

ANZSOG's STRATEGY: 2015-19

Summary

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About ANZSOG

ANZSOG is recognised globally as a leading provider of executive-level education for the public sector. ANZSOG was created by government *for* government, with the active collaboration of its member universities. ANZSOG delivers:

- Post-graduate education incorporating the core disciplines that inform effective public administration.
- Executive education led by distinguished academics from the world's leading education providers and senior officials from among ANZSOG's ten member governments.
- 'Safe' places for high performing senior practitioners to discuss and draw practical learnings from theory, research and case studies, to inform policy debates and service delivery reform.
- Targeted learning environments for senior practitioners across Australia and New Zealand to learn from one another and build lasting professional networks, benefiting governments, communities and citizens.

At the core of our ethos is a deep and genuine commitment to good public administration, reflecting the aspirations of and our close relationship to our government owners.

Our purpose

ANZSOG is dedicated to creating value for citizens by:

- Providing world-class education for public sector leaders
- Conducting research and facilitating informed discussion on issues that matter for public sector performance
- Promoting and supporting innovation in the public sector.

Since ANZSOG's inception just over a decade ago, all teaching programs have been enhancing the capacity of public servants to meet the contemporary leadership, policy and delivery challenges they share. At ANZSOG, our programs are designed in a way that reflects the needs of member governments, and adapted over time in response to the experience of participants and our teaching faculty, and the changing needs of governments. Our programs are directed at enhancing the capabilities of already highly performing executives, ranging from those who have just entered management ranks to those at the top.

We are uniquely placed to facilitate open and frank discussion among senior officials across jurisdictions on key issues in public policy and administration. Our core role is to promote capability and sound decision-making, not to become advocates of particular policy positions.

ANZSOG's international activities have also developed apace over the past decade. These activities complement domestic offerings, creating additional value for governments through the extension of professional networks and deepening mutual understanding among governments in the wider region.

Our 'value add'

Fundamental to our ongoing success is sustaining a reputation for quality programs that make a real difference, both to participants *and* their sponsoring organisations. The 'ANZSOG difference' is demonstrated (individually and organisationally) through:

- Better thinking on the challenges faced in delivering improved policy and services.
- Greater understanding of the authorising environment and alternative approaches to achieve quality public outcomes.
- A more agile, responsive and informed public sector. ANZSOG alumni are highly motivated to share their knowledge and skills across multiple organisations delivering public value.
- Increased knowledge, energy and enthusiasm through the exposure to similarly high performing individuals in other jurisdictions.
- The relevance and utility of the knowledge gained by participants and in turn, their organisations.

Our networked and closely connected relationship with governments and leading universities must continue to be nurtured and leveraged to yield (net) benefits to them that are recognised as exceeding what is obtainable elsewhere.

A decade of achievement

ANZSOG's first ten years saw its programs established as the principal source of executive training in Australia and New Zealand for the public service leaders of today and tomorrow. Between 2003 and 2014, around 1,200 public servants have completed the Executive Master of Public Administration (EMPA), 780 have successfully completed the Executive Fellows Program (EFP), 185 Towards Strategic Leadership (TSL); and more than 6,000 have participated in specialist short courses.

In this period we have built a strong international reputation, with increasing involvement of academics and students from other countries.

Participants' assessments of our courses have been consistently high, with written commentary supportive of the relevance and quality we set out to achieve.

In striving to build on this record of achievement in the years ahead, it is important that we play to our strengths. ANZSOG's emphasis on relevance, utility and quality in all that we do is fundamental, and a pre-condition for ongoing delivery of value to our government and university owners.

Our uniqueness in an increasingly crowded training arena relates above all to the nature of our relationship with government. ANZSOG was established by, and remains connected to, its ten member governments in a network that no other executive education provider could easily replicate. ANZSOG was created by governments, with the support of universities, to meet governments' needs; the nature of governments' commitment – in the pledges of attendance at courses as well as provision of capital – is an ongoing reflection of this. This also helps ensure that the right people are selected, and that they have the necessary support of their managers and organisations to participate effectively in what are demanding programs. ANZSOG's target market of mid to senior managers is by definition a small part of the total public service and unlikely to be able to accommodate multiple institutional providers.

The advantages that this relationship brings cannot be taken for granted. In fiscally straitened times, and with an increasingly contestable market for executive education, ANZSOG faces new challenges – to which any strategy for the coming period needs to be directed. ANZSOG's success in its first ten years has itself contributed to one of them: increased competition. Yet we are well placed to remain the leading and preferred provider of education to high performing senior managers and executives – the very people crucial to quality, responsive public services.

Our Plan

In this context – and with the emergence of tighter market conditions, less money, and more competitors – our strategic plan addresses the following issues:

- Maintaining and enhancing the quality of our programs and people.
- Engaging in innovative, market-tested product development consistent with our mission.
- Ensuring cost-effective and coordinated administration across our network.
- Enhancing our roles in research and as a trusted facilitator, particularly on cross-jurisdictional issues.
- Fostering strong relationships with our members.
- Demonstrating our value add to governments and communicating our achievements.

A challenging operating environment, with opportunity

ANZSOG's operating environment, whilst challenging, presents many opportunities to work with governments to ensure the public service continues adapting to meet immediate and emerging public needs in the midst of change.

Citizens expectations are changing: they are expecting better and faster responses from government. Citizens have access to information in quantities and speeds unseen in previous generations: social media and the globalisation of information has created a more informed (and demanding) society. A shorter, sharper media cycle contributes to the way citizens view governments and the way governments respond. Delivering 'public value' must occur in this context.

The nature of public servants' relationship with their 'authorising environment' has also changed. The power to influence policy decisions has been shifting progressively from departments to ministers' offices and indeed

to first ministers' offices. Developing public sector leaders who are capable of managing and operating effectively in this new environment is critical for the successful delivery of public value.

Current fiscal pressures on governments are being seen as the 'new normal' – forcing a rethink about government itself; about its size and nature, and where the real needs lie for public action in the 21st century. The 'new normal' is obliging governments to rethink the extent and modes of service delivery and examine ways to improve productivity. Solutions may be found in previous short term government 'pilots' or service delivery 'trials' and ideas from the periphery of government. This includes the question of how public functions can be most effectively discharged, with a move by government away from the direct provision of services progressively underway. Indeed, traditional sectoral boundaries (public vs private vs not-for-profit) are blurring, with profound implications for the nature of public sector management. Commissioning and contracting skills are increasingly needed and managerial adaptability even more important than it has been in the past. The application of research and use of case studies – strengths of ANZSOG – will assist greatly in this transition.

At the same time, the public sector is experiencing generational transition as the baby boomer cohort of public servants, who entered the service in the late-1960s and early-70s, retires. Their Gen X and Y replacements view the world differently: social media, digital technologies and growing up in a globally connected post-war era influence their outlook. Their expectations of the workplace are qualitatively different to those of past generations. They can be eager for advancement and change, and view the mechanisms and institutions in place for achieving these differently than their predecessors. Increased gender balance is also occurring across the public sector. This brings with it a sense of a fairer, more equitable workforce resulting in more top talent being attracted to work; improved workplace performance and productivity, and lower expenses.

The attraction to ANZSOG's offerings for the changing workforce will depend on how well these are perceived to meet their needs and values and, importantly, whether they see themselves having a vocational or transitional existence in public administration.

The real challenge in the 'new normal' operating environment is for governments to continue to invest in their people, particularly those senior leaders and high performers with potential to make a difference in the years ahead. ANZSOG should continue operating as the premier national provider of education and learning services for high performers and those in executive ranks.

A mid-career person seeking career progression within the public service needs to be equipped to operate in a more dynamic and fluid world. This calls for training that can build adaptive management skills and attitudes, and confidence in building relationships with a range of stakeholders within government and externally. Training needs to be delivered using interactive, collaborative and non-didactic approaches, with a premium placed on what is of practical relevance to managers – all of which are integral to the 'ANZSOG model'.

Deregulation and further policy and legislative changes to the higher education sector present new opportunities for ANZSOG including self-accreditation of the EMPA. ANZSOG needs to examine these opportunities thoughtfully and methodically assess the opportunities and obstacles each presents.

What we currently offer

ANZSOG's core offerings fit within four broad product streams:

- **Education programs** including the EMPA and EFP, and other short courses (including international programs). These are targeted at different levels of seniority, commencing with those who are approaching or new to executive roles, through to heads of agencies.
- **Independent discussion forums** bringing officials and experts together in various formats to discuss, in a 'safe' setting, strategic issues and 'wicked problems' and to engage in communities of practice.
- **Research** by our network of scholars, including that commissioned through competitive processes, based on criteria that place a priority on demonstrated utility to government. Hosting seminars and workshops to promote discussion and dissemination of research findings.
- **Advisory services** where ANZSOG or individual faculty are approached by government departments and agencies to undertake consultancies in a range of areas where ANZSOG's expertise is of benefit.

Listening to stakeholders

Given our ownership by governments, it is crucial that we understand their needs, and various mechanisms have been developed to this end. At the highest level, member governments are represented on the Board, providing opportunities for feedback on performance and for direction about priorities. Other means by which we listen to and engage with member governments include:

- Regular meetings with individual jurisdictions and departments, at different levels.
- Focus groups and surveys, including input into program reviews.
- Course evaluations and follow-up discussions with participants.

It is particularly important that we ensure our 'flagship' programs remain fit for purpose and highly regarded by stakeholders within government. We have conducted reviews of the range of programs in recent years and intend to continue this practice in a regular cycle. The most recent such reviews were of the EMPA and EFP, both of which have led or are leading to significant changes.

We will review the systems and structures in place to engage with our stakeholders to ensure government member views are heard; ensuring our programs, new developments, partnerships and sponsorships are attuned to governments' needs. We will also review the ways in which we engage with our university members, particularly those accrediting the EMPA and providing faculty to contribute to ANZSOG deliveries.

A challenge can be balancing the needs of ten jurisdictions spread over two nations: improved engagement will enable wider understanding of delivery requirements and decisions.

Return on investment

Getting maximum value for the dollars invested on executive development is important. Seeking to demonstrate this is just as important.

Most governments have approached this in the broad as well as in relation specifically to ANZSOG. Given the diffuse way in which some potential benefits manifest themselves, a return is not always easy to demonstrate. The risk in difficult financial times is that areas like staff development and research attract less priority than more 'tangible' matters or key responsibilities.

Member governments of ANZSOG are, to varying degrees, directing increasing attention to the development of future public sector leaders. The Chief Executive of New Zealand's Learning Development Centre, Rosemary Hannah Parr, observed in her recent annual report that "...strong leadership development is core to a high performing 21st century public sector. The research is compelling – there is a clear link between developing people and improving business performance."

In a similar vein, the Australian Public Service Commission's 2012-13 State of the Service report notes that "in the private sector, a growing body of research is establishing the links between investing in human capital (in particular learning and development) and future profitability. Research has also found a 50% difference in the business outcomes of a top-performing leader compared to an average leader, and organisations with the highest quality leaders are 13 times more likely to outperform their competitors across a range of metrics." The report goes on to note that "the bulk of the productivity improvements available for organisational effectiveness essentially relate to people and how skilled, motivated, well-managed and led they are. With benefits difficult to quantify, there is a risk of underinvestment in human capital, especially when resources are strained."

Experience suggests that careful attention to selection of participants is an important first step, particularly to ensure that participants are on a career trajectory that will maximise the value of learning and linkages established through participating in one of ANZSOG's foundation programs.

ANZSOG will increase its efforts to assist governments maximise the return on investment from sending officials to an ANZSOG program. Engagement with managers of ANZSOG graduates will aim to answer questions central to the evaluation methodology developed by Professor Donald Kirkpatrick.

Currently the New Zealand LDC's initiative to engage EFP graduates after program completion, in focused follow-up work, led by a leadership development expert, offers a valuable perspective on how jurisdictions might further maximise the broader benefits of sponsoring their leaders on the EFP. In Western Australia, ANZSOG EMPA graduates are being considered for special taskforce activities on key issues for the WA government.

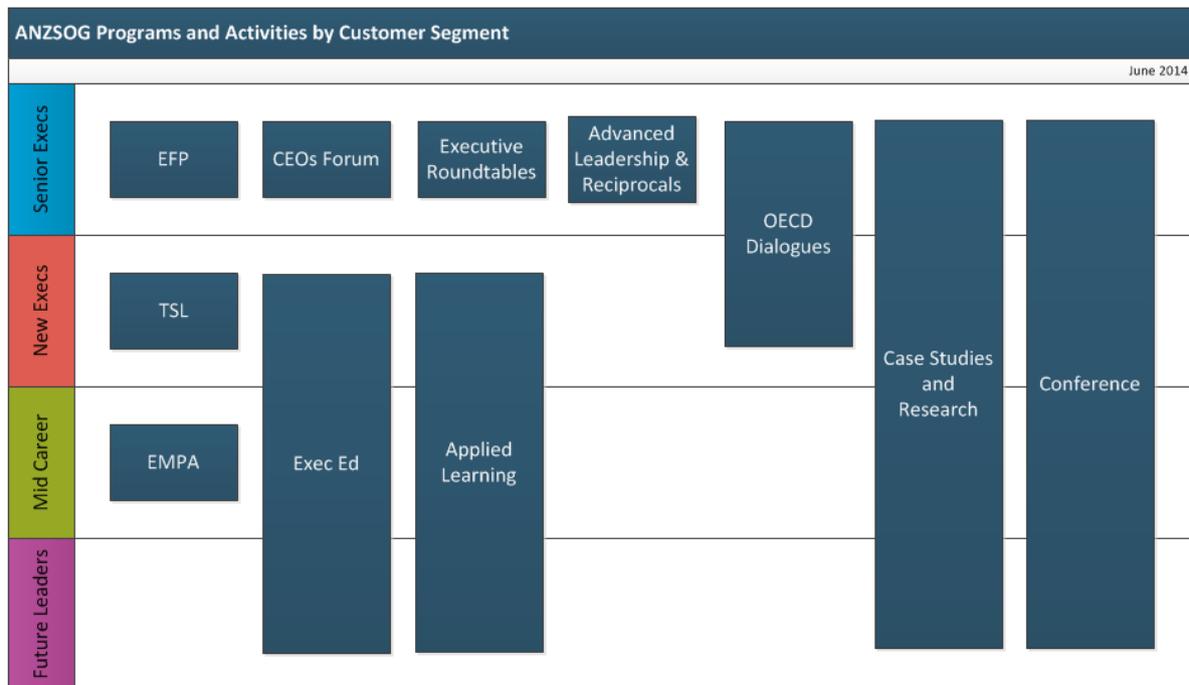
We are improving the evidence base needed to analyse return on investment. ANZSOG recently commenced a longitudinal study of the career trajectories of EMPA and EFP participants – before, during and after (to 5 years) the relevant program. Retrospectively, we will also be analysing progressively the career transitions of our 2,500+ alumni.

ANZSOG will also establish a web-based 'clearing house' for Work-Based Project (WBP) reports prepared by EMPA participants. The relevance of these to real world problems is signified by their having been commissioned by individual departments. Given their quality, there is scope for many to become a resource for governments generally; complementing ANZSOG's other research, including its *Evidence Base Journal*.

Our Education Programs

Target markets

Our education programs are targeted at four market segments (see table): (a) senior executives, including CEOs; (b) mid-career executives; (c) those new to executive ranks; and (d) those identified as having leadership potential. It is important that our courses are well aligned with these categories and remain so over time. This will inevitably see a change in the demographic as baby boomers retire and are succeeded by Gen X and Y counterparts. We would expect to see, in the EMPA for example, movement in the demographic to reflect this changing profile, ensuring the program attracts those not only in their mid-career, but also progressing upwards.



It is crucial those selected for ANZSOG courses – EMPA and EFP in particular – are indeed potentially 'future leaders' and not simply there because of their own interest. Good people want to be with other good people. Even a few relatively poor performers can become a negative for the cohort.

As Australia moves increasingly to a 'public service economy', in which actors from the private and especially not-for-profit sectors, are utilised in service delivery and design, ANZSOG courses, will be extended and adapted to embrace high performers from these sectors.

Over time, ANZSOG has provided short courses to incoming governments and their Ministerial offices. With several programs under our belt, and key research from faculty, it is timely to consider developing and promoting a standing offering, available to new governments, Ministerial offices and key staffers.

Approach to teaching

ANZSOG's teaching methodology differs from traditional educational approaches. ANZSOG students learn:

- Through interaction in the classroom with lecturers and guest presenters who are expert not only in their fields, but also in how to engage students and produce effective learning
- By applying learning to real life situations beyond the classroom that challenge students and stretch their intellectual boundaries
- From each other: everyone in the classroom generally has something to offer, and peer-to-peer interaction is important in tapping the potential for all to benefit from that.

Collaborative learning is central, in recognition that achievement in any workplace often depends more on teams than on individual performance.

We use case studies and other learning materials specifically designed to serve as a basis for classroom discussion. Cases do not offer their own analyses or solutions; rather, they provide vehicles for students to explore concepts, and challenge them to apply theory to real-world situations, in discussion with our faculty and their peers.

Technology can be used to enhance learning in various ways. On-line technology enables improved interaction in face to face sessions and the opportunity for networking beyond the classroom. Enhancing our use of information technology is essential if we are to remain effective and keep costs down without compromising quality. That said, a key feature of ANZSOG's approach is the benefits that can really only be fully realised through interpersonal interaction 'on the spot'. We will need to continue our efforts to test the appropriate balance in utilising technology including interactive and video-based.

Existing programs

In the past three years, ANZSOG has undertaken substantial reviews of the EMPA, EFP and shorter executive courses. In the coming two years, reviews of ELGLP (and the local/regional market generally) and TSL are planned. We are introducing a process that will see these programs reviewed in-depth once every three to four years, to ensure they keep pace with research, practice and governmental priorities.

Our recent move into customising courses for individual jurisdictions (and departments within jurisdictions) has assisted governments in a time of fiscal constraint, restructure and refocus of policies and services. However, as a small organisation, we are conscious of the substantial effort and resources customisation demands.

To ensure we continue to deliver high quality, ANZSOG will consider the delivery of customised programs only in our areas of expertise, and where at least one of the following conditions exists:

- As a trial of a new program.
- Where demand in a particular jurisdiction exceeds existing, open-to-market availability.
- During periods of transformation in particular government administrations.
- During extended periods of softened demand generally.

New opportunities

In exploring opportunities across our market segments, will be systematic and consistent in our assessments, ensuring we are able to deliver for government members without compromising our quality or approach.

With an increasing provision of government services from the third sector and smaller government owned entities, ANZSOG will seek to leverage the existing interactions it has with smaller agencies through programs such as the CEOs Forum and explore ways to develop enrolments from the third sector. The establishment of a scholarship endowment fund may be an appropriate mechanism to assist such enrolments. Setting clear scholarship and sponsorship guidelines will be necessary to maintain independence.

ANZSOG will be alive to areas where governments are seeking services from the wider educational market. But we need to avoid becoming a 'tenderer among many'. We value our standing as a creature of government and our niche is dependent on this being of value to our members. Also ANZSOG will not engage in service provision that undermines our values or compromises our teaching approach – for example, where quality or participation is pitched too low.

Domestic opportunities

There are numerous areas that provide potential opportunities to deliver value to member governments where our expertise lies. These areas will change over time, meaning timely delivery is crucial. ANZSOG will be conscious of potential opportunities, working with its member governments and universities to successfully deliver in the areas of education, facilitation, research and our expert advisory capacity.

International opportunities

The emphasis in our international programs is likely to vary over time, and our international strategy currently foresees a progressive expansion. The fundamental rationale for us in this space remains unchanged: to add value for our member governments. Accordingly, our existing international advanced leadership and reciprocal programs are delivered with the support of member governments. And their extension to other countries needs to be similarly guided by them.

The 'reciprocal' program arrangement with China, following the CALP, has been an early success and could be replicated.

Experience suggests that the scope to increase participation in the EFP from the region is likely to be limited by the need to maintain a balance with domestic participation. About 10 percent is looking optimal. Foreign participation in the EMPA is currently not logistically feasible, given its two-year/part-time character. The development of a business case to explore the viability of a one year, full time International EMPA has been envisaged in the international strategy.

ANZSOG could be more active in delivering short courses on topics of interest to other countries (notably China) on location, and offering Asian related modules for domestic courses off shore. In both cases, alliances with local institutions would seem essential.

Our research, its dissemination and usefulness

ANZSOG's research program will be focused on making useful contributions to addressing contemporary issues in public administration. Our research will seek to do this by:

- Informing debate and promoting understanding on key issues in government.
- Supporting development of best practice throughout the public sector.
- Enhancing knowledge and capability of public managers and leaders.

Our distinctive approach is to draw on the strengths of our network of scholars, practitioners and member governments, favouring collaborative and comparative research that can be of practical assistance to governments and the communities they serve. We will continue to encourage research that involves buy-in from both governments and academics to ensure theory and practice are combined.

The research program benefits member governments by:

- providing a 'safe space' for discussion among public officials, informed by objective evidence and analysis
- feeding research findings into ANZSOG's teaching programs
- disseminating findings on priority issues to those who can make use of them.

All three areas offer opportunities to enhance our contribution, whether through new channels or simply doing more within existing ones. ANZSOG is particularly well placed to assist government officials dealing with thorny inter-jurisdictional issues by providing 'Chatham House' style forums for discussion of these among senior officials and experts. Such fora offer an informal and more rigorous alternative to official meetings, where politics and 'positioning' are inevitably constraining influences on the quality of discussion. As a service to our members, they can also build knowledge about what ANZSOG offers and strengthen relations with senior officials.

Our research has, historically, lacked the 'profile' it deserves. We will seek to remedy this.

ANZSOG has developed one of the most extensive public sector case libraries in the world. There is ongoing potential to make additions to the case library that are topical and instructive about the causes of poor (and good) policy and that can have a lasting impact on those exposed to them.

All our core academic faculty have strong research profiles, in their own right, and undertake a range of research of relevance to their teaching within ANZSOG.

The Board's Research Committee has oversight of the School's research program. It is now chaired by the Dean and recently been augmented by including the Editor of ANZSOG's Evidence Base Journal, facilitating greater synergies with the overall research priorities.

Developing our workforce

We are privileged to have faculty and administrative staff of high quality, people imbued with a sense of purpose and commitment to our School and its goals. We need to ensure our workforce continues to develop the capabilities needed for the emerging operating environment.

Our 'distributed network'

ANZSOG has regional offices in Sydney and Wellington, consisting of faculty and support staff. Changes to the School's IT environment are making connectivity easier. The central office in Melbourne will promote greater communication of School activities and regional inclusion in decisions about key activities.

Satellite offices have developed in an *ad hoc* fashion, typically prompted by support from particular jurisdictional stakeholders at particular times. They have clear potential to enhance, but also to detract from, ANZSOG's wider national mission, depending on how they are constituted and governed, and how they evolve over time. It would seem fundamental that, while desirably having carriage for some activities that relate to their jurisdiction, they be well integrated into ANZSOG administratively, rather than having a distinct life of their own.

Teaching development and talent management

Teaching quality is the bedrock on which ANZSOG's contribution to its member governments stands. Investment in teacher development, and active planning for succession and renewal, are therefore continuing priorities for us.

Succession planning is currently of particular importance, with several long-standing and key faculty members nearing retirement.

A Teaching Development Strategy is being formulated that will involve greater funding for activities that enable existing and potential faculty to develop their skills, learn from one another and provide improved succession planning and capacity expansion. Teaching development and 'talent management' will be overseen by establishing a new role of Director of Teaching, who will operate in close association with the EMPA Director. A teaching mentor program, preferably with one mentor in each jurisdiction will be established.

Two 'in-residence' programs will be established: one for academics, the second for practitioners. The programs will extend opportunities for academics to take sabbaticals at ANZSOG, which will contribute to our teaching, research and collaborative networks, as well as to the generation of innovation and ideas generally.

Administrative staff

As a small organisation delivering programs of varying length and intensity across countries and cultures, and with continuous changes in the mix of offerings, we need to engender flexibility and mobility in our administrative and events management staff. ANZSOG is about serving our member governments, who not only have a stake in the organisation, they are also our clients. All staff are part of this client service imperative. Generally the feedback has been very positive in this respect. We need to ensure that we continue to be well placed to deliver high quality services in a supportive, open and friendly environment where continuous improvement is valued.

Streamlining and normalising our systems and processes will assist us manoeuvre resources to where the demand requires. But this will also require staff becoming familiar with a wider range of activities.

Equity, consistency and fairness by managers/supervisors in treatment of staff are important to ensuring a positive work environment, and improving the connectedness staff feel for the organisation. This calls for common understandings of process and appropriate dealings in different situations.

The nature and development of work roles, including career progression, performance feedback, professional development and work variability all play a role in retaining and attracting a talented workforce. Small organisations face added difficulties in providing the right balance of progression and development.

Structures and systems

Given the interdependencies in our work and common goals in relation to serving our clients' needs, we are reviewing our structure to ensure effort is appropriately placed in service delivery, research, product development, and support areas including marketing, finance and risk management.

Changes made recently to the operations of and inputs to Management Committee (including more systematic consideration of business opportunities) and the introduction of a Stakeholder Intelligence Subcommittee are helping to generate and improve the flow of information. But we need to give more attention to this, including operational structures that could be more effective overall.

Our members, sponsors, fellows and alumni

Governments and universities

Substantial relationship-building and cooperation occurred in the establishment phase of ANZSOG. However, many of those involved at the outset have moved on and those replacing them often have less experience of or commitment to ANZSOG. It is important that strong relationships are maintained or developed with key officials in strategic and operational roles in our member governments and universities. It is important that all ANZSOG employees play a part in fostering good relations and dialogue with government and university counterparts.

The ANZSOG model is based on the practical support of university members, particularly with respect to:

- Recognising and accrediting the EMPA.
- Enrolling suitably qualified applicants in the EMPA.
- Delivering the "elective" units of the EMPA.
- Enabling academic staff to participate in ANZSOG teaching and research.
- Providing access to facilities, including libraries and teaching spaces.

This has generally worked well over the years. However, universities can find themselves with conflicting incentives with respect to some ANZSOG activities while facing considerable pressures on their own resources. With EMPA numbers declining in some jurisdictions, some universities have questioned the value of accrediting ANZSOG's degree. This is a key issue for us and ongoing efforts are being made to progress accreditation of the revised EMPA with all current university members of ANZSOG.

To assist in maintaining strong relationships and activities suited to each jurisdiction's needs, 'jurisdictional' strategies will be developed that account for specific circumstances of each region. These should consider engagement, enrolment, linkages and the role of (or the potential for) funded ANZSOG Chairs.

Partners and sponsors

Some of ANZSOG's programs are delivered in conjunction with partners. Examples include the recently established Communities of Practice with IPAA, Victoria, and the key role of local partners in both the China and India Advanced Leadership Program. Collaborative approaches will continue to be followed for the delivery of some new programs. This may include collaborators/partners in other countries, like Singapore or Indonesia, to facilitate delivery or participation.

Within governments and organisations, those managers who sponsor students contribute significantly to the individual's development and that of the organisation. It is important that students completing programs and existing alumni are able to make effective use of and share their learning, so as to improve the capability of their workplace. This is not being realised as well as it should. We plan to identify opportunities to expand our follow-up contact with individual sponsors, drawing on a Participant's Sponsor Engagement Strategy.

We will also seek ways to expand financial sponsorship of students or activities that would not compromise our reputation or relationships with our government members. For example, we will explore the scope to establish an Endowment Fund to assist high performing managers and executives from the third sector

participate in core programs. A more prioritised and user-focussed approach to research may also open up sponsorship opportunities, without compromising quality or independence.

Fellows and Alumni

ANZSOG's Fellows have generally played a positive role in enhancing the organisation's reputation and been supportive of our activities in various ways and to different degrees. However the list of Fellows includes some who have moved into other spheres, where the ANZSOG connection has become less relevant. We will seek to refresh the Fellowship program and involve Fellows to a greater extent in our core activities.

Our alumni continue to engage with us and support us. But experience has varied over time and across jurisdictions. It is important that we harness the potential of our alumni group as advocates and participants. Our Alumni Strategy will be reviewed to ensure it reflects feedback from recent program reviews and recognises the increasing number of alumni in other countries, notably in the Asia Pacific region.

Finances

ANZSOG is a not-for-profit organisation, but its revenue and cost strategies need to ensure our financial sustainability over the long term. The first decade successfully built up a reserve to help us weather times, when markets 'soften' – without compromising the quality or essential range of our offerings. It can also allow us to 'loss lead' in developing new products that are likely to become self-sustaining in time. The bottom line must always be cost-effective delivery that meets the needs of our members.

Apart from the (significant) incidental returns from investing our reserves, revenues derive from two main sources: capital contributions by member governments, and the level of fee-based participation in our courses.

Member contributions take one of two general forms: the funding of specific professorial chairs or support for base costs including academic development and research. These contributions are valuable to a small entity like ANZSOG. As agreements come up for renewal, ANZSOG will work with members to explore sustainable approaches, such as converting from annual operational to capital contributions.

ANZSOG has done much to reduce its costs in the past couple of years. It will need to continue these efforts to ensure we deliver, and can be shown to deliver, good value to our partners and sponsors. It is also important that we are aligned with the values and behaviours expected of our participants by their employers.

Risk profile

ANZSOG's Risk Profile is structured around eight risk areas that are set out in detail in the Risk Management Framework and Profile. Each strategic risk is further elaborated.

ANZSOG reviews its risk profile quarterly, providing regular updates to the Board's Audit and Risk Committee, and will continue to ensure its risk profile reflects the contemporary operating environment.