# EIDOS INSTITUTE INDUCTION

Professor Bruce Muirhead



#### CRCA 2012

Collaborate Innovate Conference, Adelaide, May 15-17 Eidos Institute is an independent and collaborative public policy think tank.

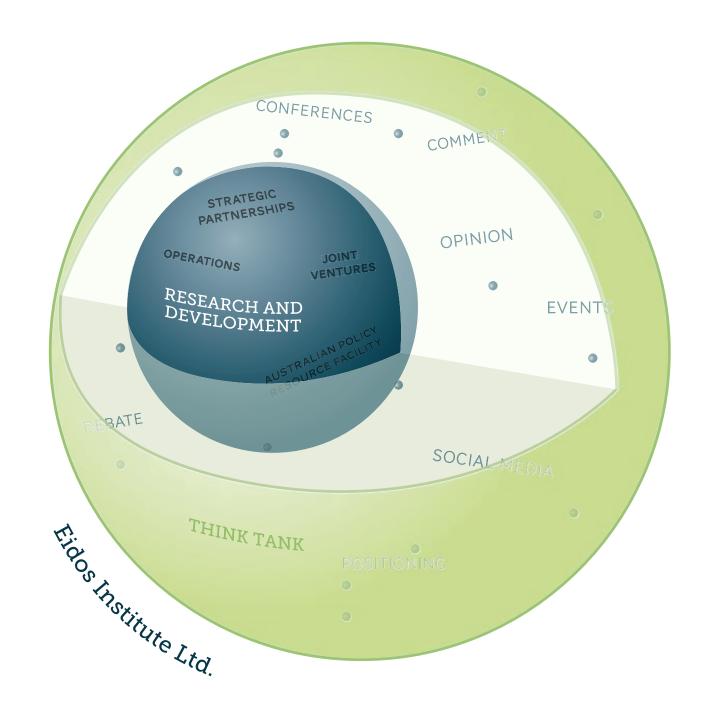
We harness the intellectual capacity from the university sector to deliver quality public policy research to government and non-government decision makers.

### THE 2015 VISION

In 2015 Eidos, an international public policy think tank, has a reputation as an unstoppable and powerful international network of networks.

Eidos is taking a bigger role on the global stage. It is recognised for bringing together significant financial, intellectual and human capital to the critical challenges of effective and innovative public policy design and implementation across its member countries.

The independent Gift Fund has leveraged and invested significant funds into public good research. The Eidos network is sought to partner with national governments and industry leaders. Its awards demonstrate its engagement with citizens and stakeholders in generating research and development-based policy solutions.



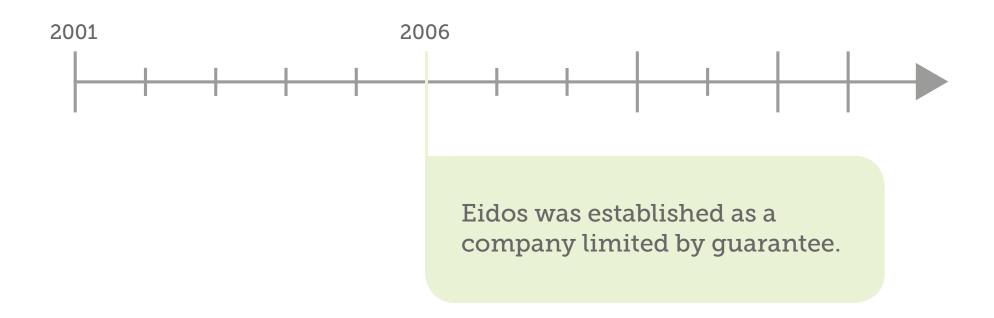
### ABOUT EIDOS

Eidos developed out of a co-operative venture.



Eidos was established as a network in which members pay annual fees and participate in collaborative research.

Eidos developed out of a co-operative venture.



Eidos developed out of a co-operative venture.



Eidos was granted the status of both an Approved Research Institution and ARC industry partner.

Eidos developed out of a co-operative venture.



Eidos is continuing to pursue its international agenda in addition to adding four South African universities to its network.

Eidos developed out of a co-operative venture.



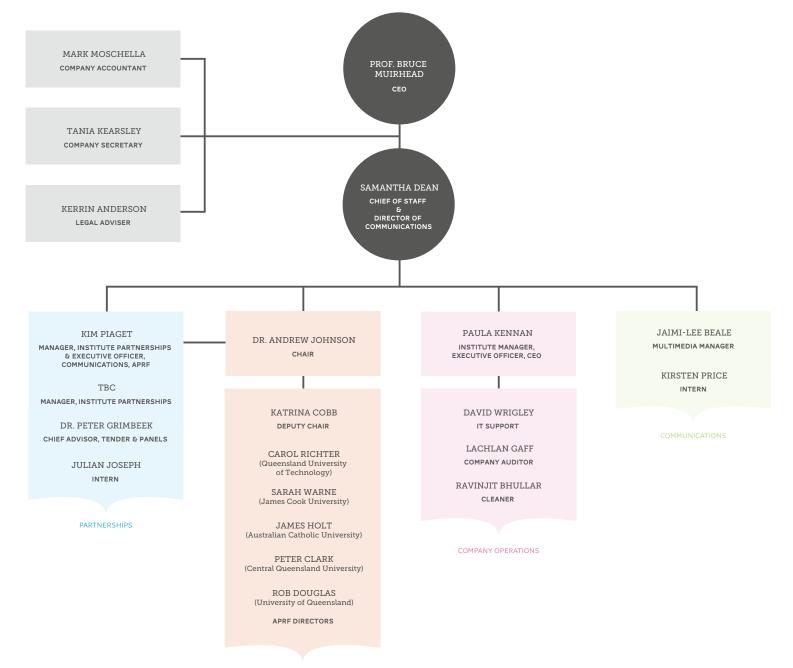
To date Eidos has two of the four South African Universities and is looking to expand into other countries.

#### The Structure

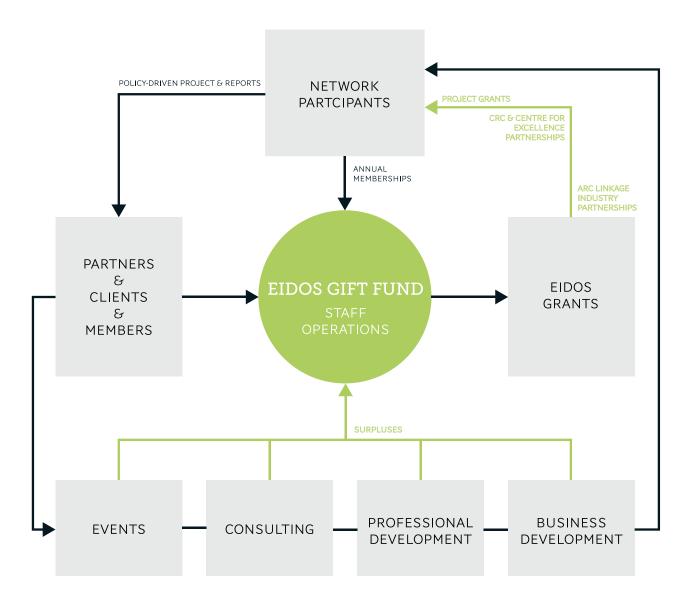
- The Eidos Board is an independent skills-based board in operation as a team since day one.
- The Eidos Board has an explicit focus on developing a culture of excellence in governance.
- The Eidos university network includes 13 member universities.

#### **Board of Directors**





#### Operational Model



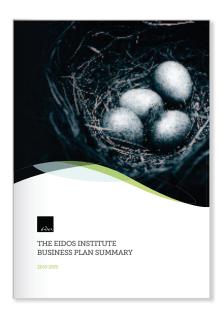
#### International Package



#### Research Agenda and Review



#### Business Plan Summary



#### Tenders and Panels Services and Support





Think tanks such as Eidos have an important role to play in encouraging and facilitating public debate. For this reason on April 2nd, we're opening our doors to ignite interest and inform corporate partners about the benefits of becoming engaged in a unique new mentoring program.

**The Cause**In Australia, only 5% of Indigenous adults will complete
a Bachelor degree or above.

In 2010, students who self identified as Aboriginal and Torres Strait Islander comprised 0.9 per cent of all Higher Education enrolments across Australia, and just 1.0 per cent of commencements.

In South Africa last year, approximately 250,000 South Africans passed their final high school exams at a level that qualified them for admission to universities and diploma colleges. Incredibly, this year those institutions have only 180,000 places for first-year students.





#### Mission

Our mission as a public policy think tank is to utilise the research capacity and resources of member universities in a way that fosters collaboration and higher order thinking and research.

The Eidos Institute aims to bring together the private and public sector in ways which push the boundaries of policy formulation to provide innovative solutions within the realm of policy and design implementation.

As an independent, research driven think tank, Eidos exists in response to the following key challenges:

- The increasing complexity of effective public policy design and implementation;
- The rise of innovative networks and an increasing need for public/private partnership
- The transition of the global economy from industrial to knowledge based

Our response to these challenges is structured within the following key areas:

# Excellence

## Collaborative Leadership





#### The Old 2005 Vision

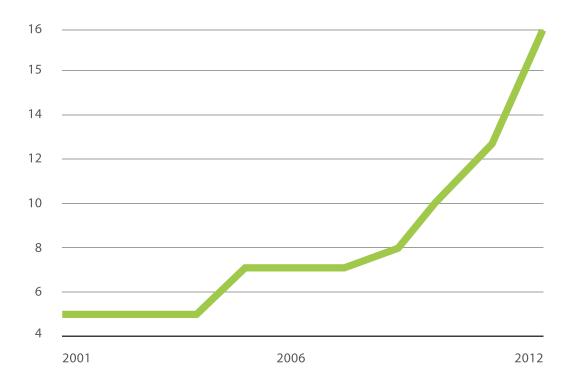
"In 2010 Eidos now has a significant local, State and national reputation as a leader in new ideas, new research and new learning in education for social change and evidence-based policy alternatives. The collaboration is recognised as a vital player in the development of Queensland, Australia and internationally. Public and private sector organisations at local, State and national levels consistently turn to Eidos as a source of advice and expertise...the collaborating universities' international reputation in this field has been significantly enhanced..."

#### Collectively, we have achieved this vision:

- Evidence suggests that the Eidos network model provides a unique and valuable approach to some of our most challenging issues of governance and public policy.
- A 2010 South African government report seeking to develop an innovative approach to promote excellence across national research in South Africa named the Eidos network model as the most independent, legitimate and credible process to foster responsiveness and co-contribution.
- Over 30 worldwide networks were assessed.
- During 2010 Eidos Institute was also presented with an Australian Business Award in the Innovation category.

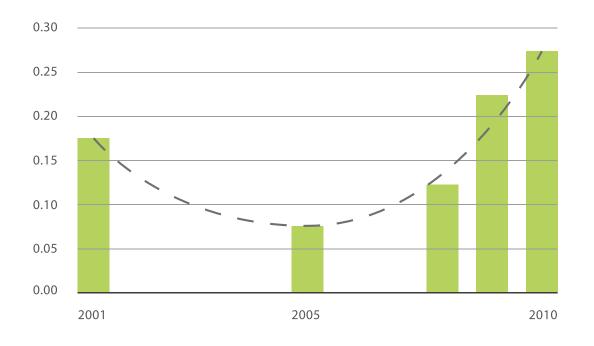
# ACCESS TO GROWING CAPACITY

An Increasing Network



#### EIDOS NETWORK MEMBERSHIP 2001-12

Our University Network
Membership has more than
doubled in the ten years from 2001
to 2010, increasing from five to 11
network members, and is currently
at 14 as of April 2012 and is likely to
increase further in 2012 with two
more South African universities
becoming network members.



#### RESEARCH PERFORMANCE INDEX OF NETWORK MEMBERS IN YEAR OF INITIAL AFFILIATION

The increasing quality of newer network members can be depicted via a second-order polynomial curve that plots the research performance index (RPI) of network members based on their averaged RPI in the year of affiliation with Eidos. The curve not only reflects the increasingly strong RPI of more recent network members but also the increasing value of Eidos affiliation becoming network members.

### CURRENT NETWORK MEMBERS

Australia and South Africa

























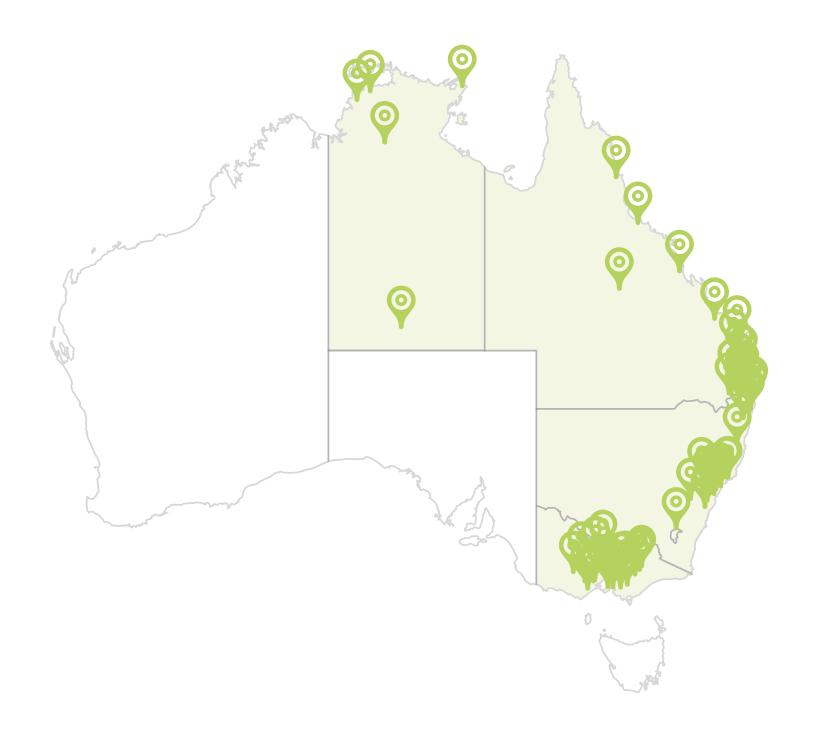




With a membership of 14 universities and over 70 campus bases across regional and metropolitan Australia, Eidos is uniquely placed to tap into local intelligence and research activity and informing better public policy initiatives.

Located in over 150 communities across Australia with over 380 local, yet internationally regarded researchers, Eidos has a regional footprint across Australia which is both credible and easily accessed.

As policy makers seek to reflect the voices of citizens at a grassroots level, the Eidos Gift Fund seeks to act as a partner to government in guiding, informing and supporting new and existing initiatives seeking to be informed by strong academic research.



#### Increasing International Networks

Critically, we are working increasingly towards the goal of international influence and capacity:

- In July of 2010 a Memorandum of Understanding was signed by four South African Universities: the University of Pretoria, the University of the Western Cape, Walter Sisulu University and Durban University of Technology in recognition of a commitment to work towards establishing Eidos South Africa in 2011.
- Growing interest from UAE, Chinese and New Zealand universities and government partners.



#### Membership Recommendations

- Eidos will seek to enact a national policy agenda detailed in the White Paper and by Operations staff and capacity.
- Eidos will receive once a year, expressions of interest for new membership
- Eidos will pursue a new member in ACT, SA, WA and TAS to establish full National coverage and seek to gain influence at both State and Federal Government level.
- Eidos should seek, with priority, an Institute within ACT as the seat of the Federal Government and leverage the location and relationships such a member and campus would offer for the Institute and its membership.

- Eidos will seek and temporarily cap Eidos membership at 16 Universities.
- New members should add clear value to the Eidos network as a holistic entity as detailed in earlier criteria.

#### Membership Management

- Eidos will elaborate a membership agenda, uniform procedures and an Operations Manual to better transitions and operational processes.
- A policy of four universities per Manager, Institute
   Partnerships prior to such time as a subsequent membership
   review can be properly undertaken or new framework
   developed for an expanded network.
- New membership to be undertaken by a 'member development manager' or similar oversight role with aid from the Chief Executive Officer and Executive Officer -Memberships where necessary.

- An initial campus visit should serve as the opportune moment for transition from the 'new member manager' to the Manager, Institute Partnerships for the relationship in question.
- Clear procedures for hand over between out-going and incoming staff should be established in a Transition Memo to ensure all members current or new receive the best possible service from the Institute at all times and to avoid significant lapses.

### EIDOS INSTITUTE NETWORK VALUE

"Think tanks are public policy research, analysis and engagement institutions that generate policy-orientated research, analysis and advice on domestic and international issues that enables policy makers and the public to make informed decisions about public policy issues".

Partnership with the Department of Prime Minister & Cabinet (PM & C) Strategy & Delivery Division

A Network response to: A desire to directly reach and influence federal policy at the highest level, mechanisms for rapid response research, enhancing the impact of research and the quality of public policy

#### Eidos as an ARC linkage partner

A Network response to: The need for financial and in-kind research project support in the competitive area of Research Grants

### Communication and third-party research translation

A Network response to: Government feedback and perception of university research as often inaccessible and not able to be tailored to specific needs of government, an increase in the volume and flow of ideas, information and knowledge which can overwhelm the general public. The complexity and technical nature of policy problems has grown, which has made decision making more difficult for those in power.

#### Panel and tender opportunities

A Network response to: A recognition of the need to increase the university sectors consulting, contract and research revenue in order to continue to diversify income streams for the sector to continue to remain sustainable. Lack of immediate funding for research has meant that universities must increasingly look to new and innovative mechanisms of funding.

#### National and International Congress

A Network response to: A lack of opportunities to develop cross-national policy related research projects, a lack of opportunities to easily develop national, large-scale research collaborations, a lack of opportunities to engage in strategic and mutually beneficial cross-institutional collaboration.

### 6 National Conferences

A Network response to: Generating funds and influence to support ARC linkage grants and nominated university research projects, increasing profile of research, creating industry support, a lack of growth opportunities available for universities in competing for government funding for research.

#### Thought leadership based events

A Network response to: A desire to approach major policy issues of national importance at a highly targeted level of influence, a perceived lack of ongoing intellectual public discourse on major policy issues of bipartisan importance.

### NETWORK MEMBER BENEFITS

Eidos remains committed to offering its members significant tangible and intangible benefits in the following areas:

Funding brokerage: actively identifying funding pools and attracting investment for projects and industry developments;

Industry/government research matching:

bringing members together to bid and propose collectively for major projects;

Network engagement: networking participants and building critical mass; and

Strategic leadership: facilitating, coordinating and securing strategic opportunities for network participants.

### OTHER MEMBER BENEFITS

The notion of the Eidos Institute network can be described as a 'frictionless market'. This economic concept is defined as a theoretical trading space within which traditional costs and restraints associated with transactions are non-existent.

By dispensing with constraints traditionally associated with cross-institutional collaboration and engagement, Eidos has effectively built an entire network on the basis of smoothing, accelerating and enriching pathways to influence and change.

The concept of Eidos as a 'frictionless market' is evidenced in the following areas:

Eidos Institute's formal network structure and established legal framework is of significant value to member universities, institutes and network partners. Investment in developing relevant legal frameworks has taken significant time and expense. Eidos has ensured quality legal framework which underpins the work of its network participants;

Access to stable platforms and a recognised and respected corporate identity. This includes a consortium of logos, corporate stationary, event templates and systems and an online presence which allows for network growth and development;

Access to joint ventures and business development, including a growing number of research panels which facilitate immediate and frictionless facilitation of research tenders, projects and opportunities for government consulting; and

The immediate and guaranteed investment return of Eidos Institute as an ARC linkage partner on network university-based ARC submissions and its ability to directly foster private sector or associate involvement.

Finally, the Eidos Institute network can be envisaged as a platform for collectively building, profiling and developing the skills of researchers. As a professional development tool, Eidos Institute essentially affords the capability and opportunity to leverage opportunities to build research skills and refine techniques for engaging with both the private and public sector.

### FIVE YEAR FORWARD STRATEGY

The Six Strategy Priorities

How do we get there?



Build the Gift Fund.



International Expansion.



Improve the social business model.



# Strengthen the dissemination and impact of ideas.



# Large scale joint venture partnerships.



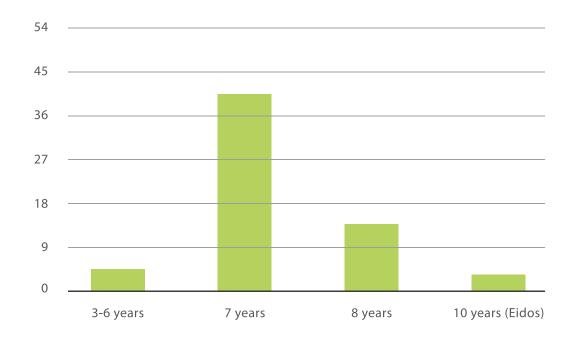
Embed national policy alliances

- 1. Build the Gift Fund.
- 2. International Expansion.
- 3. Improve the social business model
- 4. Strengthen the dissemination and impact of ideas.
- 5. Larger scale joint venture partnerships
- 6. Embed national policy alliances

#### The Four Main Arguments

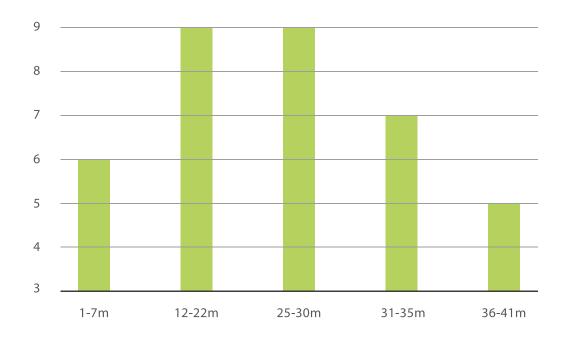
- Comparative advantage of Eidos Institute over traditional national research structures;
- Links between Eidos Institute membership and success with ARC Linkage projects;
- Strength of Eidos Institute members as based on an analysis of the Excellence in Research for Australia Results (ERA); and
- A collection of intangible intellectual and structural benefits based on the importance of think-tanks, or 'public externalities', in encouraging competitive thinking and pushing the boundaries of policy formulation and democratic debate.

## EIDOS AND THE CRCs



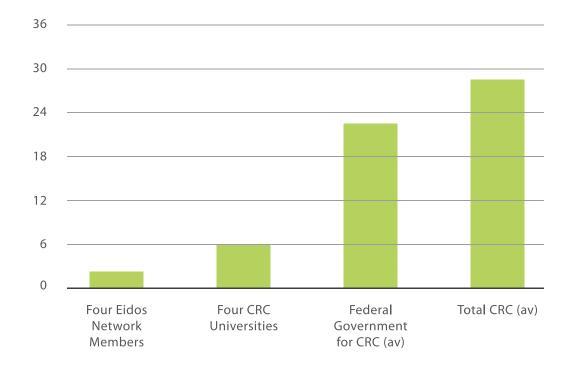
### TOTAL YEARS OF OPERATION FOR 59 CRCS VERSUS EIDOS

The life span of 59 CRCs, as documented in the CRC Program has ranged from 3 to 8 years, with the great majority existing for 7 years. Not surprisingly, the average life span for a CRC is 7 years. In contrast, based on Eidos's starting point in 2001, it has already functioned actively for more years than the average CRC, and shows every sign of continuing to thrive as it enters its 10th year (2011).



TOTAL FEDERAL FUNDING FOR 36 CRCS (2004, 2006, 2009)

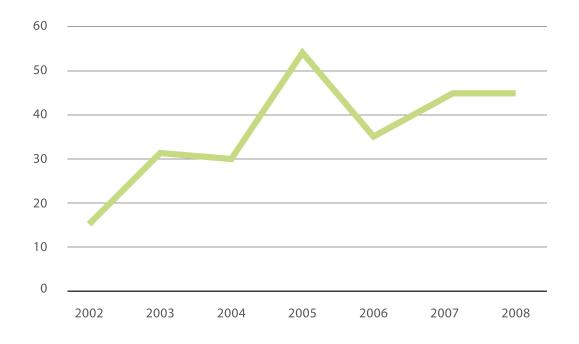
Federal funding for 36 CRCs established in 2004, 2006, and 2009, ranged from \$1.65 million to \$40.25 million (Average= \$24 million).



#### TOTAL FEDERAL FUNDING FOR CRCS (AVERAGE) COMPARED TO UNIVERSITY CRC FUNDING (ESTIMATED) AND EIDOS FUNDING FOR FOUR UNIVERSITIES

36 CRCs were funded by Federal Gov. an average of \$24m by in 2004, 2006 and 2009. If four host universities contributed another 20% the outlay for such CRCs would be approx \$6m, for a total outlay of about \$30m. If four Eidos members made typical Eidos contributions, the cost would be less than \$1.5m total across the average life of a CRC (7 years) san amount equivalent to 25% of the amount provided to a CRC by four universities in the same period, 6% of Federal Gov. funding or 5% of the estimated total funding by the Federal Gov. plus four universities.

## EIDOS AND ARC LINKAGES



#### NUMBER OF LINKAGE PROJECTS UNDERTAKEN BY EIDOS NETWORK MEMBERS: 2002-2008

The number of Linkage projects undertaken by network members at the time increased fairly steadily from 17 to 44 in the 2002 to 2008 period (the most recent year for which information was available).

# QUT CASE STUDY Network Membership Benefits

Was made lead institution for national bid to develop national teacher's qualification for any graduate under the New Pathways RFT. The \$20m tender, if succeeded would have given QUT a national profile in Teachers Education. Currently 1 of 3 partners awaiting the outcome of negotiations with the Bahrain Government to provide skills gap training to the native Bahrain population identified by a project by Eidos.

Access to influential businesses and State Government DET Directors and staff, enabling QUT to lever off these relationships Eidos is attractive to Australian Federal and State Governments in terms of being able to offer the best researchers from our collaborative university network for projects as opposed to a single university being able to offer only their own.

This has been validated by Prime Minister Julia Gillard at a previous Eidos event that she was a guest speaker.

Ability to engage with other University Network Members as a collaborator not a competitor. This enables relationships to grow for the future within or outside the Eidos Network.

Associate Deans of Research receive regular, daily research opportunities through its membership of REED Information Services. These tender opportunities have resulted in the establishment of QUT's Defence and Security Research Group (DESREG). If this RFT (which is to provide a consultancy panel to the Australian Defence Force for the next 7 years) is successful it will heighten QUT's Defence profile with future tenders.

# Some of the DESREG members holding rank in the Defence force are:

Professor Glenn Stewart, Lieutenant Colonel, Army, Signals
Assoc. Professor Nanette Bahr, Lieutenant Colonel, Army, Military Police
Dr Nicholas Chantler, Major, Army, Intelligence
Mr Jason Kennelly, Flying Officer, Air Force, Education
Mr Colin Melvin, Lieutenant Commander, Navy, Intelligence

As Eidos is a non profit organisation, any funds remaining at the end of the year is made available to members on application through the Eidos Institute Scientific Reference Committee. It can be used to leverage an ARC grant or to fund blue sky research within the member institute.

Dr Chris Sarra represents QUT in this committee as do other representatives of QUT on other Eidos committees

## FUTURE MEMBERSHIP

Expanding the Network

### Memberships for the Future

University Memberships are periodically evaluated. To do this the following exercises are beneficial;

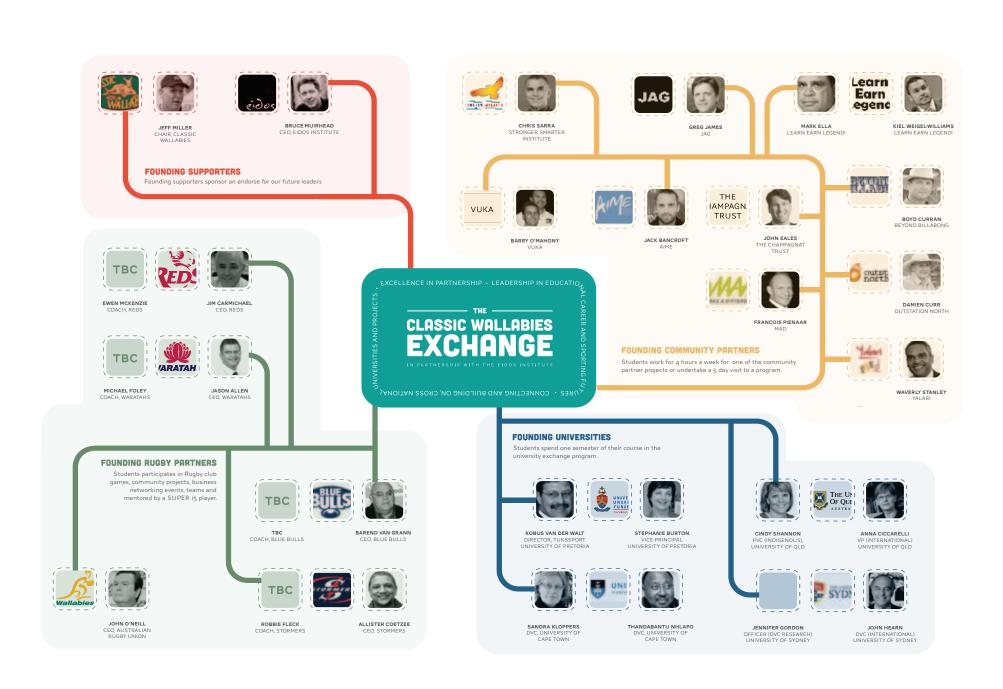
- 1. Identification of research strengths in discipline areas and application to Eidos key policy strategy
- 2. Identifying excellence across the full spectrum of member university research performance
- 3. Identifying emerging areas of research and further opportunities to develop within current relationships

# THE FOUNDATION

Fundraising for Members

# CLASSIC WALLABIES EXCHANGE

IN PARTNERSHIP WITH THE EIDOS INSTITUTE



Blue Sky Research

# **Fundraising Events**

EIDOS + PM & C
External Partnerships





#### **Australian Government**

**Department of the Prime Minister and Cabinet** 





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#### Strategy and Delivery Division

- Bridging academic research and government decision-making offers opportunities to enhance the impact of research and the quality of public policy. One way to achieve this is through fostering closer links between researchers and public servants. Such links are likely to encourage better use of scholarly work in policymaking and promote a fuller understanding of the processes of government within the academic community.
- Through a range of mechanisms, SDD and Eidos aim to
  - build organisational expertise;
  - develop an adaptable model for partnerships between government and think tanks;and
  - strengthen existing ties.

• Through the suggested activities, this alliance seeks to enhance the impact of research and quality of public policy on major policy issues of national importance. This partnership is entirely unique on the Australian policy landscape and emerged from a series of discussions seeking to establish the Eidos Institute Network at the forefront of an increasing movement towards establishing strong connections between government and independent think tanks. Further key elements of the partnership will see the Department use Eidos as a portal through which it can conduct environmental scans and offer reliable connections to academics and experts Australia—wide.

• The mechanisms emplaced by this alliance include:

#### 1. Opportunities for staff secondment

• Secondments are a component of the partnership for Eidos and SDD which responds to the shared interests in expertise and knowledge transfer. These outbound staff placements will allow for nominated staff to develop in a host environment with the commitment of delivering seminars to both host and home organisations upon completion of their program. The secondees will disseminate insights and reflections on methodology, project learning and content.

#### 2. Opportunities to draw on expert academic advice

• will serve the purpose of furthering engagement opportunities with both senior and working-level representatives. This dynamic will be nurtured by seminars and meetings aimed at identifying integrating approaches for policy and research.

#### 3. Connections to experienced researchers in designated fields

• The partnership will allow for the SDD to request the advice of experts in particular fields from Eidos Partner organisations when required.

## **APRF**

Australian Policy Resources Facility



Australian Policy Resource Facility

#### Panels

#### Current:

- DEEWR Data Collection panel, including Indigenous research
- DEEWR Data Analysis Panel, including Indigenous research
- DEEWR Qualitative Research panel, including Indigenous reports
- Skills Tasmania 2011 Consultants Register

#### Submissions:

- Jan 12 Learning and Change Panel
- Oct 11 Social Panel Research Evaluation Investment and Data,
   Professional Development Services
- Apr 12 Tourism NSW

## Large Scale Collaboration

#### Current:

• PM&C – Strategy and Delivery Division and Eidos Partnership

#### Upcoming:

- UQ Indian Ocean Research Network
- CQU Global Resources Institute
- CQU Early Childhood Development Centre

## Delegations

#### Completed:

• PM&C – Strategy and Delivery Division

#### Upcoming:

- AusAid
- Department of Communications, Broadband and Digital Economy
- Department of Education, Employment and Workplace Relations
- Queensland Resources Council

#### **ARCs**

#### Upcoming:

- ACU- Indigenous Skills Development
- JCU Youth Homelessness

#### Successful:

- Swinburne- Grey Literature
- QUT- Social Media in Times of crisis

#### Unsuccessful:

• JCU - Design Thinking in Schools

## Proposals and Projects

#### **Current:**

- Sep-11 Office for Women
- Nov-11 Learn Earn Legend! Project
- Nov-11 Broadband Enabled Innovation Program
- Jan -12 Wesley Mission Brisbane
- Jan-12 ICTs AusAid

### Communications

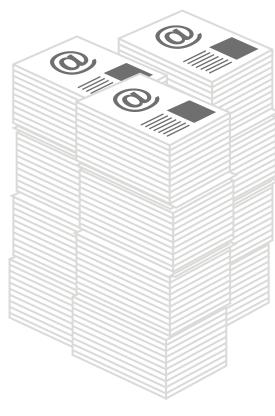
#### **Current:**



659 Facebook Friends



4 Press Releases



8,806 E-Newsletter Subscribers



Briefing Meetings w/ Communication Directors

#### **Events**

#### Current:

- Cocktails for a Cause: Tertiary Exchange Fundraiser
- APRF Partnership Launch: PM&C Strategy and Delivery Division and Eidos Partnership Launch
- Thinking Allowed: Creating and Contributing to an Australian Public Sphere (Oct 11)
- Industry and Universities: Redefining Relationships (Feb 12)
- National Address: The Honorable Michael Kirby

- National Conference Series 2011
  - ACU- Indigenous Skills
  - JQC-Sustainable Australia
  - QUT-Social Media in Times of Crisis
  - CQU-Resource Sustainability
  - JCU- Design Thinking
- Praxis Series
  - Tony Marks: Coming to Terms with a CRC
  - Dr Ali Black: Recovering a Sense of Purpose
  - Dr Roslyn Cameron: The Third Methodological Movement

#### Upcoming:

- National Conference Series 2012
  - CQU Resource Sustainability June 27, 2012

#### **Tenders**

#### Successful:

• Sep-11 DEEDI 'enhancing policy capacity within a State economic development agency' (SAPERE)

#### Submissions:

- Jul-11 Australian Institute for Teaching and School Leadership/Australian Communications Media Authority
- Nov-11 Beyond Billabong project
- Aug-11 Brunei Land Transportation Review
- Jun-11 Closing the Gap
- Sep-11 DEEDI 'enhancing policy capacity within a State economic development agency'
- Sep-11 Digital hubs

#### Submissions continued:

- Jan-12 International Schools Survey
- Sep-11 Program Logic
- Mar-12 Overcoming Indigenous Disadvantage
- Apr-12 Numeracy Package (National Alliance of Remote Indigenous Schools

## Congress

#### National:

 Australian National Research Congress, March 20, 2012, Canberra ACT

#### International:

• Eidos International Public Policy Congress: "PRODUCTIVE NATIONS, INVESTING IN PEOPLE", February 8-10, 2012, Cape Town, South Africa

#### Upcoming:

• Eidos International Public Policy Congress 2013

#### **Associates**



Toni Wren
Director, Cuttagee
Consulting



Wallace Taylor
Founding Director,
The Information Society
Institute

# PEOPLE POLICY PLACE SEMINAR SERIES

The importance of connecting research, policy and politics

#### What was covered in the seminar?

- Current political and funding landscape: overview and its implications for universities, their traditional role and public policy, political and industry engagement
- Fostering sustainable and effective university-public policy-industry partnerships (large scale collaborations and network models)
- Avenues and methodology for open dialogue between public policy and industry leaders and government e.g. Eidos Institute's Thinking Allowed
- Independent think tanks and the role of third parties in brokering and fostering new avenues of influence for the university sector and political leaders
- Driving research and policy innovation through new methods of thinking and engagement - a discussion of strategy, architecture and funding

A. Cerna & Schwabe. O (2009) Measuring the Impact of Research Networks in the EU: Value Networks and Intellectual Capital Formation, online version of paper presented for the European Conference on Intellectual Capital Haarlem, The Netherlands April 28-29 2009

Brafman. O & Beckstrom. R (2007) The Starfish and the Spider: the Unstoppable Power of Leaderless Organisations, Portfolio Trade

Eidos Collective (2005) Eidos Workplan, Eidos Creative

Slywotzky. A & Wise. R (2003) How to Grow When Markets Don't, Warner Business Books

## Thank you



## ENGAGING WITH POLITICS

Based on a presentation from Hawker Britton and LH Martin Institute, 2011

## **Budget Overview**

	Actual	Estimates			Projections	
	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Underlying cash balance (\$b)(a)	-54.8	-49.4	-22.6	3.5	3.7	5.8
Per cent of GDP	-4.3	-3.6	-1.5	0.2	0.2	0.3
Fiscal balance (\$b)	-52.9	-45.7	-20.3	4.0	3.2	8.5
Per cent of GDP	-4.1	-3.3	-1.4	0.3	0.2	0.5

<sup>(</sup>a) Excludes expected Future Fund earnings.

	Forecasts			Projections	
	2010-11	2011-12	2012-13	2013-14	2014-15
Real GDP	2 1/4	4	3 3/4	3	3
Employment	2 3/4	1 3/4	1 3/4	1 1/2	1 1/2
Unemployment rate	5	4 3/4	4 1/2	5	5
Consumer price index	3 1/4	2 3/4	3	2 1/2	2 1/2
Nominal GDP	8	6 1/4	5 3/4	5 1/4	5 1/4

Source: http://www.budget.gov.au/2011-12/content/overview/html/overview\_01.htm

## Fiscal Strategy

The Government's medium-term fiscal strategy is to:

- achieve budget surpluses, on average, over the medium term;
- keep taxation as a share of GDP below the level for 2007-08 (23.5 per cent of GDP), on average; and
- improve the Government's net financial worth over the medium term.

In the Updated Economic and Fiscal Outlook (UEFO) released in February 2009 the Government also committed to take action to return the budget to surplus once the economy recovered to grow above trend. As part of this strategy, the Government will:

- allow the level of tax receipts to recover naturally as the economy improves, while maintaining the Government's commitment to keep taxation as a share of GDP below the 2007-08 level on average; and
- hold real growth in spending to 2 per cent a year until the budget returns to surplus.

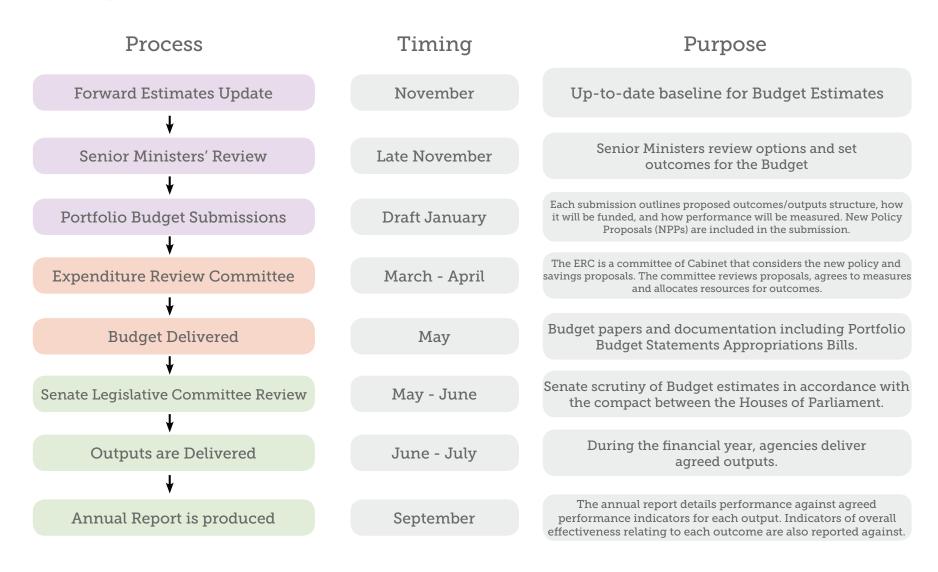
Once the budget returns to surplus, and while the economy is growing at or above trend, the Government will maintain expenditure restraint by retaining a 2 per cent annual cap on real spending growth, on average, until surpluses are at least 1 per cent of GDP.

## **Economic Policy Objectives**

#### The Productivity Agenda:

- Education, Training and Skills
- Health, including the National Health Agreement and Preventative Health
- Infrastructure, including the NBN
- Regulatory reform (Harmonisation)

## **Budget Process**



## Prepare

Know a government's priorities and find a way to link your initiative to it:

- Eg value for money, more students into higher education in courses of skills shortage, new and important research
- Benefit to the community in which your university resides

#### Research

- The likely parameters that constrain government doing something
- Understand Government's appreciation of political risk

## Defining Your Initiative

Target government on what they need, how you can help and build the case for it.

- Governments want to understand the problem or issue and understand solution/s for it, for eg:
  - Low cost housing and university students are a hand in glove scenario.
  - Climate change impacts on agriculture, iconic locations etc
    - topical and likely to get the interest of government
- Governments also want to know you're doing your bit to solve the problem as well.

#### Think creatively about proposals, eg:

- Regional priority round of the Education Investment Fund
   catchment areas
- Debt finance instead of direct grants; matching funding from external sources; PPPs for capital expenditure?
- If it's a proposal to support an area of knowledge expertise, who are your third-party stakeholders to advocate its importance and lay the ground work?

## Show you 'get' their priorities

#### Demonstrate you understand Government's perspective

• Eg: the productivity agenda: Government gets the economic and social benefits that flow from a better educated society. They get the need to invest in university.

## But ...think about issues Government confront and have an answer:

- Why is investment in university better than other areas of productivity improvement - eg VET?
- In a tight fiscal environment, where does the money come from?

## Identify Key Stakeholders

Political mapping - Know who the key decision-makers are:

- Not just ministers but also their staff, relevant MPs and Senators and departmental officials.
- Look at Parliamentary Committee membership to see who is relevant.
- Know your social capital and political capital
  - Your universities are pillars of the community and have deep and wide alumni. Can you utilise that?
- Build coalitions of support outside of politics
  - Community buy-in?

## Be prepared to work with your stakeholders

Understand that governments rely on stakeholders and can be responsive to their claims.

• Important to align like interests as much as possible.

Identify who your 'brothers in arms' are on specific issues (eg the Academies, CSIRO, BOM and even several corporates).

Managing stakeholders is critical to successfully negotiating with government.

## Use Government's Techniques

Governments are responsive to the public

- selective polling?
- Put your case in the public domain where you can opinion pieces, commentary on specific issues etc

#### Other Government Relations Tools

- Engage on broad policy issues of interest to Government use your academic community to prosecute cases on your institution's behalf
- MPs with influence (Don't forget local MP)
- Parliamentary Committees
- Hosting conferences / seminars and making sure MPs and Ministers are invited
- Party conferences
- Media?

There are always other factors

Such as budgets and election cycles...

#### 3 Points to Remember

- Build the relationship over time with Government and your stakeholders.
- Nuance your pitch to fit with Government's priorities.
- Be mindful of the optics
  - Be sensitive to your audience and what you are seeking (be seen to be doing everything reasonably in your power to address the situation)