

# CPD Organisational Strategy

2024-27



## ABOUT CPD

The Centre for Policy Development (CPD) is an independent, not-for-profit policy institute with staff in Sydney, Melbourne, and Jakarta.

Our work is driven by a vision of a fair, sustainable society and wellbeing economy that serves the needs of current and future generations across Australia and Southeast Asia.

Our mission is to help create transformative systems change by developing practical solutions to complex policy challenges. We are committed to tackling the hard questions; working toward systemic, long-term change that makes a tangible difference in people's lives and the health of our planet.

Through our work, we seek to build and contribute to governments that are coordinated, collaborative, and effective, with an eye to both the near and longer term. We strive to create a social services system that helps people and communities to thrive now and in the future, and we aim to drive shifts in policy making practice with a focus on wellbeing and sustainability rather than primarily economic growth.

CPD's four priority areas are: fostering a wellbeing government in Australia, ensuring a just transition in Australia and Indonesia, driving social services reforms, and addressing forced migration in Southeast Asia. These focus areas reflect our commitment to addressing some of the most pressing and complex issues of our time.

Our unique Create-Connect-Convince method is the backbone of our work. We create viable ideas from rigorous, cross-disciplinary research. We connect experts and stakeholders to develop these ideas into practical policy proposals. We then convince governments, businesses, and communities to adopt and implement these proposals. This method enables us to develop realistic pathways for change that gain broad support, guided by those directly impacted by policy measures.

CPD is an Approved Research Institute with Deductible Gift Recipient (DGR) status and donations are tax-deductible. CPD's funding policy ensures research is independent.

CPD thanks and acknowledges the work of Regina Hill, Effective Consulting in guiding this strategy.

We acknowledge and celebrate Australia's First Peoples.

## OUR VISION

A fair, sustainable and thriving society and wellbeing economy that serves current and future generations in Australia and Southeast Asia.

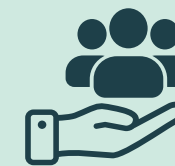
## OUR MISSION

We help to create transformative systems change through practical solutions to complex policy challenges. We tackle the hard questions, working towards change that is systemic and long-term.

## OUR OBJECTIVES



The challenges of our time are too great to be solved with current ways of thinking or a business as usual approach.  
**We seek to build governments that work in coordinated, collaborative, and effective ways, with an eye to both the near and the longer term.**



We know that different regions and communities have different needs, and our current one-size-fits-all approach to social service delivery is leaving people behind.  
**We aim to build a people- and place-centred social services system that helps people and communities to thrive now and in the future.**



Our reliance on traditional economic measures of progress has led to government decision-making that fails to consider what our goals as a nation really should be.  
**We aim to drive shifts in policy making practice, reflected in a focus on wellbeing and sustainability rather than primarily on economic growth.**

# OUR STRATEGIC FOCUS

Four key areas will be the focus of our work across 2024-2027:

1



Improving the wellbeing of current and future generations requires a shift in mindset when it comes to what we think of as progress. We promote policy approaches that meet the needs of people and the environment, that are values-driven, holistic and preventative. Seeing policy ideas through a wellbeing lens leads to decisions that reflect community values, respect environmental bounds and deploy resources more effectively for the common good. Our vision is to embed wellbeing at the heart of Australian policymaking in a way that will lead to effective and systemic change.

2



In their current form, Australia’s social services are failing too many people. Inaccessible, inconsistent and unaffordable services are compounding inequality. Narrow eligibility criteria force people to navigate complex services or wait until they are in crisis. From early childhood development to employment services, CPD works to change the way we deliver social services, so that they truly work to support the community. We envision a government that is more connected to communities, more hands on, and that provides universally accessible, but not uniform, services that meet individuals’ needs.

3



Australia and Indonesia - two close neighbours in the Asia Pacific - are the world’s largest coal exporters. Currently, government efforts to ensure a just transition largely focus on fossil fuel workers and regions - a crucial start, but there is of course more to the picture. CPD envisions a holistic transition to a green economy that is inclusive and equitable for all people and communities. We know that different communities have different needs, so we advocate for place-based solutions over achieving consistency or a one-size-fits-all approach. We think a just transition is about ensuring all people benefit, not just big business, so that societies can thrive.

4

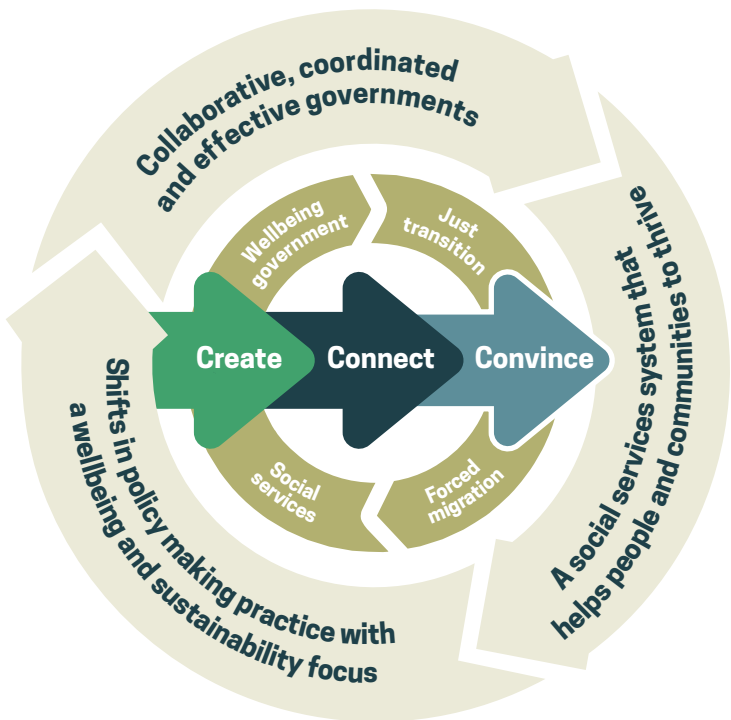



Over the past decade, rising conflict, inequality, and climate change forced millions to flee their homes. Forced migration is an issue no single country can solve alone, so CPD works to foster government collaboration in the Asia Pacific, advocating for improved regional governance and coordinated responses to mass displacement, long-term solutions to Myanmar’s refugee crisis, and better support for displaced communities in Southeast Asia. CPD leverages its networks to influence regional policy and national reforms in order to improve the lives of those displaced in the region.



# OUR APPROACH

We drive impact by transforming how government works as well as improving government policy and practice in specific areas. CPD uses a distinctive **Create-Connect-Convince methodology** to inform and influence government policy and policymaking, and achieve lasting change.






We **create** practical solutions from rigorous, cross-disciplinary research guided by values and evidence.



We **connect** stakeholders and decision-makers across government, business, academia, NGOs and civil society.




We **convince** leaders to take bold action that unlocks multi-dimensional progress by adopting these solutions.


The elements of this method are closely intertwined and mutually dependent. Collaboration between actors who would not usually work together provides a unique environment to strengthen policy proposals in a real-world setting. Research informed by the robust input of broad stakeholder groups is stress-tested for practicality and arrives ready to implement. And coalitions built around these practical solutions encourage ambition and confidence in decision makers across institutions.

# OUR UNIQUE PLACE IN THE POLICY LANDSCAPE


CPD draws on our demonstrated - and distinctive - strengths, in undertaking our work driving impactful change.



**We deploy a distinguished methodology**  
CPD's Create-Connect-Convince methodology - and the skill and capability with which we apply it - is a key point of difference. Through rigorous research, collaboration among diverse stakeholders and building confidence in key decision-makers, we are able to affect practical policy and systems change that has real world impact on people, communities and the environment.



**We bring together the 'what' and the 'how' of policy and policymaking**  
CPD's policy work is recognised for not only delivering positive policy outcomes on an issues basis, but also for helping to strengthen policymaking mindsets and approaches. We work on tangible policy problems to demonstrate how policymakers can advance the shift towards a government that works for current and future generations.



**We take a systems approach and long-term view**  
CPD intentionally prioritises complex, hard-to-solve problems that require a systems approach to solve. We focus on policy areas:

- that require transformational shifts in approach
- that have multi-disciplinary or cross-sector implications
- where action is often constrained by competing perspectives, priorities and incentives
- where there is a need for both near-term and long-term thinking



**We work on a cross-jurisdictional basis**  
CPD leverages opportunities to connect work at a Commonwealth, state and local level, promoting collaboration among jurisdictions and identifying potential for maximum impact. CPD's footprint in Indonesia and Australia, and its ability to apply both a domestic and regional lens to its work, is a strong point of difference.



**We work in a joined-up and holistic way**  
CPD cross-leverages its knowledge and experience across a range of initiatives, with a particular focus on highlighting mindsets and approaches that improve the effectiveness of policymaking and government. We work to combine economic and social policy.



CREATE. CONNECT. CONVINCED.


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