

## Planning Procedures

### 1. POLICY SUPPORTED

[Planning Policy](#)

### 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.

#### **Enabling Plans**

Support and elaborate on the strategies contained in the University Strategic Plan. They contain strategies, initiatives, responsibilities, resources and performance measures, indicators and targets for its area of focus.

#### **Executive Sponsor**

Is the member of the University Executive responsible for developing and implementing an Enabling Plan.

#### **Faculty Plans**

Translate high level initiatives into action within the organisational units of the University. They also integrate information obtained from environmental scanning to implement strategies and initiatives to exploit strengths to establish competitive advantage.

#### **Operational Unit**

Refers to all Faculties, Schools, Branch Campuses, Research Institutes and Centres, as well as other administrative areas.

### 5. PROCEDURES

#### 5.1 Objectives

- 5.1.1 To facilitate the development, coordination and implementation of strategies to effectively position Curtin into the future.
- 5.1.2 To support the implementation of effective planning processes across the University that incorporate monitoring, review and continuous improvement.
- 5.1.3 To facilitate the systematic translation of the University Strategic Plan into action, recognising the need to integrate the priorities of operational units.
- 5.1.4 To identify tools and assistance available for planning across the University.
- 5.1.5 To implement the *Planning Policy*.

#### 5.2 Planning Context

- 5.2.1 Planning provides a means through which excellence can be achieved in pursuit of the University's Vision, Mission and Strategies. Planning at Curtin progresses the principles highlighted in the *Planning Policy*. Planning involves:
  - Identifying current and future challenges;
  - Determining priorities;
  - Developing strategies and initiatives;
  - Focussing resource requirements necessary to implement initiatives;

- Monitoring progress;
- Learning from experience to improve practice and outcomes; and
- Supporting the flexibility required to adapt to emerging opportunities and challenges.

### 5.3 Responsibilities

- 5.3.1 Under the ***Curtin University Act 1966***, Council has the power to delegate decision-making and other matters pertaining to Curtin to either committees of Council or the Vice-Chancellor. The Vice-Chancellor may choose to delegate onward to other officers of Curtin. In matters relating to planning at Curtin, Council has retained responsibility over approval of the Strategic Plan, 3-year Financial Plan and the Strategic Asset Plan. The Vice-Chancellor holds the power to approve all other University plans including the Annual Operational Plan and all Enabling plans.
- 5.3.2 The Planning and Management Committee (PMC) has been formally established to provide advice and support on planning matters to the Vice-Chancellor. This includes responsibilities over the provision of advice and the monitoring of the implementation of plans.
- 5.3.3 Academic Board and respective University Committees provide further advice and assist in monitoring of the plans.
- 5.3.4 The Executive Sponsor for each Plan is responsible for the development and successful implementation of the Plan as well as monitoring and reporting on the progress of the plan.
- 5.3.5 The relevant advisory, approval and monitoring authorities for plans [University Plans - Provision of advice, approval and monitoring roles](#)
- 5.3.6 The Office of Strategy and Planning is responsible for managing the process for the development of the Strategic Plan and the supporting Enabling, Annual Operational, Faculty, Branch Campus, Area and School plans as well as producing the data that Curtin uses to inform planning and decision-making and track performance.

### 5.4 Planning Cycle

- 5.4.1 Planning activities are undertaken on a regular basis as described in the [Guideline for Curtin University Annual Planning and Budget Cycle](#).
- 5.4.2 A comprehensive planning process, involving all stages outlined in this procedure, is undertaken by each operational unit, at minimum, on a 5-yearly basis.
- 5.4.3 All Plans are monitored quarterly and progress on results communicated widely and to relevant approval & monitoring bodies in accordance with [University Plans - Provision of advice, approval and monitoring roles](#)
- 5.4.4 Plans are updated as required to remain dynamic and reflect emerging trends and changes.

### 5.5 Stages in the Planning Process

- 5.5.1 All University plans are developed using the common stages described below and guidelines have been developed for each type of plan.

#### 5.5.2 Developing the Plan

##### 5.5.2.1 Gather Information

Information is gathered to inform planning, including but not limited to, relevant data provided by the Office of Strategy and Planning, performance against previous plans, student feedback, staff feedback, benchmarking outcomes, industry surveys, course reviews, offshore program reviews, information from annual reports, budget reports, staff profile information, committee minutes, student numbers etc. Organisational learnings from the previous planning cycle are a valuable source of information that can also be considered.

##### 5.5.2.2 Stakeholder Input

Additional issues to be addressed in planning may be identified from staff, students, and other key stakeholders such as industry partners and

external advisory committee members through interviews, focus groups, or other feedback mechanisms.

#### 5.5.2.3 **Assessing the External and Internal Environment**

Planning involves scanning of the external environment using a framework comprising Social, Technological, Economic, Environmental and Political (STEEP) factors. This allows the operational unit to consolidate information that may impact on the area, identify opportunities and threats and any associated risks. This information includes an analysis of external competitors.

An assessment of the internal environment is conducted to identify areas of strength and weakness within the operational unit and ways in which these can be addressed to improve competitive advantage.

#### 5.5.2.4 **Identifying Strategies, Initiatives, Actions and Measures**

Facilitated sessions are conducted involving key staff, students and/or other stakeholders.

Information gathered from scanning of the external environment and assessment of strengths and weakness from the internal environment is consolidated into an analysis of the operational unit's Strengths, Weaknesses, Opportunities and Threats (SWOT). This SWOT analysis forms the basis on which strategies and subsequent initiatives can be identified for the University or operational unit. The results of the analysis are used to develop initiatives that take advantage of strengths, minimise weaknesses, capitalise on opportunities and mitigate threats.

Executive Sponsors ensure that initiatives, actions, targets and measures in their respective plans are aligned to the strategic direction of the University. Staff from the Office of Strategy and Planning are available to assist with preparation for and the facilitation of the planning sessions.

#### 5.5.2.5 **Risk Assessment**

The risks to the area's operations are identified and risk management strategies prioritised.

#### 5.5.2.6 **Writing the Plan**

Clear responsibilities, timeframes and resources are allocated to initiatives identified within the plan. A [plan template](#) is available to assist staff in writing the plan.

#### 5.5.2.7 **Consultation**

The draft plan is forwarded for comment in accordance with advisory responsibilities noted in [University Plans - Provision of advice, approval and monitoring roles](#) and amendments are made as appropriate based on feedback received.

#### 5.5.2.8 **Approval of the Plan**

Approval of the plan by the relevant body is required prior to deployment. The approval authority for each plan is included in [University Plans - Provision of advice, approval and monitoring roles](#).

### 5.5.3 **Budget and Resource Planning**

5.5.3.1 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.

5.5.3.2 Each area identifies resource needs and a budget bid is prepared and submitted in accordance with procedures established by Financial Services.

### 5.5.4 **Communication of the Plan**

5.5.4.1 The plan is disseminated using forums such as staff meetings, Faculty Boards, other committee meetings and workshops as well as web-based

communication.

5.5.4.2 A copy of the approved plan is forwarded to the Office of Strategy and Planning for inclusion on its website.

5.5.4.3 The plan also forms an integral part of staff induction programs.

#### 5.5.5 **Implementing the Plan**

5.5.5.1 Each plan tasks individuals with specific responsibilities which are cascaded into lower level plans and individual work plans. This ensures that staff are aware of how their contributions align with the strategic direction of the University. Refer to [Work Plan Performance Review](#).

#### 5.5.6 **Monitoring and Progress Reporting**

5.5.6.1 Curtin develops and deploys strategies and measures performance in order to assess results against intended outcomes. Curtin's approach to monitoring progress towards its Vision is based on the Balanced Scorecard methodology using four interdependent themes:

- Core Activities
- Students and Clients
- Culture
- Financial Security

5.5.6.2 Monitoring of progress toward identified objectives is critical to the planning process. Monitoring activities are conducted on a quarterly basis and include staff responsible for implementation of initiatives. The Office of Strategy and Planning advises when the data are available for extraction and analysis by the relevant operational unit.

The plan may be updated as changes emerge and achievements are realised. Monitoring reports are submitted to relevant monitoring bodies and any amended plans are submitted for approval as per [University Plans - Provision of advice, approval and monitoring roles](#).

## 6. OTHER RELEVANT DOCUMENTS/LINKS

[Guideline for Curtin University Annual Planning and Budget Cycle](#)

[Guideline for Developing the University Strategic Plan](#)

[Guideline for Developing the Annual Operational Plan](#)

[Guideline for Developing Enabling Plans](#)

[Guideline for Developing Faculty Plans](#)

[Guideline for Developing School Plans](#)

[Guideline for Developing Area Plans](#)

[Planning Policy](#)

[Plan Template](#)

[University Plans - Provision of advice, approval and monitoring roles](#)

[Work Plan Performance Review](#)

<b>Policy Compliance Officer</b>	<a href="#">Madiha Bux</a> , Director, Strategic Planning and Business Analysis   Office of Strategy and Planning
<b>Policy Manager</b>	Chief Strategy Officer
<b>Approval Authority</b>	Council
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## REVISION HISTORY

Version	Approved/ Amended/ Rescinded	Date	Committee / Board / Executive Manager	Approval / Resolution Number	Key Changes and Notes
UGP001/P1.1	Approved	12/02/2002	Planning and Management Committee	PMC 8/02	Attachment 1 to Document No PMC 6/02
	Administratively Updated	20/11/2006	Director, Legal and Compliance Services		Format Updated
	Administratively Updated	20/03/2008	Director, Legal and Compliance Services		Reformatted and Amended to Reflect Organisational Chart
	Amended	25/11/2008	Planning and Management Committee	PMC 115/08	Attachment A to Document No 01204/08
	Amended	10/12/2008	Council	C 189/08	Attachment B to Confidential Document No 01286/08, Amended Responsibilities to Reflect Organisational Chart
	Administratively Updated	20/10/2010	Director, Legal and Compliance Services		Minor Text Amendments
	Administratively Updated	27/01/2015	Director, Legal and Compliance Services		Policy Management and Approval Authority amended