

# ANZSOG STRATEGY

2023-2024

## OUR PURPOSE



- > We use education, research and advice to develop the capability of the public sector to lead and manage for public value.

## OUR VISION



- > To support and develop a trusted and capable public sector that works with elected governments to deliver public value and improve citizen and community outcomes.

## OUR VALUES



Excellence



Collaboration



Integrity



Respect

## WHO WE ARE

- > ANZSOG is a school of government, created by governments for government.
- > Our staff are practitioners and academics, committed to effective government and building public value.
- > ANZSOG's members include the Australia and Aotearoa New Zealand national governments, all Australian state & territory governments, and leading Australian and Aotearoa New Zealand universities.

## WHAT WE DO

- > We deliver education and leadership programs, research and advice to support effective, ethical and inclusive public administration.
- > We bring together practitioner and academic experts from across our members and beyond to understand current government and public sector professional learning and development needs, and anticipate future government and public sector challenges.

## HOW WE WORK

- > We use evidence and insights to support and develop confident, capable and critical thinking public servants.
- > We leverage our linkages into governments and universities to inform our research, programs and advice, so they are fit for purpose and provide tangible benefits for staff working in complex operating environments.
- > We are driven by what governments need, and are constantly seeking to improve.

## WHO WE WORK WITH

- > Federal, National, State & Local governments
- > Partner universities
- > Research institutions
- > First Nations peak bodies, government leaders and academics
- > Globally renowned academics and practitioners
- > Alumni
- > Government service providers

## KEY STRATEGIC PRIORITIES



Build public value through building public sector capability

We act to address the needs of and the environment for a contemporary, effective and capable public sector, through:

- > Prioritising the integration of critical public sector challenges into our offerings
- > Improving coherence across education, advisory and research activities
- > Strengthening ANZSOG's international role & presence

PRIORITY 1



Deliver excellence in learning & teaching

Education is at the core of ANZSOG's work and remains a vital part of our reputation for quality and relevance. We will strengthen this through:

- > Renewing our faculty, with a focus on next generation academics
- > Reviewing executive education offerings
- > Implementing the 2021 EMPA review recommendations
- > Extending our reach and offerings, including through micro-credentials and options for early career public servants

PRIORITY 2



Focus on member needs

We support governments by listening to, understanding, and anticipating the needs of our member governments. We link contemporary research, knowledge, skills and practice to meet demands. We will do this through:

- > Mapping existing relationships to identify potential opportunities to advance member interests
- > Deepening ANZSOG's connections with Aotearoa New Zealand
- > Tailoring programs to match member and stakeholder priorities

PRIORITY 3



Embed First Nations perspectives

Work with Aboriginal and Torres Strait Islander peoples and Māori to promote, prioritise and include First Nations perspectives in all we do. We will do this through:

- > Building public sector capability to work in partnership with First Nations peoples
- > Embedding and extending First Nations perspectives in all ANZSOG programs, research and advice.
- > Supporting First Nations peoples to succeed in the public sector

PRIORITY 4



Unify practitioners & academics in support of public value

As a nexus of universities, government departments and public sector agencies, we leverage current research and practice to generate impactful knowledge and deliver fit for purpose education and training. We will do this through:

- > Lifting our profile and reputation
- > Considering and refreshing the range & mix of partnerships in and beyond government
- > Supporting public sector capability through research collaboration

PRIORITY 5

# ANZSOG STRATEGY

2023-2024

Implementation summary



## OUR PURPOSE

We use education, research and advice to develop the capacity of the public sector to lead and manage for public value

### PRIORITIES

1

Build public value through building public sector capability

2

Deliver excellence in learning & teaching

3

Focus on the customer

4

Embed First Nations perspectives

5

Unify practitioners & academics in support of public value

Strengthen organisational foundations to support strategy implementation

(2023 PRIORITIES)

### INITIATIVES

- Prioritise integrating critical public sector challenges, including integrity, policy capability and digital and data capability into our offerings

- Review executive education offerings against market currency and alignment
- Implement 2021 EMPA review recommendations

- Map existing engagements to identify current and future opportunities to promote member interests

- Build public sector capability to work in partnership with First Nations communities, peoples, and organisations.
- Embed and extend First Nations perspectives through a review of curriculum and delivery.

- Lift our profile and improve ANZSOG's reputation & brand recognition

- Build a culturally capable, curious, respectful, ethical and cooperative organisation
- Mature internal business development function to support new income streams and financial sustainability

(2024 PRIORITIES)

- Improve coherence across education, advisory and research activities
- Strengthen our international role and presence

- Renew our faculty, with a focus on next generation academics
- Extend our reach and offerings, including through micro-credentials and options for early career public servants

- Tailor programs to match member and stakeholder priorities
- Deepen connections with Aotearoa New Zealand

- Support First Nations people to succeed in the public sector
- Produce research and advice supporting First Nations policies and programs

- Expand the range and mix of our partners
- Support public sector capability through research collaboration

- Strengthen First Nations representation across our staff, faculty and governance

### 2023 INDICATORS

- Board and Public Sector Commissioner feedback

- % of 2021 EMPA Review recommendations implemented
- Completion of Executive Education review for Q4 2023 implementation

- Board and Public Sector Commissioners' feedback
- Stakeholder and interests mapping completed

- First Nations program participation
- Application of First Nations Curriculum Guide to content

- Market research results
- All university compliance-related Service Level Agreements updated by end 2023

- Staff survey results
- Operating result (note: expectation of break even for main budget by end 2025)