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SIR ROLAND WILSON FOUNDATION

Strategy 2025

The Sir Roland Wilson Foundation acknowledges the Aboriginal and Torres Strait Islander peoples of Australia. We acknowledge the Ngunnawal people as the traditional custodians of the lands on which we work. We pay our respects to ancestors and elders, past and present. The Foundation is committed to honouring the unique cultural and spiritual relationship Aboriginal and Torres Strait Islander peoples have to the land, water and sea, and their rich contribution to society.



The Sir Roland Wilson Foundation was founded as a partnership between The Australian National University and the Australian Public Service.

This partnership has since been expanded to include Charles Darwin University. The Foundation and its partners honour the legacy of Sir Roland Wilson and his vision for a strong Australian Public Service with world-class leadership and the capability to utilise research and evidence to address public policy challenges of national and global significance for the benefit of all Australians.

The Sir Roland Wilson Foundation Strategic Plan 2020–2025 outlines our key priorities and objectives, and the actions we will take to expand and deepen our impact over the next five years. Building on the Foundation's commitment to results, this plan includes key indicators and a strategy for monitoring impact.



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MESSAGE FROM THE CHAIR

Dr Ken Henry, AC
Chair of the Sir Roland Wilson Foundation

Building a world-class Australian Public Service



The challenges facing the Australian Public Service are becoming more complex and uncertain. The public sector will need to be sufficiently equipped to meet Australia's future needs.

Sir Roland Wilson, one of the 20th century's most outstanding public servants,

considered it vital that the public service draw on the best minds, evidence and expertise to support the decisions affecting Australians now and into the future. The case for this is even stronger today.

The Sir Roland Wilson Foundation is making an important contribution to public sector capability and leadership. Through our unique partnerships with The Australian National University, Charles Darwin University and the Australian Public Service, the Foundation provides postgraduate scholarships, professional development and networking opportunities to advance the public service.

Our new strategy sets an ambitious course. We are committing to expanding and refining our programs, including a focus on developing the capability and leadership of Aboriginal and Torres Strait Islander public servants.

We have also set big goals for how we will support our alumni to strengthen the use of research across the public sector.

As our scholar cohort grows, these future leaders will have the opportunity to build an enduring culture of evidence-informed decision making in the public service.

This strategy is a reflection of the continued growth of the Foundation as a crucial link between academia and government. It outlines our key priorities and how we will achieve our purpose of improving capability and leadership in research-informed public policy for the benefit of all Australians.

We are on the path to achieving our ambitions already. With the support of our partners, I know that our vision for a world-class Australian Public Service can be fulfilled.

A handwritten signature in black ink, appearing to read 'K Henry', written in a cursive style.

STRATEGY 2025

The Sir Roland Wilson Foundation is a partnership between two founding members—The Australian National University and the Australian Public Service—and now also with Charles Darwin University. The Foundation and its partners honour the legacy of Sir Roland Wilson KBE, CBE and his vision for a strong Australian Public Service.

OUR VISION

A strong Australian Public Service with world-class leadership and capability for utilising research and evidence to address public policy challenges of national and global significance for the benefit of all Australians

OUR PURPOSE

The Foundation and its partners build research-informed public policy capability and leadership through postgraduate scholarships, professional development and networking opportunities

GOALS	OBJECTIVES
<p>1. Enhance the capability of the Australian Public Service by developing leaders with strong research and analytical skills</p>	<ul style="list-style-type: none"> • Develop public service leaders, including Aboriginal and Torres Strait Islander leaders, through high-quality research training. • Build stronger cohorts and provide academic and career support.
<p>2. Build influential alumni networks and focus the Foundation's events and activities to achieve greater impact</p>	<ul style="list-style-type: none"> • Build influential alumni networks to promote evidence-informed policy. • Focus and extend the impact of signature activities and events. • Build knowledge mobilisation and communications.
<p>3. Strengthen the Foundation to deliver results and impact</p>	<ul style="list-style-type: none"> • Monitor results and impact. • Strengthen the partnership between The Australian National University, Charles Darwin University and the Australian Public Service. • Establish new partnerships to strengthen a culture of research and evidence-informed policy in the Australian Public Service.

THEORY OF CHANGE

Better public policy outcomes for the benefit of all Australians

OUTCOMES

New cohort of Australian Public Service leaders equipped to promote evidence-informed decision making

Evidence use in public policy reinforced by alumni, events and knowledge mobilisation

Improved capability and leadership in research-informed public policy

GOAL 1:

Enhance the capability of the Australian Public Service by developing leaders with strong research and analytical skills

GOAL 2:

Build influential alumni networks and focus the Foundation's events and activities to achieve greater impact

GOAL 3:

Strengthen the Foundation to deliver results and impact

Sir Roland Wilson Foundation and partners

WHAT WE DO

For over two decades, the Sir Roland Wilson Foundation has been a leading contributor to public sector capability and leadership development.

We do this through our unique partnerships with The Australian National University, Charles Darwin University and the Australian Public Service. The Foundation provides scholarships and signature events to strengthen the research capacity of the public service and the use of evidence-informed decision making in public policy, for the benefit of all Australians.

Through contributions from the Australian Government, the Wilson family estate and The Australian National University, the Foundation has established advanced research training for high-performing Australian public servants. Currently, the Foundation runs the Sir Roland Wilson Scholarship and the Sir Roland Wilson Pat Turner Scholarship.

The Sir Roland Wilson Scholarship supports Australian public servants to undertake PhD research at The Australian National University on topics of national and global significance. With an international travel fund, dedicated mentors and professional development opportunities, it equips scholars with the knowledge, skills and capabilities to become public service leaders. Having begun with a cohort of five Sir Roland Wilson PhD scholars in 2012, the Foundation welcomed seven PhD scholars in 2020.

The Sir Roland Wilson Pat Turner Scholarship enhances the capability of Aboriginal and Torres Strait Islander Australian public servants, building on the legacy of Pat Turner, AM. Offered at The Australian National University and Charles Darwin University, Pat Turner scholarships support Aboriginal and Torres Strait Islander staff to undertake postgraduate coursework or research on a topic of direct relevance to the Australian Public Service. In 2019, the Foundation supported six Sir Roland Wilson Pat Turner scholars, four at Master and two at PhD level. An additional six Sir Roland Wilson Pat Turner scholars commenced in 2020.

Since 2012, the Foundation has supported almost 50 scholars. This includes 11 graduates who have completed their studies and returned to work in the public service. On their return to service they have brought with them the benefits of their new knowledge, skills and networks, and an ongoing connection to academia. The Foundation is looking to expand its alumni program as the alumni cohorts from both scholarship programs grow over the next five years.

OUR LEGACY

As the Foundation expands its vision and implements the goals in this strategy, it will continue to honour the work of Sir Roland Wilson KBE, CBE, whose contribution to Australia's public service had a lasting impact. The Foundation also acknowledges and seeks to expand on the contribution of Pat Turner, AM, who inspired our focus on strengthening the leadership of Aboriginal and Torres Strait Islander Australian public servants.



OUR LEGACY



Sir Roland Wilson, KBE, CBE

Sir Roland Wilson was an economist who had a remarkable career as a public servant. Born in 1904, Wilson was the first Rhodes Scholar from a Tasmanian state school. He completed two PhDs, one at Oxford University and one at the University of Chicago. After a short academic career, Wilson joined the Australian Public Service in 1932 and was quickly appointed Commonwealth Statistician. He then served as Secretary of the Department of Labour and National Service. In 1951, he was appointed Secretary of the Treasury. He remains Australia's longest serving Treasury Secretary, with almost 16 years of service. After retiring from the public service, Wilson was chairman of the boards of the Commonwealth Bank and Qantas Airways. He was appointed a Commander of the British Empire (CBE) in 1941. In 1955, he was made Knight Bachelor in recognition of outstanding public service. He was made a Knight Commander of the British Empire in 1965.



Patricia Turner, AM

CEO, National Aboriginal Community Controlled Health Organisation (NACCHO)

The daughter of an Arrernte man and a Gurdanji woman, Pat was raised in Alice Springs. As CEO of NACCHO, she is at the forefront of community efforts to 'Close the Gap' in health outcomes for Aboriginal and Torres Strait Islander people. Pat has over 40 years' experience in senior leadership positions in government, business and academia, including being the only Aboriginal, only woman and longest-serving CEO of the Aboriginal and Torres Strait Islander Commission. Among her many other appointments, she spent 18 months as Monash Chair of Australian Studies, Georgetown University, Washington DC, and was the inaugural CEO of NITV. Pat is the Coalition of Peaks Convenor and Co-Chair of the Joint Council on Closing the Gap. She holds a Master degree in public administration from the University of Canberra, where she was awarded the university prize for development studies.

STRATEGIC GOALS AND OBJECTIVES 2020–2025

GOAL 1:

Enhance the capability of the Australian Public Service by developing leaders with strong research and analytical skills

Objective 1

Develop public service leaders through high-quality research and skills training, including a continuing focus on developing Aboriginal and Torres Strait Islander leaders.

Objective 2

Enhance the scholarship experience for both Sir Roland Wilson and Pat Turner scholars, by building a stronger cohort and providing high-quality academic support, professional mentorship and career support for a successful return to leadership in the public service.

Objective 3

Explore the resources and capabilities needed to gradually expand and diversify the Foundation's scholarship programs and activities not later than mid-way through this plan.

World-class postgraduate research and skills training

Over the next five years, the Foundation will continue to strengthen research capacity in the Australian Public Service. We will do this by investing in world-class PhD and Master level research and postgraduate coursework programs for high-performing public servants. We will expand our scholarships with the aim to graduate at least 100 scholars by 2050.

Build a community of practice among scholars

The Foundation will facilitate a community of practice among our scholars and enhance opportunities for professional mentorship. Our goal is to position each and every scholar to play leading roles in expanding the use of evidence and research in the public service. To achieve this, we will offer enhanced scholar support and mentoring at the beginning of our programs as scholars transition to academia, and to help them return to the public service.

Explore further expansion

By 2023, the Foundation will complete a scoping exercise to explore opportunities to secure the resources and capabilities we need to support the expansion of our scholarship programs and activities, while always preserving our commitment to excellence.

STRATEGIC GOALS AND OBJECTIVES 2020–2025

GOAL 2:

Build influential alumni networks and focus the Foundation's events and activities to achieve greater impact

Objective 4

Strengthen the capacity of scholars and alumni to promote research and evidence-informed policy development across the public service by building influential alumni networks.

Objective 5

Extend the influence and reach of the Foundation and its scholars by increasing the impact of signature activities and events.

Objective 6

Build a stronger Knowledge Mobilisation and Communication Strategy to support scholars, alumni and the Foundation's purpose.

Build alumni networks

To meet its goals, the Foundation is dedicated to strengthening its network of talented alumni. We will support these future public sector leaders to raise the overall use of evidence in the Australian Public Service and strengthen the culture of evidence-informed decision making.

From 2020, our alumni will have an opportunity to participate in the reinvigorated ANU Public Policy Fellows program. The Foundation will establish an alumni-led advisory group to identify networking and professional development opportunities. Through these programs, our alumni will continue to act as an important bridge between The Australian National University, Charles Darwin University and the Australian Public Service.

A wider reach for public events

We will refocus our public events and knowledge mobilisation activities to better reinforce the purpose of the Foundation and leverage the work of our scholars and alumni. We will emphasise the dissemination of the research findings of our scholars and alumni through scholarly and other publications. We will streamline and enhance our public event offerings, including a signature event of national stature, to enhance the reach and influence of the Foundation and its purpose.

A stronger approach to mobilising knowledge

The Foundation will make key investments in knowledge mobilisation and communication, to ensure the work of our scholars and Foundation partners reaches the widest possible audience.

STRATEGIC GOALS AND OBJECTIVES 2020–2025

GOAL 3:

Strengthen the Foundation to
deliver results and impact

Objective 7

Ensure high-quality monitoring and evaluation of the Foundation's results and impact.

Objective 8

Continue to strengthen the partnerships between The Australian National University, Charles Darwin University and the Australian Public Service to achieve the shared goal of improving research-informed public policy capability in Australia.

Objective 9

Extend the influence and reach of the Foundation by establishing new partnerships to strengthen a culture of research and evidence in the public service.

Monitor and manage for results

To achieve our goals and objectives, over the next five years we will implement a comprehensive Results Framework and Monitoring and Evaluation Strategy.

We will also conduct annual scholar surveys and complete mid-point and end-of-cycle evaluations to trace the impact of scholars within the public service. These monitoring and evaluation activities will help the Foundation identify areas for improvement and continue to refine its operations.

Strengthen existing partnerships with government and academia

Over the next five years, the Foundation will continue our key role in fostering closer links between The Australian National University, Charles Darwin University, the Australian Public Service and future partners. We do this to forge closer connections between research, evidence and the public sector in Australia. We will also seek to strengthen our capacity to engage Aboriginal and Torres Strait Islander peoples, policies and programs.

Explore new partnerships

We will explore new partnerships to enrich and support our core mandate. We will explore partnerships with other education programs and institutions with a similar focus on advancing capability and leadership among Aboriginal and Torres Strait Islander public servants. These new partnerships will accord with the Foundation's objectives and priorities and have the potential to leverage the greatest impact.

MEASURING OUR IMPACT

Our commitment to providing world-class research training to support the enhanced use of evidence and research in the public sector is reflected in our Monitoring and Evaluation Strategy. The strategy sets out the information we will need to track our progress in achieving results.

Long-term impact

As part of the comprehensive Monitoring and Evaluation Strategy, we will measure and report on the following results:

- Sir Roland Wilson and Sir Roland Wilson Pat Turner scholars and alumni contribute to improved capability and leadership in developing research-informed public policy within the Australian Public Service.
- The reach and impact of research and events conducted by scholars, alumni, the Foundation and its partners contributes to improved capability in research-informed public policy.



RESULTS INDICATORS

GOAL 1:

Enhance the capability of the Australian Public Service by developing leaders with strong research and analytical skills.

- The number of Sir Roland Wilson and Sir Roland Wilson Pat Turner scholars increases over time, and scholars complete their programs in a timely manner.
- On their return to service, Sir Roland Wilson and Sir Roland Wilson Pat Turner scholars transition to roles as leaders in evidence-based policy making on topics of global and national challenge.
- A decision on opportunities for scholarship expansion and resourcing is made by the Sir Roland Wilson Foundation Board by 2023.

GOAL 2:

Build influential alumni networks and focus the Foundation's events and activities to achieve greater impact.

- Establish effective alumni networks and activities.
- Enhance the reach and impact of signature events.
- Successfully implement a Knowledge Mobilisation and Communication Strategy.

GOAL 3:

Strengthen the Foundation to deliver results and impact.

- Use monitoring and evaluation data in strategic planning and decision making.
- Enhance the partnership between The Australian National University, Charles Darwin University and the Australian Public Service through new memorandums, activities and joint publications.
- Support the Foundation to engage Aboriginal and Torres Strait Islander peoples, policies and programs.
- Establish new partnerships to help the Foundation achieve its purpose.

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