



Planning Framework

Purpose

1. The Australian International Institute of Higher Education ('the Institute') has developed this Planning Framework ('the Framework') to provide a clear process for the development and review of institutional plans.
2. Planning and review are essential to monitoring the achievement of the Institute's mission, goals and strategic objectives, responding appropriately to changes in the higher education context and ensuring accountability for staff, students and other stakeholders involved with the Institute.

Strategic Plan

3. Strategic planning is critical to the Institute in providing direction, articulating shared objectives and goals, and mapping the process by which the Institute can achieve growth as well as continuous improvement.
4. The Institute observes the following process for strategic planning:
 - a) the Institute will consult in developing an initial, draft Strategic Plan that is clearly aligned with the Institute's mission, goals and strategic objectives as approved by the Governing Council
 - b) the draft Strategic Plan will be reviewed to ensure that the business environment descriptor and SWOT analysis provide adequate and accurate guidance for the Institute to develop strategic directions, action plans and targets
 - c) the draft Strategic Plan will be reviewed by a range of stakeholders and developed as a final draft which will be submitted to the Governing Council for review and approval
 - d) once approved by the Governing Council, the Chief Executive Officer will develop an action plan to monitor strategic objectives and defined targets will be developed, identifying responsible persons and a timeframe for completion of actions
 - e) the Strategic Plan will be disseminated to stakeholders to ensure that they understand the mission, goals and strategic objectives planned for the Institute and to promote a collegial culture of ownership and accountability for the Institute's operations
 - f) based on the Strategic Plan, a Marketing Plan and a Business Plan will be developed
 - g) the Strategic Plan will be continually monitored by the executive management team and formally reviewed and redeveloped in the third year of its operation for Governing Council approval.
5. The Strategic Action Plan will be updated and reviewed on a quarterly basis (or as needed) by the executive management team. The executive management team will present a report to the Governing Council for review and assessment. Where actions have not been completed in the agreed timeframe the report will explain why objectives have not been met or have changed and what remedial action has been or will be undertaken to achieve the strategic objective.
6. At the end of each strategic planning period, the Governing Council will review the effectiveness of the Plan and reflect on achievements against each objective. This review will



inform the subsequent planning phase for the Institute which will be led by the Governing Council with input from a range of stakeholders.

7. Based on the planning sessions, a draft Strategic Plan for the next period will be drafted by the executive management team who will present a five (5) year plan to the Governing Council every two (2) years for their review, assessment, and deliberation.

Delegation of Authority

8. The Governing Council is responsible for the final approval of the Strategic Plan, oversight of the strategic planning process, and responsibility for reviewing effectiveness at the end of each strategic planning period.
9. The Chief Executive Officer (CEO) is responsible for developing an action plan to monitor strategic objectives, defining targets, and assigning roles for the completion of actions. Regular reporting to the Governing Council on progress.

Sub-delegations

10. The Executive Management Team is responsible for the quarterly review and update of the Strategic Action Plan, preparation of the five-year plan, and ongoing monitoring of progress.
11. Key Department Heads are responsible for implementing specific actions under the Strategic Plan within their respective departments and reporting progress to the Executive Management Team.

Marketing Plan

12. A three (3) year Marketing Plan will be developed for each year of operation to ensure that the Institute has an integrated and responsive Marketing Plan that delivers relevant courses to meet the needs of defined groups of students as approved by the Governing Council.
13. The Marketing Plan will detail strategies to achieve target enrolments that are outlined in the Strategic Plan using the marketing mix elements of product, price, place, and promotion.
14. The Marketing Plan will include:
 - a) an analysis of the Institute's marketplace and customers
 - b) an analysis of the Institute's main competitors
 - c) an analysis of the Institute's competitive advantage
 - d) enrolment targets
 - e) key marketing strategies
 - f) a plan to achieve the enrolment targets
 - g) recommendations for new products (where relevant)
15. The executive management team will review the Marketing Plan annually to ensure that marketing strategies are responsive to global and local changes or events affecting higher education in Australia including global pandemics or events restricting mobility of international students into Australia.
16. The plan will be reviewed, and where necessary updated, by the Marketing and Recruitment Officer and the executive management team and a report of this review provided to the Governing Council.
17. The report analyses marketing activities and outcomes and provides an evaluation of the marketing strategies undertaken in the year. Where marketing strategies have not delivered the forecast number of enrolments the report will explain reasons for the shortfall and any



remedial action that has been, or will be, undertaken to achieve enrolment targets.

18. The Marketing Plan will be presented as a three (3) year plan to the Governing Council on an annual basis for approval.

Delegation of Authority

19. The Governing Council is responsible for the annual approval of the Marketing Plan, ensuring that it aligns with the Strategic Plan's objectives.

Sub-delegations

20. The Executive Management Team is responsible for the annual review of the Marketing Plan, ensuring responsiveness to global and local changes affecting higher education.
21. The Marketing and Recruitment Officer is responsible for preparing, revising, and updating the Marketing Plan, along with reporting on marketing strategies and enrolment outcomes.

Business Plan

22. The Business Plan establishes financial forecasts that account for staffing, facilities and resource funding based on projected student enrolments to achieve the strategic objectives of the Institute and is approved by the Governing Council. The Institute will undertake ongoing business planning to support its day-to-day operations, which are mapped over a five-year period in the Plan.
23. The executive management team is responsible for the development of the Business Plan in consultation with key stakeholders.
24. The Governing Council and the executive management team will review the Business Plan every two (2) years.
25. The revised Business Plan for the following five (5) years will be developed for review and approval by the Governing Council.

Detailed financial review

26. The Institute's Business Plan will be updated and reviewed by the executive management team with a quarterly financial status report to be provided to the Governing Council for review and assessment. The report will analyse actual operational performance against the financial forecasts provided within the Business Plan. The report will explain any significant variances from the financial forecasts and the effect this will have on the operations of the Institute. The report will explain any remedial action that has been or will be, undertaken to achieve the financial forecasts and/or maintain the financial viability of the Institute.

Delegation of Authority

27. The Governing Council is responsible for the approval of the Business Plan and its revisions every two years. Oversight of financial forecasts and the review of quarterly financial reports.

Sub-delegations

28. The Executive Management Team is responsible for the development of the Business Plan, quarterly review of the plan, and preparation of financial reports for the Governing Council.
29. The Chief Financial Officer (CFO) is responsible for ensuring the accuracy of financial forecasts, managing budget allocations, and preparing quarterly financial analyses for the Executive Management Team.



Workforce Plan

30. The Workforce Plan articulates the Institute's organisational structure, staffing profile and workload allocation model to support the strategic, teaching and learning objectives of the Institute in line with the business principles and forecasts, delegations and regulatory requirements.
31. The Governing Council approves the Workforce Plan with input from stakeholders across the Institute and is the basis for recruitment activities overseen by the executive management team.
32. The Governing Council with input from the Academic Board and the executive management team will review a five-year forward-looking Workforce Plan every two (2) years.
33. The revised Workforce Plan will be presented for Governing Council review and approval.

Delegation of Authority

34. The Governing Council is responsible for the approval of the five-year Workforce Plan, ensuring alignment with the Strategic and Business Plans.

Sub-delegations

35. The Executive Management Team is responsible for the development of the Workforce Plan and review of workforce requirements, including staffing profiles and workload allocations.
36. The Human Resources Manager is responsible for recruitment activities, staff development, and alignment of workforce needs with the Workforce Plan.

Learning and Teaching Plan

37. The Learning and Teaching Plan articulates the institutional objectives for teaching and learning in line with the overall strategic objectives of the Institute and is approved by the Academic Board.
38. The Learning and Teaching Plan sets targets and measurement strategies that are relevant to our students, teachers, and curriculum. This plan supports the Institute's aim to achieve a reputation for teaching and learning excellence across our disciplinary areas, to foster a scholarly environment and to enable positive student experiences and outcomes.
39. The Academic Board is responsible for monitoring the achievement of progress against the Plan and will report to the Governance Council on a quarterly basis (or as needed).
40. The Learning and Teaching Plan will be reviewed every two (2) years by the Academic Board.
41. The review will include information for curriculum development of the courses and subjects offered, performance evaluation of teaching staff and their practices, feedback from end-of-semester surveys filled out by students regarding teaching staff and course and/or subject evaluation, and overall campus experience and environment of all staff and students.

Delegation of Authority

42. The Academic Board is responsible for the approval of the Learning and Teaching Plan and responsibility for monitoring its progress.

Sub-delegations

43. The Executive Management Team is responsible for the annual review of the Learning and Teaching Plan, providing quarterly updates to the Academic Board on performance.
44. Course Coordinators are responsible for implementing specific learning and teaching



strategies, aligning them with the targets set in the plan.

Risk Management Plan

45. Risk management is critical to the overall performance of the Institute and forms an integral part of the overall planning for the organisation.
46. Implementation of an integrated and rigorous approach to risk management:
 - a) assists in avoiding costly and unacceptable outcomes, particularly those arising from unexpected events
 - b) provides a better understanding of issues affecting the Institute and supports continuous improvement of the Institute's operations
 - c) provides a reporting framework to assist with meeting corporate and academic governance requirements
 - d) allows for more structured and accountable business planning.
47. Risk management strategies involve deciding what management measures need to be put in place to minimise the threat posed by identified risks, and include:
 - a) measures aimed at avoiding or minimising the risk
 - b) measures to reduce the threat posed by the risk, either by reducing the likelihood of the risk and/or its consequences
 - c) measures aimed at improving the capacity of the Institute and its staff to deal with actualised threats
 - d) transferring the threat by shifting the risk to another party via, for example, contracting out or insurance
 - e) accepting the risk without taking any action to avoid it but monitoring the risk and ensuring that the Institute has the financial and other capacities to cover associated losses and disruptions.
48. The Institute has a comprehensive Risk Management Plan that identifies categories of risk, potential consequences and the likelihood of an adverse event. Strategies for managing risks are proposed in the Risk Management Plan with the greatest resources devoted to those risks considered to present a very high or extreme risk as opposed to those risks that are less consequential.
49. The Risk Management Plan will be reviewed by the executive management team who will report quarterly (or as needed) to the Governing Council on the impact of risk management strategies on the operations of the Institute and will recommend any amendments to the Plan. Based on this review and Governing Council assessment, a new Risk Management Plan will be developed at least annually for Governing Council approval.

Delegation of Authority

50. The Governing Council is responsible for the approval of the annual Risk Management Plan and oversight of risk mitigation strategies.

Sub-delegations

51. The Executive Management Team is responsible for the quarterly review of the Risk Management Plan and regular reporting to the Governing Council on the impact of risk management strategies.

Dissemination of Plans



52. To realise the benefits of the planning processes outlined in this Policy, it is imperative that relevant information relating to the planning and review process is disseminated to relevant stakeholders in a regular and timely manner.
53. The executive management team will design and implement an appropriate dissemination strategy for a range of stakeholder groups to ensure that appropriate information is made available to them by various media. A key objective of this strategy will be the articulation of the Institute's mission, goals and strategic objectives.

Review

54. This policy will be reviewed by the Governing Council every two (2) years in accordance with the *Policy Development Policy and Procedure*.



Associated information

Approving body	Governing Council
Date approved	23 October 2020
Date of effect	Commencement of operation
Scheduled review	Two years from when policy commences
	10/09/2024
	10/09/2026
Policy owner	Chief Executive Officer
Policy contact	Chief Executive Officer
Related AIIHE Documents	Strategic Plan Business Plan Marketing Plan Risk Management Plan Learning and Teaching Plan
Higher Education Standards Framework (Threshold Standards) 2021 (Cth)	Standard 5.3, ss 7 Standard 6.1, ss 3 Standard 6.2, ss 1
Other related external instruments/documents	Related Legislation <ul style="list-style-type: none">Tertiary Education Quality and Standards Agency Act 2011 (Cth)

Document history

Version	Author	Changes	Approval Date
1.0	Not applicable	Original version	23 October 2020
1.1	Compliance Officer	Reviewed to align with the HESF 2021, responsibilities were strengthened through clarifying delegations and sub-delegations, and the footer was updated with current addresses.	10 September 2024

N.B. The document is uncontrolled when printed! The current version of this document is maintained on the AIIHE website at www.aiihe.edu.au.