



Strategic Planning Procedures

1. COMPLIANCE OBLIGATION SUPPORTED

[Strategic Planning Policy](#)

[Curtin 2030 Strategic Plan](#)

2. PROCEDURAL DETAILS

2.1 Objectives

These procedures will:

- (a) facilitate the development, coordination and implementation of strategies to effectively position Curtin into the future;
- (b) support the implementation of effective planning processes across the University that incorporate monitoring, review and continuous improvement;
- (c) facilitate the systematic translation of the [University Strategic Plan](#) into action, recognising the need to integrate the priorities of operational units;
- (d) identify tools and assistance available for planning across the University; and
- (e) implement the [Strategic Planning Policy](#).

2.2 Strategic planning context

Strategic planning provides a means through which excellence can be achieved in pursuit of the University's vision, values and strategies. Planning at Curtin progresses the principles highlighted in the [Strategic Planning Policy](#), and includes:

- (a) identifying current and future opportunities and challenges;
- (b) determining priorities;
- (c) developing strategies and initiatives;
- (d) focusing resource requirements necessary to implement initiatives;
- (e) monitoring progress;
- (f) learning from experience to improve practice and outcomes; and
- (g) supporting the flexibility required to adapt to emerging opportunities and challenges.

2.3 Planning Cycle

- 2.3.1 A comprehensive planning process, involving all stages outlined in this procedure, will be undertaken by each Portfolio, Campus, Faculty, and School in alignment with the [University Strategic Plan](#).
- 2.3.2 Portfolios, Campuses, Faculties, Schools, and Areas will provide a copy of their Implementation plan to Curtin Strategy and Marketing for monitoring purposes.
- 2.3.3 Portfolio, Faculty, School and Area plans will have an accountable Executive Sponsor. The Executive Sponsor for each plan is responsible for ensuring the development and successful implementation of the plan as well as monitoring and reporting on the progress of the plan. Executive Sponsors will also ensure that relevant advisory, approval and monitoring occurs for their respective plans and will ensure that initiatives, actions, targets and measures in their respective plans are aligned to the strategic direction of the University Strategic Plan.
- 2.3.4 Executive Sponsors may request progress updates at minimum quarterly for plans they are accountable for. This reporting should provide the Executive Sponsor with a clear and accurate picture of plan implementation status to aid in further planning decisions.
- 2.3.5 Executive Sponsors may delegate activities to planning project managers, who are responsible for tasks with the strategic planning process as set out by the Executive Sponsor. Planning activities may include more than one project manager, and for the Executive Sponsor to also be a project manager.

- 2.3.6 Portfolios, Campuses, Faculties, Schools, and Areas will conduct annual planning activities to review Implementation Plans, led by the accountable Executive Sponsor. This includes updates to the plans to ensure alignment with the Curtin University Strategic Plan and reflect emerging trends, changes and responses to external factors.

2.4 Strategic planning process

Planning project managers may use the stages described below to develop University plans. Further information and planning templates are found on the [Curtin 2030 Strategic Plan staff page](#).

- 2.4.1 The planning project manager may gather relevant information to inform planning from internal and external sources.
- 2.4.2 The planning project manager may identify additional issues to be addressed in planning from staff, students, and other key stakeholders (such as industry partners and external advisory committee members).
- 2.4.3 The planning project manager may scan the internal and external environment using analysis and management decision-making frameworks, such as:
- (a) Social, Technological, Economic, Environmental and Political (STEEP) factors;
 - (b) Strengths, Weaknesses, Opportunities and Threats (SWOT); or
 - (c) The Argenti Process of identifying “Strategic Elephants”.
- 2.4.4 Strategy development
- (a) The planning project manager will develop initiatives, activities or projects, based on the results of the external and internal environment assessment.
 - (b) Curtin Strategy and Marketing is available to assist with preparation for and the facilitation of planning sessions.
- 2.4.5 The planning project manager will identify risks to their Portfolio / Campus / Faculty / Area / School and University operations and prioritise risk management strategies.
- 2.4.6 The project planning manager will:
- (a) obtain the support of the accountable Executive Sponsor to include the initiatives, activities or projects identified in the previous steps within the Portfolio / Campus / Faculty / Area / School [Strategy on a Page](#) as appropriate; and
 - (b) ensure that clear responsibilities, timeframes and resources are allocated to initiatives identified within the Implementation Plan(s) for the supported initiatives, activities or projects.
- 2.4.7 Budget and resource planning:
- (a) Resources will be allocated to strategies and initiatives through the budget process or through existing operational resources, and high-level strategies and initiatives included in the University Strategic Plan will drive the allocation of funds to strategic projects, improvement initiatives and operational requirements.
 - (b) If further resources are required, the Portfolio / Campus / Faculty / Area / School will prepare a funding submission following procedures established by Financial Services.
- 2.4.8 Plan approval:
- Implementation Plans may impact areas of responsibility outside of a Portfolio / Campus / Faculty / Area / School. Approval of the plan by the relevant responsible authorities is required prior to implementation.
- (a) In matters relating to planning at Curtin, Council approves the Strategic Plan, 3-year Financial Plan and the Strategic Asset Plan.

- (b) The Vice-Chancellor has authority to approve the University level Implementation Plans under the Council approved Strategic Plan, 3-year Financial Plan and the Strategic Asset Plan.
- (c) The Pro Vice-Chancellors have authority to approve their respective Campus, Faculty and School plans and ensure that the plan aligns to wider University objectives as approved by the Vice-Chancellor.
- (d) The Deputy Vice-Chancellors have authority to approve their respective Campus, Portfolio and Area Plans and ensure that the plan aligns to wider University objectives as approved by the Vice-Chancellor.
- (e) The Chief Operating Officer (COO), Chief Strategy and Marketing Officer (CSMO), Chief Financial Officer (CFO), Chief Legal Officer (CLO) have authority to approve their respective Portfolio and Area Plans and ensure that the plan aligns to wider University objectives as approved by the Vice-Chancellor.
- (f) The Senior Executive Team (SET), Academic Board, and other relevant University Committees will provide advice and support on planning matters to the Vice-Chancellor, including monitoring of plan implementation.
- (g) Curtin Strategy and Marketing will manage the process for the development of the University Strategic Plan and the supporting Implementation Plans, as well as producing the data that Curtin uses to inform planning and decision-making and monitor performance.

2.4.9 Communications:

- (a) The Executive Sponsor will ensure that their Strategy on a Page and relevant Implementation Plans are disseminated using forums such as staff meetings, Faculty Boards, other committee meetings and workshops, staff induction programs, as well as web-based communication.
- (b) The Executive Sponsor will forward the approved plans to Curtin Strategy and Marketing for reporting and monitoring purposes.

2.4.10 Implementation:

- (a) The Executive Sponsor will ensure that appropriate Portfolio / Campus / Faculty / Area / School and University plans are cascaded to their teams through communications with relevant Line Managers and individual staff, ensuring that staff are aware of how their contributions align with the strategic direction of the University. Line Managers will cascade area plans into individual workplans as per the Performance and Career Planning process.
- (b) Implementation Plans will indicate responsibilities for delivery that identify a pathway or process for successful initiative, activity or project outcomes. Executive Sponsors are accountable for creation of suitable Implementation Plans and the ultimate delivery of the initiative, activity or project outcome.

2.4.11 Monitoring and progress reporting:

- (a) Curtin Strategy and Marketing monitors University-level progress towards its vision based on the key performance indicator framework, including associated measures and targets. As required, Curtin Strategy and Marketing will facilitate the development and deployment of strategic projects and measures to assess results against intended outcomes. The Implementation Plan will identify the individual(s) responsible for progress reporting and monitoring activities.
- (b) Curtin Strategy and Marketing will provide monitoring support to set targets, identify and source data, and monitor activities on a quarterly basis. Project leads are responsible for strategic priorities and projects will provide detailed progress reporting and associated performance data to Curtin Strategy and Marketing to enable portfolio level reporting.
- (c) Portfolios, Campuses, Faculties, Areas, and Schools are responsible for updating their plans on an annual basis and if revision of Strategies on a Page

are required. The revised plans need to be submitted to relevant responsible authorities for approval.

3. RESPONSIBILITIES

Responsibilities are as set out in Section 2.

4. SCOPE OF PROCEDURES

This policy applies to the University community, including Council members, staff, University Associates, Curtin controlled entities, and all persons participating in University business or activities, including whether as a student, visitor, adjunct appointee, service provider, contractor or volunteer in any location or campus, offshore or within Australia.

5. DEFINITIONS

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

Key Performance Indicators

A key performance indicator framework includes strategic non-financial performance measures and financial metrics to monitor implementation of the University Strategic Plan and monitor organisational performance.

Implementation Plans

Implementation plans support and elaborate on the strategies contained in the University Strategic Plan. They contain details on strategic alignment, anticipated outcomes, project plans that identify a path to successful delivery, responsibilities, resources and performance measures, indicators and targets for its area of focus.

Campus, Faculty and Portfolio Plans

Refers to the translation of the University Strategic Plan's 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.

School and Area Plans

Refers to the translation of the University Strategic Plan's high-level initiatives and business plans into action across Schools and Areas (including Research Institutes and Centres) for the purpose of implementing strategies and initiatives to ensure continuous improvement.

6. SCHEDULES

Nil

7. OTHER RELEVANT DOCUMENTS/LINKS

[Curtin 2030 Strategic Plan staff page](#)

[Performance and Career Planning website](#)

[Higher Education Standards Framework \(2021\): Standard 6.2.1](#)

Policy Compliance Officer	Melissa Thong , Director Strategy, Performance and Market Analysis Curtin Strategy and Marketing
Policy Manager	Chief Strategy and Marketing Officer
Approval Authority	Vice-Chancellor
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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
	Approved	02/05/2024	Vice-Chancellor	EM2413	Title changed from <i>Planning Procedures</i>