



Australia &
New Zealand
School Of
Government

ANZSOG

2030 STRATEGY



PUBLIC GOVERNANCE THAT PEOPLE TRUST

ANZSOG's success is built on our partnerships.

Our innovative portfolio of programs and services is developed in close collaboration with our 10 government owners and 15 university partners from Australia and Aotearoa New Zealand.

We also have affiliate partners around the world.

As well as delivering benefits to governments and citizens by enhancing the capability of public sector employees and the quality of public governance, our partnerships ensure our members have access to the world's leading academics and senior practitioners from the government and non-government sectors.



We acknowledge the Aboriginal and Torres Strait Islander peoples as Traditional Owners, Custodians and First Nations of Australia, and Māori as tangata whenua and Treaty of Waitangi partners in Aotearoa New Zealand.

*Aboriginal and Torres Strait Islander people are advised that the following content may contain images of deceased persons.

Our partners include:

UNIVERSITY PARTNERS:



AFFILIATE INTERNATIONAL PARTNERS:



ANZSOG

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WELCOME FROM THE DEAN & CEO



OUR MISSION: Public governance that people trust

AMBITION	ADVANTAGE	AUDIENCE	AREAS OF FOCUS
We will be distinguished as a world class binational School of Government, leading in thought, practice and legacy.	With both proximity and independence from government and university members, we transcend boundaries and intersect theory and practice.	We serve public institutions and public sector leaders in Australia and Aotearoa New Zealand, taking account of local and global contexts.	<ul style="list-style-type: none"> • Leadership, capability, development • First Nations and Māori perspectives and practice in public governance • Policymaking, design and impact • Structures and operation of government

- 1 IMPACT** Leading in the 21st century transformation of public leadership
- 2 VALUE** An essential partner to our members
- 3 INSIGHT** Bringing the best minds together for brave conversations
- 4 CHANGE** Positive outcomes for and with First Nations and Māori people and communities
- 5 SUSTAINABILITY** A secure future paving the way for the next generation to continue our work

EXCELLENCE	COLLABORATION	INTEGRITY	RESPECT
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ANZSOG is a unique institution. Founded and funded by governments across Australia and Aotearoa New Zealand and partnered with universities, we are proud of our impact in cultivating ethical and capable public sector leaders over more than two decades.

Since our establishment in 2002, the challenges facing the public sector have changed, but the value of trusted public leadership has remained constant. Operating in a collaborative ecosystem, ANZSOG needs to build on its rich history and strengths but it also needs to adapt and stay nimble, addressing present challenges while maintaining a keen eye on the future. This matters now more than ever as governments grapple with the uncertainty, volatility and fragmentation of the 21st century world order.

It's in this environment that ANZSOG's 2030 Strategy refines and broadens our mission, steering us to play a pivotal role in transforming public governance that restores public trust. It re-sets our goals as we work for the next five years to meet both the current and future demands of governments. It lays out our ambition to be a world-class binational school of government, leading in thought and practice across our jurisdictions, and creating a legacy of positive impact.

The role of governments, and of public sector leaders, is changing rapidly. The expectations on them are higher, the problems they are being asked to solve are greater, more complex and more interdependent.

Whether it's climate change and our future energy supply, an ageing and shrinking population, low economic productivity, or growing social and intergenerational inequality, citizens are looking to governments, not just to lead but to engage meaningfully and collaborate widely on the solutions.

Rising to these challenges will require a new operating model that reimagines what it means to govern in the current century. It will demand

new ways of working for public servants – less centralised and inward-looking, more iterative, collaborative and responsive, harnessing the tools of the digital age.

All this in a climate of global economic and geopolitical instability, increasing political combativeness, social polarisation and fragile or declining trust in government and liberal democracy across the world.

Our 2030 Strategy identifies the areas in which we will focus our efforts to support public sector transformation in this turbulent environment.

It establishes the priorities that will guide ANZSOG's decisions and investments as we ourselves reimagine how we provide the learning and development, research and engagement that strengthens public institutions, builds public sector capability and equips public sector leaders with the knowledge and skills they need to succeed in this challenging era.

Importantly, those priorities include a focus on incorporating First Nations and Māori perspectives and practice in public governance, deepening our commitment to enhanced outcomes for these communities. Reflecting the interconnectedness of our world, we will also continue to prioritise our work in bringing public service leaders together, connecting Australia and Aotearoa New Zealand with the broader Indo-Pacific region.

I am honoured to be Dean & CEO of ANZSOG and look forward to building on the impact of our first two decades, evolving to ensure we remain an essential partner to our members in a shared commitment to public governance that benefits people and communities.

Professor Caron Beaton-Wells
ANZSOG Dean & CEO

WHO WE ARE

The Australia and New Zealand School of Government (ANZSOG) exists to support and enhance public sector leadership and governance across Australia and Aotearoa New Zealand.

Public services operate under different conditions and pressures to the private sector. Created in 2002, ANZSOG is owned by all ten Australian and Aotearoa New Zealand governments, recognising the importance of dedicated and collective support for the public sector.

We were set up as a decentralised multijurisdictional school of government that would develop education, research and related services to serve the current and future needs of our members and improve the quality of government. Since then, we have served public institutions and leaders in Australia and Aotearoa New Zealand, with an eye on both global and localised contexts.

OUR MISSION: PUBLIC GOVERNANCE THAT PEOPLE TRUST

Our mission is to build public governance that earns and maintains the trust of the people and communities it serves. This reflects both our long-standing purpose and our commitment to shaping the future of governance.

People Trust

Trust is at the heart of what we do. Our focus on “people” reflects our commitment to serving the public, who increasingly look to governments for solutions to complex challenges. Trust in these institutions is not guaranteed— it must be earned and continually reinforced.

Public Governance

Leadership is critical, but it must be supported by robust institutions and systems that endure beyond individual leaders. ANZSOG’s role is to strengthen these systems— the structures, processes, and cultures—that underpin effective governance, ensuring they are adaptable and resilient in the face of changing demands.

OUR SIGNATURE: WHAT MAKES US DISTINCTIVE

We provide an exceptional learning experience that transcends geographic and disciplinary boundaries, combining leading public sector practice with the latest academic thinking, incorporating multijurisdictional perspectives and cultivating career-long learning and cohorts.

We are proximate to but independent of both government and academia, enabling us to be a trusted partner in a multi-faceted eco-system, recognised for our ability to collaborate widely and convene safe spaces for courageous conversations.

We leverage our strengths and embrace our responsibility to shape and facilitate the discourse on public governance, providing insights that challenge thinking and change practice.

We lead on impactful engagement and authentic partnerships with First Nations and Māori people and communities, championing the inclusion of their voices and perspectives as fundamental to public governance that improves outcomes.



OUR GOALS: WHAT WE ASPIRE TO



IMPACT

Leading in the 21st century transformation of public leadership

Between now and 2030, we will make a sustained difference to growing public sector capability through our learning and development portfolio – and we will have increased program participation to show for it.

To achieve this, we will continually renew and refresh our programs to ensure they are leading edge and have a lasting practical impact.

We will regularly evaluate the quality and performance of our portfolio and adapt in response to feedback.

VALUE

Being an essential partner to our members

We will raise the value that we provide to our member governments and universities by increasing the number of programs and initiatives we design and deliver arm-in-arm with them.

To achieve the standards we are aiming for, we will draw on exceptional learning, faculty and client experiences from around the world and measure our own performance against them, as well as against feedback directly from our learners and clients.

INSIGHT

Bringing the best minds together for brave conversations

We will equip public sector decision-makers with information and skills to make hard choices and deliver on commitments.

To achieve this, we will be a leading voice within our areas of focus and will co-design and commission applied research that contributes to the evidence base.

We will convene innovative minds and value-aligned partners to analyse evidence and generate viable options that will be instrumental in benefiting citizens and communities.

CHANGE

Contributing to positive outcomes for and with First Nations and Māori people and communities

We will champion improved outcomes for First Nations and Māori people and communities.

To achieve this, we will advocate for and role model the change in skills, mindsets and capabilities within the public sector that is integral to improving policies and services that affect First Nations and Māori communities.

We will build our own staff, faculty and learner cultural capability, amplify the voices and perspectives of First Nations and Māori people across our network and model partnership with First Nations and Māori communities and organisations.

SUSTAINABILITY

Securing a future that paves the way for the next generation to continue our work

We will ensure that ANZSOG is in the strongest possible position to keep providing value to our members, staff and partners for the long term.

To achieve this, we need to be financially sustainable, continually reinvesting in program quality and innovation, high-valued applied research and the ongoing development of our people and systems.

We will also be an employer of choice, recognised for our learning culture and commitment to the wellbeing of our people.

OUR FOCUSES: WHAT AREAS OF PUBLIC GOVERNANCE WE WILL PRIORITISE

Our areas of focus define where we will be investing our time and resources between now and 2030, catalysing and supporting public governance that people trust.



LEADERSHIP, CAPABILITY, DEVELOPMENT

We are focused on embedding best practice leadership knowledge, skills and mindsets, as well as a culture of ongoing learning, into public sector institutions in Australia and Aotearoa New Zealand. We will invest in the next generation of leaders through practitioner-led learning and evidence-based workforce design and planning.

FIRST NATIONS AND MĀORI PERSPECTIVES AND PRACTICE IN PUBLIC GOVERNANCE

We are focused on creating culturally safe professional and learner environments in which First Nations and Māori people thrive. We will actively examine the structures, systems and cultures that impact outcomes for First Nations and Māori people and use our influence and advocacy to increase their workforce participation, leadership and representation.

POLICYMAKING, DESIGN AND IMPACT

We are focused on enhancing the policymaking and regulatory systems and frameworks in our jurisdictions. We will explore how to improve the way in which the public service interfaces with the political sphere and the way in which policy decisions balance the interests of the wider community and industry.

STRUCTURES AND OPERATION OF GOVERNMENT

We are focused on the institutional design and machinery that shape current government operations and performance. We will examine and provide insights into relational, participatory and collaborative approaches that bring others into decision-making and support the engagement of citizens, including through more nuanced place-based solutions.

OUR VALUES: HOW WE WORK

EXCELLENCE

We strive for excellence, empower our people with resources and opportunities, and continuously learn and improve through evaluation and reflection.

COLLABORATION

We seek out and embrace diverse perspectives, foster innovation, share knowledge, and lead in knowledge and practice through collaboration with our owners and stakeholders.

INTEGRITY

We act with integrity, uphold accountability, use resources efficiently, apply fair and transparent practices, and foster trusted relationships between the public sector and academia.

RESPECT

We emphasise professionalism, kindness, and respect, value different voices and contributions, provide constructive feedback, and uphold confidentiality in all interactions.

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Our 2030 Strategy refines and broadens our mission, steering us to play a pivotal role in transforming public governance that restores public trust.

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— Professor Caron Beaton-Wells
ANZSOG Dean and CEO

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