



# Strategic Budgeting in times of restraint



## ANZSOG Executive Workshop

### Course leaders

Associate Professor Joanne Kelly, ANZSOG Director (NSW)  
Professor Paul Posner, George Mason University, USA

### Enquiries

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## Message from the Dean

Thank you for considering ANZSOG's Executive Workshop as part of your professional development.

Participating in an ANZSOG initiative is about meeting the educational requirements of future public sector leaders. Each workshop is tailored to the specific needs of our Government partners. By taking part, participants are introduced to a range of valuable knowledge and skill sets, analytical thinking, and decision-making that aim to strengthen their ability in their role and in turn the community.

Of the many special features of the School, I am proud of the life-long learning experience participants gain to help drive change — that in turn brings about better policy implementation and service delivery.

I invite you to take a closer look at ANZSOG by taking part in our executive workshops where we strive to bring out the best, in the best.

Professor Allan Fels, AO

# ANZSOG Executive Workshop

## Strategic Budgeting in times of restraint

### Who should attend?

This course is suitable for all budget holders at an SES level, and operational managers with responsibility for substantial budgets and/or expenditure. It is open to all member governments of the ANZSOG network.

### Learning approach

Excellence in teaching and learning is central to ANZSOG's mission. ANZSOG's programs offer a stimulating and intellectually rigorous learning experience. Course curriculum combines presentations with participant discussion based on the analysis of real public sector case studies. Through feedback from the course leaders, experts and fellow participants, attendees will develop a strategic plan.

### The program

Senior managers in the public sector are regularly confronted with the challenges of cutback budgeting. Whether driven by the immediate pressure of fiscal crisis, demands for policy change by an incoming government, or by organisational or policy decline, managers need to understand the choices that are available to them and the short and longer term implications of those choices.

This applied workshop on strategic budgeting is for senior managers seeking to answer the pressure for ongoing cutback and restraint in ways that sustain organisational capacity. Through a series of discussions and activities, participants will:

- learn about the ongoing challenge of cutback budgeting and of adopting a strategic rather than decremental approaches to cutback
- survey the range of options available to a departmental manager during periods of cutback, and the internal and external factors that influence choices between these cutback options
- learn how to manage the conflict inherent in cutback budgeting so that politics don't undermine plans to cutback strategically
- appreciate that embedding strategic budgeting in an organisation will require a new process that builds technical, procedural and political capacity to undertake cutback budgeting within a department, and which focuses on ensuring political will for continual change.

By the end of Day One, participants will have developed a cutback budgeting plan for their organisation; by the end of Day Two they will have developed strategies for implementing the plan, and on Day Three participants will present this strategy to a panel representing key stakeholders in the budget process. Participants will use panel feedback from the presentation to improve their strategy; and will use reflections on the lessons learned throughout the workshop to develop proposals for embedding strategic budgeting into their organisation.

### Participant benefits

At the end of the program participants will be better equipped to:

- understand their budgetary context: debt, deficits and how they impact
- undertake the processes for cutback budgeting
- assess options for managing cutbacks
- make strategic choices in cutback budgeting
- mobilise support for their cutback choices amongst key stakeholders
- align their policy and program environment to their budget situation.

‘This applied workshop on strategic budgeting is for senior managers seeking to answer the pressure for ongoing cutback and restraint in ways that sustain organisational capacity’.



## Course leaders

### Joanne Kelly

Associate Professor Joanne Kelly is the Director of ANZSOG (NSW) based at the University of Sydney. She is an internationally recognised expert in the field of public expenditure management and has worked in both government and academia. This includes four years as Riesman Fellow (advisor to the Secretary of the Treasury Board of Canada), visiting research positions with the IMF in Washington DC and the OECD in Paris, and projects with practitioners from the governments of Australia, Canada, the UK, US, New Zealand, South Africa and the Netherlands. She teaches the Masters subject, *Managing Public Expenditure*, to ANZSOG and Sydney University students.

She has authored numerous advisory papers, reports, articles and book chapters on this topic, and co-authored the books *Managing Public Expenditures in Australia* and *Reallocation: the role of budget institutions*. She is currently working on her third book *Managing the Politics of Restraint in Australia and Canada*.



### Paul Posner

Professor Paul Posner is Director of the Public Administration Program at George Mason University, Washington DC, and former president of the American Society of Public Administration. He led the budget and public finance work of the U.S. Government Accountability Office (GAO) for 14 years before moving to George Mason. He worked closely with the Congress on budget issues, both near and long term, including testimonies on the long term outlook, process reforms to address entitlement growth, performance budgeting and capital budgeting.

He has authored journal articles on the experiences of other nations, capital budgeting issues, and the role of legislatures in budgetary decisions. He is a consultant with the OECD, developing presentations and reports on budget issues for the network of senior budget leaders of advanced nations on common issues.

## Other presenters

A number of senior budget officials and other senior executives will act as guest presenters and panelists on the program.

## Workshop fees

Non-residential — \$A3,750 including GST  
Residential — \$A4,500 including GST

### Non-residential

Price includes tuition fees, all course materials, all meals during the daily program, and one course dinner.

### Residential

Price includes all of the above, as well as a three night accommodation package.

ANZSOG Alumni receive a 15% discount.

## How to register

### Online

Search ‘ANZSOG - Strategic Budgeting’

### Email

Complete and email the registration form to: [executive.education@anzsog.edu.au](mailto:executive.education@anzsog.edu.au)

### Fax

Complete and fax the registration form to: +61 3 9650 8785

Indicate your preferred payment method.

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## About ANZSOG

ANZSOG, the Australia and New Zealand School of Government, is a consortium of governments, universities and business schools dedicated to delivering tailored programs that meet the real world challenges of public sector managers.

With its unique structure, ANZSOG's programs are drawn from its networks of inter-government jurisdictions and access to leading international academics and practitioners. The programs feature a dynamic mix of innovative, world-class professional development, education and training in the craft of public administration, policy and management.

ANZSOG has three flagship programs: Executive Programs and Workshops, the Case Program and the Research Program.

ANZSOG's Executive Programs and Workshops offer a post-graduate qualification and a range of executive courses that aim to strengthen the leadership and management capability of future public sector leaders.

- Executive Master of Public Administration is a two-year part-time graduate program for middle management sponsored by the participants' department. The program is taught by leading academics and practitioners from Australia and New Zealand; past presenters have included Prime Ministers, Premiers and chief executives of government departments.
- Towards Strategic Leadership is a unique program that blends personal leadership development with public sector focussed content. This two-week residential program is presented by a range of local and international presenters and is aimed towards people who are moving from tactical into strategic leadership roles in government, i.e. people facing senior executive responsibilities for the first time.

- Executive Fellows Program is a three week residential program tailored at the executive level and is also sponsored by the participants' respective departments. ANZSOG sources world experts to develop the strategic leadership and managerial skills of senior public sector executives.
- The Executive Workshops are conducted throughout the year and offer middle-to-senior managers customised courses that meet specific educational needs identified by ANZSOG government partners.

The Case Program is responsible for producing original case studies based on real public sector situations that are used for teaching purposes in the School's executive programs. There are over 100 case studies in the library that offer quality, topical cases in public sector management development that focus on current events and issues in Australia, New Zealand, Commonwealth Nations and the Pacific and South Eastern Asia.

The Research Program aims to develop innovative, cutting-edge research into public administration, policy and management. The program's distinctive approach favours networked, collaborative research that delivers practical solutions and outcomes for governments whilst offering a number of research activities, such as public lectures, conferences and publications.

Along with ANZSOG's programs, the School holds a number of collaborative initiatives with its partners and key national and international networks that provide a platform for policy development, research and analysis.

For further information about the School's programs, activities and forthcoming initiatives please visit our website [www.anzsog.edu.au](http://www.anzsog.edu.au)

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