Strategic Planning Policy and Procedure

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1 PRELIMINARIES

Commencement

This policy and procedure commence on 20 December 2019.

Purpose

This policy and procedure establishes the planning process at the Polytechnic Institute Australia ('PIA'), in accordance with long-term goals and strategic and business targets.

Application

This policy and procedure applies to PIA management and all management activities.

2 DEFINITIONS

Planning Process: the annual cycle of activities informing the review, update and translation of high-level plans into business and action plans, and the evaluation, review and reporting of related outcomes.

Terms not defined in this document may be in the PIA glossary.

3   POLICY

3.1   This policy and procedure is informed by the following principles:

3.1.1   that a robust and defined planning framework is integral to PIA's overall quality management and continuous improvement activities; and

3.1.2   that the planning process involves performance targets which direct and gauge the delivery of high-level objectives.

3.2   Rationale

3.2.1   Strategic planning at PIA seeks to:

- maintain and enhance the academic rigour of courses and subjects;
- engage staff and students with respect to PIA's values, mission and goals;
- increase the sustainability and marketability of course offerings;
- provide a framework for the allocation of resources;
- inform management and review processes; and
- provide a context for a proactive and unified response to opportunities and challenges.

3.3   Types of Plans

3.3.1   The primary Plans of PIA are the Strategic, Business, Financial, t and Marketing Plans.

3.3.2   Strategic Plan

The Strategic Plan is a long-term planning framework which articulates the strategic objectives of PIA. It is informed by and incorporates, the following:

- review of PIA's existing mission and goals statement;
- high-level consultation with key stakeholders, both internally and externally;
- identification of key goals and strategic directions relating to PIA's mission over the next five (5) years;
- strategic prioritisation of those goals and strategies;
- review of resources, projected budget, and current business plans;
- development of an action plan to achieve future strategic objectives; and
- the allocation of responsibilities and development of timeframes.

3.3.3   Business Plan

The Business Plan works on an annual basis. It sets out the ways in which PIA will implement and achieve the objectives outlined in the Strategic Plan for the forthcoming year. It is designed to support day-to-day business operation across PIA, and will be developed in accordance with periodic budgeting processes. The Business Plan will be designed to result in implementation of PIA's goals, strategies and policy on a short-term basis, as well as compliance with all relevant external requirements.

The key components of the Business Plan are:

- projections of student growth;
- staffing plans included in a separate workforce plan;
- financial forecasts; and
- indications of forthcoming requirements for infrastructure and resources.

3.3.4 Marketing Plan

PIA's Marketing Plan is based on the strategic objectives and targets contained in the Strategic Plan. It outlines a coordinated approach to maintaining and enhancing the products and services of PIA to ensure enrolment targets are being met.

The Marketing Plan will include:

- key marketing strategies;
- an action plan and budget; and
- analysis of PIA's marketplace, customers, and competitors.

4 RESPONSIBILITIES

4.1 The CEO

The CEO is responsible for

- Preparing the draft Strategic Plan.
- reporting to the Board of Directors about PIA performance against the Strategic Plan.
- communicating to the relevant stakeholders about changes to the Strategic Plan.

4.2 The Executive Management Committee

The EMC is responsible for:

- developing the marketing plan
- reporting the performance against the marketing plan to the Board of Directors.

4.3 The Board of Directors

The Board of Directors is responsible for

- adopting the final version of the Strategic Plan.
- ensuring that the strategic objectives identified in the Strategic Plan are met.
- approving changes to the Strategic Plan.
- endorsing the Marketing Plan.

5 PROCEDURES

5.1 Strategic Plan

5.1.1 The draft Strategic Plan is prepared by the Chief Executive Officer (CEO) and feedback is sought from key stakeholders. Following review and/or modification, it is adopted by the Board of Directors.

5.1.2   Performance against the Strategic Plan is monitored, reviewed and reported to the Board of Directors to ensure that strategic objectives are being met and identify any obstacles to their achievement.

5.2   Business Plan

5.2.1   The Business Plan is developed by the CEO, with the input and approval of the Board of Directors.

5.2.2   The CEO monitors and reviews performance against the Business Plan on a regular basis, and reports the results and any recommendations to the Board of Directors.

5.2.3   Review of performance against the Business Plan will include:

- an analysis of actual business performance against financial forecasts;

- an explanation of any significant variation to financial forecasts, and the effect this may have on business operations;

- the state of the workforce against the workforce plan;

- analysis of whether objectives have been met within specified timeframes, and, if not, identification of specific obstacles to their achievement; and

- any remedial actions that have or can be made to ensure the achievement of strategic objectives.

5.2.4   Modifications or adjustments to the Business Plan must be approved by the Board of Directors. The CEO is responsible for ensuring changes are communicated to relevant staff.

5.3   Marketing Plan

5.3.1   The Marketing Plan is developed by the Executive Management Committee and endorsed by the Board of Directors.

5.3.2   The Executive Management Committee monitors and reviews performance against the Marketing Plan on an annual basis, and reports the results and any recommendations to the Board of Directors.

5.3.3   Review of performance against the Marketing Plan will include:

- a detailed analysis of the effectiveness of marketing strategies; and

- an explanation of what, if any, remedial action has or will be undertaken to achieve enrolment targets.

6 RELATED LEGISLATION AND DOCUMENTS

Institute Documents

- Quality Assurance Framework

Applicable External Standards and Codes

This policy and procedures support compliance with the following

Standards/Code	Standards/Clauses
Higher Education Standards Framework (Threshold Standards) 2021	6.2

7 FEEDBACK

PIA staff and students may provide feedback about this document by emailing policy@pia.edu.au for such feedback to be incorporated into a future review.

8 POLICY MANAGEMENT

Approval and Review	Details
Approval Authority / Owner (Role)	Board of Directors
Administrator / Responsible for Implementing	CEO
Approval Date	16 March 2024
Next Review Date	16 March 2027

Document History

Month and Year	Version	Amendments
July 2018	1.0	Policy created and endorsed by the Board
December 2019	2.2	Formatting was updated
May 2024	2.3	Formatting was updated, including the addition of the document history. The risk management plan was removed as it is no longer an annual process but an ongoing process. The workforce plan and monitoring are included as part of the business plan.