

# CREATING A FAIR, SUSTAINABLE FUTURE FOR AUSTRALIA AND THE REGION

Centre for Policy Development

Annual Report 2022



# Our Mission

We are a leading independent policy institute with a mission to create a fair, sustainable future for Australia. We confront the largest policy challenges facing Australia and the region, and take people on the journey of solving them.



# Our Method

**Our method has proven strengths to bring about change:**

**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's work is funded by those who share our vision of a brighter future for our country and our region, from large philanthropic foundations to individuals and their families. To support CPD go to [cpd.org.au/donate](http://cpd.org.au/donate), or contact us for a confidential discussion about our work.

# SUMMARY OF IMPACT

## EARLY CHILDHOOD



CPD's landmark *Starting Better* report has helped to put early childhood at the top of the national reform agenda.

## CLIMATE AND THE ECONOMY



Australia commits to 2050 target after CPD's work raises threat to cost of capital.

## EMPOWERED COMMUNITIES



Our work with refugee communities (and blueprint for local jobs deals) has improved how Australia settles refugees and supports jobseekers.

## INTERNATIONAL COLLABORATION



CPD's international collaboration helped to secure 16,500 additional places for Afghan refugees in Australia.



2

Landmark reports



Early Childhood Development Council builds consensus on national reform



3

Appointments to government bodies



15+

Experts creating original analysis and working directly with government on innovative policy



Climate roundtables see advocates, business and regulators drive decarbonisation



60+

Government briefings shaping official policy



# Message from the CEO



## Travers McLeod, Former CEO

I want to thank everyone who has believed in CPD and been part of our work during my time as CEO. My gratitude goes to our staff, Research Committee, Fellowship and Board, funders, supporters, mentors, and everyone who has participated our major policy initiatives. I'm proud of our impact on the policy agenda, the way we have incubated ideas, and got them over the line.

We have built a fantastic team and pioneered a new way of developing policy — collaboratively and constructively. Not by shouting but by working with those who believe our democracy must strive to improve the lives of others.

Our Create-Connect-Convince method works, and it makes Australia and our region a better place. The method is shared by the team and has the runs on the board. It's a key reason we have grown in the way we have — we are now six times bigger than we were in 2014-15. Most importantly, it demands CPD stays hungry, hopeful and ambitious for Australia and our region.

I look forward very much to supporting Andrew, Annabel and Allison as a CPD Fellow and am so delighted each of them is stepping up to drive CPD's next era. They are each outstanding leaders and will be a brilliant team.

Handwritten signature of Travers McLeod in black ink.

## Andrew Hudson, Current CEO

It is an honour to have been asked to lead CPD with Annabel and Allison, and to build on the fabulous work of Travers and the team.

The Create-Connect-Convince method, and the results it has delivered, are unique in the public policy landscape. This method drew me to CPD: our ability to create long-term policy ideas, connect the most important people around those ideas and convince government and business to implement them. The past few years have seen our organisation grow significantly as the impacts of the Create-Connect-Convince model have become clear. We are now over 20 people in Melbourne, Sydney and Jakarta.

Australia and the region are facing enormous systemic challenges and opportunities ranging from climate change and displacement to early childhood development. CPD is working on all of these issues and is uniquely placed to bring about real-world impact. Throughout this report you will see how CPD's collaborative method, expertise, commitment to our values, and practical approach to solving the most difficult public policy challenges can continue to make our country and our region fair, sustainable and inclusive.

I look forward to working with you all to make CPD even more impactful.

Handwritten signature of Andrew Hudson in black ink.

# Our People

## Our people are the heart of our impact

Human expertise, creativity and relationships are what make our Create-Connect-Convince model so successful. Our team and network draw on a wide range of experiences including government, academic, media and service delivery.



### Over the past 12 months we have:

#### Grown in size

We have grown to over 20 staff including two new team members based in Indonesia, Christy Kumesan and Ruddy Gobel, who are strengthening our international work through their on-the-ground expertise and networks.



#### Grown in expertise

We have expanded our “convince” capability, welcoming strategic communications specialist Lachlan Williams to lead our communications team. We have also deepened the expertise across our network, with Dewi Fortuna Anwar, former Deputy Secretary for Political Affairs to the Vice President of Indonesia, joining our Board. This year, two highly experienced team members stepped into senior leadership roles: Annabel Brown as Deputy CEO and Allison Orr as Chief Operating Officer.



#### Grown in diversity of backgrounds and experiences

Our organisation’s increasing diversity is helping us make policy that best serves the needs of a wide range of communities. Wiradjuri researcher and educator Jessa Rogers joined our Board, bringing extensive experience in education and wellbeing approaches. Linh Do also joined our Research Committee and was named in the top 40 most influential Asian-Australians under 40 for her community and advocacy work.



20+  
team members



across two  
countries



2x  
larger than one  
year ago



5  
new experts on  
Board and Research  
Committee



# CREATING A THRIVING POST-CARBON ECONOMY



***WE ARE CREATING AN INCLUSIVE, LOW-CARBON  
ECONOMY THAT DELIVERS WELLBEING***



# Sustainable Economy

CPD is making lasting change on climate policy in Australia

2016



**CPD publishes 1st Hutley opinion** on the duty of directors to respond to climate risk

2017-18

CPD hosts landmark APRA and ASIC speeches where regulators highlight financial implications of climate change

2019



**CPD publishes 2nd Hutley opinion**

CPD hosts Guy Debelle's (RBA) speech on climate change and the economy

ASIC updates position on climate risk disclosure

2020

APRA introduces climate change vulnerability assessments

CPD and partners launch Climate & Recovery Initiative

All Australian states and territories commit to net zero by 2050

2021



**CPD publishes 3rd Hutley opinion** on greenwashing, ASIC responds with greenwashing crackdown

This year Australia committed to net zero by 2050 and action on climate became a driving force for change.

CPD's work led directly to this point. A series of strategic legal opinions and regulatory interventions facilitated by our Sustainable Economy Program saw every financial regulator highlight the need for action.

In November, Treasury Secretary Dr Stephen Kennedy joined them, speaking alongside Macquarie Group CEO Shemara Wikramanayake and US Treasury's John Moreton at a CPD public forum.

February's *Who's Buying?* report gained national media coverage, driving interest from government and business in local job deals so people affected by global transition can lead the pack for jobs and projects in new industries.

We are internationalising our sustainable economy work, building on powerful alliances forged with influential stakeholders in neighbouring countries like Indonesia, and building the blueprint for future industries and fairer economies in Australia.

**Our Sustainable Economy Program relies on the support of people like you who share our mission. Donate to CPD at [www.cpd.org.au/donate](http://www.cpd.org.au/donate).**

**"The Centre for Policy Development's rigorous and influential work has focused the minds of Australia's business, government and legal leaders on the climate challenge."**

*Guy Debelle, CFO Fortescue Future Industries, and former RBA Deputy Governor*



**"Australia needs to step up on climate change or face the financial and investment consequences, the country's top economic bureaucrat has warned."**

*AAP covering CPD's public forum on climate change*

2022

Australia commits to net zero by 2050 after CPD work raises threat to cost of capital

Treasury Secretary Stephen Kennedy names climate a "first-order issue in the economy" at CPD's public forum

CPD publishes landmark report **Who's Buying?**, which charts a way forward for communities



# MAKING AUSTRALIA THE BEST PLACE TO BE A CHILD

***CPD'S EARLY CHILDHOOD DEVELOPMENT INITIATIVE  
IS DRIVING THE NATIONAL REFORM AGENDA, WITH A  
COMPELLING VISION FOR THE EARLY YEARS***



# Early Childhood Development Initiative

Early childhood is the launchpad for life, and the work of CPD and our allies has made it a national reform priority.

CPD's landmark *Starting Better* report has driven momentum for early childhood reform across the country. *Starting Better* charts a decade of systemic reform to early childhood development policy in Australia. It introduces a new universal entitlement for all Australians, covering parental leave, free or low-cost early childhood education and care, connected maternal and child health, and community-led support.

The report's impact has been far-reaching. State and territory Governments have committed to holistic childhood reform aligned with CPD's recommendations, and Prime Minister Anthony Albanese committed to universal early childhood services in his election acceptance speech.

**"CPD's *Starting Better* offers the evidence and the inspiration of a promise to our children and their families. There is no purpose more compelling than the development and wellbeing of our children and a better future for us all."**

Anne Hollonds, National Children's Commissioner



*Starting Better* endorsed by businesses, unions, government and early childhood peak bodies



Leslie Loble and Sam Mostyn appointed to NSW Treasurer's expert panel on women's economic opportunities

Over 30 briefings with federal and state ministers and government agencies across the country



Drawing on 12 months of work from CPD's Early Childhood Development Council, *Starting Better* was endorsed by the early childhood sector, the Business Council of Australia, unions, experts, First Nations leaders and policymakers.

This work has drawn the personal interest of senior state and federal ministers, and CPD's role guiding a united coalition of stakeholders towards implementation will continue throughout the coming year. Implementing the Guarantee for Young Children and Families will make Australia the best place to be a child and a parent.

Our Early Childhood Development Initiative relies on the support of people like you who share our mission. Donate to CPD at [www.cpd.org.au/donate](http://www.cpd.org.au/donate).

# BUILDING LEADERSHIP AND COOPERATION IN OUR REGION



***OUR AUSTRALIA AND THE INDO-PACIFIC PROGRAM  
DRIVES RESPONSIBLE COLLABORATION ACROSS THE  
INDO-PACIFIC TO ADDRESS FORCED MIGRATION, ARMED  
CONFLICT AND CLIMATE CHANGE***



# Australia and the Indo-Pacific

This year we scaled up our international work, building on the networks we have forged through the Asia Dialogue on Forced Migration to advance Australia's standing in the Indo-Pacific as a respected and cooperative neighbour.

Our support for a diaspora-led call for action saw Australia announce 16,500 new humanitarian visas for Afghans fleeing the Taliban. We helped secure this arrangement with both public media work and inside track discussion with the Federal Government.

Our engagement with business is helping Australian interests withdraw from activity that could fund the Myanmar junta. The CPD-led Asia Dialogue on Forced Migration drew addresses from two Foreign Ministers this year, and supported countries in our region to develop alternatives to detention for children.

**"In a world where cooperation is increasingly important, CPD has maintained practical and collaborative engagement in the region to address the urgent challenges that concern everyone in the Indo Pacific."**

*Marty Natalegawa, Former Minister for Foreign Affairs of Indonesia*



16,500 additional places for Afghan refugees

First team members in Jakarta, including senior advisor Ruddy Gobel



Two Australian companies staging an orderly withdrawal from Myanmar



As our region faces the immense challenge of climate change, CPD is connecting the work of our Sustainable Economy Program with our international work.

Cooperation between Australia and Indonesia, the world's largest coal exporters, is vital. CPD is pursuing action through the G20 to shift the dial on climate globally.

The Asia Dialogue on Forced Migration will help governments in the region to better respond to people fleeing violence in Afghanistan and Myanmar.

Our work building leadership and cooperation in our region relies on the support of people like you who share our mission. Donate to CPD at [www.cpd.org.au/donate](http://www.cpd.org.au/donate).



# PUTTING PEOPLE AND COMMUNITIES AT THE CENTRE OF POLICY



***CPD IS IMPROVING WELLBEING, RESILIENCE AND EQUALITY OF PEOPLE AND COMMUNITIES FACING DISADVANTAGE BY TRANSFORMING GOVERNMENT SERVICE SYSTEMS LIKE EDUCATION AND EMPLOYMENT***

# Resilient People and Places Program

We put people and places at the heart of policy. Our Resilient People and Places Program helps policy meet the needs of communities it serves, especially those facing the greatest disadvantage.

Our work with refugee communities and our blueprint for local jobs deals have changed how Australia settles refugees and supports jobseekers facing disadvantage, through local, state and national programs. This includes:

- A \$37 million Commonwealth investment in settlement services with \$24m for targeted social enterprise employment
- Enhanced English language services through the expansion of the Adult Migrant English Program from April 2021
- Local job partnerships to help communities recover from COVID impacts as part of a \$25 million program in the 2022 Victorian Budget

**“CPD’s work on refugee settlement has helped the government to tailor services so they are more responsive to the needs of new Australians at different stages of their settlement journey.”**

*Peter Shergold, Coordinator General for Refugee Settlement in NSW*



We research, learn from and walk alongside communities and governments as they design and deliver people- and place-centred services in areas as diverse as south-eastern and western Melbourne, Toowoomba, Albury and metropolitan Sydney.

Our work delivering people- and place-centered employment, education and social services in Melbourne’s west has produced a coalition of industry, government, community and education partners committed to place-based reform across Australia’s service systems

Your support for the Resilient People and Places program can make Australia a place where governments meet people’s needs and change things that matter, and where communities facing disadvantage build resilience and strength. **Donate to CPD at [www.cpd.org.au/donate](http://www.cpd.org.au/donate).**

8 sites of impact across Australia



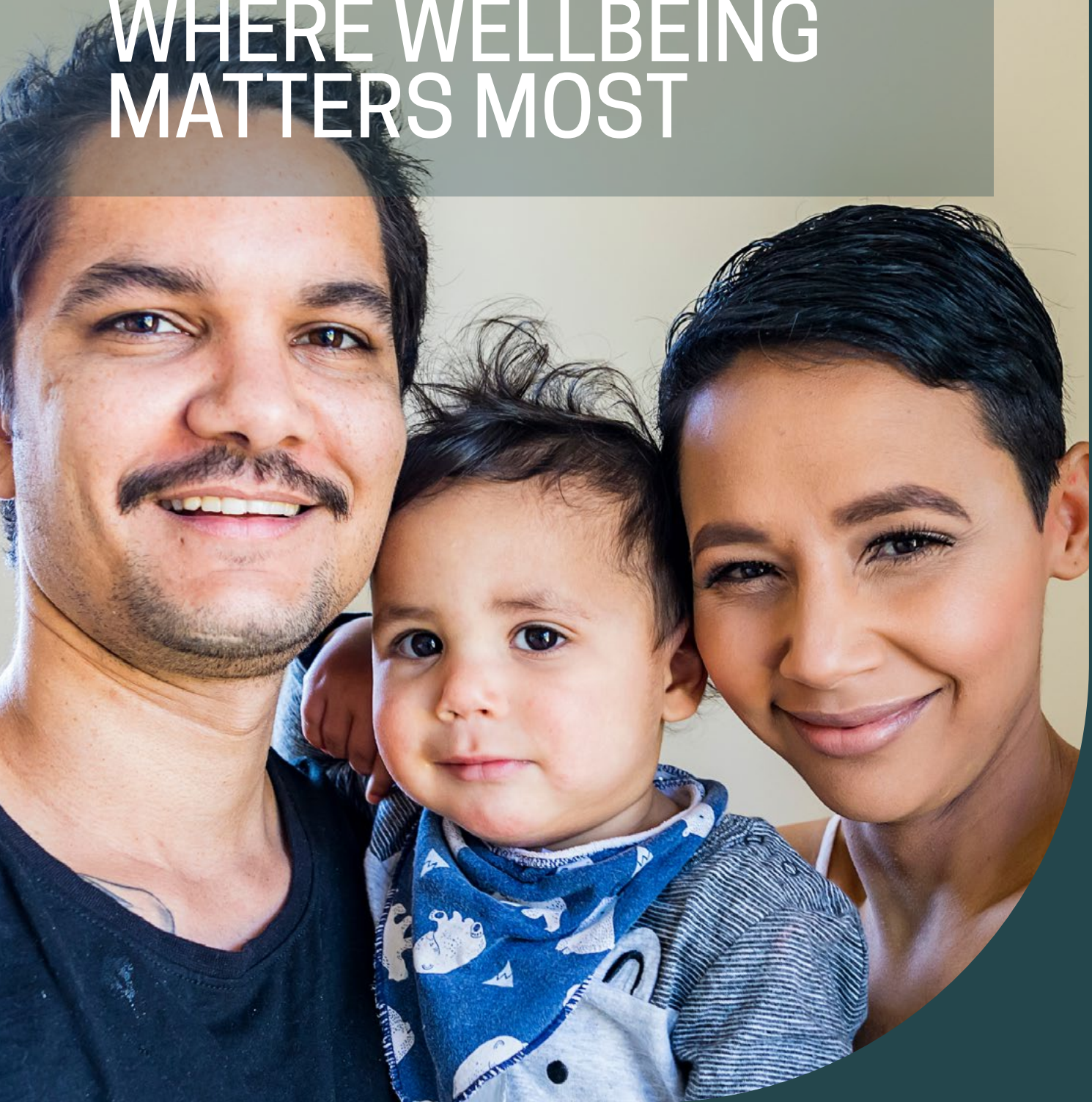
Reform of settlement and employment services for stronger communities

Government partnerships as we embed people and place-centred policy approaches





# SHAPING A FUTURE WHERE WELLBEING MATTERS MOST



***CPD IS CREATING A FUTURE WHERE PROSPERITY IS  
MEASURED BY OUR COLLECTIVE WELLBEING***



# Wellbeing Government Initiative

Wellbeing is at the core of the CPD approach. Our new cross-cutting Wellbeing Government Initiative places additional emphasis on this vital dimension of policymaking.

The initiative will embed a wellbeing approach to government in the minds of leaders and in the processes of policy design, decision-making and implementation.

It will connect influential leaders and practitioners to spearhead this agenda, advancing a new wellbeing government narrative underpinned by a credible, analytical basis.

This means working across the policy cycle and the political spectrum, from partnerships with central and line agencies to delivery partners.

This work will reshape government policy to change lives, empower communities and make decisions about the things that matter in Australia.

Our Wellbeing Government Initiative relies on the support of people like you who share our values and mission.

Donate to CPD at [www.cpd.org.au/donate](http://www.cpd.org.au/donate).

Landmark research into global wellbeing approaches that can be applied in Australia



Embedding a wellbeing lens across all of CPD's work

30+ briefings with eminent policy leaders to deepen research and relationships



"Wellbeing concerns are held by everyone I speak to. CPD is uniquely placed to work with governments to address them and make Australia a better, fairer, and more inclusive society."

*Rebecca Huntley, Social Researcher*



# A Word from the Board



## Terry Moran and Sam Mostyn Chair and Deputy Chair, CPD Board

Each of us comes to the Centre for Policy Development by our own path. One through a career at the highest levels of the public service, the other through the corporate, arts, sport and not-for-profit sectors.

It is fitting that we sit together on the Board of an organisation that has shown time and again that we are strongest when we are united across sectors, across the political spectrum and across generations. It shows that an inclusive, innovative and collaborative country and region can be far greater than the sum of its parts.

What unites us most is our firm faith in CPD's proven method, its unerring purpose and its unwavering values.

We have seen up close that the Create-Connect-Convince method catalyses deep, lasting systemic change that makes our country and our region a better place. Thanks to this approach, the climate challenge has been rapidly recognised by boardrooms, financial institutions and organs of government. The wellbeing of our youngest Australians is also now a top priority.

This work is unique in Australia. It is as purposeful and rigorous as it is brave and ambitious. At a time when both the challenges and opportunities before us are greater than they have been in recent memory, it is indispensable to our country's future.

That is why we are asking those who share our values and vision to support this work.

We want to see Australia respected for its leadership and cooperation in our region, led by an active and effective government.

We want to live in a society that expands access to justice and opportunity, and participate in an inclusive economy that is clean, innovative and productive.

We believe that human wellbeing should be the yardstick for progress.

If you share this vision, we are asking for your support on the next stage of our journey. CPD's work relies on the support of donors — from passionate individuals to philanthropic foundations — to fund our work.

Contact us today to support our work and our shared future.

# Invest in Impact



## Using a proven method to tackle the biggest policy challenges

Our proven Create-Connect-Convince method has changed the direction of national and international public policy for the better.

CPD's work is funded by those who share our vision of a brighter future for our country and our region — from large philanthropic foundations to individuals and their families.

As an independent public policy institute that does not accept funding from interest groups or political parties, we rely on this support to safeguard our non-partisan position.

To support CPD you can scan the QR code below, go to [cpd.org.au/donate](https://cpd.org.au/donate), or contact us for a confidential discussion about our work.





**Thank you to our committed team,  
network and supporters**

**Team**

Akwasi Ampofo  
Allison Orr  
Andrew Hudson  
Annabel Brown  
Caitlin McCaffrie  
Caroline Reed  
Christy Kumesan  
Cressida Gaukroger  
Frances Kitt  
Georgia Wilkinson  
Isabel Hanson  
Jacki Hayes  
Jen Jackson  
Jeremy McEachern  
Jocelyn Blair  
Lachlan Williams  
Leslie Loble  
Maddy Williams  
Michael Lim  
Nicky Woods  
Ruddy Gobel  
Sabrina Lenzen  
Sarah Fernandes  
Toby Phillips  
Tom Arup  
Travers McLeod  
Warwick Smith

**Board**

Dewi Fortuna Anwar  
Don Russell  
Jessa Rogers  
Rob Partos  
Sam Mostyn (Deputy Chair)  
Subho Banerjee  
Terry Moran AC (Chair)  
Tom Gole  
Zoe Whitton

**Research Committee**

Anne Tiernan  
Casey Millward  
Claire Palmer  
Geoff Shuetrim  
Leslie Loble  
Linh Do  
Mark Burford  
Matthew Tyler  
Peter Mares  
Roy Green  
Subho Banerjee (Chair)  
Tim Nelson

**Fellows**

Arja Keski-Nummi  
Arjuna Dibley  
Chris Bonnor  
Danielle Fitzpatrick  
Claire Molinari  
Kate Charlesworth  
Fiona Armstrong  
Ian McAuley  
Jennifer Doggett  
John Menadue  
John Wiseman  
Kate Mackenzie  
Krystal Lockwood  
Lilianne Fan  
Lisa Button  
Martin Stewart-Weeks  
May Miller-Dawkins  
Miriam Lyons  
Peter Hughes  
Peter Whiteford  
Ray Ison  
Richard Bolt  
Tony Moore  
Travers McLeod

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Curlew Fund  
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Garry White Foundation  
Hamer Sprout Fund  
Ian Potter Foundation  
Minderoo Foundation  
MinterEllison  
Morris Family Foundation  
Myer Foundation  
Planet Wheeler Foundation  
Skoll Foundation  
Susan McKinnon Foundation  
Tanarra Foundation  
Ann and Bruce McGregor  
Brian Snape  
Danny Mathews  
Stephen Pfeiffer  
Sue Mathews  
...and many others who  
share our mission











# 2021-2022 FINANCIAL STATEMENTS

*Balance Sheet*

*Income Statement*

# Balance Sheet

## Centre for Policy Development Limited As at 30 June 2022

	30 JUN 2022	30 JUN 2021
<b>Assets</b>		
<b>Current Assets</b>		
Cash and cash equivalents	1,776,026	1,565,227
Trade and other receivables	147,305	216,425
<b>Total Current Assets</b>	<b>1,923,331</b>	<b>1,781,652</b>
<b>Non-Current Assets</b>		
Property plant and Equipment	-	20,491
<b>Total Non-Current Assets</b>	<b>-</b>	<b>20,491</b>
<b>Total Assets</b>	<b>1,923,331</b>	<b>1,802,143</b>
<b>Liabilities</b>		
<b>Current Liabilities</b>		
Trade and Other Payables	24,756	54,108
Financial Liabilities	1,070,097	989,669
Employee benefit obligations	217,185	142,697
<b>Total Current Liabilities</b>	<b>1,312,038</b>	<b>1,186,474</b>
<b>Total Liabilities</b>	<b>1,312,038</b>	<b>1,186,474</b>
<b>Net Assets</b>	<b>611,292</b>	<b>615,669</b>
<b>Equity</b>		
Retained profits	611,292	615,669
<b>Total Equity</b>	<b>611,292</b>	<b>615,669</b>



# Income Statement

## Centre for Policy Development Limited For the year ended 30 June 2022

	2022	2021
<b>Revenue</b>		
Total Revenue	2,468,100	1,899,136
<b>Total Income</b>	<b>2,468,100</b>	<b>1,899,136</b>
<b>Expenses</b>		
Total Expenses	2,472,477	1,669,747
<b>Profit / (Loss) before Income Tax</b>	<b>(4,377)</b>	<b>229,389</b>
<b>Profit / (Loss) Attributable to Members of the Company</b>	<b>(4,377)</b>	<b>229,389</b>



 @CentrePolicyDev

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