Strategic Plan
2020-2023

Strategy Execution Framework

Strategy execution framework

Overview

The Strategy Execution Framework aims to support efficient and effective execution of the ACU Strategic Plan 2020 – 2023 to:

- achieve our mission, vision and strategic priorities
- embed our focus on opportunity, innovation and ethics
- manage our resources and risks effectively.

The Strategy Execution Framework is developed, managed and supported by the Office of Planning and Strategic Management (OPSM) in consultation with the senior executive and key stakeholders.

Benefits

The Strategy Execution Framework aims to deliver the following benefits to ACU and ACU staff and stakeholders:

- clear, simple and user-friendly processes, templates and resources
- strategic resourcing and time and effort efficiencies
- collaboration, innovation, accountability and transparency
- support and integration with ACU Project Management, Workplace Health & Safety and Risk Management policies, procedures, practices and systems
- individual staff alignment to organisational priorities.

ACU Strategic Plan 2020 – 2023

Our new Strategic Plan introduces a fresh set of strategic priorities which offer an attuned reflection of our mission and direction. The Strategic Plan is ACU's highest-level plan and details our ambitions for excellence in research, service, learning and teaching.

Key focus areas

Our mission, vision and strategic priorities are underpinned by three key focus areas: opportunity, innovation and ethics. Key focus areas provide a framework for cross-institutional engagement, collaboration and integration.

Annual priorities

The annual priorities are the key projects identified by the Vice-Chancellor and President as the strategic focus for the year. The annual priorities are included in the relevant portfolio plans and are assigned to responsible officers to lead and ensure the successful delivery and completion of these projects.

Enabling frameworks

The enabling frameworks provide the additional information necessary for the university to achieve the strategic priorities listed in the ACU Strategic Plan 2020 – 2023. The enabling frameworks are university-wide and are incorporated within the relevant portfolio, faculty, institute and directorate plans. Examples include the Capability Development Framework and Budget Framework.

PLAN

IMPLEMENT

ACU's Mission and Vision

IMPROVE

REVIEW

ACU's strategic approach is guided by its Mission and Vision with a strong commitment to quality and excellence. This approach integrates the planning, quality, project management and risk management activities and has been embedded within all areas of the University's operations. The Plan, Implement, Review and Improve (PIRI) cycle is fundamental to this approach and further strengthens the University's focus on continual improvement and innovation.

The Strategy Execution Framework aims to deliver the following benefits in support of executing the ACU Strategic Plan 2020–2023:

Simple

Processes and resources are easy for users to understand and develop their own plans and approve cascading (subsidiary) plans.

Accountable

Enables clarity in who is responsible for what, by when and with respect to strategy execution involving shared or cross-institutional responsibilities.

Functional

Ensures that all areas of strategy execution, operational planning and performance reporting are managed, monitored and receive planning support.
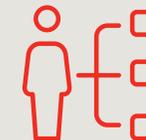
Flexible

Enables flexibility to adapt templates or approaches to suit portfolio or unit specific responsibilities given the diversity of university operations.

Planning and reporting model

Pyramid diagram

Organisational agility (left side)
Strategic alignment (right side)

- Mission
- Vision
- Strategic priorities

- Focus areas
- VCP Annual priorities
- Enabling frameworks

- Portfolio plans

- Institute plans
- Faculty plans
- Directorate plans

- Individual contribution
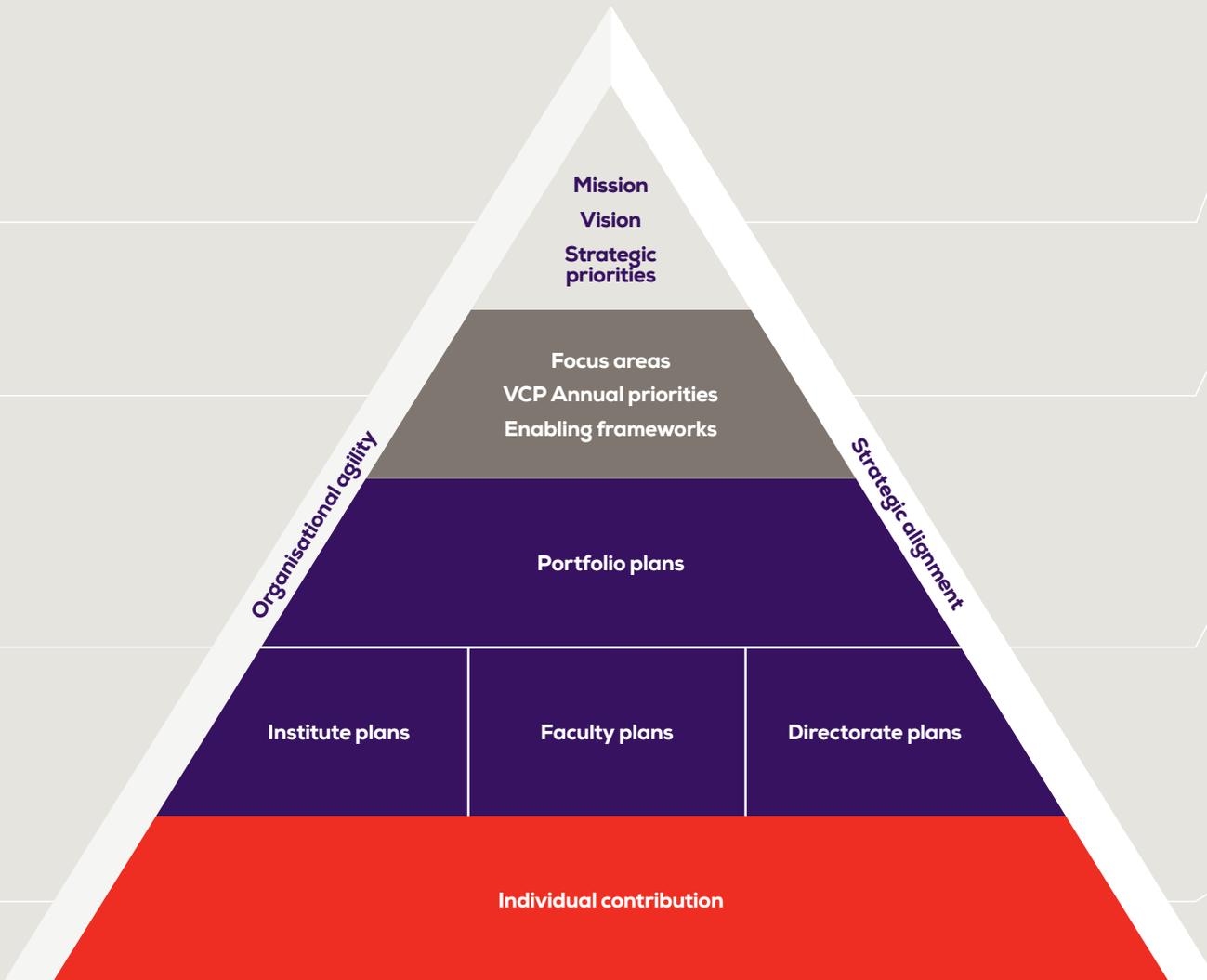
Strategic

Key performance indicators

The Strategic Plan has 23 KPIs to measure key performance and progress outcomes across the entire university.

Integrative

Measures of success

The integrative layer of planning enables success and connects activities. Performance is based on the success of each focus area, priority or framework (including reviews).

Operational

Key performance indicators (portfolio level)

KPIs are used to measure performance and progress outcomes for portfolios.

Key results

Performance against faculty, institute and directorate plans are assessed against key results and are aligned to the university's strategic priorities.

Individual

Contribution and progress

Academic and professional staff contribution is managed through individual progress plans.

Planning and reporting model

FOUR LEVELS OF PLANNING AT ACU

The new Strategic Plan seeks to simplify planning processes by introducing four planning levels.

STRATEGIC

The ACU Strategic Plan is the highest-level plan of the university and is approved by the ACU Senate.

INTEGRATIVE

The integrative level of planning cuts across the entire university and provides a platform for cross-portfolio engagement, innovation and integrative activities. The integrative layer contains enabling frameworks and aims to connect operational and strategic endeavours.

OPERATIONAL

Plans which define the practical implementation of mission, vision, focus and strategic priorities are referred to as operational plans, as they put strategy into practice. There are several types of operational plans including portfolio, directorate, institute and campus plans.

INDIVIDUAL

The final level of planning is at the level of the individual. It is essential staff in the university have clear expectations about how their actions support the university's mission, vision, focus and priorities.

KEY ACCOUNTABILITIES

Accountabilities for executing the strategic priorities listed in the ACU Strategic Plan are listed in the Accountability Matrix. Many of these accountabilities are shared with a lead Portfolio identified in the matrix.

PORTFOLIO PLANS

Portfolio plans position and communicate the principal strategies and priorities that each portfolio area will undertake between 2020 and 2023. They respond to all elements of the Strategic Plan and provide an important link to the faculty, institute and directorate plans. Portfolio plans are reviewed annually to ensure currency and alignment with the strategic direction of the university.

FACULTY, INSTITUTE AND DIRECTORATE PLANS

Faculty, institute and directorate plans are annual plans that detail the projects and activities to be undertaken by each faculty, institute and directorate. These plans vary in content with individual strategies and targets/milestones responding directly to the portfolio plans.

INDIVIDUAL PLANS

Individual plans are part of the university's annual progress process for staff. Individual progress plans cascade objectives from the operational plan (eg portfolio, faculty, institute or directorate).

KEY PERFORMANCE INDICATORS

Key performance indicators (KPIs) are specific statements about the level of performance or a milestone that is to be achieved. They are included within a supplementary document and are reviewed annually to reflect the changing internal and external environment. The high-level KPIs and targets do not measure all of the university's activities. Further breakdowns and/or additional measures are identified within the portfolio, faculty, institute and directorate plans.

KEY RESULTS

Key results are progressive outcomes that are required or underpin the achievement of a strategic priority or KPI. For example, a specific program of work must be effectively implemented to achieve a strategic priority. Hence, a key result may be a demonstration of the success of the program, with a logical connection to the Strategic Plan.

ALIGNMENT WITH ACU RISK MANAGEMENT

Planning systems and templates align with ACU risk management policy and procedures to ensure:

- enterprise-wide risk management is effectively supported
- risks that threaten or provide opportunities relating to ACU's strategic priorities are identified and managed with risk mitigation strategies listed in the CARM system and operational plans.

ALIGNMENT WITH ACU PROJECT MANAGEMENT

Planning systems and templates align with ACU project management policy and procedures to ensure that strategic projects and project prioritisation align with strategic priorities, operational plans and strategy execution.

ADELAIDE

BALLARAT

BLACKTOWN

BRISBANE

CANBERRA

MELBOURNE

NORTH SYDNEY

STRATHFIELD

ROME

ACU

AUSTRALIAN CATHOLIC UNIVERSITY