Planning Policy

1. PURPOSE

To describe the system for the establishment of the strategic direction of the Curtin University and the development and deployment of plans that deliver success.

2. APPLICATION

All Staff

3. EXCEPTIONS

Nil

4. DEFINITIONS

(Note: Commonly defined terms are located in the *Curtin Common Definitions*. Any defined terms below are specific to this document)

Balanced Scorecard
A performance measurement framework that includes strategic non-financial performance measures and traditional financial metrics to give a more 'balanced' view of organisational performance.

Creativity
The generation of new ideas.

Environmental Scanning
The examination of both the internal status of an organisation and the external context in which it is situated.

Innovation
Improvement through creativity. Innovation encapsulates the attributes of an ideal university: creative; future-focused; advanced; applicable and strong reputation.

Key Performance Indicator
A quantifiable measurement, agreed to beforehand, that reflects the critical success factor of the organisation.

Measure
The attribute of the Key Performance Measure that will have a target assigned and will be monitored.

Mission
The purpose of the organisation that describes what products will be offered to which market at what standard.

Partner
A party to a high-performing, genuinely mutual relationship, producing significant added benefits to both parties.

Quality Management
Means a systematic process of reviewing and improving processes and outcomes that support achievement of the University's Vision, Mission and Objectives.

Stakeholder
Has an interest in the activities and success of an organisation.

STEEP
Environmental scanning framework comprising Social, Technological, Economic, Environmental and Political categories.

Strategic Plan
High level plan for achieving success.

Sustainability
Is meeting the needs of current and future generations through an integration of environmental protection, social advancement and economic prosperity (WA State Sustainability Strategy 2003).

SWOT
Takes the information from the environmental scan and separates it into internal and external issues under the categories Strengths, Weaknesses, Opportunities and Threats.

Target
Targets specify the level of required performance against a measure.

Values
Behaviours that are valued by the organisation.

Vision
An inspirational and aspirational statement of future success.

5. POLICY STATEMENT

Curtin strives for a culture of innovation and excellence through the development and communication of agreed organisational vision, mission, and values. Business strategies are developed to align the entire organisation in pursuit of the vision. The organisation learns from its own performance, adapts and responds quickly to opportunities and threats.

This approach gives direction to the work of the staff of the University and its partners and stakeholders including branch campuses.

5.1 STRATEGIC DIRECTION

5.1.1 Curtin develops and communicates its overall purpose through its vision and mission. The vision and mission are consistent with the *Curtin University Act 1966.*

5.1.2 The Curtin values underpin the strategic direction. They articulate the behaviours expected within the organisation in the pursuit of the vision and execution of the mission.

5.1.3 Curtin defines organisational success by establishing key performance indicators, measures and targets that apply to organisational performance. Curtin employs a balanced scorecard approach to measuring organisational performance.

5.1.4 Curtin makes choices between competing opportunities based on knowledge of its environment and market. Curtin understands the threats facing the organisation and manages identified risks. Environmental scanning is conducted continuously throughout the development and deployment of strategies and plans. Curtin employs the STEEP framework for environmental scanning.

5.1.5 Curtin chooses strategies and markets that exploit its strengths and core competencies. Curtin employs a SWOT analysis to identify its strengths, weaknesses, opportunities and threats.

5.2 PLANNING

5.2.1 Curtin develops and deploys strategies and measures performance in order to assess results against intended outcomes. The University Strategic Plan contains the high level strategies, initiatives and key performance indicators, measures and targets.

5.2.2 The Enabling Plans support and elaborate on the strategies contained in the University Strategic Plan. They include the detail that cannot be contained in the Strategic Plan. Together, the University Strategic Plan and the Enabling Plans fully develop the strategy of the University. An Enabling Plan contains strategies, initiatives, responsibilities, resources and performance measures, indicators and targets for its area of focus. Enabling Plans are listed in the [Delegations Register](#).

5.2.3 The University Annual Operational Plan is based on the University Strategic Plan and environmental scanning for the twelve month outlook. Each University Annual Operational Plan also breaks down the Strategic Plan into twelve month work targets so that the information can be easily assimilated into Faculty, Branch Campus, School and Area Plans. The University Annual Operational Plan describes the priorities, initiatives and responsibilities for a twelve month period.

5.2.4 The Faculty, Branch Campus and Area Plans are based on the University Strategic Plan, Enabling Plans and the University Annual Operational Plan. The Faculty, Branch Campus and Area Plans translate high level initiatives into action within the

organisational units of the University. The Faculty, Branch Campus and Area Plans also integrate information obtained from environmental scanning to implement strategies and initiatives to exploit strengths and core competencies to establish competitive advantage.

5.2.5 The School/Unit Plans translate the initiatives of the Faculty, Branch Campus and Area Plans and inform the development of Individual Work Plans.

5.2.6 Resources are allocated to strategies and initiatives through the budget process. High level strategies and initiatives included in the University Strategic Plan drive the allocation of funds to strategic projects, improvement initiatives and operational requirements.

5.2.7 Diagram 1 describes how the vision and mission drive the effort and energy of the organisation through the interrelationships between plans. Each plan is formulated in the knowledge of the higher level plan and informed by progress on and issues raised in supporting plans (see Diagram 1, clause 7).

5.2.8 Authority for approval of plans is contained in the Delegations Register.

5.2.9 Responsibility for implementation of strategies and initiatives is allocated in Enabling, Faculty, Branch Campus and Area and School/Unit Plans.

5.2.10 Curtin measures performance against its plans, makes improvements and corrections as required and regularly reviews what it has learnt. Responsibility for monitoring of plans is described in the *Planning Procedures*.

5.2.11 Curtin implements quality management to identify and overcome its organisational weaknesses.

5.2.12 The implementation of strategy is achieved through three activities:

- Completion of strategic projects

- Operational activity consistent with University policies and procedures; and

- Improvement initiatives that translate organisational learning into better practice.

5.2.13 Diagram 2 shows all organisational activity within Curtin is aligned with its strategic direction (see Diagram 2, clause 7).

6. PRINCIPLES

6.1 Curtin's role in its wider community is recognised in the development of its strategic direction.

6.2 Curtin recognises its obligations to operate in a sustainable way that conserves community assets for the use of future generations.

6.3 Curtin recognises that it operates in a competitive environment and that its future success is determined by the quality of its leadership and its ability to deliver value in its target markets.

6.4 Curtin utilises robust processes that drive the development of strategy while embracing good governance.

6.5 Curtin actively supports creativity and innovation.

6.6 Curtin bases decisions about strategic direction on information about past performance and knowledge of its environment, customers and markets.

6.7 Curtin manages strategic risk and uncertainty in its environment and is able to predict the competencies it needs to be successful in the future.

6.8 Curtin employs a cascading planning framework that links all plans and aligns the activity of the organisation to its strategic direction. It also provides for information to flow from organisational units to inform the development of higher level plans and wide participation in planning activities.

7. LIST OF SCHEDULES

Diagram 1 - Information Flow between Plans

Diagram 2 - Implementing Strategic Direction

8. OTHER RELEVANT DOCUMENTS/LINKS

Planning Procedures

Risk Management Policy

School Review Policy

Delegations Register

Strategic Planning

Finance Policies

Policy Compliance Officer	Madiha Bux, Director, Strategic Planning and Business Analysis	Office of Strategy and Planning
Policy Manager	Chief Strategy Officer
Approval Authority	Council
Review Date	1st April 2012

REVISION HISTORY

Version	Approved/ Amended/ Rescinded	Date	Committee / Board / Executive Manager	Approval / Resolution Number	Key Changes and Notes
	Approved	09/09/2008	Planning and Management Committee	PMC 88/08	Document No 00907/08
	Amended	10/12/2008	Council	C 189/08	Attachment B to Confidential Document No 01286/08, Amended Responsibilities to Reflect Organisational Chart
	Administratively Updated	10/05/2010	Director, Legal and Compliance Services		Minor Text Amendments
	Administratively Updated	27/01/2015	Director, Legal and Compliance Services		Policy Manager and Approval Authority amended

Diagram 1

Curtin University

Information Flow between Plans

Diagram 2

Curtin University

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│      IMPLEMENTING STRATEGIC DIRECTION         │
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STRATEGIC PROJECTS

OPERATIONAL ACTIVITY

IMPROVEMENT INITIATIVES

VISION