense of urgency to address this issue – people are dying as we speak,” she said.  
The Assistance Association for Political Prisoners, a rights group keeping track of deaths and arrests in Myanmar, reported 847 deaths last week instigated by the country’s security forces. The number is expected to continue rising.  
“The region has long seen gaps in its response to forced migra-

tion, but now it is exacerbated by the pandemic, increasing the risk of trafficking and the harassment of marginalized groups, according to the ADFM report.  
Due to the pandemic, greater border securitization has reduced what little protection was offered to forced migrant populations, the forum found.  
There are concerns authorities are pushing refugees back to their countries of origin because of the pandemic, despite continued opposition against the junta in the region.  
There is no excuse to push people back to unsafe situations, said the Border Consortium, which is based in Bangkok. It added that authorities and relevant agencies should instead ensure adequate COVID-19 screening, quarantine and treatment facilities for those crossing the border.  
At least 92,000 people from Myanmar’s border provinces are living in refugee camps in Thailand as a result of decades-long unrest in the area, according to the refugee support group.  
The ADFM report stated that one possible solution to address forced migration is to utilize existing early warning systems and networks in the region.  
“We need to fully use the mandates of existing entities to tackle the forced migration issue in the region, such as the Bali Process framework, ASEAN and AHA Center mandates,” McLeod said.

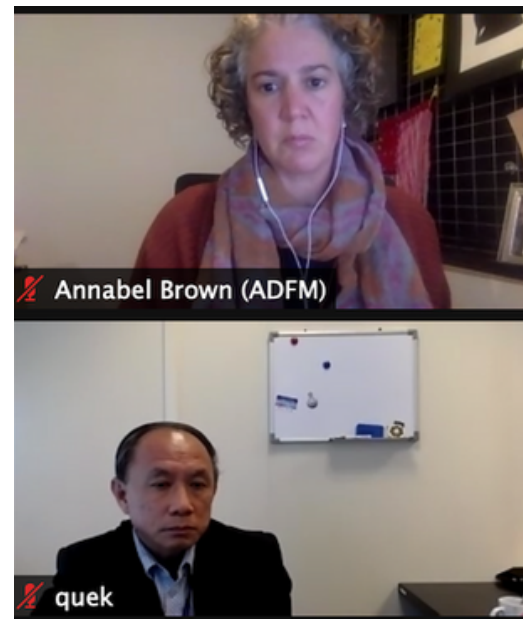


# ADFM: Alternatives to Child Detention

The ADFM Secretariat is pleased to continue to build the Regional Peer-Learning Platform and Program of Learning and Action on Alternatives to Detention of Children in collaboration with the International Detention Coalition despite the challenges that COVID-19 has presented for the group. We held two highly engaging meetings between July 2020 and June 2021.

## Virtual Roundtable on Mainstreaming Child Protection in the Context of International Migration – 14 December 2020

The virtual meeting brought together approximately 35 experts from government ministries, civil society organisations, and international organisations in Australia, Indonesia, Malaysia and Thailand to share their experiences and positive practice and assist each other to meet and address implementation challenges.



## Workshop on Case Management – 31 May 2021

This session explored the benefits of case management approaches in the context of alternatives to child detention. Although the five participating countries are at different stages in developing systems to support refugee and migrant children, the workshop again demonstrated the value of the peer-learning platform in providing space to share experiences and opportunities to learn from each other.



# 2020-2021 POLICY DIALOGUES

CPD was pleased to continue the ANU-CPD Policy Dialogues with the Australian National University virtually .

These policy dialogues are a series of high-level conversations on some of Australia’s key policy issues. They enable a wide variety of voices to contribute to conversations on the long-term opportunities and challenges facing Australia.

## *October 2020*

### *Our Federation and education in the wake of COVID-19*

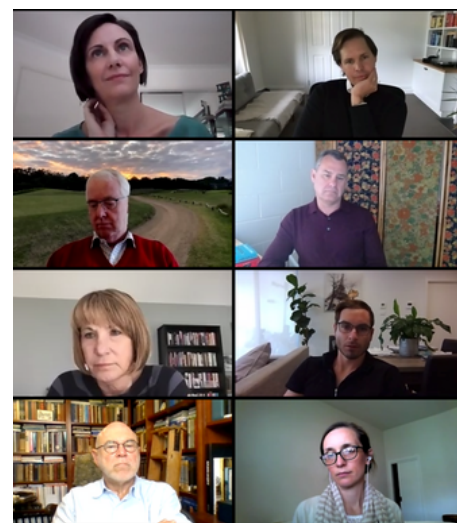
Featuring remarks from Myra Geddes, Natalie Howson, Terry Moran AC and Mary Ann O’Loughlin AM, this policy dialogue focussed on how COVID-19 has presented the education sector with a range of new challenges and opportunities, as well as emphasising and enhancing pre-existing weaknesses and inequalities in the system. Participants also discussed efficient service delivery models and mechanisms, the oversight of education from a holistic perspective, and how to achieve better collaboration across the sector.



## *December 2020*

### *Our Federation and the care economy*

Featuring remarks from Martin Stewart-Weeks, Janine Dixon, Emma Dawson and Miranda Stewart, this virtual policy dialogue focussed on the Federation and the importance of the care economy to our society. The discussion was an opportunity for leaders from across academia, service providers, government, and civil society to discuss what policy shifts are necessary in order to realise the benefits of the care economy, and how COVID-19 has influenced the pace of reform and support for change.



# 2020-2021 SUBMISSIONS

## *Submission to the Senate Select Committee on Temporary Migration*

*September 2020*

CPD's submission drew on analysis produced through our Cities and Settlement Initiative and our work on place-based approaches to boosting economic and social outcomes to argue that policy and program settings that benefit permanent migrants could also benefit a broader set of migrants, particularly those in vulnerable positions, whether they are on temporary or permanent visas.

## *Submission to the National Disability Insurance Agency*

*February 2021*

In this submission, CPD outlined two key concerns with the proposed independent assessment reform: the specific design of the proposed independent assessments, and the broader risks associated with outsourcing the assessment process. |

## *Submission to the Senate Inquiry into the current capability of the Australian Public Service (APS)*

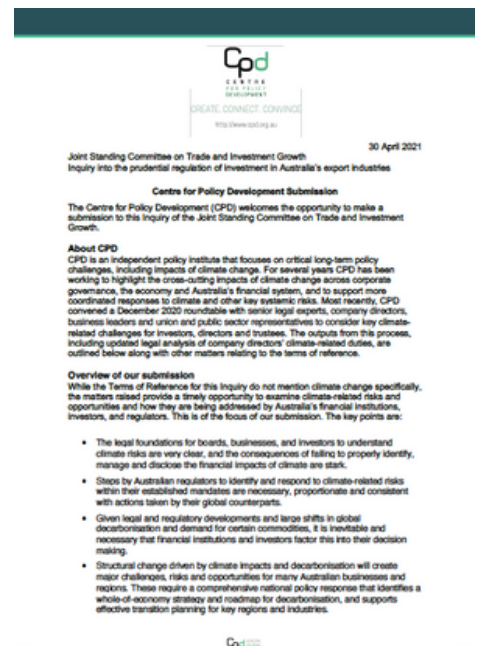
*March 2021*

CPD highlighted that extensive outsourcing of the design and delivery of service systems to private and not for profit firms has worn away internal APS knowledge, experience and expertise. The submission argued that *"the starting point for renewing Australian democracy after COVID-19 is to reinvest in the creativity of our public services and ensure they are enriched by direct experience of the services Australians expect government to provide."*

## OVERCOMING THE BARRIERS TO LABOUR MARKET INTEGRATION



National Disability Insurance Scheme

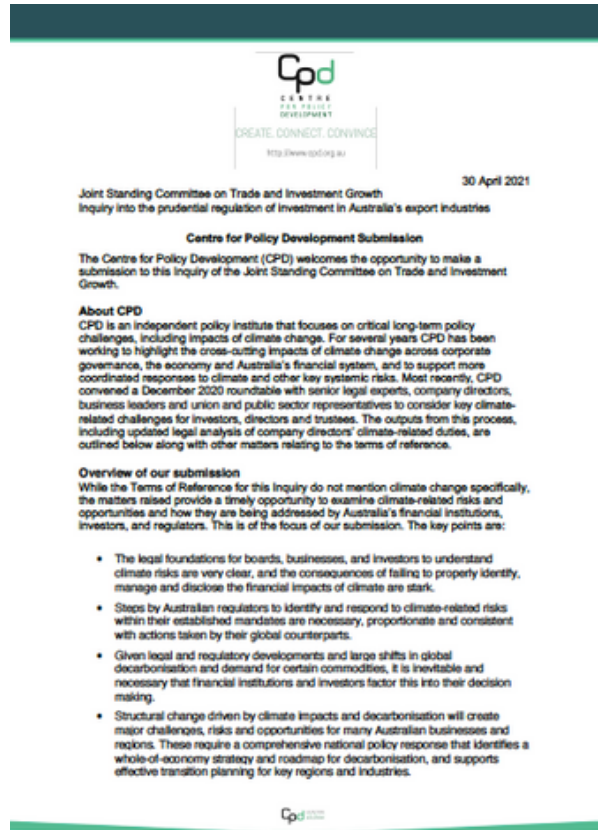


# 2020-2021 SUBMISSIONS

## Submission to the Inquiry into prudential regulation of investment in Australia's export industries

April 2021

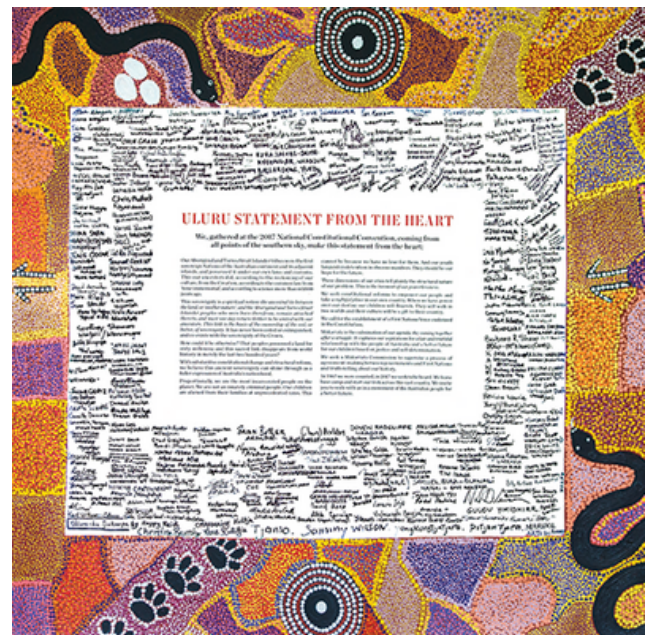
In our submission, CPD highlighted that structural change driven by climate impacts and decarbonisation will create major challenges, risks and opportunities for many Australian businesses and regions. We also highlighted risks from a changing climate and changing global demand for carbon-intensive goods are material to the interests of many companies and investors, who have clear duties to consider the financial impacts of climate change.



## Submission to the Indigenous Voice Co-Design Process

April 2021

In our submission, we supported structural reforms proposed by the Uluru Statement from the Heart. These include a constitutionally enshrined First Nations Voice to Parliament to amplify the voices of Aboriginal and Torres Strait Islander people who have too often been unheard in policy development and implementation.



# 2020-2021 FINANCIAL STATEMENTS

- Income Statement
- Balance Sheet
- Independent Auditor's Report

# FINANCIAL STATEMENTS

The following financial report is an extract from the audited financial statements for CPD for the financial year ended 30 June 2020. A complete copy of the audited statements is available at the [Australian Charities and Not-for-Profits Commission \(ACNC\)](https://www.acnc.gov.au) website, or may 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 ACNC.

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 30 June 2021

		2021	2020
<b>Revenue</b>	1	2,013,123	1,236,388
<b>Expenses</b>	2	1,672,777	1,181,755
<b>Profit / (Loss) before Income Tax</b>		340,346	54,633
<b>Income Tax Expense</b>		-	-
<b>Profit / (Loss) Attributable to Members of the Company</b>		<u>340,346</u>	<u>54,633</u>

# BALANCE SHEET

For the year-ending 30 June 2020

		2021	2020
<b>Current assets</b>			
Cash and cash equivalents	3	1,565,226	772,243
Trade and other receivables	4	<u>218,576</u>	<u>27,006</u>
<b>Total current assets Non-current assets</b>		<b>1,783,802</b>	799,249
Property plant and Equipment	5	<u>3,657</u>	<u>6,614</u>
<b>Total non-current assets</b>		<u>3,657</u>	<u>6,614</u>
<b>Total assets</b>		<b><u>1,787,459</u></b>	<b><u>805,863</u></b>
<b>Current liabilities</b>			
Trade and Other Payables	6	58,249	89,348
Financial Liabilities	7	989,669	367,035
Employee benefit obligations	8	<u>160,760</u>	<u>111,044</u>
<b>Total current liabilities</b>		<u>1,208,678</u>	<u>567,427</u>
<b>Total liabilities</b>		<b><u>1,208,678</u></b>	<b><u>567,428</u></b>
<b>Net assets</b>		<b><u>578,782</u></b>	<b><u>238,436</u></b>
<b>Equity</b>			
Retained profits	9	<u>578,782</u>	<u>238,436</u>
<b>Total equity</b>		<b><u>578,782</u></b>	<b><u>238,436</u></b>



# AUDITOR'S REPORT

## 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 2021, 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, 2021, 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.

### Information other than the financial statements and auditor's report thereon

The directors are responsible for the other information. The other information comprises the information included in the annual report for the year ended 30 June 2021 but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

# AUDITOR'S REPORT

## **Responsibilities of Management and Those Charged with Governance for the Financial Report**

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the Corporations Act 2001 and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

## **Auditor's Responsibilities for the Audit of the Financial Report**

Our objectives are to obtain reasonable assurance about whether the financial report is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken based on this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

# AUDITOR'S REPORT

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial report of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

**Name of Firm:** Watkins Coffey Martin Chartered Accountants

**Name of Partner:** Richard Watkins, Partner

**Address:** 65 Hill Street Roseville NSW 2069

**Dated this** 16th day of November 2021



C E N T R E  
F O R P O L I C Y  
D E V E L O P M E N T