

Procedure Title

Strategic Planning Procedure

Preamble

The Strategic Planning Procedure is an essential element of the overarching Deakin College approach to Quality Management and Continuous Improvement. This procedure replaces the Strategic Planning Policy approved by the then Deakin College Executive Committee in 2010. This procedure was approved by the Academic Board of Studies on 19 April 2018.

Purpose

Strategic planning is undertaken to assist Deakin College to pursue and accomplish its mission on an ongoing basis. When fully implemented the strategic planning process provides a comprehensive mechanism whereby Deakin College is able to:

- set and implement its strategies;
- measure its progress and performance in achieving these strategies;
- review and revise the strategies over time; and
- assure the quality of its strategic management and operations.

Scope

The Strategic Planning Procedure applies to Deakin College as a whole, embraces all its organisational units, campuses, staff and other stakeholders and is supported by a number of operational plans.

Policy

Quality Management and Continuous Improvement Policy

Related Documentation

Strategic Planning template

Performance Reporting template

Deakin College Strategic Plan

Deakin College Jakarta Strategic Plan

Deakin College Administration and Communication Plan

Deakin College Finance Plan

Deakin College Marketing Plan

Deakin College Teaching and Learning Plan

Deakin College Wellness, Health and Safety Plan

Operational Plan – Academic Department Projects

Operational Plan – Academic Performance Improvement Action Plan

Operational Plan – Academic Workforce Development

Operational Plan – 2017 Review of the Student Experience Improvement

Procedure

1. Principles

Strategic planning at Deakin College is:

- a critical aspect of leadership and management within the College;

- predicated on an understanding of the current and emerging trends and drivers of change in the broad educational and training environment and the needs of diverse stakeholder groups;
- cognisant of the need to plan for sustainable development and organisational strength over the long term;
- cognisant of existing strengths, resources and performance;
- based on organisational units and reporting lines to ensure effective alignment and accountability;
- characterised by effective consultation and input from all organisational levels;
- outcomes oriented with clear articulation of targets, accountabilities, timelines and risk management strategies in respect of each strategic goal; and
- integral to effective management and improving organisational performance and therefore fundamental to the College's quality management system.

2. Implementation of the strategic plan at Deakin College is:

- led by senior management supported by all staff; and
- underpinned by key functional operational plans.

3. Performance monitoring and reporting against the strategic plan requires:

- regular, scheduled and ongoing reporting to management against agreed targets and key performance indicators; and
- consideration of performance in order to inform future planning.

4. Procedural steps

	Procedural Steps	Responsibility
1	The Senior Management group will determine the annual strategic planning cycle for Deakin College taking into account the requirements of the NAVITAS annual planning requirements. Normally planning for the next calendar year will commence in the third quarter of the previous year.	Deakin College Senior Management Group
2	A strategic planning day for the Senior Management Group and other invitees will be held early in the cycle and shall be coordinated by the Principal and Director.	Principal and Director
3	In preparation for the strategic planning day all Directors shall prepare and submit a brief environmental scan or update of key internal and external influences affecting or likely to affect the future directions of their area of responsibility. These scans should	All Directors

	be informed by internal and external data and other information, often provided by external agencies and sources such as Navitas, ACPET, the State and Federal Governments.	
4	<p>A strategic planning pack will be circulated to all participants at least five working days before the planning day. This pack shall include:</p> <ul style="list-style-type: none"> • the current Strategic Plan and most recent reports of progress against milestones and Key Performance Indicators (KPIs); • the environmental scans prepared in accordance with step 3 above; • any other material considered relevant for the particular planning day. 	Principal and Director
5	<p>The agenda for the strategic planning workshop will include:</p> <ul style="list-style-type: none"> • discussion of the environmental scans and their implications for Deakin College; • an update of the strengths, weaknesses, opportunities and threats affecting Deakin College; • endorsement of the Mission, Vision and Core Values of Deakin College; • review of the current Strategies, associated Tactics and performance against their Milestones and KPIs, and any adjustments or changes that may be required; • any new Strategies that may be emerging or required; • an updated risk assessment against all Strategies; and • anything else that is deemed appropriate for reviewing and assuring the relevance and currency of the Strategic Plan for Deakin College’s mission and ongoing development. 	All Directors and other participants

Status and Details

Status	Current
Effective date	1/09/2018
Review date	30/04/2020



Approval Authority	Academic Board of Studies
Implementation Officer	College Director and Principal
Enquiries Contact	Robert Close