

Supporting your transformation

Commercial-in-confidence | DRAFT Proposal | 3 September 2024

Our promise: A bigger idea of success

We exist to achieve positive influence. This means we work with clients to improve services for people and communities, strengthen business performance, support a productive and inclusive economy, and protect the natural environment.

To increase our combined influence, when we partner with you we think big. We elevate your ambition and sharpen your sense of what's possible.

We recognise that diversity in people, thinking and approach can solve the most complex challenges. As we collaborate, we think deeply and adaptively. We draw on your strengths and invest in your capability. Working together in this way we become far more than the sum of our parts. We achieve a bigger idea of success.

Our professional standards

1. We act honestly and with integrity.
2. We always act in our client's best interests.
3. We ensure the independence of our advice and support.
4. We declare actual and potential conflicts of interest and manage them transparently with our clients.
5. We recognise and protect the confidentiality of our client's information.
6. We respect the confidentiality of our client's identity.

Nous Group acknowledges Aboriginal and Torres Strait Islander peoples as the First Australians and the Traditional Custodians of country throughout Australia. We pay our respect to Elders past, present and emerging, who maintain their culture, country and spiritual connection to the land, sea and community.

This artwork was developed by Marcus Lee Design to reflect Nous Group's Reconciliation Action Plan.



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The proposal is provided on the basis of Nous' standard terms and conditions, as set out on our website at: <https://nousgroup.com/service-terms/>.

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Executive summary

ANU requires surge support to deliver a step change in its operating expenditure.

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Nous is ideally suited to partner with you on this project.

We bring:

- An expert team with the right capability, experience and demeanour
- Surge capacity to deliver in the required timeframes.
- Significant higher education expertise.

Project outcome

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Your investment

Initial weekly rate of \$69,750 (excluding GST) for first two weeks. We propose to formally review with you future resourcing and professional fees at 2-week intervals to identify whether increased or reduced resources are required.

Our team

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Nous is the right partner for ANU to deliver this critical and sensitive program of work. We bring an expert team with the right capability, experience and demeanour to support and challenge the ANU executive sponsors effectively and provide an independent perspective.

A summary of our proposal is presented to the right, and our proposal document contains detailed information about our team and our proposed methodology.

Critical success factors and how we will ensure success.

Critical success factors

United leadership and hard deadlines are critical. A united leadership team is critical for empowering executive sponsors members and broader staff in implementing changes. Hard, non-negotiable deadlines are critical for pushing implementation along.

Benchmark with leading practice in sustainable operations in the global higher education sector. The review must bring the right knowledge and understanding to perform a best-practice assessment across business processes, workforce, and systems to ensure changes are fit-for-purpose.

Strike a balance between operational efficiency and risk that enables competitiveness and financial sustainability over the long-term. The transformation must consider the University's appetite for risk and balance this with enabling the required changes to drive efficiencies and ultimately place ANU on the path to financial sustainability.

Clear baselines and targets. Baselines, targets and their rationale, should be clearly articulated to executive sponsors from the outset. Making these clear can reduce discrepancies, incorrect budgeting, inefficiencies, and various other challenges across areas of the university.

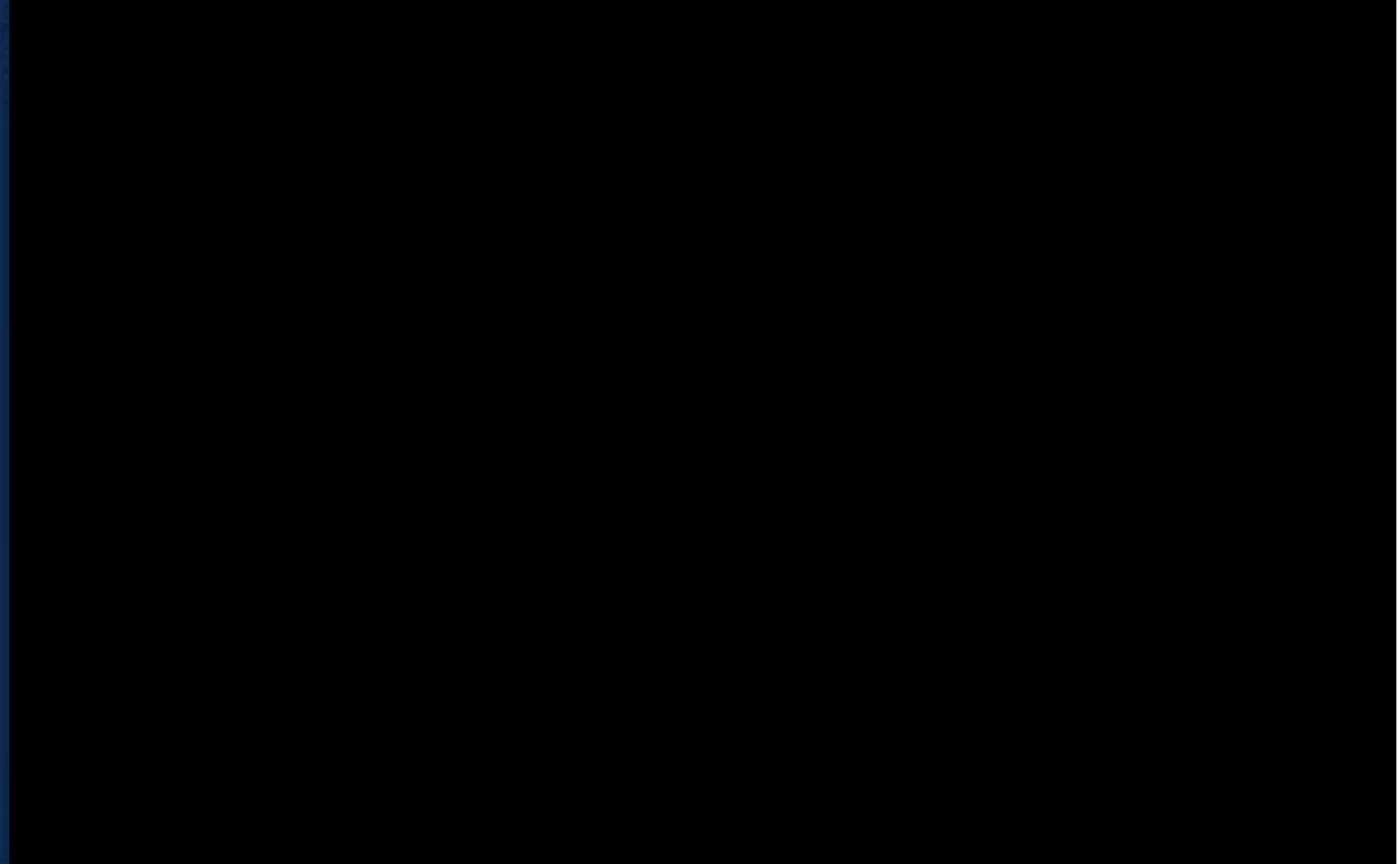
How Nous will ensure success

We have designed a team structure to support ANU's leadership and a stakeholder engagement approach that will ensure the right balance of executive input. This is designed to foster early buy-in and ensure the change plans that we develop are grounded in a deep understanding of both the current and desired future state.

We have significant higher education expertise and an extensive track record in delivering similar work with other universities. We have a range of reference models that we can use to support rapid redesign of functions. We are experts in using UniForum as an objective comparison with other global institutions.

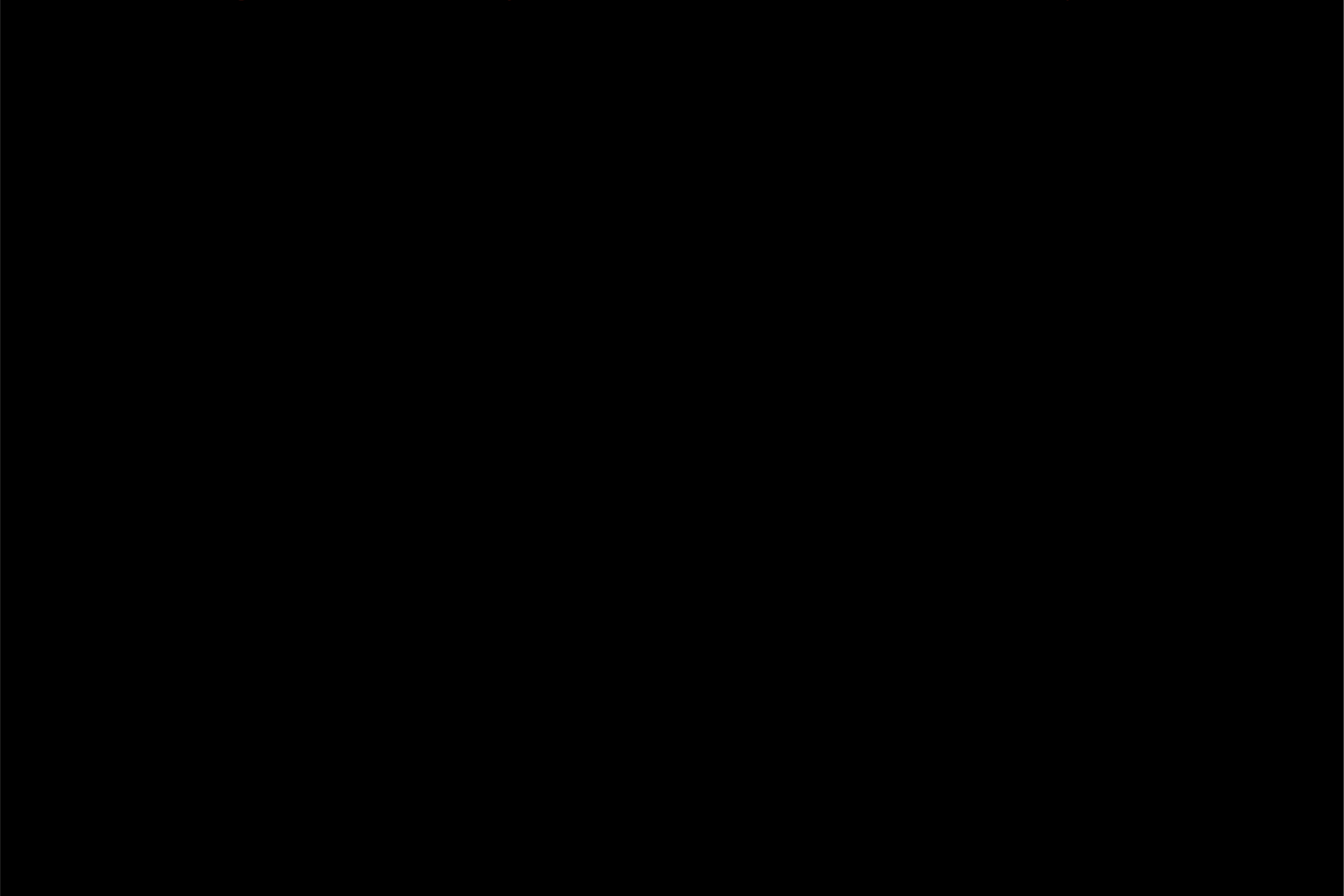
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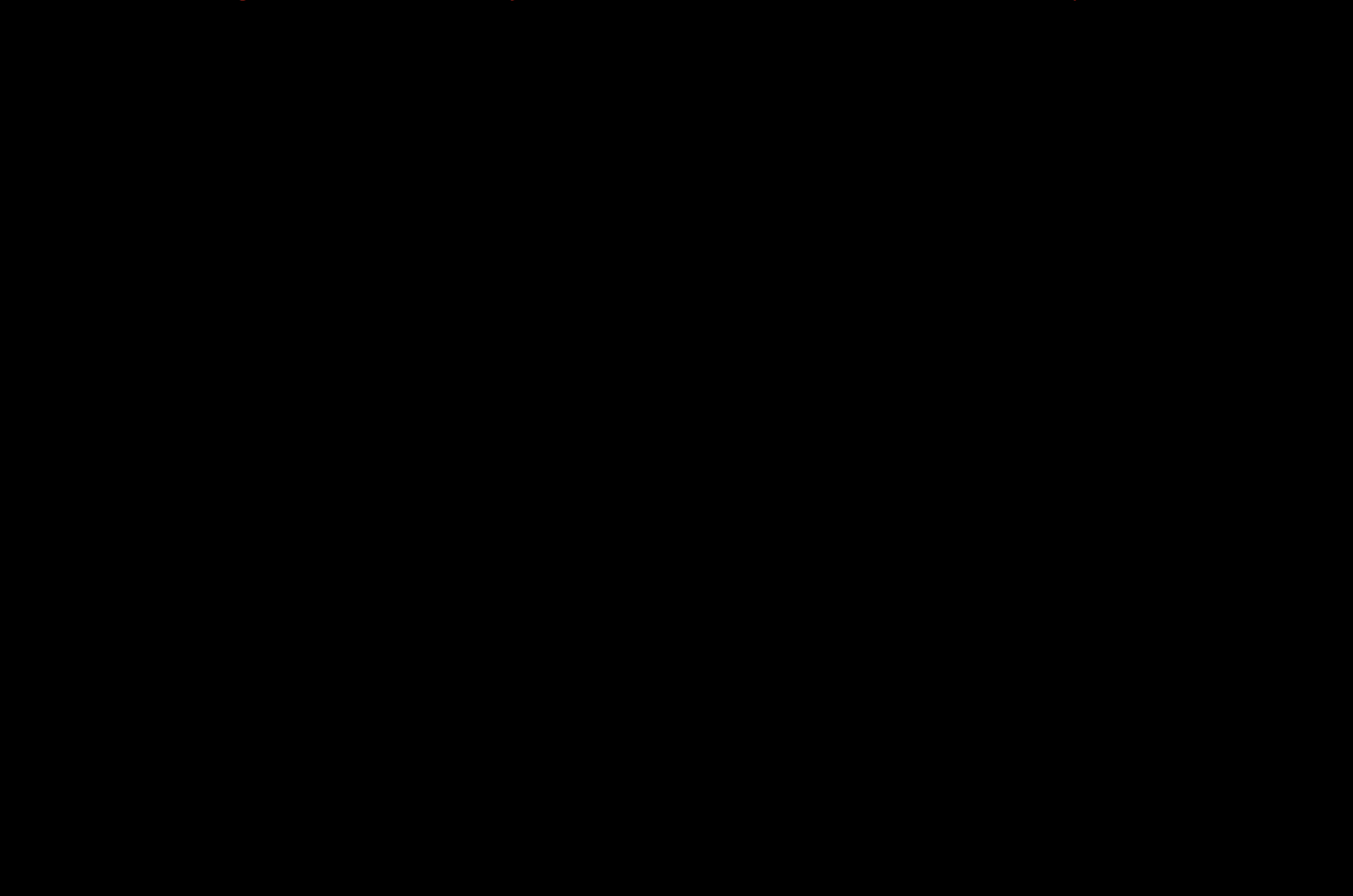
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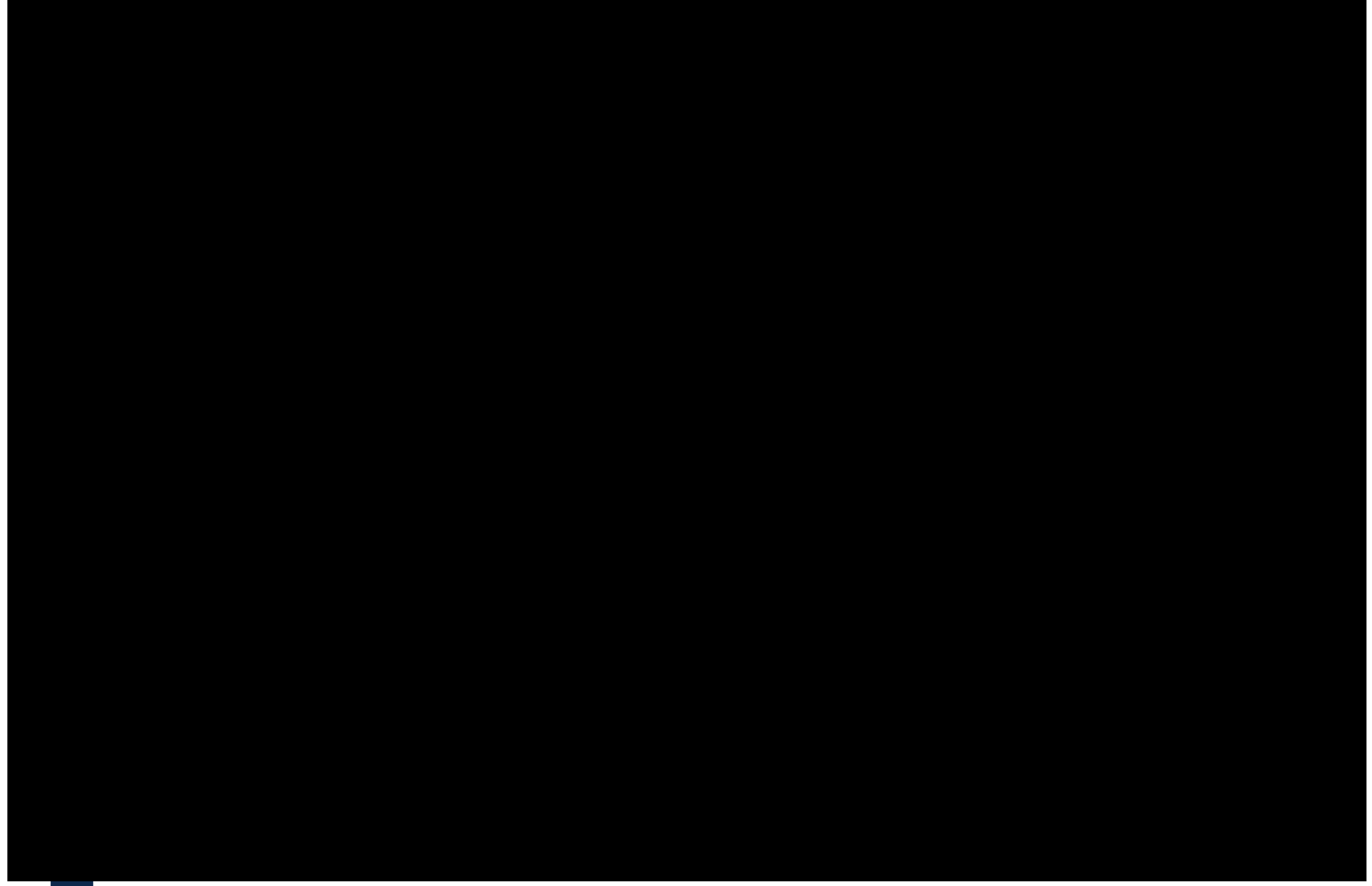


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Our track record in in higher education transformation.

Nous partners with leading organisations to shape effective government, world-class businesses and empowered communities. Below we outline a selection of projects that demonstrate our strong track record on similar challenges.

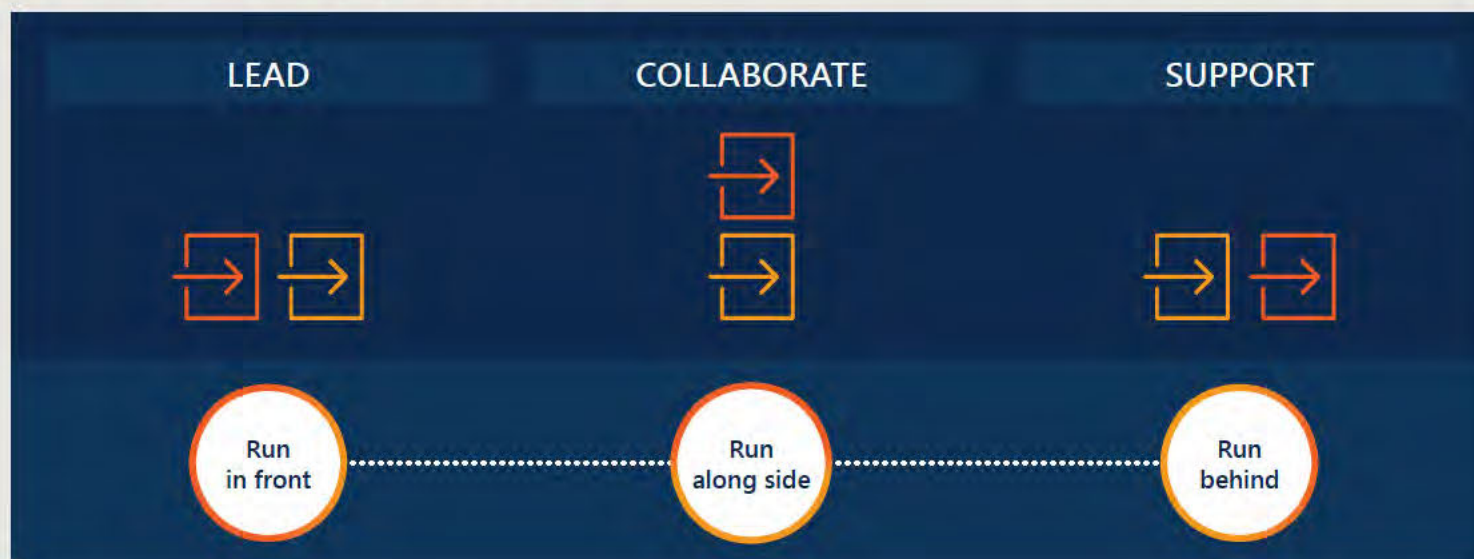
Nous is a global leader in higher education transformation and benchmarking. For over 25 years, Nous has partnered with higher education institutions to solve strategic challenges, drive performance and build capability. Our consultants have extensive experience working with world-leading institutions across Europe, North America, and Oceania - helping them define and re-define their value propositions, strategies, business and operating models. **In the last 3 years alone, Nous has undertaken over 400 projects with our 80+ university clients globally.**

We have extensive experience supporting higher education institutions through transformation and are equipped with leading expertise and knowledge of global best practices to work with ANU to achieve the project's outcomes. We have selected six case studies demonstrating our global experience in higher education transformation.

Case Study 1	Redesign of university operating model to drive transformation at the <small>s47 - Documents disclosing trade secrets or commercially valuable information</small>
Case Study 2	Strategy and implementation support for the <small>s47 - Documents disclosing trade secrets or commercially valuable information</small>
Case Study 3	Service delivery model transformation and ongoing implementation for <small>s47 - Documents disclosing trade secrets or commercially valuable information</small>
Case Study 4	Nous supported a leading research-intensive university to identify and address key risks for its long-term financial sustainability
Case Study 5	Review and redesign of university support and corporate functions
Case Study 6	Service excellence implementation for <small>s47 - Documents disclosing trade secrets or commercially valuable information</small>

Your investment can be adjusted flexibly throughout the project.

Our professional fees are based on our team's projected time allocation and recognising that resource may need to be increased or decreased to suit ANU's needs and the stage of the project. Nous will work flexibly with you throughout this project. We understand there might be times when you need us to take the lead on some tasks, and at other times your team will need support. We can move between all the roles smoothly to meet the needs of the project and the team.



Nous' team takes the lead, incorporating ANU team members input as required

Nous and ANU team work together, pairing and sharing tasks and delivery so that tasks are co-owned to create shared value and learn from each other.

The ANU team leads with Nous providing additional capacity if needed. If not directly involved, the Nous team can provide coaching and support.

Total days/week

33.5

26

16

Weekly rate (ex GST)

\$93,500

\$69,750

\$39,150

Appendix A – Case Studies

CASE STUDY 1

REDESIGN OF UNIVERSITY OPERATING MODEL TO DRIVE TRANSFORMATION

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RELEVANCE TO THIS PROJECT

- ✓ Strategic redesign of university operating model
- ✓ Development of project management office to support ongoing transformation
- ✓ Streamlined university services resulting in over C\$100million savings

CHALLENGE

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APPROACH

We worked with the incoming president, s47 - Documents disclosing trade secrets or commercially valuable information and his leadership team to understand the revenue levers and cost reduction strategies that would ensure the institution and turn this existential challenge into a strategic transformation.

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OUTCOME

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Nous continues to be s47 - Documents disclosing trade secrets or commercially valuable information consulting partner of choice, working systematically across academic restructuring, student experience reforms, ins onal budgeting, profe s47 - Documents disclosing trade secrets or commercially valuable information, s47 and strategic advisory to support the President, Board, leadership team and teams deliver of the s47 - Documents disclosing trade secrets or commercially valuable information vision.

CASE STUDY 2

STRATEGY AND IMPLEMENTATION SUPPORT FOR THE

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RELEVANCE TO THIS PROJECT

- ✓ Supported service delivery improvements engaging with professional and academic staff
- ✓ Operating model and organisational structure design for an academic faculty

CHALLENGE

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APPROACH

Our work involved four elements:

1. Developing a strategy: We brought together deep analysis and Nous' global perspective to articulate the case for change, challenging the university's board and leadership in workshops to look beyond their context, learn from the global sector, and unite behind some big aspirations. The outcome was a transformation-focused strategic plan.
2. Preparing a roadmap: In collaboration with the university's strategy office, we developed an implementation roadmap that prioritised strategic initiatives to focus the university's effort and resources. It also laid out the processes, governance and accountability required to keep implementation on track.
3. Driving action: We developed a strategic planning framework to ensure a consistent approach to cascading the strategy through all levels of strategic, tactical and operational planning, budgeting, and performance management.
4. Supporting targeted implementation: Nous supported the university to conduct a review of their faculty services, to provide advice on their proposed restructure of the Division of Health Sciences, and to review their international student marketing plan.

OUTCOME

The case for change and big aspirations articulated in the strategy are giving university leaders a strong and agreed platform to transform the way they work as leaders and as an institution.

The university's council and senior leadership team said they were very satisfied with the new strategic plan, which will position the university to make the changes to its operating model needed to achieve financial sustainability, including through shifting its focus, improving its reputation, and strengthening its teaching and research.

University leaders also asked us to support the resulting implementation initiative, putting in place processes, governance and accountability to accelerate and align implementation. We have also supported critical projects; the university is currently implementing our recommendations for their faculty services, Health Sciences division restructure, and international student marketing plan.

CASE STUDY 3

SERVICE DELIVERY MODEL TRANSFORMATION AND ONGOING IMPLEMENTATION FOR A CANADIAN UNIVERSITY

CHALLENGE

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These challenges were increasing the likelihood of future operating budget in a transformation roadmap that would identify and scope key opportunities to improve operating efficiency in administrative and academic areas.

APPROACH

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OUTCOME

The case for change was not well understood across leadership, compromising the future success. Through consultation with senior leaders informed by extensive financial and data analysis we presented the case for change that demonstrated the scale of the challenge and engaged leaders in a productive discussion on the path forward.

Phase 1 of the project was successful, with a wide range of stakeholders engaged and buying into the program. The final deliverable will be a transformation blueprint that articulates the scope, high level benefits and implementation considerations for each initiative. Ongoing work is being undertaken to provide guidance on transformation program design, governance and change management.

RELEVANCE TO THIS PROJECT

- ✓ Benchmarking
- ✓ Performance Improvement
- ✓ Service delivery transformation

CASE STUDY 4

NOUS SUPPORTED A LEADING RESEARCH-INTENSIVE UNIVERSITY TO IDENTIFY AND ADDRESS KEY RISKS FOR ITS LONG-TERM FINANCIAL SUSTAINABILITY

RELEVANCE TO THIS PROJECT

- ✓ Financial sustainability analysis
- ✓ Business model review
- ✓ Benchmarking to examine the University's revenue base

CHALLENGE

The University is experiencing financial pressure with limited revenue sources and growing costs. The University engaged Nous Group (Nous) to conduct a complete review of their underlying business model and identify the overarching strategic risks to the University's long-term financial sustainability.

APPROACH

Nous performed a substantive review of the University's teaching and research portfolios, asset base, workforce and operating enablers (processes and systems) to define the core challenges within each. Our review was conducted through detailed quantitative analysis and benchmarking to examine the University's revenue base (domestic and international UG and PG programs), its approach to delivering research and research impact and its cost pressures in terms of infrastructure investment and workforce (academic and professional) capacity and capability. We combined this analysis with multiple consultations with relevant executives and leaders to define five key risks spanning these areas. Each risk outlined the current challenges and provided perspective on the changes required. We then defined a set of opportunities that the University could pursue in mitigating or addressing these risks. Overall, our work defined the opportunities for cost savings and revenue growth (over the long-term) that will help the University address its financial sustainability challenges.

OUTCOME

Our work provided clarity on the overarching risks to sustainability and outlined multiple opportunities to address these risks. The review was well received by the University's Senior Executive team and Council, and they have since established a large program of work to address the risks identified. Nous also won follow-on work to develop an implementation plan for the work and are now supporting the University in delivering some of this work.

CASE STUDY 5

REVIEW AND REDESIGN OF UNIVERSITY SUPPORT AND CORPORATE FUNCTIONS

CHALLENGE

Nous undertook a detailed review and redesign of the university's central portfolio functions to improve efficiency, effectiveness, and alignment to strategy.

APPROACH

Initial benchmarking identified significant variability in the performance and efficiency of a range of central university functions. Nous identified significant duplication and inefficiencies across a wide range of functional areas, and significant potential to shift delivery models to more value-adding approaches. Having developed a detailed baseline and evidence base, Nous consulted extensively with the University executive and subject matter experts to develop fit-for-purpose operating and service delivery models for functions that would better deliver on the university's ambitions.

In addition to central support functions, Nous also reviewed the university's strategic insight functions, which were highly duplicated across multiple portfolios. This work identified substantial opportunities for more effective delivery of strategic insights, and the need for clear governance, operational leadership, and clarity on core processes.

OUTCOME

Nous recommended a new operating and service delivery model that is ambitious, practical, and endorsed by key decision-makers. Overall, the project identified up to \$65 million of potential reinvestment opportunities, with implementation work structured into 14 projects. The program of work was endorsed by the university executive team and was subsequently implemented.

RELEVANCE TO THIS PROJECT

- ✓ Benchmarking identifying inefficiencies in functional areas
- ✓ Developed operating and service delivery models for functions to better deliver ambitions

CASE STUDY 6

SERVICE EXCELLENCE

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RELEVANCE TO THIS PROJECT

- ✓ University-wide transformation within service delivery functions
- ✓ Delivery of implementation roadmap to facilitate large-scale transformation
- ✓ Project management office and upskilling workforce for ongoing implementation support

CHALLENGE

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APPROACH

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Nous' approach included:

- Establishing strong foundations through prior work that lays the foundation of the service model, and establishment of the project management office, integrated delivery team and governance arrangements.
- Running a rigorous design process involving top-to-toe process redesign and implementation including technology investment and automation.
- Delivering an implementation roadmap through upfront planning and ongoing reporting of benefits and clear accountabilities and metrics.
- Ensuring sustainability through building workforce capability and embedding a culture of service excellence.

OUTCOME

This transformation reduced administrative effort by over C\$5million annually through process redesign and workflow streamlining. s47 - Documents established a shared services centre with anchor services that has garnered positive feedback from early users.

Appendix B – Team member biographies

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Appendix C – About Nous

Nous Group is an international management consultancy operating across Australia, New Zealand, the United Kingdom, Ireland and Canada.

A bigger idea of success

We are inspired and determined to improve people's lives in significant ways. When our strengths complement yours and we think big together, we can transform businesses, governments, and communities. We realise a bigger idea of success.

750
PEOPLE

75
PRINCIPALS

5
COUNTRIES

Our capabilities

STRATEGY

Business and growth strategy
Cost reduction and productivity
Mergers, integration and alliances

PUBLIC POLICY

Policy development
Evaluation

REGULATION

Regulatory policy
Regulatory practice
Regulated entity experience

ECONOMICS

Business cases and cost-benefit analysis
Pricing and cost recovery
Market design and efficiency

TRANSFORMATION & IMPLEMENTATION

Transformation strategy and delivery
Implementation support and assurance
Process improvement and automation

ORGANISATIONAL PERFORMANCE

Operating model
Culture
Workforce
Equity, diversity and inclusion

LEADERSHIP & CAPABILITY

Leadership strategy
Assessment and development
Capability and learning

FIRST NATIONS

We partner with First Nations people and communities to deliver better outcomes

DATA & ANALYTICS

Data strategy and capability
Advanced analytics
Data Assets Warehouse for Nous (DAWN)

DIGITAL

Digital strategy
Digital transformation advisory
Cyber security capability and culture

DESIGN

User research and insights
Service design
Digital design
Co-design

NousCubane –
UniForum benchmarking

Our sectors

Defence & Security

Education

Energy & Decarbonisation

Environment & Agriculture

Financial Services

Government

Health & Ageing

Human Services

Justice & Emergency Management

Mining & Resources

Planning & Precincts

Transport & Infrastructure

+80.7

NET PROMOTER SCORE – global consulting average: **+76.6**

Nous Group recognises and acknowledges Aboriginal and Torres Strait Islander people's continued connection to land and sea as the First Peoples of Australia. Nous is committed to working with and for Aboriginal and Torres Strait Islander people and communities to support them to achieve their goals.

nous



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nousgroup.com