

Future-Ready Leadership

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2026 Program Objectives

- Builds leadership capability aligned to our **Leadership Capability Framework** and broader '**One Workforce**' strategy.
- Provides **targeted leadership development pathways** for aspiring through to senior leaders.
- Strengthens **cross-team collaboration and connection**, embedding our ACH Group Way framework.
- **Listens and responds** to the feedback of our workforce and leaders to guide our offerings.



Leadership Capability Framework



The Leadership Capability Framework defines the capabilities expected of leaders at every level across ACH Group.

All leadership development programs build capability aligned to the framework, to strengthen performance and support our succession planning strategy.

Capability and performance is also measured using the framework as part of regular performance conversations.

Targeted Pathways – An Overview

Leadership Capability Framework (LCF)



Future Leaders Academy

Aspiring leaders and leaders new to a leadership role



Leader Induction

New leaders



Leadership Labs

All leadership levels



Town Halls

All leadership levels



Senior Leaders

Senior Leaders & managers

Executive Involvement (as identified)

Leadership Hub (online)

Mentoring

Future Leaders Academy



Our Future Leaders Academy supports our succession strategy by developing aspiring and new leaders.

The 8-month program builds foundational leadership capability so participants can *succeed in their current roles* and *grow into future leadership positions*.

Leader Induction



Leader Inductions help new, acting and promoted leaders feel supported, confident and clear about their leadership role, the organisation and the key resources available to them.

They also foster **connection and peer support** with other emerging leaders and the Executive.

Leadership Labs



The Leadership Lab series strengthens skills, knowledge, and techniques on a range of leadership topics throughout the year, while fostering practical application.

This program promotes cross-collaboration and connection among leadership groups, enhancing teamwork and alignment.

Leader Town Halls



Regular virtual and in-person Leader Town Halls provide an opportunity to share business updates, cross-team collaboration and achievement, promote transparency and alignment in organisational communications.

Senior Leaders



Senior Leaders participate in bespoke development including Senior Leader Town Halls, Facet5 personality profiling, optional 360 feedback, and mentoring Future Leaders Academy participants.

Last year, our senior leaders also participated in a bespoke development program focused on strengthening strategic thinking and innovation and tackling real organisational challenges.

Leaders Learning Hub

A collaborative learning hub on SharePoint serves as a centralised space where participants across all leadership development programs can access, share, and discuss resources and training materials.



How we measure leadership impact

These insights provide a clear view of our leadership strengths, development opportunities, and where to focus future leadership capability building.

- Insights from the **Annual Culture Survey**
- **Training evaluation** feedback
- **Internal promotion** trends
- **Leader retention** data
- **Leadership program attendance**
- **Annual Performance Conversations** aligned with the *Leadership Capability Framework* and *Clarity & Accountability Framework*



Thank you