

ANZSOG



ANZSOG ANNUAL REPORT 2017-18

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*Owned by and working for Australian and New Zealand governments.
We acknowledge the Traditional Custodians and First Peoples of Australia and Māori,
as tangata whenua and Treaty of Waitangi partners in Aotearoa-New Zealand.*

HISTORY OF ANZSOG

- 2002** National governments of Australia and New Zealand and state governments of New South Wales, Queensland and Victoria agree to establish ANZSOG.
- 2003** Professor Allan Fels AO appointed as ANZSOG's foundation Dean.
- Delivering Public Value, initial subject of Executive Master of Public Administration (EMPA), delivered on Monash University's Caulfield campus, in May to 128 emerging public sector leaders.
- Inaugural delivery of Executive Fellows Program (EFP) at Macquarie University, Sydney, to 80 senior public sector officials from Australia and New Zealand.
- 2004** Case Study Program established.
- 2005** First ANZSOG Executive Education workshop delivered.
- 2006** Inaugural delivery of CEO Forum.
- The Government of Western Australia joins ANZSOG.
- Inaugural ANZSOG international conference.
- Foundation EMPA intake graduates from ANZSOG's Australian or New Zealand university partners.
- 2007** Inaugural delivery of Pacific Advanced Executive (PACE) program.
- 2008** The Governments of South Australia and the Northern Territory join ANZSOG.
- 2009** Inaugural delivery of Towards Strategic Leadership (TSL).
- The Governments of Tasmania and the ACT join ANZSOG.
- 2011** Inaugural delivery of the Excellence in Local Government program for local government leaders.
- Inaugural delivery of the China Advanced Leadership Program (CALP).
- 2013** Professor Gary Banks AO appointed ANZSOG Chief Executive Officer and Dean.
- Inaugural delivery of program for senior Indian civil servants.
- Inaugural delivery of the Singapore Civil Service College program.
- Inaugural delivery of the China Reciprocal program for senior Australian and New Zealand public sector officials.
- 2017** Professor Ken Smith appointed ANZSOG Chief Executive Officer and Dean.
- Indigenous affairs and public administration: Can't we do better?* Conference in Sydney.
- Inaugural Indigenous Public Sector Leader's Forum.
- 2018** *Breaking the data silos: sharing data for better policy and service delivery* conference in Canberra.
- Additional academic positions funded including: New Zealand Prime Minister's ANZSOG Chair in Public Service Ethics and Integrity at Victoria University of Wellington, and the ANZSOG WA Government Chair in Public Administration and Policy at Curtin University.
- Establishment of first ANZSOG Alumni Advisory Council.

OUR PURPOSE

ANZSOG is owned by and works for the governments of Australia and New Zealand. We work for our 10 government owners and with our 15 university partners to lift the quality of public sector leadership across both nations.

Established as a not-for-profit company in 2002, we are a global leader in education and research that supports outstanding leadership and enriches the public sector. At the core of our ethos is a deep and genuine commitment to good public administration to improve policy and service outcomes for the Australian and New Zealand communities.

Our work inspires and connects people across agencies, sectors, jurisdictions and nations. Everything we do helps to deliver better government which means better outcomes for citizens.



DEAN'S FOREWORD

Since our establishment in 2002, ANZSOG has had a simple mission – to shape the future of public sector leadership in Australia and New Zealand, and in doing so, ensure better outcomes for people and communities.

The public sector is undergoing rapid change and public servants are facing increased pressures as they try to deliver public value in a more complex and demanding environment. In response, ANZSOG is changing what we do, and what we offer to our students, alumni, government owners and university partners. The work of the Board and the agency in charting our strategic priorities through to 2025 will be instrumental in delivering the required support ANZSOG can provide to our government owners.

ANZSOG's work is based on an important premise: that governments need to focus on public value the same way the private sector focuses on shareholder value. Public value entails producing goods that are consumed collectively and valued by the public, such as our public health or education systems.

Through ongoing engagement with our owners and key stakeholders, we have identified a number of significant drivers of change in the new public sector environment.

Some of the trends the public service must respond to include:

- **Declining trust in governments.** This is a global phenomenon, and has an impact on all public officials, whether elected or appointed—it affects all the institutions of a democratic government. The causes are complex, but the decline in trust is a key issue that every public sector leader must factor in to their work.
- **The changing profile of public servants.** An overdue focus on diversity and more flexible hiring practices has created a public sector with a broader range of backgrounds and experiences. Diversity needs to be reflected not just in hiring but in changes in public service culture to ensure diversity results in improved public policy outcomes.
- **Evolving public expectations.** In the age of the internet and social media, people are better-informed, more able to connect with each other and more aware of the impact of their views.
- **Big data and analytics.** This is one of the biggest changes which impacts on all public and private institutions. In addition to privacy issues, public managers need to view public and private data as a resource for the common good. Beyond that, governments need to utilise data and technology to increase transparency and involve the public in decision-making. These are two initiatives which will be vital for rebuilding trust.
- **Increasing importance of professional development.** There has been a growth in the value of purpose-built or real-time professional development, including an increased understanding that investment in people is important and that education must be ongoing, impactful and self-directed.



Professor Ken Smith

The big question we face at ANZSOG and across the public sector broadly is: how do we prepare the public service for these new realities? The private sector is increasingly focused on 'disruption' and 'innovation' but are these models relevant for the public sector which has a different bottom line? How do we reconcile a traditionally risk-averse, process-driven culture with the need to be more agile and flexible?

The rapid changes the public sector is undergoing makes it even more important that we focus on our core values. We want to ensure that ANZSOG equips public sector leaders with skills that will be valuable right through their careers. While there is a huge, and valuable, debate about what those skills are we know that future public servants will need to be comfortable with change, able to relate to a range of stakeholders, able to think strategically, to communicate and to get the best out of a diverse workforce.

But more importantly we need to back specific skills with established values. These include an emphasis on public value and ethics and integrity. We need public managers who understand the importance of what they do, and how to use the tools at their disposal to improve the lives of their communities.

Sir John Bunting Chair of Public Administration

I would like to take this opportunity to acknowledge the leadership of our Sir John Bunting Chair of Public Administration and Deputy Dean Research at

ANZSOG based at ANU, Professor John Wanna. John is retiring in 2019 and has made a major contribution to ANZSOG over almost 15 years. To celebrate his many

achievements ANZSOG co-hosted a Festschrift in honour of John in Canberra in September 2018.

Indigenous engagement

All public services have a responsibility to improve outcomes for Māori and Aboriginal and Torres Strait Islander peoples of Australia and New Zealand – and that will mean a change in the way they work, with a new focus on listening and working with Indigenous communities and understanding knowledge and culture.

ANZSOG is on its own journey to improve its work with Indigenous peoples, which began with a Listening Tour in 2017. When we spoke to Indigenous people we heard strong messages that the public sector struggles to understand how it should work with them, and that we had a role to play in educating the public sector in both nations, and in promoting cultural awareness and competency.

To begin this process, we held a major conference in 2017 on Indigenous policy, jointly organised with the Department of the Prime Minister and Cabinet and will hold another in early 2019. We are also working to include Indigenous themes and content in our courses and our day-to-day operations.

I trust you find this Annual Report useful in providing a snapshot of our activities in the 2017/18 financial year and give you an indication of our priorities going forward.

Professor Ken Smith
Chief Executive Officer and Dean



'Timeless' by Bigambul artist Jordan Roser. Commissioned for the 2017 Indigenous Affairs conference.

GOVERNANCE

Our board



**Mr Peter Hughes
CNZM (Chair)**

State Services
Commissioner
and Head of
State Services,
New Zealand



**Professor Ken
Smith**

Dean and Chief
Executive Officer,
ANZSOG



**Ms Kathryn
Campbell CSC**

Secretary of the
Department of
Social Services,
Australian
Government



Mr Chris Eccles AO

Secretary
Department of
Premier and
Cabinet, Victoria



**Professor Margaret
Gardner AO**

President and
Vice-Chancellor,
Monash University



**Professor Girol
Karacaoglu**

Head of School,
School of
Government,
Victoria University
of Wellington



Ms Robyn Kruk AO
Independent
Director



Mr Tim Reardon

Secretary
Department of
Premier and
Cabinet, NSW



Ms Jodie Ryan

Chief Executive
Officer,
Department of
the Chief
Minister, Northern
Territory



**Dame Karen Sewell
DNZM QSO**
Independent
Director



Mr Robert Setter
Chief Executive,
Public Service
Commission,
Queensland



**Professor
Deborah Terry AO**

Vice-
Chancellor,
Curtin
University

Owner governments

Australian Government

Government
of South AustraliaACT
GovernmentNORTHERN
TERRITORY
GOVERNMENTNSW
GOVERNMENTQueensland
GovernmentGovernment
of South AustraliaTasmanian
GovernmentVICTORIA
State
GovernmentGOVERNMENT OF
WESTERN AUSTRALIAPartner universities

1. Australian National University
2. Carnegie Mellon University
3. Charles Darwin University
4. Curtin University of Technology
5. Flinders University
6. Griffith University
7. Melbourne Business School
8. Monash University
9. The University of Melbourne
10. The University of New South Wales
11. The University of Queensland
12. The University of Sydney
13. The University of Tasmania
14. University of Canberra
15. Victoria University of Wellington

THE YEAR AHEAD

ANZSOG is making several changes as part of a long-term strategy to 2025 to ensure we adapt while maintaining the values that have made us a leader in our field of education, research, innovation, teaching and learning.

We are evolving to meet the challenges of the modern public sector. Some changes have already been made and others are underway, these include:

- a new focus and new content for key education activities,
- a re-focus of our research program,
- greater engagement with the Indigenous peoples of Australia and New Zealand
- encouraging our students, alumni, university partners and government owners to have greater input into all our activities.

Our [Executive Fellows Program](#) is a well-established three-week intensive course for senior public sector leaders. For the first time in 2018, Associate Professor Catherine Althaus, ANZSOG Deputy Dean (Teaching and Learning), will co-direct, alongside Robin Ryde who has been director of the EFP program for seven years. We have also engaged Professor Michelle LeBaron, from the University of British Columbia in Canada, who specialises in conflict transformation, dispute resolution, culture and resilience, to become a member of the EFP faculty. The EFP will focus on a 'three countries, three cities model' with teaching being held in Canberra, Singapore and Wellington.

Our [Executive Master of Public Administration](#) remains central to what we do – a demanding two-year program which gives participants a strong theoretical understanding of the public sector and a range of tools to tackle specific problems. The course will retain its focus on public value, but we are refreshing the content, welcoming some new faculty and trialing blended learning delivery methods.

Professor Janine O'Flynn, from the University of Melbourne, has been appointed to a full-time leadership role, working with the EMPA Director of six years, Professor Michael Mintrom.

We will ensure that our focus on immersive, interactive learning, which recognises that all participants bring a unique and valuable set of experiences to our programs, is retained.

All programs will continue to combine intellectual rigour with practical insights and will retain unique value of connecting senior public managers from across departments, states and territories, and countries.

We are also refocusing our [research program](#) to ensure we produce work which has direct relevance to the public sector by addressing contemporary public administration issues. Our research funding has increased from \$250,000 a year to \$750,000, on the basis that it is at least matched dollar for dollar by government, university and other partners.

We will ensure that our focus on immersive, interactive learning, which recognises that all participants bring a unique and valuable set of experiences to our programs, is retained.

We hope that this will result in up to \$2.25 million for research into public administration and public policy issues each year. Professor Glyn Davis AC has agreed to chair our research committee, using his immense experience to ensure we continue to deliver unique research that improves public administration and policy.

ANZSOG has thousands of alumni, working across Australia, New Zealand and other parts of the world. They are one of our strongest assets and we are working to have them more involved in setting our strategy. The newly established Alumni Advisory Council met for the first time in October 2018 and will play a crucial role in advising us about future directions. They will help us ensure that we remain relevant to public sector practitioners and that the benefits of an ANZSOG engagement are felt long after a program has been completed.

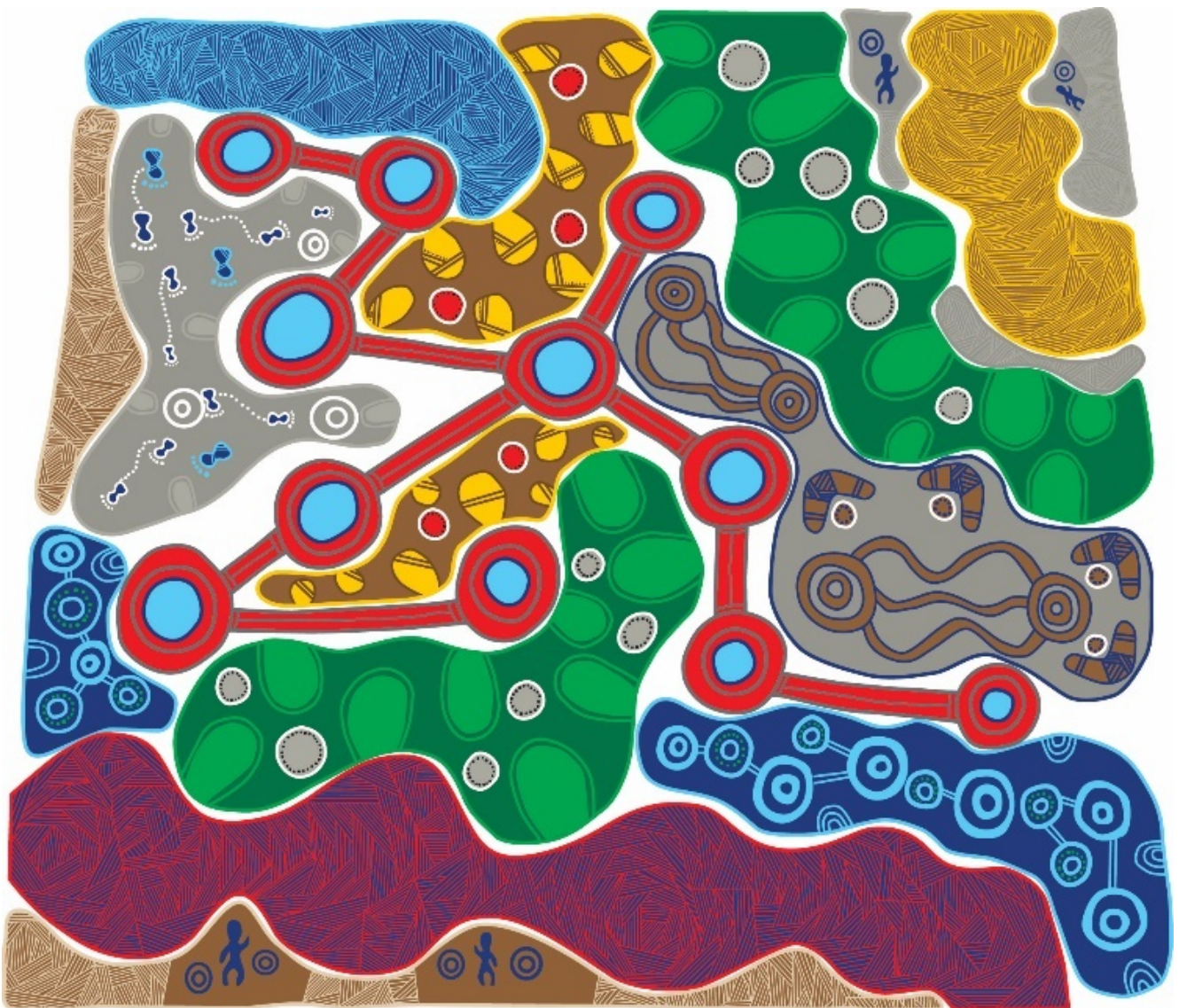
As part of our commitment to engagement with the First Peoples of Australia and New Zealand, ANZSOG will

hold its second **Indigenous Affairs conference** in 2019.

Reimagining Public Administration: First Peoples, governance and new paradigms will look forward to what could happen over the next 50 years, and ask: what needs to change for public administration in Australia to live up to its responsibility to meet the aspirations of First Peoples?

The conference will also look at relations between the New Zealand government and Māori, what Australia could learn from the New Zealand experience, and how we could build stronger links between the two nations' First Peoples.

There are no quick fixes to these issues, but there is a genuine desire for change among public services, and we hope that the conference will assist public sector leaders to make positive changes to the way they deal with Indigenous issues.



Journey by Wemba Wemba artist Emma Bamblett. Commissioned for the 2019 Indigenous Affairs conference.

2017-18 HIGHLIGHTS

ANU Press

Wanna, J. and Vincent, S. (eds) (2018). *Opening Government: Transparency and Engagement in the Information Age*. Canberra: ANU Press and ANZSOG.

Podger, A., Su, T., Wanna, J., Chan, H., and Niu, M. (eds) (2018). *Value for Money: Budget and financial management reform in the People's Republic of China, Taiwan and Australia*. Canberra: ANU Press and ANZSOG.

Daniell, K.A and Kay, A. (eds) (2017). *Multi-level Governance: Conceptual challenges and case studies from Australia*. Canberra: ANU Press and ANZSOG.

Books

Mintrom, M. (2018). *Public Policy: Investing for a Better World*. New York: Oxford University Press.

Althaus, C., Bridgman, P., & Davis, G. (2018). *The Australian policy handbook* (6th ed.). Crows Nest, NSW: Allen & Unwin.

CEOs Forum

ANZSOG's CEOs Forum brings together government agency heads from across New Zealand and Australia to reflect on challenges in their work with the aim of improving organisational practices and performance.

- 23 participants
- Evaluation average: 4.5 /5 (4.7/5 in 2016-17)

Data conference

ANZSOG is taking the lead in exploring the dangers and potential of big data and connecting public managers with academics and experts in data technology. ANZSOG's inaugural "[Breaking the Data Silos](#)" conference, held jointly with the Australian Institute of Health and Welfare in March 2018, brought together 400 people from the university, not-for-profit and public sectors to explore the issues around data sharing and encourage more open use of data to drive good policy.

The conference explored a 'people-centred' approach to data which recognised data only has value when it is used to solve problems and benefit the community. Keynote speeches were delivered by ANU Professor Genevieve Bell, Productivity Commission chair Peter Harris and former United States Deputy Chief Technology Officer Dr Beth Noveck.

Due to the success of the conference and demand from attendees to explore these issues further, a follow-up conference will be held in April 2019 to continue the discussion.

Evidence and Evaluation Hub

ANZSOG's [Evidence and Evaluation Hub](#) is a centre of expertise established to strengthen the capacity of the public and not-for-profit sectors to generate and use evaluation and other types of evidence to support decision-making and practice. In addition to teaching into the EMPA and executive education courses, the Hub has worked with a range of government agencies through 2017/18 to both evaluate specific policies and programs, and to strengthen evaluation capability within agencies.

This has included, for example, support for:

- developing and implementing a national and State-level monitoring and evaluation framework for countering violent extremism
- evaluating disaster recovery such as after Cyclone Debbie
- the peer support component of the National Disability Insurance Scheme through a practice review, a systematic review of the international evidence and capacity-strengthening for applying evidence into practice.

The Hub has also undertaken research for the Australasian Evaluation Society (AES) to determine a path towards increasing the professionalism of evaluation in Australia and New Zealand through the AES. The research recommendations are being used to refocus the work of major professional organisations in evaluation in the region.

ANZSOG is taking the lead in exploring the dangers and potential of big data and connecting public managers with academics and experts in data technology.

Evidence Base journal

- 2017 issue 3: “Individual funding systems: What works?”, by Helen Dickinson
- 2017 issue 4: “Implications of work time flexibility for health promoting behaviours”, by Eleanor Malbon and Gemma Carey
- 2018 issue 1: “Cessation for smokers seeking treatment and advice from health care professionals in the hospital setting”, by Zoe Kopsaftis, Joseph van Agteren, Kristin Carson-Chahhou, Tim O’Loughlin and Brian Smith
- 2018 issue 2: “Effective and efficient committee work: A systematic overview of multidisciplinary literatures”, by Sandra Oliver, Katie Hollingworth, Rob Briner, Catherine Swann, Kate Hinds and Chris Roche

Executive Fellows Program 2017

An intensive, three-week residential program for senior executives to develop their adaptive capacity to lead.

- 58 participants (69 in 2016)
- Evaluation average: 6.2/7 overall (6.3/7 in 2016)

Executive Master of Public Administration

A two-year postgraduate qualification for high-performing public sector managers.

- EMPA 2016 cohort – 107 participants
- EMPA 2017 cohort – 90 participants
- EMPA 2018 cohort – 98 participants
- Evaluation average: 5.6/7 (5.7/7 in 2016-17)

Forums and roundtables

ANZSOG convenes events that focus on developing relationships between government and the not-for-profit sector, as well as facilitating leadership dialogues on key issues.

Not-for-profit roundtables

- 28 participants

Data roundtables

- November 2017: 51 participants
- December 2017: 32 participants
- March 2018: 42 participants

In house/tailored solutions

ANZSOG works with governments to [deliver tailored learning approaches](#) that help to meet the professional development needs of public sector managers, executives and leaders.

July 2017 to June 2018

- 51 workshops (+11)
- 1157 participants (+340)
- Evaluation average: 4.3/5 (no change)

(In comparison to 2016-2017 in house/tailored figures)

International

ANZSOG delivers [customised executive level leadership programs](#) in partnership with foreign governments in the Indo-Pacific region, and consistent with the foreign policy objectives of the governments of Australia and New Zealand. These programs create valuable peer-to-peer networks and institutional linkages and contribute to ongoing engagement with each country.

China Advanced Leadership Program 2017

- 24 participants (23 in 2016-17)
- Evaluation average: 4.9/5 overall (5/5 in 2016-17)

China Reciprocal Program 2017

- 21 participants (21 in 2016)
- Evaluation average: 4.7/5 overall (4.6/5 in 2016-17)



Journal Articles

Alford, J. and Greve, C. (2017). Strategy in the public and private sectors: Similarities, differences and changes. *Administrative Sciences*, 7(4), 35, doi 10.3390/admsci7040035.

Alford, J. and Head, B. (2017). Wicked and less wicked problems: A typology and a contingency framework. *Policy and Society*, early online, doi 10.1080/14494035.2017.1361634.

Argyrous, G. (2017). Cost-benefit analysis as operationalized neoclassical economics: From evidence to folklore. *Journal of Australian Political Economy*, 80: 201-211.

Argyrous, G., Sturgess, G. and Rahman, S. (2017). Commissioning Human Services: Lessons from Australian Convict Contracting. *Australian Journal of Public Administration*, 76(4): 457-469.

Corbett, J., Grube, D., Lovell, H. and Scott, R. (2018). Singular memory or institutional memories? Toward a dynamic approach. *Governance*, early online, doi 10.1111/gove.12340.

Hodge, G., Boulot, E., Duffield, C. and Greve, C. (2017). After the Ribbon Cutting: Governing PPPs in the medium to long term. *Australian Journal of Public Administration*, doi 10.1111/1467-8500.12239.

Lindquist, E. (2017). Visual methods and beyond: Exploring the logics and influence of competing domains of visual practice. *Visual Methodologies*, 5(1): 59-66.

Mintrom, M. and Thomas, M. (2018). Policy entrepreneurs and collaborative action: pursuit of the sustainable development goals. *International Journal of Entrepreneurial Venturing*, 10(2): 153-171.

Sturgess, G., Rahman, S. and Argyrous, G. (2017). Convict Transportation to New South Wales, 1787–1849: Mortality Rates Reconsidered. *Australian Economic History Review*, early online, doi 10.1111/aehr.12137.

Wanna, J. (2018). Commonwealth of Australia: July to December 2017. *Australian Journal of Politics & History* 64(2):312-317, DOI: 10.1111/ajph.12468

Wanna, J. (2017) Commonwealth of Australia: January to June 2017. *Australian Journal of Politics & History* 63(4):624-630, DOI: 10.1111/ajph.12412

Washington, S. and Mintrom, M. (2018). Strengthening policy capability: New Zealand's Policy Project. *Policy Design and Practice*, 1(1): 30-46.

Yates, S. (2018). Power, Process, Plumbing: Big G and Small g Gender in Victoria's Family Violence Policy Subsystem. *Australian Journal of Public Administration*, early online, doi 10.1111/1467-8500.12265.

National Regulators Community of Practice

Building from the existing regulators community of practice in Victoria supported by ANZSOG, [the Community of Practice](#) now has an extremely active local chapter in WA, while the first half of 2018-2019 will see the launch of chapters in Queensland and New South Wales and potentially South Australia.

The NRCoP provides opportunities across Australia for practising regulators to learn with and from each other, exchange successes and challenges and experience new ideas and ways of achieving better regulatory outcomes.

- 7 events
- 847 participants
- Evaluation average: 4.2/5 (seminars and workshops)

Open to market Executive Education Workshops

Specialised [workshops](#) designed to meet the practical needs of middle to senior public sector managers.

July 2017 to June 2018

- 22 workshops (57 workshops in 2016-17)
- 635 participants (over 1500 participants in 2016-17)
- Evaluation average: 4.3/5 (4.5/5 in 2016-17)

Public administration explainers

- "[What is co-production?](#)" (July 2017)

Reports

McGann, M., Lewis, J. M. and Blomkamp, E. (2018). Mapping Public Sector Innovation Units in Australia and New Zealand: 2018 survey report. Melbourne: The Policy Lab, University of Melbourne.

The John L. Alford Case Library

In October 2017, ANZSOG made the [John L. Alford Case Library](#) - one of the world's largest online collections of public management case studies - freely available to the public. Opening the library meant that anyone could benefit from the collection of detailed examinations of success and failures in public administration.

The Case Library is essential to the ANZSOG philosophy of interactive teaching, which uses real examples to engage participants in active discussion and illustrate key concepts and practices in public policy and management. Its collection of almost 200 cases is now available to inspire and educate teachers, students and public managers who want to learn more about their craft.

The library is named after its founder, Professor John Alford, who was co-director of the Case Library from 2004 until 2014, and a pioneer in the application of case teaching methods in Australia.

- Cases published in 2017-18: 11 (2016-17: 5)
- Total Number of Cases published since 2004: 193
- Number of cases set in Australia: 99 (51%)
- Number of cases set in New Zealand: 59 (31%)
- Number of cases set in other (or fictional) jurisdictions: 35 (18%)

2017/18 Cases:

Steering social innovation: Community agencies and the commissioning of Education First Youth Foyers 2018-202.1 (AUS)

Storm in a coffee cup: The Department of Parliamentary Services versus Aussies Café 2018-195.1 (AUS)

Not in my backyard: drones, privacy and regulatory gaps 2018-196.1 (AUS)

The Hard Sell: Australia's 2014 Budget (A) 2018-197.1 (AUS)

Interagency collaboration to reduce crime in New Zealand 2018-198.1 (NZ)

Dispensing with credibility: Regulating community pharmacy in Australia 2017-193.1 (AUS)

Clickability.com.au: Disrupting disability care services in Australia 2017-194.1 (AUS)

Fast forward to a sustainable future for the Canterbury health system (Updated Case) 2017-164.4 (NZ)

Mutual respect: Tackling youth crime in Blacktown (A) 2017-192.1 (AUS)

Riding roughshod: The removal of quad bikes from WA Emergency Services 2017-191.1 (AUS)

The Best Laid Plans: Australia's Home Insulation Program (A) 2017-190.1 (AUS)

Special Issue Journal

Althaus, C. and Patterson, M (Guest Editors and Editorial) (2017). 50 years of Commonwealth Involvement in Indigenous Affairs. *Australian Journal of Public Administration*, 76(4).

Thought Leadership

Operating in New Zealand, WA and Tasmania in 2017-18, [Thought Leadership](#) works in partnership with member governments to provide learning opportunities that bring challenging and fresh ideas in public policy and public management to wide and diverse audiences of practitioners.

- 45 events (37 events in 2016-17)
- 3197 participants (5020 in 2016-17)
- Evaluation average: 4.5/5 (seminars and workshops) (4.4/5 in 2016-17)

Towards Strategic Leadership

A unique two-week program that helps emerging public service leaders develop the qualities needed to thrive in a senior executive role.

2017 Module 2

- 39 participants
- Evaluation average – 6.2/7 (6.3/7 in 2016-17)

2018 Module 1

- 40 participants
- Evaluation average – 6.5/7 (6.3/7 in 2016/17)

CONNECT

Conference charts new course for Indigenous affairs

Delivering better outcomes for Māori and Aboriginal, Torres Strait Islander peoples is the responsibility of all public services. ANZSOG has embarked on a journey to ensure that we are part of positive change in Indigenous affairs and that we incorporate Indigenous perspectives, culture and knowledge into our activities.

The 50th anniversary of the referendum which gave the Commonwealth Government power over Aboriginal and Torres Strait Islander affairs, provided a chance to reflect on the lessons learned in that 50 years.

ANZSOG, with the support of the Department of the Prime Minister and Cabinet (PM&C), hosted a landmark conference in October 2017 - *Indigenous Affairs and Public Administration: Can't we do better?* The conference brought 300 public servants, academics, not-for-profits and Indigenous representatives to Sydney to hear from a range of speakers.

The conference sparked "courageous conversations" around the need for change in Indigenous policy, how to engage with Indigenous people on the basis of respect, the need to include Indigenous knowledge and culture,

and the best ways to ensure genuine involvement of Indigenous people.

ANZSOG prepared a summary report to guide our future work, to assist PM&C, and to feed into several forums to be held after the conference.

ANZSOG also hosted a Senior Indigenous Public Servant Forum in December 2017, supported by Australian and New Zealand governments and funded by PM&C.

The forum was attended by more than 60 Indigenous public servants from Australia and New Zealand and allowed participants to frankly discuss the challenges they face within the public service and the benefits of employing more First Peoples.

ANZSOG has begun to implement the lessons from these events in our teaching and research by developing materials and curriculum to give our alumni a better understanding of Indigenous knowledge, cultures and history and equip them to work with Indigenous communities.

Another forum will be held in late 2018, and a second conference will be held in February 2019.



EDUCATE

Building capability through bespoke programs

ANZSOG develops and delivers bespoke educational programs for government agencies keen to improve the capabilities of their staff.

In 2017, the National Transport Commission (NTC) approached ANZSOG to co-create and deliver a program that would educate staff on the challenges facing modern public sector agencies, and how to develop good policy in a fast-changing environment.

Impressed with previous ANZSOG deliveries, the NTC was seeking to codesign a course based on the 'policy cycle'. This would allow it to improve the skills of individuals but also to identify the NTC's existing areas of strength, its challenges, and how it could improve its outcomes as an organisation.

The 'policy cycle' is relevant to the transparent, evidence-based and equitable approach they follow to meet their independent, multi-jurisdictional mandate.

The organisation consists of 40 staff and NTC's senior leadership team understood the benefits of using a tailored program to facilitate shared conversations, frameworks and terminology to help staff cohesion.

The content was delivered in four day-long seminars, from February to June 2018, with NTC case studies running across the learning activities.

ANZSOG was able to use its links to academics and policy practitioners to bring together a diverse team of educators, with a great breadth of knowledge and use them to deliver a program that met the NTC's specific requirements, including ANZSOG Associate Dean Academic Catherine Althaus, consultant Nick Fleming and Head of the School of Social Sciences at the University of NSW, Dr Chris Walker.

The NTC has since engaged ANZSOG to develop an NTC-specific policy handbook which we hope to complete by December 2018.

ENRICH

Research publication milestone

ANZSOG's partnership with the Australian National University's ANU Press to publish quality public management research reached the 50-publication milestone in March 2018. Since its inception in 2006, [the series, which is freely available through ANU Press's open access platform](#), has produced research on:

- leadership and organisational management
- policy management and implementation
- intergovernmental management
- capacity-building and resilience
- collaboration and working with stakeholders including not-for-profits, executive training and development
- working with tight budgets and value for money.

The 50 volumes make up an impressive body of independent research and advocacy which have helped to shape public debates and governance in Australia and New Zealand. Collectively the volumes have been downloaded more than two million times.

The series demonstrates the length and breadth of public administration issues ANZSOG has tackled, and the value of producing and distributing high quality research with the potential to improve public management in Australia and New Zealand.

The 50th volume in the series - *Value for Money: Budget and financial management reform in the People's Republic of China, Taiwan and Australia* - edited by Andrew Podger, Tsai-tsu Su, John Wanna, Hon S. Chan and Meili Niu is an exploration of budgeting and financial management in the three jurisdictions.

It was formally launched in March 2018 at a function at the Australian National University's Crawford School of Government. The series has published works by many members of the ANZSOG faculty and other noted academics including Professor John Wanna, Professor Andrew Podger, Professor Paul 't Hart, Professor Janine O'Flynn and Associate Professor Leo Dobes.

The five most downloaded volumes include examinations of federalism in Australia, whistleblowing in the public sector, improving implementation, performance measurement and innovations in the delivery of Centrelink services.

INSPIRE

Spirit of service on display at Paterson Oration

ANZSOG's annual Paterson Oration underlines how high-quality public management delivers benefits to the community.

The Paterson Oration is an ANZSOG initiative, which recognises and commemorates the distinctive contribution of Dr John Paterson AO to public administration and public sector reform in Australia.

The 2018 Oration, held at the State Library of NSW on 7 March, saw New Zealand State Services Commissioner Peter Hughes deliver an address on 'a spirit of service' - discussing how modern public services require strong system leadership, collective accountability and the underpinning motivation of a spirit of service to the community.

Mr Hughes, who is also the ANZSOG Board Chair, spoke about his experiences in the public sector and the spirit of service, which united people who chose to work in the public sector as a way of serving their community.

He said that the three key components of the spirit of service were: opening our hearts and minds to the needs of others, an attitude of humility, and being motivated by something bigger than ourselves.

"The public service must be able to garner trust, confidence, and ultimately the respect of successive administrations if it is to do its job. The key is to engage actively with the political context without becoming part

"Our first and last responsibility as public service leaders is to support, protect and nurture that spirit in the people who give expression to it every day."



of it," he said. "Underpinning everything and propelling it forward is the spirit of service. Our first and last responsibility as public service leaders is to support, protect and nurture that spirit in the people who give expression to it every day, every week."

The Oration was combined with the presentation of ANZSOG's Executive Master of Public Administration awards for 2016 and 2017.

West Australian Shaun Whitmarsh was named valedictorian of the 2016 cohort and spoke about the importance of working to create public value, and the confidence he and his fellow alumni had gained from the techniques and frameworks taught as part of the EMPA.

Dr Paterson was one of Australia's most esteemed public servants, providing governments at state and national levels with practical solutions to long-standing problems and applying management expertise to improve the delivery of public services.

Previous Paterson Oration speakers include: Ann Sherry AO - Executive Chairman, Carnival Australia, and Professor Peter Shergold AC - Chancellor, Western Sydney University.

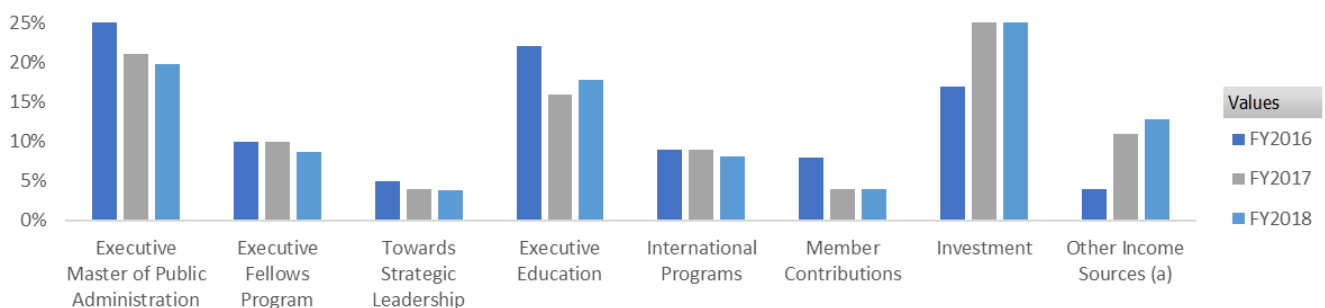
ANZSOG has also confirmed that the 2019 Paterson Oration will be delivered by the Prime Minister of New Zealand, The Right Honourable Jacinda Ardern.

FINANCES IN BRIEF

ANZSOG is incorporated in Australia as a company limited by guarantee. The Australian Tax Office has endorsed the company as an income-tax-exempt charity and accordingly the entity is exempt from income tax and eligible for GST concessions. The company is funded by annual contributions from its member governments, contributions for academic chairs, interest

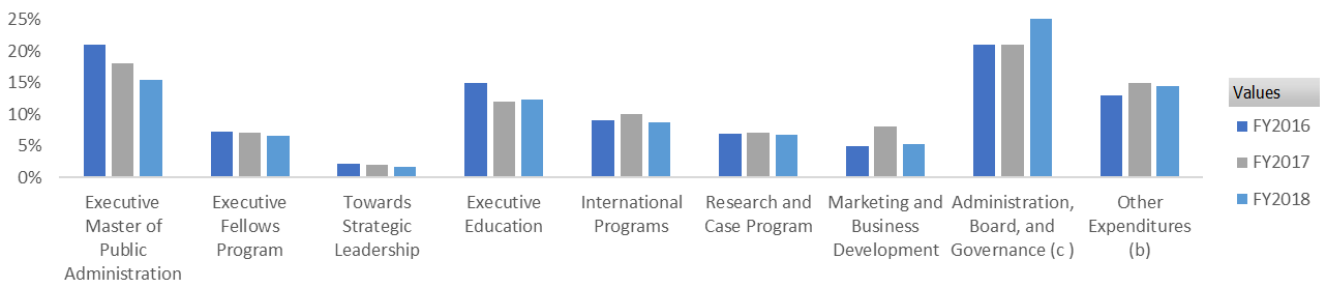
income generated from capital grants and surpluses from its core programs. In the 2017/18 financial year ANZSOG: went through a governance restructure, refreshed its brand, increased demand for adaptive courses and incurred costs for strategic work carried out by Boston Consulting Group.

REVENUE



(a) Includes revenue derived from the Commonwealth and New Zealand Grant income. Also includes income from the Evaluation and Evidence Hub and Innovation/Thought Leadership activities.

EXPENDITURE

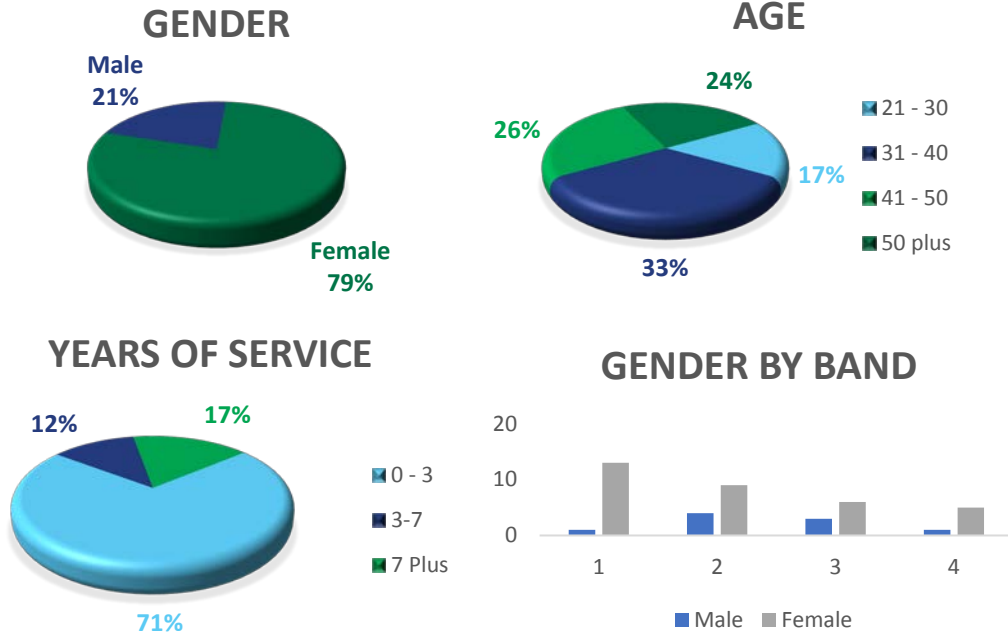


(b) Includes expenditure on the Evaluation and Evidence Hub, Innovation/Thought Leadership activities and Academic Development

(c) Is attributed to School wide occupancy cost, Administration, Finance and ICT being fully allocated to Admin, Board and Governance rather than being distributed to other cost centres. The increase in FY2017/18 is a result of major approved strategic projects including the 2025 Strategy, ICT and HR commitments. In future years, such costs will be distributed to appropriate cost centres.

WORKFORCE METRICS

Workforce composition (professional staff)



* Data as at September 2018

Australia &
New Zealand
School Of
Government

ANZSOG