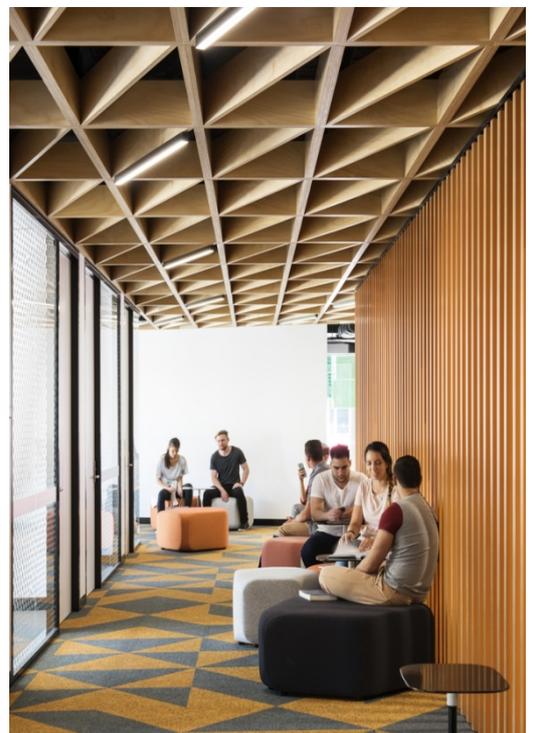




DIVISIONAL PORTFOLIO PLAN | 2020

DIVISION OF FINANCE & RESOURCES | WESTERN SYDNEY



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Vice-President's Preface

It gives me great pleasure to introduce to you the Division of Finance and Resources 2020 Divisional Plan. The 2020 Divisional Plan has evolved through the review of the priorities and achievements presented in the 2019 Divisional Plan. Numerous Senior Executive Team meetings, workshops, strategy sessions and professional planning days were conducted throughout the compilation of the 2020 Divisional Plan. The Divisional Plan has also been generated in close connection with both the University's focus on Decadal Planning and the rapidly changing context in which the University operates.

In alignment with the wider strategic context of the University, the 2020 Divisional Plan builds on the Division of Finance and Resources significant achievements for 2019. Additionally, the 2020 Divisional Plan presents the strategic goals and objectives for the Division of Finance and Resources, for 2020 and beyond. An emphasis has been placed on Decadal Planning, which has not been included in previous Divisional Plans.

Through detailed individual portfolio plans, the 2020 Divisional Plan also outlines how the five business units within the Division intend to align their activities to deliver on the University's strategic plan, and how these contribute to the delivery of Securing Success.

Furthermore, the Divisional Plan 2020 prepares the Division of Finance and Resources for the rapid growth within the Western Sydney region, and the next wave of sector-wide change in higher education. We have been on a trajectory of steady improvement over the past year and as a Division, we can be proud of all that has been achieved this year and are very optimistic about the future.

It is an exciting time to be part of Western Sydney University, especially, the Division of Finance and Resources, and I'd like to express my acknowledgement to all members of the Division that contributed to the Divisional Plan for 2020.



Peter I. Pickering
Vice President (Finance and Resources)

Visions, Missions & Objective

Western Sydney University

Being one of Australia's largest and most dynamic universities, Western Sydney University now has a student population approaching 45,000 and 3,300 members of staff. As a rapidly growing institution with a geographic footprint across one of the nation's most important economic and culturally diverse metropolitan regions, Western Sydney University's **Vision** is to:

"...secure success for our students and the Greater Western Sydney region through innovation and discovery in a dynamic and technology- enabled world."

The University's vision articulates three critical priorities: student success, innovation and discovery, and commitment to the Greater Western Sydney region, which all link to the broader **Mission** of the University to:

"...be a university of international standing and outlook, achieving excellence through scholarship, teaching, learning, research and service to regional and international communities, beginning with the people of Greater Western Sydney."

The University is both extending its commitment to, and moving beyond its role as an anchor institution and leading advocate and champion for Western Sydney, becoming a thought leader for Western Sydney. Further, the University intends to increase its capacity to be adaptable and able to respond to new opportunities and challenges, be accessible and responsive to shifting student demand and changing community expectations, and be increasingly internationally engaged through strong and sustained academic and research partnerships.

Division of Finance & Resources

The Division of Finance and Resources is a key Division within Western Sydney University, and shares the University's **Vision** to:

"...secure success for our students and the Greater Western Sydney region through innovation and discovery in a dynamic and technology- enabled world."

Aligned with the University's Mission, the Division of Finance and Resources has a more defined and focused Mission, which is fittingly appropriate for the Finance and Resources Division. The Division's **Mission** is to:

"...lead the transformation of the University into an efficient, competitive and financially sustainable institution with the resources and capacity to deliver its strategic objectives."

The Division of Finance and Resources has one main **Objective**, which is to:

“...contribute to the increased efficiency, sustainability and organisational strength of the University through the delivery of projects, new business models, processes and governance protocols that leverage the University’s assets to develop new income streams and deliver a competitive advantage in a highly competitive market.”

Although refined for the Division, the Division of Finance and Resources’ Vision, Mission and Objective closely align, and were a product of, both the Vision and Mission presented for the wider University.

Division of Finance & Resources Overview

The Division of Finance and Resources provides strategic direction and oversight on the University’s financial activities including financial and operational planning, commercial arrangements and opportunities, investments and the utilisation of building and land assets as well as information technology and digital services and project management services. Focussed on improving the commercial success of Western Sydney University (the ‘University’) as well as enhancing service and efficiency, the Division achieves this through implementing leading technology and digital solutions, enhancing project management capability, developing strategic business development opportunities, applying strategic sourcing solutions and embedding future thinking facilities and capital management solutions across the University.

As a key University Division, with over 450 staff, resources are located centrally at Hawkesbury Campus and frequently move between all of the University Campuses. Encompassing Information Technology and Digital Services, Office of Estate and Commercial, Office of Finance Operations, Project Management Office and Strategy, Business Development and Procurement, the Division’s scope is wide reaching. The Division underpins the University’s success via enabling core business support functionality and developing innovative solutions to allow the University’s fiscal, commercial and operational model to evolve and continue to be leading edge. Functional responsibilities within the Division are represented in Figure 1.1.

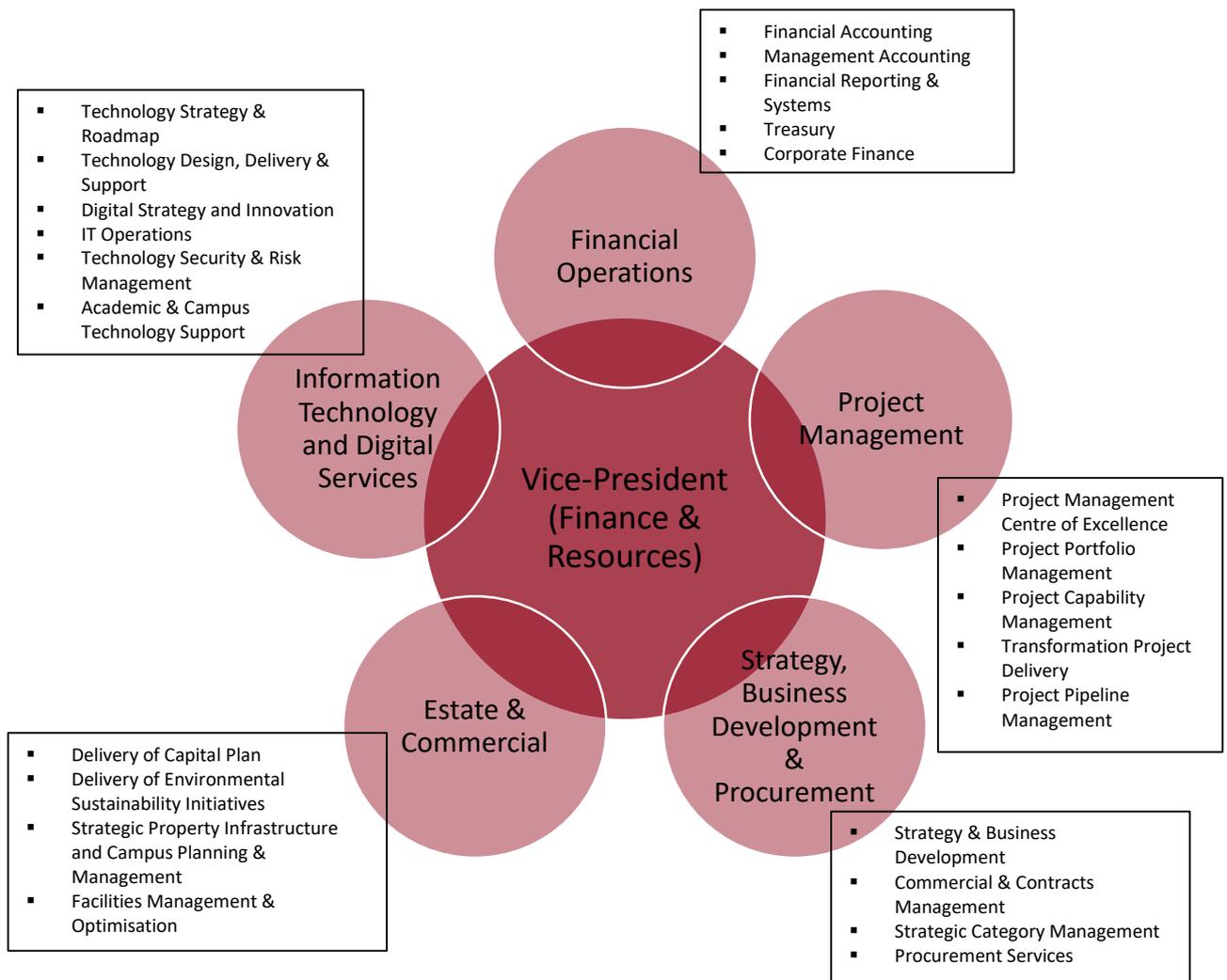


Figure 1.1 – Division of Finance and Resources Functional Responsibilities

The five business units work together to cohesively deliver their portfolio of services supported by the Office of the Vice President. To ensure that the financial and operational planning, strategy and performance of the University is optimised, is the ultimate goal.

Through facilitating a strategic approach to planning, development and ongoing maintenance of the University’s technology, built infrastructure, properties and commercial activities, and providing leadership in project management capability, along with driving transformational outcomes and acting as a catalyst for change, the Division enhances the University’s capability and potential.

Management of the University 's annual budget process including capital funding, developing appropriate financial policies and monitoring, advising and reporting on the financial health of the University including its controlled and associated entities, is part of the Division’s responsibility. Also, the Division’s is focussed on advancing the use of digital and emerging technologies to assist with enhancing the student experience, to benefit teaching, learning and research. Critical and strategic commercial and procurement support, such as ensuring that goods and services obtained by the University are sourced in an effective manner, is also our focus along with ensuring robust governance and compliance practices.

Overall, the Vice-President (Finance and Resources) and his team sponsor a series of initiatives across the Division, helping the University achieve optimal financial and commercial sustainability into the future. The following diagram illustrates the organisational structure of the Division of Finance and Resources (see Figure 1.2).

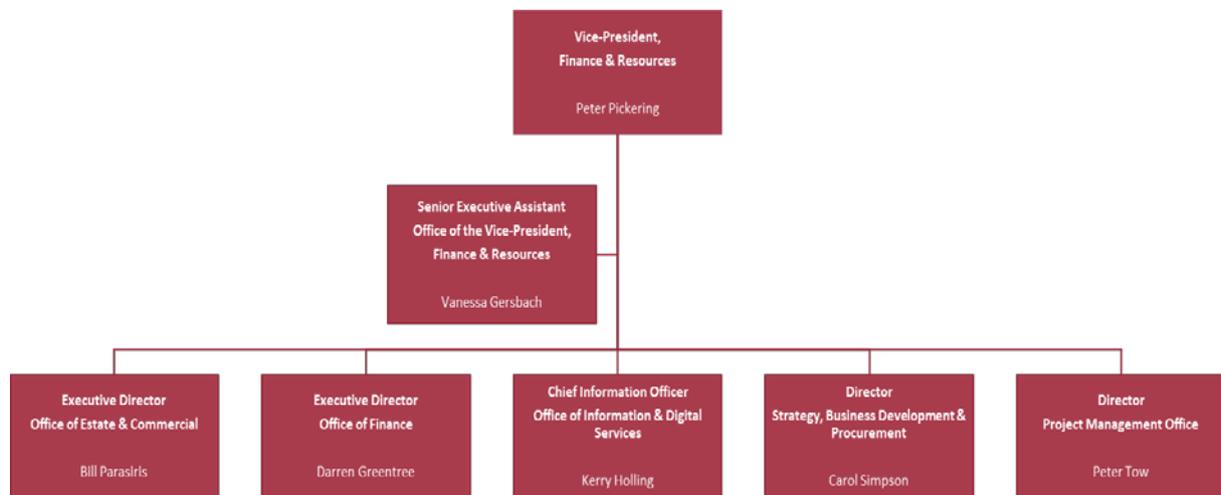


Figure 1.2 – Division of Finance and Resources Organisational Structure

Alignment with 2018-2020 Strategic Plan

In the current regulatory environment, and with increasing competition in an evolving market, the University faces significant financial, commercial and infrastructure challenges as we further our transformation into a globally recognised, student-centred institution. In addition to its core objective of being distinctively student-centred, the University renews its commitment as an anchor institution and key contributor to civil society and to the development and well-being of the University's Sydney community.

Securing Success represents the strategic goals and objectives of the University as it builds upon significant achievements, and positions itself for rapid growth in the region together with the next wave of sector-wide change in higher education. The key focus areas and how they collectively work to secure the University's success are shown in Figure 1.3 (Western Sydney University Strategic Plan: Securing Success 2018-2020).



Figure 1.3 – Western Sydney University Strategic Plan: Securing Success 2018-2020

There are six strategic objectives identified to secure the University's success:

1. **Student-centredness** that integrates academic and professional opportunity with personal support;
2. Ambition as a vibrant **research-led** university with regional, national and global impact;
3. Aspiration to provide a **research informed learning experience** that is innovative, flexible and responsive;
4. Strategic intent to expand **international reach and reputation**;
5. Commitment as an **anchor institution** and champion for Greater Western Sydney; and,
6. Commitment to a **dynamic and innovative culture** that secures success.

Linked to the University's updated Securing Success 2018-2020 Strategic Plan, this 2020 Divisional plan intends to outline how the Division of Finance and Resources will support the University in achieving its strategic objectives in 2020 and beyond.

Key Divisional Priorities for 2020

A number of key priorities for the Division of Finance and Resources have been identified for 2020. These priorities are described in the following sections, from a Divisional perspective, and are further detailed at a more operational level in respective Business Unit's Operational Plans.

Western Growth Program

The Western Growth strategy is one of the Division's, and the University's, high priority strategic projects. The strategy was developed, and continues to be managed in line with the University's Vision *"To secure success for our students and the Greater Western Sydney region through innovation and discovery in a dynamic and technology-enabled world"* and provide the highest quality learning opportunities and world-class research expertise in Western Sydney.

The Western Growth program continues to work on providing the platform for Western Sydney University to emerge as a university of international standing and outlook, achieving excellence through scholarship, teaching, learning, research and service to local and international communities, beginning with the people of Greater Western Sydney. The Western Growth strategy specifically aims to respond to the changing requirements of Western Sydney for decades to come.

A core pillar of Western Growth is the financial stability it provides through the repurposing of non-core campus sites. This key component of Western Growth has already delivered over \$280 million of revenue, significantly enhancing financial sustainability and providing further funds for learning, teaching and research.

As the history of the Western Growth program is an enduring and persistent one, the document titled: Western Growth – The Extensive History, was issued from the Division of Finance and Resources in November 2019, to provide a detailed history of the Western Growth strategy, key dates of events, as well as potential future opportunities. The Division of Finance and Resources continues to operate to ensure leadership and cross-university coordination of the Western Growth Program including strategy, development, governance, planning and execution.

Financial Operations

The Division of Finance and Resources aims to ensure the deliverance of the university-wide financials, including financial services, processes, support and advice. The Division manages the University's finances including operational, capital plan and corpus investment and expenditure, with the intention to achieve the University's financial goals and objectives. Further, the Division manages the financial operations on a strategic level through the continuous monitoring, evaluating, planning, and adjusting of financials in order to maintain alignment and focus on the University's strategic priorities.

Endowment Fund

To ensure the proceeds from Western Growth (and other significant commercial activities) are utilised for the long term interests of the University, the establishment and management of the University Endowment is essential. The strategic priorities for the Division of Finance and Resources for 2020 and beyond are closely aligned with both the Western Growth strategy and the investment and management of the University Endowment.

The University's current inverse relationship between revenue and costs is not financially sustainable. Whilst the University has reduced its cost base through the Shared Services program and will increase University Endowment through Western Growth, strategic funding to areas that not only improve the University's reputation and student experience, but deliver either revenue or cost curve improvements, must be the priority. Operational costs continue to grow and the University must continue to focus on improving efficiency and lifting productivity across its activities.

Technology Transformation Programs

The Division of Finance and Resources is committed to ensuring a number of digital transformation initiatives including Student Management Systems, Research Management Systems, Technology Roadmapping and Cyber Security Strategy and Planning.

Student Management Systems

Implementation of a new student management system to meet the future needs of the University. Deployment is scheduled for September 2020 and includes a range of modules from Ellucian including Banner and DegreeWorks. The implementation of a new SMS represents a fundamental transformation in how we deliver student administration services and an improved online experience for students and staff. It aligns with the Securing Success objectives to be a 'distinctively student-centred University'. The work is being undertaken by ITDS and the Student Experience Office, and the Division of Finance and Resources is ensuring the delivery and oversight of the implementation of the new Student Management System (Ellucian) to replace the existing Callista platform.

Research Management Systems

Western Sydney University is one of only a few Universities in the sector without an integrated and comprehensive research management solution, drawing together all facets of research into a tightly managed ecosystem. Recognising the need for strengthened management practices in Research, the University has undertaken a tender and is currently in commercial negotiations with the chosen provider that will ultimately lead to the implementation of a suite of modules supporting Research at Western. The Division of Finance and Resources is ensuring the delivery and implementation of a new solution to optimise research practices and processes, improving administrative functionality and reporting capability.

Technology Roadmapping

To inform the investment in technology for the future, Information Technology and Digital services is in the process of establishing a technology roadmap. To date, the Technology Roadmap initiative has commenced with engagement activities with key business stakeholders and the alignment between business objectives and technology roadmap is expected to occur over the coming year. The Division of Finance and Resources is committed to promoting innovation and agility in the technology space and will continue to advocate and support the Technology Roadmap.

Cyber Security Strategy & Planning

A Cyber Security Strategy and Plan has been developed in detail by Information Technology and Digital Services, with a number of initiatives within the strategy already in implementation phase. The development and release of the phishing awareness training module is just one initiative in implementation phase. The Division of Finance and Resources provides oversight of the strategy order to ensure implementation is conducted and adequate Cyber Security posture is maintained across the University.

Enterprise Service Management

Oversight of the delivery of Enterprise wide service delivery platform to modernise our ways of working and enhance efficiencies and effectiveness of our processes and systems. Lifting service quality and improving cross-functional collaboration as processes are reviewed and automated leveraging Service Now.

Living Labs

Establishing the vision and developing the frameworks and internal and external collaboration required to leverage the transformation of the Werrington campuses into a new urban Living Lab precinct, a place where people will live, work and learn in a community of high amenity and connectivity. The new precinct will be the centre of a 'knowledge network' linked with the University's other campuses and a 'gateway' to the Aerotropolis, an exemplar of vertically integrated education and a 'Living Laboratory' for education, research, innovation and commercialisation, supporting a healthy and sustainable community.

The Living Lab will enable the university to showcase its research on a life-size scale leading the way in formulation of pragmatic and tangible problem solving to issues that an urban city faces. Creating a Living Lab in line with our redevelopment of the Werrington Campuses will enable a greenfield approach to an umbrella Living Lab that further extends the Universities' current suite of Living Lab initiatives.

Agri Park Strategy

The development of the University's Hawkesbury Agri Park initiative supports the concentration of industry, teaching and research innovation in agriculture located at Hawkesbury, with the focus on developing intensive, high-yield, technology interfaced agricultural commercial practice to provide a continuum between teaching, research, innovation and commercial activation. This presents opportunity for industry partnership, with a focus on protected cropping of high yield and high demand produce, as well as innovative technology and subsequent educational benefits. As the Hawkesbury strategy develops it will intersect with opportunities to expand to other Campuses.

Resilience and Sustainability Strategy

Development of a comprehensive overall strategy for optimal resilience and sustainability across the University including identification of key goals and targets and a suite of initiatives that will further the University's status as being proactively self-sustainable. Embedding the development of sustainable societies and communities in our precinct development and as a turnkey to our curriculum and research offerings.

Culture, Capability and Capacity

During 2019 a number of culture and people activities were undertaken. During 2020 there will be further focus on the Division's cultural evolution. A program of self-awareness and team building activities will be undertaken that will work towards our vision of being 'one team', with a positive and change adapting driver focused on customer service excellence. Underpinning these initiatives is the need to build a sustainable workforce for the future that are appropriately capable and focussed enough to overcome and adapt to future challenges and organisational needs.

Strategic Planning

The Division of Finance and Resources is highly committed in contributing to the upcoming University Strategic Plan (Securing Success 2021 – 2026). Decadal planning is at the forefront of our activities from both Divisional and University wide perspectives, with alignment between both viewed as crucial.

Corporate Governance of the University and Division

Corporate governance is the system by which we facilitate effective, innovative and prudent management that can deliver the long-term success of the University.

Facilitating governance of the University and the Division is achieved via the participation in Board of Trustees, Board of Trustees Sub Committees, Senior Executive Group, Executive, Senior Executive Team and Divisional Management meetings. Further, we aim to provide leadership, guidance and direction in putting the Divisional and University's strategic aims into effect, and supervising this process.

Stakeholder Xchange Program

The Stakeholder Xchange programme, aims to promote business and organisational transformation, therefore, promoting and changing the way the Division (and ultimately the University) engage with students, staff, the community and commercial entities in both a formal and informal matter.

Further, the Stakeholder Xchange programme aims to create and facilitate productivity, knowledge, communication and collaboration, as well as showcasing diverse areas of expertise, to stakeholders within the Division, and both across and external to Western Sydney University.

Employee engagement is both a Divisional and organisational effort that requires a long-term vision in a business strategy context, if it is to improve productivity, communication, collaboration and retention rates. The identification of Divisional requirements is critical in an aim to develop the most appropriate strategies to facilitate engagement. Focused efforts on how to measure employee engagement and what activities to implement, is therefore deemed crucial.

Governed by the same structure, the six key projects incorporated within the Stakeholder Xchange Program and include:

- *Student* Engagement;
- *Staff* Engagement;
- *Commercial* Engagement;
- *Community* Engagement;
- *Informal* Engagement; and
- *Alumni* Engagement.

The Stakeholder Xchange programme and respective projects were established in May 2018, developed at scale during 2019, and are intended to increase in scale during the immediate and long term futures. It is anticipated that additional projects will form as the project continues to establish itself in a more formalised manner within the Division.

Key Risks

The Division has reviewed key risks as part of its strategic planning process. Detailed review and planning has been undertaken around these risks, with these risks identified below.

Topic	Description
Cyber Security	<ul style="list-style-type: none"> Foreign Interference Legislation falls under this - ITDS reviewing Finance are a target of scams and whaling (attacks against specific humans) off boarding when people are changing roles is an issue, e.g. delegations, etc.)
IT & Digital strategy	<p>Not aligned to strategic goals to the Uni. Roadmap required to understand priorities and investment required</p> <ul style="list-style-type: none"> No HR system in place (is Acender / Alesco enough?) Finance system need continual updating in line with ITDS upgrade paths and Software as a service; enhanced control mechanisms and system protection to be kept up to date.
No centralised IT control	<ul style="list-style-type: none"> Fragmented structure (Digital Futures, Digital Marketing outside of the remit of ITDS) – can't supply a safe technical environment to facilitate the needs of the Uni. community Digital areas are managed outside of the ITDS environment
Lack of Resilience Planning	<ul style="list-style-type: none"> Disaster and business continuity plans required / need updating Campus DR, e.g. Hawkesbury bushfires, crisis management planning Failure to implement resilience planning - black and green rating, not having a target
ITDS Disaster recovery	<ul style="list-style-type: none"> DXC disaster recovery architecture needs to be transformed unable to meet commitments (backup / business continuity) due to vendor reliance - need to look at matrix of alliance
Cloud Services	<ul style="list-style-type: none"> Insufficient data security and protection due to lack of compliance to ITDS processes and risk assessment measures Uncontrolled spending area across the University
Controls over budget spending	<ul style="list-style-type: none"> Ongoing changes in budgets due to external environment i.e. Govt funding policy and International student demand plus Uni. internal financial challenges impacts on projects and operations.
Delegations	<ul style="list-style-type: none"> Delegation register needs to remain current and in date in order to reflect current structures

Topic	Description
People (including succession planning, career development, capability / skill / acumen)	<ul style="list-style-type: none"> • Difficult to succession plan and develop within the current environment • Career development fragmented • Single point reliance • Inadequate types of resources in place for priority activities, outsourcing key capabilities • Exposed if key personnel leave / fall ill • Processes and policies don't encourage development and succession
Governance	<ul style="list-style-type: none"> • Audit and compliance, ensure robust governance, etc
Statutory / Regulatory Environment	<ul style="list-style-type: none"> • Uncertainty over future plans and activities underway
Internal admin & process inefficiencies	<ul style="list-style-type: none"> • Unnecessary work and lack of utilisation of people and capabilities
Prioritisation	<ul style="list-style-type: none"> • Competing priorities and insufficient resources / capacity / capability to address • Not doing things and not addressing the need for change
Operational Performance and stability	<ul style="list-style-type: none"> • FM planning 1, 3, 5 yrs., carrying backlog • Managing records and changes, lifecycle risk (part of the above) • Operational availability, e.g. fire safety changes
University Strategic Initiatives: <ul style="list-style-type: none"> • Decadal Planning • Securing success 	<ul style="list-style-type: none"> • Ownership / accountability is unclear and difficult to ensure that progress is made • Deliverables / objectives unclear – difficult to determine what success looks like and what tangible activities should be undertaken • Difficult to link with the Division activities and priorities
Data Information and Knowledge Management	<ul style="list-style-type: none"> • Lack of organisation wide information governance • Loss of IP, duplication of effort and inefficiencies
Push to leverage research / academic for commercial activities	<ul style="list-style-type: none"> • Quality, timeliness considerations • No model to manage or commitment to achieve the commercial objectives
Strategic Contract / Procurement Management	<ul style="list-style-type: none"> • No roadmap of major contracts that are expiring in the short and long term, leading to last minute rollovers and renewals due to lack of time • Strategy with suppliers that fits with our operational and capital strategies is undefined
Major Program Risks (i.e. Student Management System, Research Management System, Western Growth, Enterprise Management System)	<ul style="list-style-type: none"> • Refer to respective Business Unit Operational Plans
SMS failure to implement successfully	<ul style="list-style-type: none"> • Doesn't realise the benefits / value invested, change management fails and low take-up • Impact: poor student experience, key controls residual is high

Table 1.1 – Key Risks for the Division of Finance and Resources

Concluding Comments

The Division of Finance and Resources provides strategic direction and oversight on the University's financial activities including financial and operational planning, commercial arrangements and opportunities, investments and the utilisation of building and land assets as well as information technology and digital services and project management services.

Encompassing Information Technology and Digital Services, Office of Estate and Commercial, Office of Finance Operations, Project Management Office and Strategy, Business Development and Procurement, the Division's scope is wide reaching. The Division underpins the University's success via enabling core business support functionality and developing innovative solutions to allow the University's fiscal, commercial and operational model to evolve and continue to be leading edge.

The 2020 Divisional Plan for the Division of Finance and Resources provides a summarised 'Annual Operational Plan on a Page for 2020' for the Office of the Vice-President as well as for each of the 5 Business Units within the Division.

Following these summarised plans, the full 'Annual Operational Plan for 2020' for the Office of the Vice-President as well as for each Business Unit is included. These detailed plans provide an overview of the: Operations, Strategic Objectives, Key Priorities and Initiatives for 2019 and 2020, Key Medium Term (2-5 years) and Decadal (+10 years) Priorities and Initiatives, as well as Key Risks, for each of the units within the Division of Finance and Resources.

Portfolio Summaries for 2020

- 1) Office of the Vice-President
- 2) Information Technology and Digital Services
- 3) Office of Finance
- 4) Office of Estate and Commercial Development
- 5) Office of Strategy, Business Development and Procurement
- 6) Project Management Office

- Annual Operational Plan – Plan on a Page
- Key Operational Initiatives
- Future Operational Initiatives



Updated: 16 Dec 2019

Context and Purpose

Division of Finance and Resources

The Division of Finance and Resources works to ensure that the financial and operational planning, strategy and performance of the University is optimised for now and into the future. More specifically, the Division is focused on improving commercial success as well as service and efficiency through implementing leading technology, enhanced project management capability, strategic sourcing solutions and future real estate solutions across the University.

Office of the Vice-President

The Office of the Vice-President, Division of Finance and Resources (OVPF&R) provides strategic direction and oversight of the University's financial activities including commercial arrangements and opportunities, investments and the utilisation of building and land assets. The OVPF&R is responsible for the University's overall planning, strategy, policy and accountability in relation to finance, information technology and digital services, entities, estate and commercial, project management and strategic procurement functions. The OVPF&R works to ensure that performance is optimised in support of both the University's and Divisional strategic priorities, therefore positioning the University to achieve optimal financial sustainability into the future.

Strategic Objectives and Priorities

#	Strategic Objectives & Priorities	Link to Securing Success
F&R.01	Facilitating Corporate Governance	Objective 6 – A dynamic an innovative culture that secures success
F&R.02	Managing Financial Operations	Objective 5 – An anchor institution, leading advocate and champion for Greater Western Sydney and its people
F&R.03	Facilitating Strategic Leadership and Engagement	Objective 1 – A distinctively student-centred university Objective 6 – A dynamic an innovative culture that secures success
F&R.04	Improving Organisational Efficiency through university wide change	Objective 5 – An anchor institution, leading advocate and champion for Greater Western Sydney and its people

Key Changes and Achievements

- **Western Growth Program** – Ensuring leadership and cross-university coordination of the Western Growth Program including strategy, development, governance, planning and execution
- **Student Engagement Project** – placement of students within the Division
- **Staff Engagement Project** – progress of MyVoice action plan performance
- **Community & Commercial Engagement Projects** – Capturing and analysing the community and commercial engagement activities within the Division
- **Informal Engagement Project** – Increasing the profile of the Division
- **Alumni Engagement Project** – monitoring student placement and success post student engagement project

Highlighted Risks and Opportunities

- **Resourcing** – attracting and retaining staff and key personnel, in order to ensure that personnel are appropriately qualified, equipped and experienced (i.e. skillset etc) for assigned roles. It is critical to ensure that people and positions are appropriately assigned, and effectively led, developed and supported
- **Strategic Planning** – ensuring strategic planning is aligned with the wider University's strategic plan: Securing Success (2018-2020)
- **Planning & Process Re-engineering** – Ability to prioritise and reprioritise tasks in accordance with demand
- **Decadal Planning** – Ability to align our future direction with the University's to ensure the longevity of the University

Key Measures of Success

Operational Measure	Owner	Baseline [2019]	Target [2020]
Increased campus based events	P.Pickering	17 events	20 events
Increased student participation in Student Engagement Project	K.Visser	240 students	395 students
Improved MyVoice Staff Engagement survey results	K.Visser	Results from main 2018 survey and mid-point survey in 2019	Improved results in main survey in September 2020

Alignment	Key Initiative/Project	Measurable Outputs & Targets	Notes on Progress/Final Outcome	RAG	Operational Objective	Forecast Completion
F&R.01	Corporate Governance of the University and Division – Facilitating and delivering corporate governance of the University and the Division	<ul style="list-style-type: none"> Active participant in Board of Trustees, Board of Trustees Sub Committees, Senior Executive Group, Executive, Senior Executive Team and Divisional Management meetings Strategic leadership across the University and Division, including decadal planning activities Increased senior staff development participation and facilitation 				Dec 2020
F&R.02	Financial Operations – Ensuring the deliverance of the university-wide financials, including financial services, processes, support and advice	<ul style="list-style-type: none"> Manage the annual budget process Oversee the annual financial statement and audit Oversee debt funding Management of Corpus 				Dec 2020
F&R.03 F&R.04	Divisional Organisational Optimisation – Ensuring efficiency within the Division and providing optimal support to the wide university	<ul style="list-style-type: none"> Continual review, alignment and improvement of divisional capabilities Management of resources and the changing skill set demands within the Division Review of operating model design and culture recalibration 				Dec 2020
F&R.01 F&R.03 F&R.04	Western Growth Program – Ensuring leadership and cross-university coordination of the Western Growth Program including strategy, development, governance, planning and execution	<ul style="list-style-type: none"> Strategic planning Governance Overseeing the delivery of the projects encompassed within the larger program 				Dec 2020
F&R.03 F&R.04	Provost Leadership – Campus leadership through the campus based events	<ul style="list-style-type: none"> Hosting a variety of campus based events Monitoring staff and student attendance at events 				Dec 2020
F&R.03 F&R.04	Student Engagement Project – placement of students within the Division	<ul style="list-style-type: none"> Target in to have more than 100 students every quarter for 2020 Extend the project outside the Division 				Dec 2020
F&R.03 F&R.04	Staff Engagement Project – progress of MyVoice action plan performance	<ul style="list-style-type: none"> Business Unit action plans revised in accordance with the results from the midpoint survey Implementation of revised action plans for each Business Unit Higher participation of MyVoice Survey in May 2020 Increased performance in MyVoice Survey in May 2020 				Dec 2020
F&R.03 F&R.04	Community & Commercial Engagement Projects – Capturing and analysing the community and commercial engagement activities within the Division	<ul style="list-style-type: none"> Continual increase of engagement activities Deep analysis of engagement activities in connection with key initiatives within the Division and/or University 				Dec 2020
F&R.03 F&R.04	Informal Engagement Project – Increasing the profile of the Division	<ul style="list-style-type: none"> Increased quality and frequency of informal engagements within the Division and the University Increased profile of the Division as a result of increase engagement and collaboration 				Dec 2020
F&R.03 F&R.04	Alumni Engagement Project – monitoring student placement and success post student engagement project	<ul style="list-style-type: none"> Continual development of a repository for the alumni from the student engagement project and further refine how student information is captured 				Dec 2020

Alignment	Key Initiative/Project	Measurable Outputs & Targets	Impact if Not Delivered	Owner	Operational Objective	Planned Completion
F&R.01 F&R.03 F&R.04	Co-ordination of the Western Growth Program	<ul style="list-style-type: none"> Oversight, leadership and cross-university co-ordination of the program Continual strategy development, governance, planning and execution 		VP F&R		Ongoing
F&R.02	Financial Management	<ul style="list-style-type: none"> Fiscal management and financial control oversight of the University Increased investment into University corpus Reduced University operational costs Oversight of the corpus management and investment, operating improvements, the budget and Medium Term Note 		VP F&R		Ongoing
F&R.04	Information Technology and Digital Services Management	<ul style="list-style-type: none"> Providing oversight and supporting communications infrastructure, applications, audio visual systems and end user services across the University Increasing the ability and enabling staff and students to connect locally, nationally and internationally Oversight of the release of the Technology Roadmap, Student Management Services, Research Management Services and Cyber Security Strategy/Plan 		VP F&R		Ongoing

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Updated: 16 Dec 2019

Context and Purpose

Operating across all University campuses, Information Technology & Digital Services (ITDS) provides IT services to staff and students. ITDS is an integral enabler to both the University's Securing Success and the ITDS Future Now: Securing Digital Success strategies. ITDS provides and supports communications infrastructure, applications, audio visual systems and end user services for academic and business systems across the University and enables staff and students to connect locally, nationally and internationally.

Our Purpose

Our Purpose is to advance the use of digital technologies, serving the needs of the Western Sydney University community with student experience, learning, teaching and research as our focus.

Our Vision

Our vision is to create a future where we are known for service, excellence, insight and innovation.

Strategic Objectives and Priorities

#	Strategic Objectives & Priorities	Link to Securing Success
ITDS.01	Service Excellence	<i>Objective 1</i> - A Distinctively Student-Centred University <i>Objective 3</i> - A Research-Informed Learning Experience <i>Objective 6</i> - A Dynamic and Innovative Culture that Secures Success
ITDS.02	Trusted advisor, partner and enabler	<i>Objective 3</i> - A Research-Informed Learning Experience <i>Objective 6</i> - A Dynamic and Innovative Culture that Secures Success
ITDS.03	Actively simplify, adopt and adapt	<i>Objective 6</i> - A Dynamic and Innovative Culture that Secures Success
ITDS.04	Ideate, innovate and iterate	<i>Objective 1</i> - A Distinctively Student-Centred University <i>Objective 3</i> - A Research-Informed Learning Experience <i>Objective 6</i> - A Dynamic and Innovative Culture that Secures Success
ITDS.05	Any device, anywhere, all the time	<i>Objective 1</i> - A Distinctively Student-Centred University <i>Objective 3</i> - A Research-Informed Learning Experience <i>Objective 6</i> - A Dynamic and Innovative Culture that Secures Success
ITDS.06	Collaborate Effectively	<i>Objective 6</i> - A Dynamic and Innovative Culture that Secures Success

Highlighted Risks and Opportunities

- **ITDS participation in technology decision-making** – build upon existing relationships with key stakeholders and ensure that ITDS is involved in the generation of ideas and decision making involving the use of technology to achieve specific objectives
- **Capacity pinch points** – Managing parallel requirements that generate demands on specific ITDS resources
- **Cyber Security threats** – Continue to invest in Cyber Security systems, strategies and processes to ensure optimal security posture and awareness of Cyber Security guidelines and responsibilities
- **Staff recruitment and retention** – Staff recruitment in an environment where salaries in other sectors are generally higher than current University levels

Key Changes and Achievements

- **Student Management System (SMS)** – delivery and implementation of new Student Management System to replace existing Callista platform
- **Research Management Solution (RMS)** – delivery and implementation of a new solution to empower researchers so that they can focus their time and effort on conducting research, whilst improving administrative functionality and reporting capability
- **Cyber Security Strategy and Plan** – development and implementation of strategy to ensure adequate Cyber Security posture is maintained
- **Western Growth** – supporting the establishment of new vertical campuses in Parramatta, Bankstown and Westmead
- **Technology Roadmap** – establishment of a technology roadmap to inform the investment in technology for the future
- **Callista** – current Student Management System upgrades required for optimal functionality and performance
- **Zoom** – solutions for the business focussing on the use of Zoom to help resolve business challenges
- **Colloquiums** – ITDS led to bring together academic and professional staff with the vendor to discuss technology use
- **Blackboard vUWS** – migrating the vUWS system to a hosted Software as a Service (SaaS) environment
- **Service Now** – upgrade existing Service Now platform to current version
- **Alesco (now Ascender Pay)** – upgrade to R17 version for improved functionality

Key Measures of Success

Operational Measure	Owner	Baseline [2019]	Target [2020]
Executive Report development and release	K. Holling	3	3
Business Plans developed and shared	K. Holling	6	6
Future Now strategy up to date	K. Holling	100%	100%
Cyber Security activities on schedule	K. Holling	100%	100%

Alignment	Key Initiative/Project	Measurable Outputs & Targets	Notes on Progress/Final Outcome	RAG	Operational Objective	Forecast Completion
ITDS.03 ITDS.05	Student Management System (SMS) – Deployment of a new Student Management System from Ellucian to replace the existing Callista System.	<ul style="list-style-type: none"> Release of end to end production environment by April 2020 First phase production deployment by September 2020 				Sep 2020
ITDS.03 ITDS.04 ITDS.05	Research Management Solution (RMS) – Deploy new systems designed to processes involved in the management of research activities.	<ul style="list-style-type: none"> Phase 2 design and development. Test environment available 2021 plan clearly articulated 				Dec 2020
ITDS.03 ITDS.04 ITDS.06	Cyber Security Strategy & Plan – Program of work to assess and improve Cyber Security posture.	<ul style="list-style-type: none"> Essential 8 maturity benchmark and improvements Health & Hygiene activities Managed Security Services review and recommendations Email Architecture Review 				Dec 2020
ITDS.03 ITDS.04 ITDS.05	Ascender Pay Managed Service – Transition of Ascender Pay software to managed cloud provider and plan for HCM adoption.	<ul style="list-style-type: none"> Analysis of transition requirements and development of migration strategy Migration from existing platform to cloud based Managed Services platform Consider adoption of a tier-1 Human Capital Management (HCM) platform 				Jun 2020
ITDS.03 ITDS.04	Technology Roadmap – Mapping future technology investment to University strategy	<ul style="list-style-type: none"> Roadmap developed Alignment between business objectives and technology roadmap Workforce Planning 				Mar 2020
ITDS.03 ITDS.04	Infrastructure Modernisation – for all services remaining on premise, update the underlying technology stack.	<ul style="list-style-type: none"> Solaris transitions completed VMware transitions completed Storage infrastructure replaced New perimeter firewalls deployed CCTV upgrades scheduled Building Access Systems reviewed 				Dec 2020
ITDS.01 ITDS.03	Research Services – develop a sustainable research support model, technology and service focused.	<ul style="list-style-type: none"> Consider High-Performance Computing (HPC) needs and secure funding Determine required footprint and implement agreed HPC services Develop Research Services support model 				Sep 2020
ITDS.02 ITDS.04 ITDS.06	Western Growth – plans, designs and technology attributes of vertical campuses finalised and underway.	<ul style="list-style-type: none"> Designs and plans finalised Integration with build program completed Commissioning planned 				Dec 2020

Alignment	Key Initiative/Project	Measurable Outputs & Targets	Impact if Not Delivered	Owner	Operational Objective	Planned Completion
ITDS.03 ITDS.04	Technology Roadmap	<ul style="list-style-type: none"> Release of technology roadmap detailing technologies to invest in over the short, medium and long term 	University may not invest in the best technologies to achieve strategic objectives	ITDS	<ul style="list-style-type: none"> Lower Costs Simplified Footprint Improved Security 	2023
ITDS.03 ITDS.05	Student Management System	<ul style="list-style-type: none"> Phase 2 production release with additional functionality 	Key functionality will be unavailable and will rely on existing processes/systems	OEC	<ul style="list-style-type: none"> Enhanced Experience Modernised Platform Robust Roadmap 	2021
ITDS.03 ITDS.04 ITDS.05	Research Management Solution and HPC requirements	<ul style="list-style-type: none"> Production release of RMS HPC provisioning finalised 	Current processes and systems will be used which may be inefficient and also expose the University to some security risks	Research	<ul style="list-style-type: none"> Increased Grants Better Collaboration Less Administration 	2021
ITDS.02 ITDS.04 ITDS.06	Western Growth	<ul style="list-style-type: none"> Parramatta, Bankstown and Westmead vertical campuses commissioned with technology-infused spaces 	Vertical campuses will not have the technology attributes expected and be less useable.	OEC	<ul style="list-style-type: none"> Reputation Recruitment Retention 	2022
ITDS.01 ITDS.03 ITDS.06	Finance and HR Systems Transformation	<ul style="list-style-type: none"> Migrate to Oracle Finance Cloud and deploy a tier-1 HCM platform 	The ability to support and manage staff will be less effective than it could be otherwise.	F&R/HR	<ul style="list-style-type: none"> People Strategy Operational Efficiency 	2022

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Updated: 16 Dec 2019

Context and Purpose

The Financial Operations Portfolio is responsible for oversight of the University's financial performance, ongoing financial stewardship and financial sustainability. This is achieved through the effective operation of the University's financial systems, frameworks, financial controls and financial oversight, aligning to the Securing Success strategic plan. Key drivers and functions of the Office include quarterly rolling 3 year forecasts, annual budgets, monthly financial performance reporting, provision of audited Annual Financial Statements, Management and Financial Accounting, Treasury and investment management, Financial Services and Governance, Taxation, Insurance and Corporate Finance. In addition, the Office of Finance provides daily financial advice and support to the School's, Institute's, Division's and Entities' operations.

Strategic Objectives and Priorities

#	Strategic Objectives & Priorities	Link to Securing Success
FIN.01	Financial Integrity and Compliance	<i>Objective 6</i> - A dynamic and innovative culture that secures success
FIN.02	Business Partnering	<i>Objective 6</i> - A dynamic and innovative culture that secures success
FIN.03	Innovation and Efficiency	<i>Objective 6</i> - A dynamic and innovative culture that secures success
FIN.04	Financial Sustainability and Investment	<i>Objective 6</i> - A dynamic and innovative culture that secures success
FIN.05	Our People	<i>Objective 6</i> - A dynamic and innovative culture that secures success

Highlighted Risks and Opportunities

- **Debt Funding (Bank Debt and Medium Term Note)** – It is critical that sufficient funding at a cost effective interest rate is available to support the University's working capital requirements and Western Growth strategy on an ongoing basis.
- **Investment Portfolio** – Funds available for investment are to be invested in accordance with approved investment strategy and monitored diligently to provide optimum investment returns.
- **Credit rating** – The University's credit rating must be maintained to access capital markets' funding and to maintain financial sustainability.
- **Internal Financial Controls** – A continued focus on maintaining robust financial systems processes and reporting together with ongoing professional development of finance staff ensures sector leading expertise is maintained and delivered. Financial controls are enhanced by linkage to the Internal Audit and Risk portfolio and Audit and Risk Committee of the University.
- **New Accounting Standards and Government mandated requirements** – Ensure compliance with the new Government mandated transparent cost of teaching requirements and all new Accounting Standards including the recent Financial Instruments, Income recognition and Leases. Full compliance contributes towards receiving an unmodified audit of the University's Financial Statements.
- **Ongoing changes to the Higher Education environment** – With continued uncertainty surrounding funding levels, Financial Operations must maintain agility and be able to respond quickly to any funding changes to ensure resources are available and allocated efficiently throughout the organisation supporting Learning, Teaching and Research. Financial Operations provides accomplished financial stewardship to the organisation to assist in continuing to build a dynamic, efficient and financially sustainable University.
- **Robust Corporate Financial Analysis for University Projects** – Corporate Finance to achieve sound and comprehensive financial analysis of University projects ensuring resources are directed, allocated and prioritised in the University's best interests.

Key Changes and Achievements

- **Bank Debt Refinancing** – Available funds for Western Growth projects and University working capital
- **Investment management** – Implementation of Investment strategy; Cash and Investment Management Corpus established
- **Achieve a public credit rating** – Achieved Aa2 stable rating from Moody's Investor Services. Monitoring to ensure stable rating
- **Annual Financial Statements** – Achieve an unmodified audit result; Implementation of AASB 15 revenue recognition and AASB 16 Leases
- **Integrated Workplace Management System** – Integration of Trirega with Finance Systems
- **Financial Support for Western Growth Initiatives** – Representation on PCG's and provide financial analytical support
- **Operating improvements** – Commenced P2P review; Adoption of technology solutions to drive efficiencies and value add to the overall financial services offering
- **Government mandated reporting** – Establish transparent cost of teaching capabilities and benchmarking with the IRU
- **Our People** – Alignment along functional lines to better support the customer; Career Planning; Technical Skill Uplift; Partnering/engagement with client base; Student engagement
- **Business Partnering** – Developed values, mission and objective statements; Delivery of robust quarterly forecasts and completion of annual budget; ASI implementation

Key Measures of Success

Operational Measure	Owner	Baseline [2019]	Target [2020]
Ongoing Financial Sustainability	D. Greentree		
Adherence to Financial Governance and controls	D.Greentree		

Office of Finance		Year: 2020			Updated: 16 Dec 2019	
Alignment	Key Initiative/Project	Measurable Outputs & Targets	Notes on Progress/Final Outcome	RAG	Operational Objective	Forecast Completion
FIN.04	Maintain Credit rating	<ul style="list-style-type: none"> Annually achieved, continuous monitoring 				Dec 2020
FIN.04	Medium Term Note issued	<ul style="list-style-type: none"> Sufficient funding for Western Growth activities 				Jun 2020
FIN.01	Annual Financial Statement and Audit	<ul style="list-style-type: none"> Unmodified result achieved 				Apr 2020
FIN.04	Quarterly forecasts and Budget	<ul style="list-style-type: none"> Incorporate new Academic structure into reporting 				Quarterly 2020
FIN.04	Financial Sustainability	<ul style="list-style-type: none"> Financial feasibility evaluations and business analysis Commercial business advisory services Support Western Growth initiatives 				Ongoing 2020
FIN.02	Active Business partnering and Engagement	<ul style="list-style-type: none"> Student Engagement with School of Business Management accountants focus on enhanced customer service and business support Build and develop skillsets for analysing data and providing insight to clients and Executive 				Ongoing 2020
FIN.03	System development and enhanced capabilities	<ul style="list-style-type: none"> Financial systems improvements TM1 planning analytics, Oracle and Basware upgrade Purchase to payment review 				Quarter 2 2020 Jul 2020
FIN.01	Government mandated reporting	<ul style="list-style-type: none"> Cost of teaching submissions 				Oct 2020
FIN.04	Corpus and Investment portfolio	<ul style="list-style-type: none"> Management of investment portfolio in line with investment strategy 				Dec 2020
FIN.02	Deputy Provost	<ul style="list-style-type: none"> Engage and promote Provost activities 				Ongoing 2020
FIN.05	Our People	<ul style="list-style-type: none"> Career Planning Technical Skill uplift Partnering/Engagement with client base 				Ongoing

Alignment	Key Initiative/Project	Measurable Outputs & Targets	Impact if Not Delivered	Owner	Operational Objective	Planned Completion
FIN.04	University Funding	<ul style="list-style-type: none"> Ensure adequate funding lines for University and Western Growth requirements Maintenance of credit rating 	<p>Unable to fund asset development</p> <p>Unable to raise capital markets financing</p>	Exec. Director Finance		Ongoing
FIN.03	Financial Processes and Systems	<ul style="list-style-type: none"> Ensure relevance and efficiency of all financial systems and related processes 		Exec. Director Finance		Ongoing
FIN.01	Governance and Compliance	<ul style="list-style-type: none"> Ensure financial compliance is adhered to on an ongoing basis including Accounting Standards and Government mandated changes 		Exec. Director Finance		Ongoing
FIN.04	Investment Management	<ul style="list-style-type: none"> Funds available for investment are to be invested in accordance with approved investment strategy and monitored diligently to provide optimum investment returns to support University initiatives 	Reduced funding for University initiatives	Exec. Director Finance		Ongoing
FIN.04	Financial Management	<ul style="list-style-type: none"> Financial management and control of the University through relevant reporting and business partnering Investment management of University corpus 		Exec. Director Finance		Ongoing
FIN.04	Financial Sustainability	<ul style="list-style-type: none"> Financial feasibility evaluations and business analysis Commercial business advisory services Support Western Growth Initiatives Effective budget and financial management 				
FIN.05	Our People/Structure	<ul style="list-style-type: none"> Incorporate technological enhancements via AI and automation into processes Build our HR into partners and value add business advisors Start teaching into a unit on Management Accounting, Treasury or Financial Accounting -guest lecturers Ongoing organisational structure reviews to ensure relevance and appropriate resource allocation. 				

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Updated: 16 Dec 2019

Context and Purpose

The role of the Office of Estate and Commercial (OEC) is to leverage development opportunities for the University's assets to further enable core teaching and research functions. The focus is on value enhancing commercial engagements and campus plans to optimise a sustainable future for the University. This includes the management and delivery of the University's Western Growth strategy which will rebalance the University's campus strategy entailing a staged relocation from some of our non-core campuses to CBD locations.

OEC ensures the strategic development and maintenance of the campus network and property estate to support the University's learning, teaching and research activities; and preserves and enhances the unique aesthetics of the campuses. This supports the University's vision, and maintains a safe and healthy environment for those that use our campuses.

Strategic Objectives and Priorities

#	Strategic Objectives & Priorities	Link to Securing Success
OEC.01	Western Growth	Objective 5 - An anchor institution, leading advocate and champion for Greater Western Sydney and its people
OEC.02	Improving Business Processes	Objective 6 - A dynamic and innovative culture that secures success
OEC.03	Key Stakeholder Engagement	Objective 1 - A distinctively student-centred university
OEC.04	Strategic Asset Planning and Management	Objective 6 - A dynamic and innovative culture that secures success
OEC.05	Increasing Environmental Sustainability	Objective 6 - A dynamic and innovative culture that secures success
OEC.05	Commercial Sustainability	Objective 6 - A dynamic and innovative culture that secures success

Highlighted Risks and Opportunities

- **Western Growth Associated Risks** - mainly legislation, planning approval pathways and market competition. Relevant Government policy changes could also impact program
- **Resourcing** – attraction and retention of talent and subject matter experts, in order to ensure that personnel are appropriately qualified, equipped and experienced for assigned roles and responsibilities. It is critical to ensure that people and positions are appropriately assigned, and effectively led, developed and supported
- **Capacity** - Ensuring quality is not diminished in the delivery of a large volume of work in line with University strategy

Key Changes and Achievements

- **Western Growth Program** – Ensuring delivery and coordination of the Western Growth Program including strategy, development, governance, planning and execution
- **Milperra Campus Divestment** – Agreement with Mirvac to redevelop the Milperra campus
- **Sale of Nirimba Freehold Lot**
- **Implementation of Tririga**
- **Engagement with Local, NSW and Federal Governments** – ongoing engagement and collaboration in delivery of Western Growth and University's strategy

Key Measures of Success

Operational Measure	Owner	Baseline [2019]	Target [2020]
Investment in University Corpus	P. Pickering	TBD	TBD
Increased engagement with internal and external stakeholders	B. Parasiris	TBD	TBD

Alignment	Key Initiative/Project	Measurable Outputs & Targets	Notes on Progress/Final Outcome	RAG	Operational Objective	Forecast Completion
OEC.01 OEC.06	Parramatta Engineering Innovation Hub Project	<ul style="list-style-type: none"> Planning, Governance, Delivery, Program and Budget 				Q2 2021
OEC.01 OEC.03	Bankstown City Campus Project	<ul style="list-style-type: none"> Planning, Governance, Delivery, Program and Budget 				Q1 2022
OEC.01 OEC.06	Milperra Campus Redevelopment	<ul style="list-style-type: none"> Planning, Governance, Delivery, Program and Budget 				2028
OEC.01 OEC.06	Caddens Corner Retail Centre	<ul style="list-style-type: none"> Planning Governance Delivery Program Budget 				Oct 2020
OEC.01 OEC.05	Werrington Campus Redevelopment	<ul style="list-style-type: none"> Planning, Governance, Delivery, Program, Budget and Living Labs 				2030
OEC.01 OEC.06	Campbelltown Stage 6	<ul style="list-style-type: none"> Planning, Governance, Delivery, Program and Budget 				2020
OEC.01	Campbelltown Stages 1-5 – Macarthur Heights	<ul style="list-style-type: none"> Planning, Governance, Delivery, Program and Budget 				2022
OEC.01	Parramatta North Redevelopment	<ul style="list-style-type: none"> Planning, Governance, Delivery, Program and Budget 				2028
OEC.01 OEC.03 OEC.06	Westmead Campus Redevelopment	<ul style="list-style-type: none"> Planning, Governance, Delivery, Program and Budget 				Q3 2021
OEC.01 OEC.03 OEC.05	Peri-Urban Commercial Greenhouse	<ul style="list-style-type: none"> Planning, Governance, Delivery, Program and Budget 				Q2 2021
OEC.01 OEC.02 OEC.03 OEC.04 OEC.05	Strategic Asset Management Plan	<ul style="list-style-type: none"> Preparation of University-wide Strategic Asset Management Plan Consulting key internal and external stakeholders in the preparation Will inform capital projects, including Western Growth, moving forward Focus on sustainability 				Q2 2020
OEC.01 OEC.02 OEC.03 OEC.04	Engagement with Local and NSW Governments	<ul style="list-style-type: none"> Continue engagement with Western Sydney Councils and NSW State Government and associated Departments 				Ongoing

Summary of Future Operational Initiatives

Office of Estate and Commercial

Year: 2020

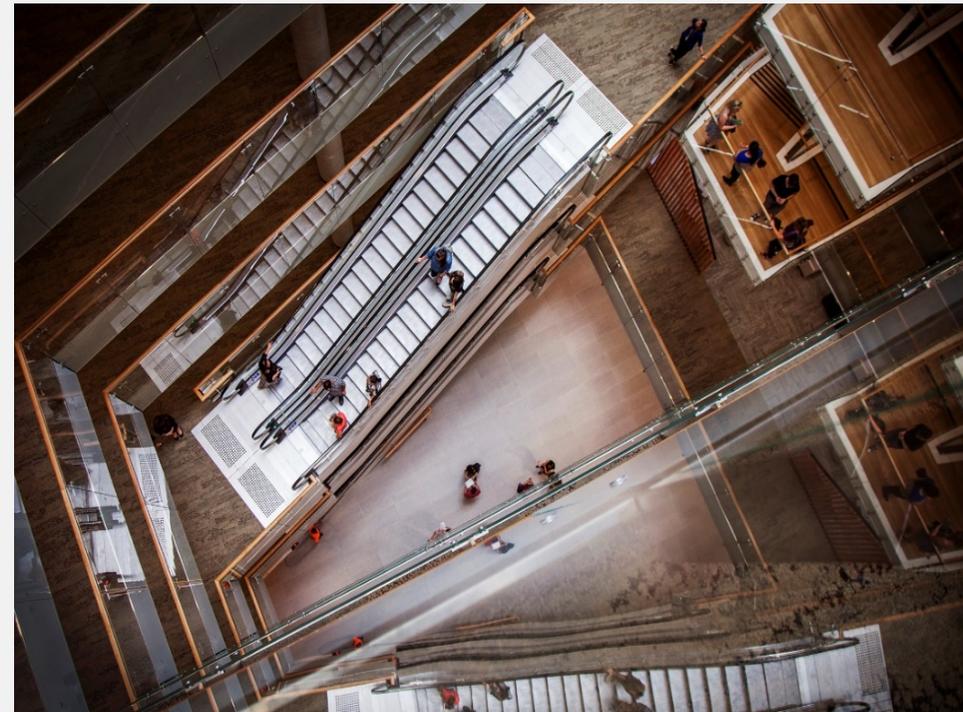
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Alignment	Key Initiative/Project	Measurable Outputs & Targets	Impact if Not Delivered	Owner	Operational Objective	Planned Completion
OEC.01 OEC.03	Liverpool Stage 2 Project	<ul style="list-style-type: none"> Continual strategy development, governance, planning and execution 	High	VP F&R		2024
OEC.01 OEC.03	Campbelltown CBD Campus Project	<ul style="list-style-type: none"> Continual strategy development, governance, planning and execution 	TBD	VP F&R		2024
OEC.01 OEC.03	Sydney Olympic Park Project	<ul style="list-style-type: none"> Continual strategy development, governance, planning and execution 	TBD	VP F&R		2024



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Context and Purpose

The Office of Strategy, Business Development and Procurement is responsible for developing and leading the Divisional strategy, providing high level strategic, commercial, procurement, financial, governance and project advice. Its focus is on driving the development of agile, adaptive and innovative future proof solutions to increase efficiencies, sustainability and organisational strength through the delivery of new project methodology, new delivery models, new processes and governance protocols that leverage the University's assets. Leading the development of strategic and commercial opportunities and benefits for the University, including potential new income streams.

Focused on enhancing the University's commercial acumen through driving robust and proven governance methodology and enhanced strategic, procurement and commercial leadership in support of its core business, entrepreneurial and organisational direction. Leadership of the transformation and implementation of appropriate policies, systems and capabilities to enhance the performance of the Division and the wider University is a key objective. These outcomes will enable the development of business strategies and action plans that yield real value to the University, businesses and stakeholders. The team will make a difference by seeking out and encouraging new thinking and influencing current thinking so as to drive new practices that add value. Methodologies that not only re-engineer and re-align current activities but also focus efforts around re-imagining are the cornerstone.

Strategic Objectives and Priorities

#	Strategic Objectives & Priorities	Link to Securing Success
OSBDP.01	Improving Organisational Efficiency through University Wide Change and Divisional Initiatives	Objective 1 – A distinctively student-centred university Objective 5 – An anchor institution, leading advocate and champion for Greater Western Sydney and its people Objective 6 – A dynamic an innovative culture that secures success
OSBDP.02	Facilitating Strategic Leadership and Engagement with Key Stakeholders	Objective 1 – A distinctively student-centred university Objective 5 – An anchor institution, leading advocate and champion for Greater Western Sydney and its people Objective 6 – A dynamic an innovative culture that secures success
OSBDP.03	Accelerating People and Cultural Development	Objective 1 – A distinctively student-centred university Objective 6 – A dynamic an innovative culture that secures success
OSBDP.04	Enhancing Corporate Governance	Objective 6 – A dynamic an innovative culture that secures success
OSBDP.05	Actively encourage and promote innovation and new ways of thinking, relating and acting – enable re-imagining not just re-inventing and re-aligning.	Objective 1 – Student-centeredness that integrates academic and professional opportunity with personal support Objective 3 – Aspiration to provide a research-informed learning experience that is innovative, flexible and responsive Objective 4 – Strategic intent to expand international reach and reputation Objective 5 – An anchor institution, leading advocate and champion for Greater Western Sydney and its people Objective 6 – A dynamic an innovative culture that secures success

Highlighted Risks and Opportunities

- **Resourcing** – attraction and retention of talent and subject matter experts, in order to ensure that personnel are appropriately qualified, equipped and experienced for assigned roles and responsibilities. It is critical to ensure that people and positions are appropriately assigned, and effectively led, developed and supported
- **Alignment of Strategic Direction** – strategies and business development initiatives are synchronised with the University's overall strategy and decadal planning
- **Capacity & Capability to Transform** – the right skills, mindset and capacity required to undertake transformation

Key Changes and Achievements

- **Strategic Projects** – Development & progression of a portfolio of strategic projects as well as the Divisions strategic framework & approach.
- **Divisional Organisation & Process Optimisation** – Risk Management; Strategic Planning
- **People & Culture Leadership** – development of strategies and initiatives to enhance the Divisional culture.
- **Commercial and Contract Management** – establishment of robust commercial and contract management practices across the Division and the University, enhancing commercial risk protection and enabling development of commercial relationships
- **Governance and Internal Control** – provide an advanced professional service and advice to internal control and reporting processes within the Division, encompassing control activities and risk assessments

Key Measures of Success

Operational Measure	Owner	Baseline [2019]	Target [2020]
Reduction of current suppliers	S. Cachia	8,000	Reduce by 20%
Review and implementation of strategic supplier panels	C. Simpson	Currently Unknown	+10
On boarding of new enterprise service management platform	S. Cachia	Redundant of old platform	New platform & knowledge management
On boarding of new travel management company	C. Simpson	Redundant of old services	Optimised service & compliance
On boarding of new stationary provider	S. Cachia	Redundant of existing provider	Optimised service & financial efficiencies
Implementation of procurement SMART forms	C. Simpson	Paper based templates	Paper based templates to e-forms

Alignment	Key Initiative/Project	Measurable Outputs & Targets	Notes on Progress/Final Outcome	RAG	Operational Objective	Forecast Completion
Objective's 1, 2, 3, 4, 5, 6	Hawkesbury Agri Park Strategy – Facilitating the development of the strategy for the Hawkesbury Agri Park and its wider application across the other Campuses in the network.	<ul style="list-style-type: none"> Development of overarching strategy approved by the relevant stakeholders, Committees and the Board Establishment of a cross University forum for the management of stakeholder input Engagement of key external partners and stakeholders in the development of the strategy 				Q4 2020 & Ongoing
Objective's 1, 2, 3, 4, 5, 6	Werrington Living Lab – development of the Werrington Living Lab Strategy as an enabler to academic and research program transformation	<ul style="list-style-type: none"> Securing of Corpus Finding for the initiative Development of an integrated Master Plan in conjunction with Estate Master Planning Identification and progression of key initiatives to pilot the Living Lab concept Facilitation of key stakeholder engagement in the Living Lab concept Promote and communicate the concept to key stakeholders Identification and progression of anchor tenants to advance the initiative 				Q4 2020 & Ongoing
Objective's 1, 2, 3, 4, 5, 6	Resilience and Sustainability Strategy – underpinning strategic objectives and initiatives	<ul style="list-style-type: none"> Strategy developed Embedded in Agri Park and Living Lab initiatives and strategic and procurement activities 				Q4, 2020
Objective's 1, 5, 6	Technology Roadmap and ITDS Organisation Optimisation – leverage the technology roadmap to develop and optimise the ITDS functions and technology footprint	<ul style="list-style-type: none"> Technology roadmap developed and embedded ITDS organisation review complete with 5 to 10 year capability and technology plan determined 				Q4, 2020
Objective's 1, 2, 3, 4, 5, 6	2021/26 University Strategic Plan – developed, relevant and embedded	<ul style="list-style-type: none"> Participate in and advocate for holistic strategic planning Synchronise and develop the Divisions strategic planning and direction in line with the wider University opportunities Assist to develop decadal planning at the University and Divisional levels Develop joint strategic planning strategies and opportunities with other Divisions 				Q4, 2020
Objective's 1, 2, 3, 4, 5, 6	University Operating Model Strategy – long term governance and operational direction developed	<ul style="list-style-type: none"> Work across the University to determine areas of optimisation and transformation for the operational model Develop plans and strategies to realise operating model benefits, effectiveness and efficiencies Determine the Division direction and strategies with regard to operating model 				2020/21
Objective's 1, 5, 6	Divisional Organisational Optimisation – Ensuring efficiency within the Division and providing optimal support to the wide university	<ul style="list-style-type: none"> Continual review, alignment and improvement of divisional capabilities Management of resources and the changing skill set demands within the Division Review of operating model design and culture recalibration Development and implementation of a Division People and Culture Plan 				Q4 2020
Objective's 1, 2, 5, 6	Enhancement of Commercial and Procurement Acumen – become trusted advisors across the University on strategic procurement and commercial initiatives	<ul style="list-style-type: none"> Development of the Commercial Management team with key capabilities Establishment of contract management process and principles across the University Be invited into key commercial and procurement activities as a trusted advisor Undertake knowledge and awareness sessions Strategic Procurement plans in place for key areas of the University with agreed action plan 				Q4 2020

		<ul style="list-style-type: none"> Contribute to and enable the Division's major initiatives; SMS, RMS, Western Growth, EMS & Others 				
Objective's 1, 2, 5, 6	Governance, Processes and Ways of Working - smarter, more efficient and effective ways of working implemented - governance, processes and policy are followed	<ul style="list-style-type: none"> Updated Procurement Policy approved and embedded GIPA compliance embedded and routine Increased % of spend with valid Purchase Orders, having followed procurement policy and process Asset management process reviewed and optimised and long term strategy developed Software management implemented Travel Management Services provider transitioned and policy and process review complete Print services review and transformation detailed with action plan progressed Category Management Strategy for ITDS in place Review and consolidate Policies and procedures 				Q4 2020
Objective's 1, 2, 5, 6	People: Culture, Capability and Capacity Enhancement of Divisional culture, attracting people to the team, developing skills for the future and creating the capacity for success	<ul style="list-style-type: none"> Development of a people and culture strategy Develop a plan to address talent acquisition Implement strategies to enhance a one team change orientated culture Identify key capabilities required for the future workforce 				Ongoing
Objective's 1, 2, 3, 4, 5, 6	Major Projects – support major programs such as Western Growth, Student Management System, Research management System, Enterprise Management System and others	<ul style="list-style-type: none"> Trusted advisor to support with commercial, governance and procurement support Proactively promote and support the success of the programs 				Ongoing
Objective's 1, 2, 3, 4, 5, 6	Hawkesbury Agri Park Strategy – Facilitating the development of the strategy for the Hawkesbury Agri Park and its wider application across the other Campuses in the network.	<ul style="list-style-type: none"> Development of overarching strategy approved by the relevant stakeholders, Committees and the Board Establishment of a cross University forum for the management of stakeholder input Engagement of key external partners and stakeholders in the development of the strategy 				Q4 2020 & Ongoing

Summary of Future Operational Initiatives

Office of Strategy, Business Development & Procurement

Year: 2020

Updated: 16 Dec 2019

Alignment	Key Initiative/Project	Measurable Outputs & Targets	Impact if Not Delivered	Owner	Operational Objective	Planned Completion
OSBDP.02 OSBDP.05	Hawkesbury Agri Park Strategy – Facilitating the development of the strategy for the Hawkesbury Agri Park and its wider application across the other Campuses in the network.	<ul style="list-style-type: none"> Establishment of a strategy agreed by key stakeholders Development of an implementation plan to reflect the agreed key initiatives Maintenance of relationship with LGA's relevant to the strategy` 	Strategic objectives are not met			Ongoing
OSBDP.02 OSBDP.05	Werrington Living Lab – development of the Werrington Living Lab Strategy as an enabler to academic and research program transformation	<ul style="list-style-type: none"> Establishment of a strategy agreed by key stakeholders Development of an implementation plan to reflect the agreed key initiatives Progression on agreed implementation activities 	Strategic objectives are not met			Ongoing
OSBDP.01 OSBDP.02 OSBDP.05	Technology Roadmap and ITDS Organisation Optimisation – leverage the technology roadmap to develop and optimise the ITDS functions and technology footprint	<ul style="list-style-type: none"> Implementation of technology roadmap Development of initiatives in line with the roadmap Leverage of the roadmap for strategic initiatives 	Inefficient and unproductive operating model, Strategic objectives are not met			Ongoing
OSBDP.01 OSBDP.03 OSBDP.05	2021/26 University Strategic Plan – developed, relevant and embedded	<ul style="list-style-type: none"> Proactively participate in the development of the University strategy and planning Align the University and Division objectives Influence the outcome of the strategic planning 	Inefficient and unproductive operating model, Strategic objectives are not met			2020
OSBDP.01 OSBDP.02 OSBDP.03 OSBDP.05	University Operating Model Strategy – long term governance and operational direction developed	<ul style="list-style-type: none"> Review the University operating model Produce recommendations as to future direction and optimisation Develop an agreed implementation plan 	Inefficient and unproductive operating model, Strategic objectives are not met			2020
OSBDP.01 OSBDP.02 OSBDP.03 OSBDP.04 OSBDP.05	Divisional Organisational Optimisation – Ensuring efficiency within the Division and providing optimal support to the wide university	<ul style="list-style-type: none"> Review the F&R Division Produce recommendations to improve performance and efficiency 	Inefficient use of resources, reduced service quality, not fit for the future			Ongoing
OSBDP.03 OSBDP.05	People: Culture, Capability and Capacity Enhancement of Divisional culture, attracting people to the team, developing skills for the future and creating the capacity for success	<ul style="list-style-type: none"> Development of a Division People and Culture Plan Identification of initiatives to develop culture and people Implementation of agreed program 	Reduced capability and capacity to meet strategic objectives			Ongoing

- Annual Operational Plan – Plan on a Page
- Key Operational Initiatives
- Future Operational Initiatives



Updated: 16 Dec 2019

Context and Purpose

The purpose of the Project Management Office (PMO) is to support the University's ability to achieve its strategic objectives. The key underlying enabling principles are through reducing risk and delivering efficiency.

The vision of the PMO is to be a catalyst for change and transformation within the University.

The PMO provides services and support that span the project lifecycle, from inception, planning and development, through to closeout and lessons learnt. Services also include governance and assurance, business case development, business improvement, leadership in change management, and delivery of transformation programs. The PMO provides project management and advisory services expertise within the University, and external engagement to industry and other partners.

Strategic Objectives and Priorities

#	Strategic Objectives & Priorities	Link to Securing Success
PMO.01	Improving Quality	A dynamic and innovative culture that secures success
PMO.02	Creating Capacity	A dynamic and innovative culture that secures success
PMO.03	Delivering Capability	A dynamic and innovative culture that secures success
PMO.04	Facilitating change	A dynamic and innovative culture that secures success

Highlighted Risks and Opportunities

- **People** - It is critical to ensure the team has the right balance of experience, skillsets and the right attitude. Ensuring the right people are in the right positions and effectively led, supported, and provided ongoing development opportunities will help foster success
- **Driving the right culture** - Culture is the fabric that underlies behaviours across a business. As an enabler, it is critical that the right cultural behaviours are persuasive and endemic both within the PMO, and throughout the organisation. Culture builds organisational resilience and leads to success. Building a strong team culture and increasing resilience will support future success
- **Visibility** - the PMO must be visible in the organisation to provide the level of support for a range of programs and activities, and drive a culture of performance and compliance. Visibility as an outcome can also be a reflection of a certain level of success
- **Broad leadership** - Fundamental success requires that the PMO is well led and takes an active leadership role within the organisation. It is important that leadership is provided by senior management to provide a level of executive backing necessary to provide visible support for the PMO function. Research suggests a critical key to successful PMOs is to ensure there is common understanding of the purpose of the PMO by leadership
- **Agility** - Being able to respond rapidly to change, and ensure systems, tools and practices can be applied across a range of situations. Adaptability and agility can also provide opportunities for creative and innovative outcomes

Key Changes and Achievements

- **Operational Planning Project** - establishment of a new framework and standardised templates for University Operational Planning
- **Academic Structures Implementation (ASI)** - establishment of new school's structure, including 7 new schools, disciplinary leadership and clusters
- **Project Pipeline** - the project pipeline process was established to consolidate the project planning and development processes in the Division, ensuring robust coordination and business case assurance is able to support the organisation "doing the right projects"
- **Project @ Western Framework** - this methodology was released in 2018, and provides an overall framework and methodology for the delivery of projects at Western Sydney University

Key Measures of Success

Operational Measure	Owner	Baseline [2019]	Target [2020]
# project risk workshops held	A. Anderson	8	8
# portfolios reporting in PPM	A. Anderson	7	8
# Western Growth health checks	A. Anderson	9	9
# participants in PM events (courses + networking)	M. Kaur	150	150
# School Operating Plans baselined & in active use	P. Tow	13	13
# published processes in BPM tool	S. Marsh	20	200

Alignment	Key Initiative/Project	Measurable Outputs & Targets	Notes on Progress/Final Outcome	RAG	Operational Objective	Forecast Completion
PMO.01 PMO.02	Enterprise Service Management (ServiceNow) – establishment of an Enterprise Service Management Platform to support shared services	<ul style="list-style-type: none"> Streams for PPM, HR, SEO, DVC-A, portal implementation, OMC, F&R, OGS and knowledge management 		Green		Dec 2020
PMO.02 PMO.04	Academic Structures Implementation (ASI) – finalisation of implementation	<ul style="list-style-type: none"> Post Implementation Review and ongoing monitoring of new leadership structures and 7 new schools 		Green		Jun 2020
PMO.01 PMO.03	Operational Planning – establishment of framework and baseline implementation of new reporting process	<ul style="list-style-type: none"> All Schools/Divisions/Institutes to have baseline Op Plans in place for 2020 and 2021 New Annual Report structure Connecting operational planning to strategic planning framework and linking to concepts for longer term planning and strategy development 		Green		Jun 2020
PMO.02 PMO.04	Students Services Hubs – definition & expansion of Students Services Hubs operational model	<ul style="list-style-type: none"> Construction completed and co-locations completed for Parramatta South Designs for KWD and CBT 		Green		Jun 2020
PMO.01 PMO.03	BPM Framework / Promapp – Establishment of Business process management strategy and framework and tool	<ul style="list-style-type: none"> Agreed management/governance framework and rollout of Promapp 		Green		Dec 2020
PMO.03	Improved Project Management – rollout of the Projects@Western framework	<ul style="list-style-type: none"> Rollout of Project Management Framework, templates, PPM tool, and training delivery 		Green		Dec 2020
PMO.01	Project Pipeline and Portfolio Support	<ul style="list-style-type: none"> Continued rollout and embedding of project pipeline and assurance 		Green		Dec 2020
PMO.02 PMO.03	Services Transformation Strategy and Operating Model	<ul style="list-style-type: none"> Establish TOR for new Steering Group and develop high level strategy and approach around Service Transformation Developed framework for consideration of future (i.e. decadal) requirements – i.e. the operating model to support the future 		Green		Dec 2020

Annual Operational Plans for 2020

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WESTERN SYDNEY
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Annual Operational Plan

Office of the Vice-President

December 2019



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1. Operational Overview

1.1. Context and Purpose

The Office of the Vice-President, Division of Finance and Resources (OVPFR) provides strategic direction and oversight of the University’s financial activities including commercial arrangements and opportunities, investments and the utilisation of building and land assets.

The OVPFR is responsible for the overall planning, strategy, policy and accountability in relation to finance, information technology, entities estate and commercial, project management and procurement functions. The OVPFR works to ensure that performance is optimised in support of the Division and University’s strategic priorities. The organisational structure for the OVPFR is illustrated in Figure 1.1.

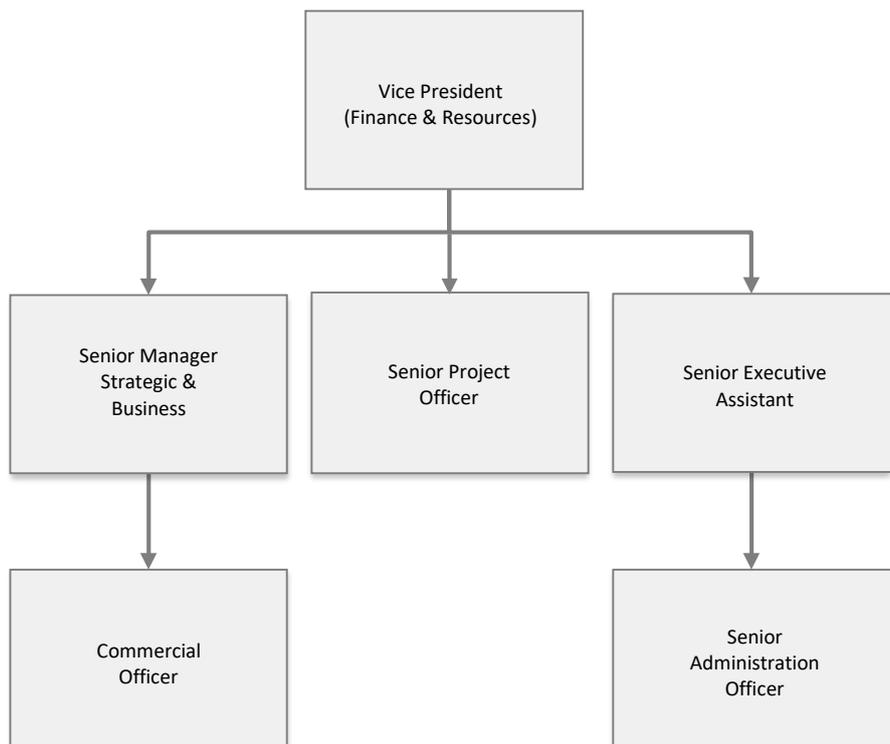


Figure 1.1 – Office of the Vice-President (Finance and Resources) Organisational Structure

The OVPFR plays a pivotal role in integrating the business operations of the portfolios within the Division. Having a view across the business units within the Division enables value add in a cross divisional context and in representing the Division both towards other areas within the University and in external stakeholder engagement. Facilitating collaborative ways of working is imperative as is ensuring that the Division is fit for purpose organisationally and able to meet the future strategic agenda.

2. Alignment to University Strategic Plan

2.1. Overview of Key Activities and Outcomes

The following table provides an overview of key activities and programs and their alignment to the broader strategic objectives of Western Sydney University. This section describes the primary operational activities and links the purpose to the University Strategic Plan. This section describes traditional “run the business” activities, in contrast to the following sections focused on “change the business”.

Securing Success Objective	Activity / Program	Progress / Outcomes
Objective 6	Provide Corporate Leadership, Guidance and Direction – participation in ongoing management meetings	<ul style="list-style-type: none"> Active participant in Board of Trustees, Board of Trustees Sub Committees, Senior Executive Group, Executive, Senior Executive Team and Divisional Management meetings Strategic leadership across the University and Division, including decadal planning activities Increased senior staff development participation and facilitation
Objective 5	Improved Financial Management – financial management across the University	<ul style="list-style-type: none"> Fiscal management and financial control oversight of the University
Objective 1 Objective 5 Objective 6	Divisional Organisation Optimisation – Continual monitoring and refining of divisional structure	<ul style="list-style-type: none"> Divisional organisation optimisation through refining teams and roles within the division.
Objective 1 Objective 5 Objective 6	Campus Leadership – Through various Provost events	<ul style="list-style-type: none"> Increase and diversification of campus events Promoting engagement and collaboration with staff and students

Table 1.1 – Key Operational Activities

3. Strategic Priorities and Initiatives – 2020

3.1. Strategic Objectives and Priorities

#	Strategic Objectives	Link to Securing Success
F&R.01	Facilitating Corporate Governance	Objective 6 – A dynamic an innovative culture that secures success
F&R.02	Managing Financial Operations	Objective 5 – An anchor institution, leading advocate and champion for Greater Western Sydney and its people
F&R.03	Facilitating Strategic Leadership and Engagement	Objective 1 – A distinctively student-centred university Objective 6 – A dynamic an innovative culture that secures success
F&R.04	Improving Organisational Efficiency through University Wide Change	Objective 5 – An anchor institution, leading advocate and champion for Greater Western Sydney and its people

Table 1.2 – Strategic Objectives and Priorities

- **F&R.01: Facilitating Corporate Governance**

Corporate governance is the system by which we facilitate effective, innovative and prudent management that can deliver the long-term success of the University.

Facilitating governance of the University and the Division is achieved via the participation in Board of Trustees, Board of Trustees Sub Committees, Senior Executive Group, Executive, Senior Executive Team and Divisional Management meetings. Further, we aim to provide leadership, guidance and direction in putting the Divisional and University’s strategic aims into effect, and supervising this process.

- **F&R.02: Managing Financial Operations**

Managing the University’s finances including operational, capital plan and corpus investment and expenditure, with the intention to achieve the University’s financial goals and objectives.

Managing financial operations on a strategic level through the continuous monitoring, evaluating, planning, and adjusting of financials in order to maintain alignment and focus on the University’s strategic priorities.

- **F&R.03: Facilitating Strategic Leadership and Engagement**

Facilitating strategic leadership and engagement through providing clear strategic direction, maintaining ethical practices, fostering the development of human capital and promoting a positive workplace culture.

- **F&R.04: Improving Organisational Efficiency Through University Wide Change**

Supporting the University to manage change effectively, through increased and diversified engagement with staff and students, and the constant designing and refining of efficient processes, in order to achieve positive outcomes for the University.

3.2. Key Changes and Achievements

The activities highlighted below include key changes to ongoing operating activities and achievements which have occurred over the past year.

Strategic Alignment	Program Changes/Initiatives/Achievements	Details of Change and/or Impact
F&R.01 F&R.03 F&R.04	Western Growth Program – Ensuring leadership and cross-university coordination of the Western Growth Program including strategy, development, governance, planning and execution	<ul style="list-style-type: none"> • Strategic planning • Governance • Overseeing the delivery of the projects encompassed within the larger program
F&R.03 F&R.04	Student Engagement Project – placement of students within the Division	<ul style="list-style-type: none"> • Pilot complete • Project is in implementation phase • Quarterly reporting conducted, with an average of 90 students per quarter reached • Target of 100 students was reached for Q2, 2019
F&R.03 F&R.04	Staff Engagement Project – progress of MyVoice action plan performance	<ul style="list-style-type: none"> • Business Unit action plans created and implemented • Quarterly progress reporting • Midpoint MyVoice survey conducted within the Division • Data of the midpoint survey analysed and results communicated • Business Unit action plans revised in accordance with the results from the midpoint survey
F&R.03 F&R.04	Community & Commercial Engagement Projects – Capturing and analysing the community and commercial engagement activities within the Division	<ul style="list-style-type: none"> • Activities reported increased per quarter, with 600 community and 180 commercial activities being reported on average per quarter • Preliminary data analysis in connection with other key Divisional initiatives has commenced
F&R.03 F&R.04	Informal Engagement Project – Increasing the profile of the Division	<ul style="list-style-type: none"> • Increased quality and frequency of informal engagements within the Division and the University • Increased profile of the Division as a result of increase engagement and collaboration
F&R.03 F&R.04	Alumni Engagement Project – monitoring student placement and success post student engagement project	<ul style="list-style-type: none"> • Engagement with WSU alumni team members • Develop a repository for the alumni from the student engagement project

Table 1.3 – Key Changes and Achievements

3.3. Initiatives in Progress – Current Priorities

The following table provides a summary of key operational initiatives. This section structure aligns directly to the **Operational Dashboard** for reporting purposes.

Table 5. Key Operational Initiatives						
Alignment	Key Initiative/Project	Measurable Outputs & Targets	Notes on Progress/Final Outcome	RAG	Operational Objective	Forecast Completion
F&R.01	Corporate Governance of the University and Division – Facilitating and delivering corporate governance of the University and the Division	<ul style="list-style-type: none"> Active participant in Board of Trustees, Board of Trustees Sub Committees, Senior Executive Group, Executive, Senior Executive Team and Divisional Management meetings Strategic leadership across the University and Division, including decadal planning activities Increased senior staff development participation and facilitation 				Dec 2020
F&R.02	Financial Operations – Ensuring the deliverance of the university-wide financials, including financial services, processes, support and advice	<ul style="list-style-type: none"> Manage the annual budget process Oversee the annual financial statement and audit Oversee debt funding Management of Corpus 				Dec 2020
F&R.03 F&R.04	Divisional Organisational Optimisation – Ensuring efficiency within the Division and providing optimal support to the wide university	<ul style="list-style-type: none"> Continual review, alignment and improvement of divisional capabilities Management of resources and the changing skill set demands within the Division Review of operating model design and culture recalibration 				Dec 2020
F&R.01 F&R.03 F&R.04	Western Growth Program – Ensuring leadership and cross-university coordination of the Western Growth Program including strategy, development, governance, planning and execution	<ul style="list-style-type: none"> Strategic planning Governance Overseeing the delivery of the projects encompassed within the larger program 				Dec 2020
F&R.03 F&R.04	Provost Leadership – Campus leadership through the campus based events	<ul style="list-style-type: none"> Hosting a variety of campus based events Monitoring staff and student attendance at events 				Dec 2020
F&R.03 F&R.04	Student Engagement Project – Placement of students within the Division	<ul style="list-style-type: none"> Target in to have more than 100 students every quarter for 2020 Extend the project outside the Division 				Dec 2020
F&R.03 F&R.04	Staff Engagement Project – Progress of MyVoice action plan performance	<ul style="list-style-type: none"> Business Unit action plans revised in accordance with the results from the midpoint survey 				Dec 2020

		<ul style="list-style-type: none"> • Implementation of revised action plans for each Business Unit • Higher participation of MyVoice Survey in May 2020 • Increased performance in MyVoice Survey in May 2020 				
F&R.03 F&R.04	Community & Commercial Engagement Projects – Capturing and analysing the community and commercial engagement activities within the Division	<ul style="list-style-type: none"> • Continual increase of engagement activities • Deep analysis of engagement activities in connection with key initiatives within the Division and/or University 				Dec 2020
F&R.03 F&R.04	Informal Engagement Project – Increasing the profile of the Division	<ul style="list-style-type: none"> • Increased quality and frequency of informal engagements within the Division and the University • Increased profile of the Division as a result of increase engagement and collaboration 				Dec 2020
F&R.03 F&R.04	Alumni Engagement Project – Monitoring student placement and success post student engagement project	<ul style="list-style-type: none"> • Continual development of a repository for the alumni from the student engagement project and further refine how student information is captured 				Dec 2020

Table 1.4 – Current Priorities

3.4. Initiatives Pending – Future Pipeline

The following table provides a summary of future pipeline initiatives with a 3 to 5 year planning horizon. This section structure aligns directly to the **Operational Dashboard** for reporting purposes.

Table 6. Future Operational Initiatives						
Alignment	Key Initiative/Project	Measurable Outputs & Targets	Impact if Not Delivered	Owner	Operational Objective	Planned Completion
F&R.01 F&R.03 F&R.04	Co-ordination of the Western Growth Program	<ul style="list-style-type: none"> Oversight, leadership and cross-university co-ordination of the program Continual strategy development, governance, planning and execution 		VP F&R		Ongoing
F&R.02	Financial Management	<ul style="list-style-type: none"> Fiscal management and financial control oversight of the University Increased investment into University corpus Reduced University operational costs Oversight of the corpus management and investment, operating improvements, the budget and Medium Term Note 		VP F&R		Ongoing
F&R.04	Information Technology and Digital Services Management	<ul style="list-style-type: none"> Providing oversight and supporting communications infrastructure, applications, audio visual systems and end user services across the University Increasing the ability and enabling staff and students to connect locally, nationally and internationally Oversight of the release of the Technology Roadmap, Student Management Services, Research Management Services and Cyber Security Strategy/Plan 		VP F&R		Ongoing

Table 1.5 – Future Pipeline

3.5. Key Measures of Success

The following table lists key measures of success, and are linked to the achievement of the key strategic objectives and priorities. Targets may be developed within the team of may be externally set. This section structure aligns directly to the **Operational Dashboard** for reporting purposes.

Table 7. Key Measures of Success			
Operational Measure	Owner	Baseline [2019]	Target [2020]
Increased campus based events	P.Pickering	17 events	20 events
Increased student participation in Student Engagement Project	K.Visser	240 students	395 students

Table 1.6 – Key Measures of Success

3.6. Decadal Planning

Future Concepts, Plans and Strategies	
#	Description
1	Strategic and Decadal Planning – longevity of the University
2	Cultural Planning – ensuring a holistic approach
3	Process Mapping – increasing productivity and effectiveness
4	Resourcing – ensuring competence for the future
5	Sustainability – ensuring the future economic, environmental and social needs of the University are able to be met and not compromised
6	Western Growth – ensuring strategy, development, governance, planning and execution to position the University for future growth, operations and flexibility

Table 1.7 – Decadal Planning

4. Highlighted Risks and Opportunities

This section describes key risks (positive and negative), why they are considered a risk, and possible impacts on the ability to deliver the stated Strategic Objectives.

- **Resourcing** – Attracting and retaining staff and key personnel, in order to ensure that personnel are appropriately qualified, equipped and experienced (i.e. skillset etc) for assigned roles. It is critical to ensure that people and positions are appropriately assigned, and effectively led, developed and supported
- **Strategic Planning** – Ensuring strategic planning is aligned with the wider University’s strategic plan: Securing Success (2018-2020)
- **Planning & Process Re-engineering** – Ability to prioritise and reprioritise tasks in accordance with demand
- **Decadal Planning** – Ability to align our future direction with the University’s to ensure the longevity of the University

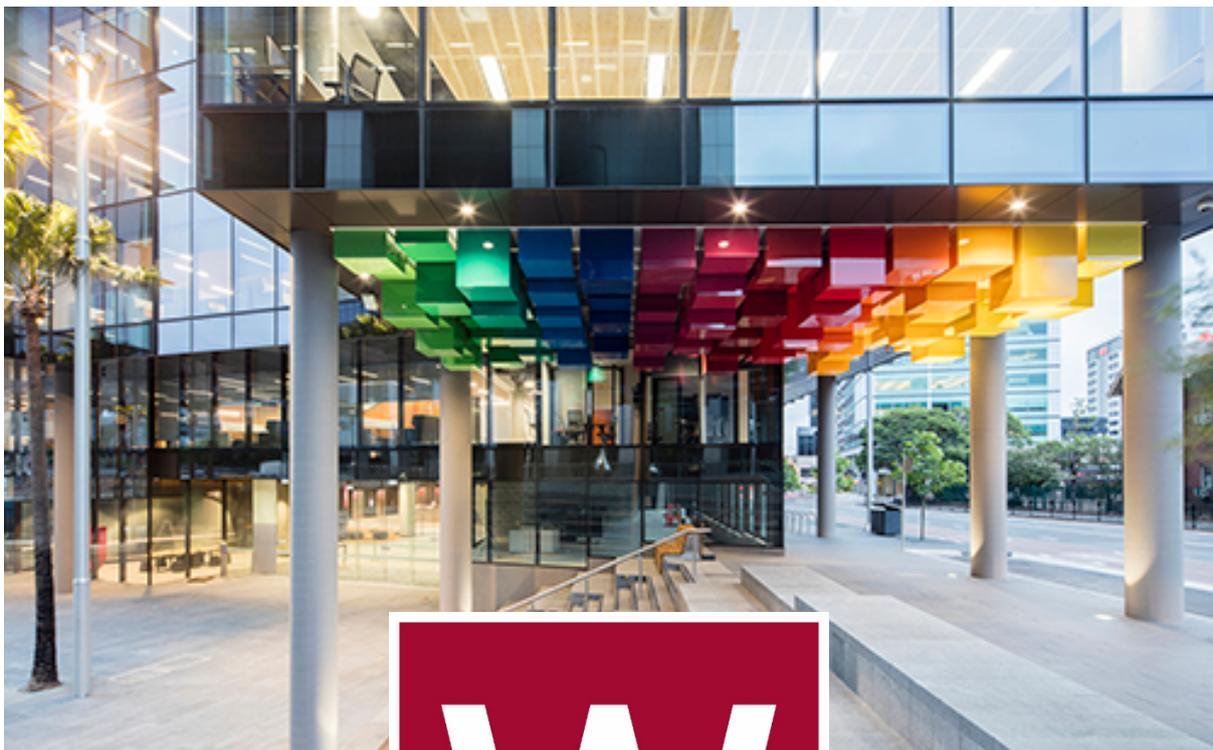
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Annual Operational Plan

Information Technology and Digital Services

December 2019



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1. Operational Overview

1.1. Context and Purpose

Operating across all University campuses, Information Technology & Digital Services (ITDS) provides IT services to staff and students. ITDS is an integral enabler to both the University's Securing Success and the ITDS Future Now: Securing Digital Success strategies. ITDS provides and supports communications infrastructure, applications, audio visual systems and end user services for academic and business systems across the University and enables staff and students to connect locally, nationally and internationally.

Our Purpose

Our Purpose is to advance the use of digital technologies, serving the needs of the Western Sydney University community with student experience, learning, teaching and research as our focus.

Our Vision

Our vision is to create a future where we are known for service, excellence, insight and innovation.

The ITDS Directorate has been structured in order to best meet the needs of the University and consists of the following:

Office of the Chief Information and Digital Officer (CIDO)

The CIDO leads the ITDS portfolio and is responsible for the overall strategy, direction setting and financial management of the business unit.

Academic and Campus Experience (ACE)

ACE are the primary customer facing part of the *run* function of ITDS. Operations include the IT Service Desk, Campus Support and Schools Specialist Teaching and Research Support.

IT Operations

IT Operations is responsible for maintaining a regular, consistent, efficient and reliable heartbeat for all IT production services to ensure they seamlessly enable the University's core business of learning, teaching and research.

Digital Strategy, Security and Risk (DSSR)

DSSR are responsible for understanding the ITDS portfolio within the context of the University's strategic planning. DSSR is responsible for managing IT risk and compliance as well as security assurance of information assets and technology.

Service Delivery and Improvement (SDI)

The SDI portfolio is responsible for ensuring users of core systems receive the functional support required. SDI also holds Governance responsibilities for service, change, problem and incident management services and also provides Business Intelligence services.

Solution and Project Services (SPS)

SPS provide IT business solutions that meet the strategic needs of the University. SPS capabilities include portfolio, program and project management and delivery.

Student Management System (SMS) Portfolio

The SMS portfolio is responsible for the end to end design, implementation and deployment of the new Student Management System based on the Ellucian portfolio. It will be disbanded once the project is fully completed.

Figure 1 below shows a diagram depicting the ITDS Directorate:

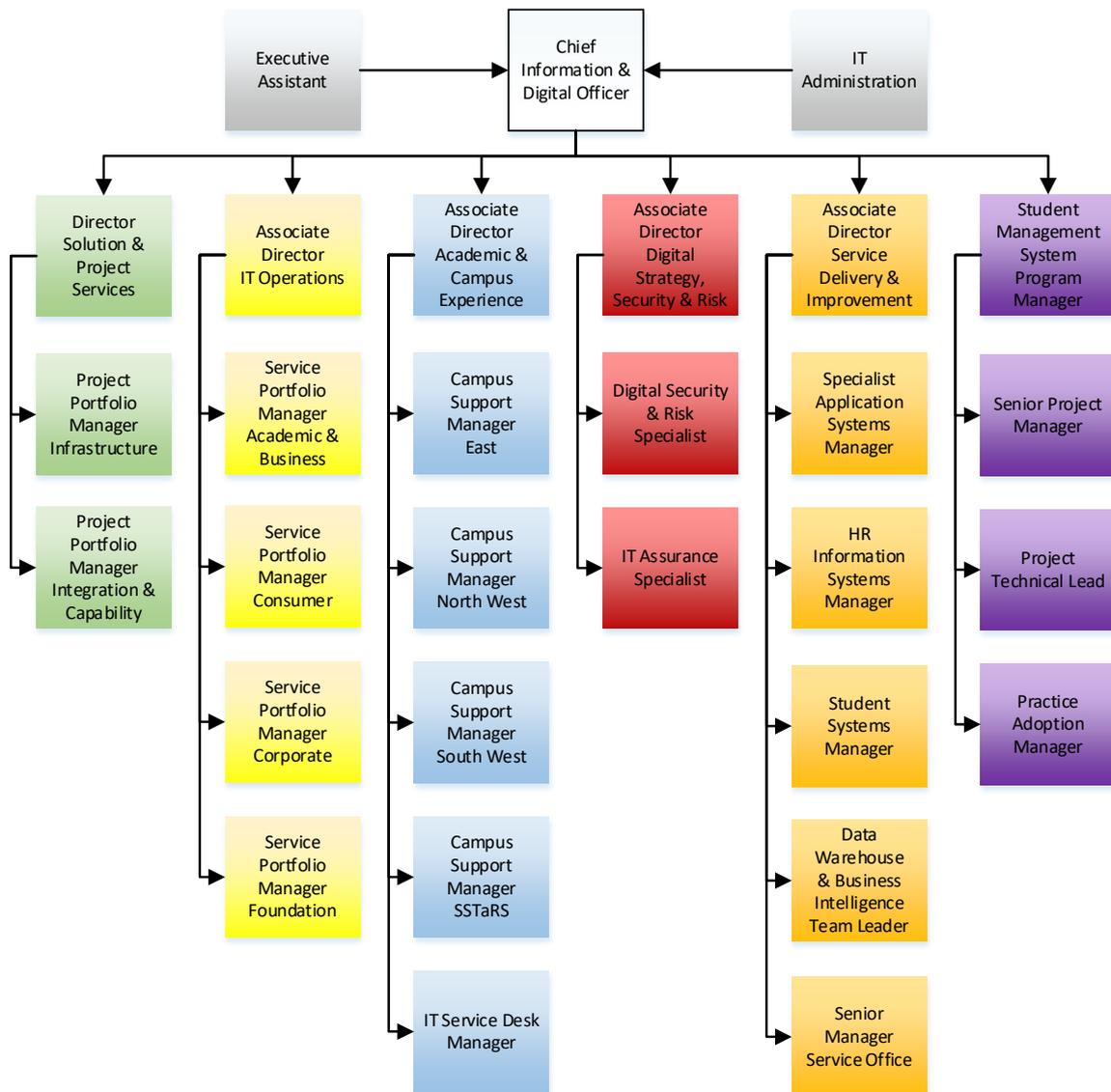


Figure 2.1 – Information Technology and Digital Services Directorate Organisational Structure

1.2. Future Now: Securing Digital Success

Future Now is the ITDS operational strategy which provides a framework to support the decisions and operational plans of ITDS. The Future Now strategy aims to position ITDS to be in a position to enable the University to achieve key strategic objectives involving technology.

Future Now details the ITDS values, which are as follows:

Act Ethically

- We will be Respectful
- We will act with integrity and personal leadership
- We will be transparent in our decision making
- We will act in the best interests of the University

Be Responsible

- We will put people first
- We will focus on quality
- We will communicate and engage effectively
- Take pride in our success, accept our mistakes and learn from them

Work Collaboratively

- We will build enduring relationships, based on respect
- We will support, advise, enable and actively participate
- We will share knowledge within ITDS and the University community

Future Now sets out six core objectives which include:

1. Enhancing the Digital Experience
2. Facilitating World Class Research
3. Promoting University Engagement
4. Building Digital Capability
5. Powering Up Innovation
6. Focus on the Business of Information Technology

2. Alignment to University Strategic Plan

2.1. Overview of Key Activities and Outcomes

The following table provides an overview of key activities and programs and their alignment to the broader strategic objectives of Western Sydney University. This section describes the primary operational activities and links the purpose to the University Strategic Plan. This section describes traditional “run the business” activities, in contrast to the following sections focused on “change the business”.

Securing Success Objective	Activity / Program	Progress / Outcomes
Objective 6	Promote Innovation and agility – advocate and support digital transformation initiatives	<ul style="list-style-type: none"> Technology Roadmap initiative commenced with engagement activities with key business stakeholders
Objective 6	Deliver approved strategic projects – support for the different dimensions of the University through the use of technology	<ul style="list-style-type: none"> Contribution to Western Growth and Academic Structure Implementation (ASI) Student Management System (SMS) delivery continuing on schedule for September 2020 implementation Research Management Solution (RMS) data readiness assessment started and ongoing
Objective 6	Support, enhance and reform the application portfolio – maintain appropriate access and support for authorised users	<ul style="list-style-type: none"> Knowledge sharing activities ongoing System health and hygiene maintenance
Objective 6	Manage external providers – ensuring delivery of key services including data centres, software licences, hosted applications and maintenance	<ul style="list-style-type: none"> Regular contract reviews and supplier engagements. Investigations and discussions on leveraging more from existing supplier relationships Migration of key systems to the Managed Private Cloud
Objective 6	General purpose computing laboratories – for use by staff and students and ensure appropriate support available	<ul style="list-style-type: none"> Regular software environment updates
Objective 6	Upgrade and manage Audio Visual systems – collaboration and teaching platforms including web conferencing and next generation learning spaces	<ul style="list-style-type: none"> Zoom solution provided for the School of Nursing with ITDS being awarded the prestigious ZoomTopia Innovation Award Audio Visual upgrades completed across multiple campuses
Objective 6	Secure the University network – building a robust Cyber Security environment and promote awareness and good online practices	<ul style="list-style-type: none"> Cyber Security Strategy developed, approved and released Phishing awareness training developed Regular Cyber Security communications to staff Information Security Management System (ISMS) processes and documentation progressed
Objective 6	Financial support and business process knowledge – alignment to key organisational strategies to Human Resources, Student Systems and Learning Management	<ul style="list-style-type: none"> Callista upgrades completed Alesco (now Ascender Pay) upgrade completed Blackboard (vUWS) migrated to Software as a Service (SaaS) environment

Table 2.1 – Key Operational Activities

3. Strategic Priorities and Initiatives – 2020

3.1. Strategic Objectives and Priorities

#	Strategic Objectives	Link to Securing Success
ITDS.01	Service Excellence	A Distinctively Student-Centred University A Research-Informed Learning Experience A Dynamic and Innovative Culture that Secures Success
ITDS.02	Trusted advisor, partner and enabler	A Research-Informed Learning Experience A Dynamic and Innovative Culture that Secures Success
ITDS.03	Actively simplify, adopt and adapt	A Dynamic and Innovative Culture that Secures Success
ITDS.04	Ideate, innovate and iterate	A Distinctively Student-Centred University A Research-Informed Learning Experience A Dynamic and Innovative Culture that Secures Success
ITDS.05	Any device, anywhere, all the time	A Distinctively Student-Centred University A Research-Informed Learning Experience A Dynamic and Innovative Culture that Secures Success
ITDS.06	Collaborate Effectively	A Dynamic and Innovative Culture that Secures Success

Table 2.2 – Strategic Objectives and Priorities

- **ITDS.01: Service Excellence**

The technology is secondary to the overall user experience. We recognise that digital services must be functional but also easy to access, easy to use, personalised and well supported. ITDS plans for success through operational resilience, embedded security and effective risk management. It is our ambition is to be well known for the exceptional customer service we provide to the students and staff of the university.

- **ITDS.02: Trusted advisor, partner and enabler**

With strong vendor relationships, corporate buying power, significant knowledge, experience and skills and the broadest understanding of the digital landscape within the University, ITDS seeks to partner with all stakeholders to achieve their digital ambitions.

- **ITDS.03: Actively simplify, adopt and adapt**

Simplify, optimise, consolidate and streamline our processes and technologies to reduce complexity, increase agility and improve the student and staff experience. Adopt commercial solutions and adapt our business processes to suit.

- **ITDS.04: Ideate, innovate and iterate**

ITDS will engage with partners within and beyond the University to encourage and nurture innovation, delivering digital services in an agile manner that befits modern practises and expectations.

- **ITDS.05: Any device, anywhere, all the time**

Solutions must be agile, mobile and accessible across all common platforms, and always be available where and when needed. Leverage cloud-based service offerings wherever it is possible and appropriate to do so.

- **ITDS.06: Collaborate effectively**

With strong vendor relationships, corporate buying power, significant knowledge, experience and skills and the broadest understanding of the digital landscape within the University, ITDS seeks to partner with all stakeholders to achieve their digital ambitions.

3.2. Key Changes and Achievements

The activities highlighted below include key changes to ongoing operating activities and achievements which have occurred over the past year.

Strategic Alignment	Program Changes/Initiatives/Achievements	Details of Change and/or Impact
ITDS.03 ITDS.05	Student Management System (SMS) – delivery and implementation of new Student Management System to replace existing Callista platform.	<ul style="list-style-type: none"> • Work continues towards the delivery of the new Student Management System (SMS) with implementation scheduled for September 2020 • The program is on track to deliver to this timeframe having resolved the challenges identified through 2019
ITDS.03 ITDS.04 ITDS.05	Research Management Solution (RMS) – delivery and implementation of a new solution to empower researchers so that they can focus their time and effort on conducting research, whilst improving administrative functionality and reporting capability.	<ul style="list-style-type: none"> • Demonstrations completed • Project briefing paper presented to BIDC • Data readiness assessment started and ongoing • Commercial negotiations nearing completion
ITDS.03 ITDS.04 ITDS.06	Cyber Security Strategy and Plan – development and implementation of strategy to ensure adequate Cyber Security posture is maintained.	<ul style="list-style-type: none"> • Strategy developed, refined and approved • Work commenced on a number of initiatives within the strategy • Phishing awareness training module developed and released
ITDS.02 ITDS.04 ITDS.06	Western Growth – supporting the establishment of new vertical campuses in Parramatta, Bankstown and Westmead.	<ul style="list-style-type: none"> • Technology Roadmap delivered • Ongoing engagement in planning and design
ITDS.03 ITDS.04	Technology Roadmap – establishment of a technology roadmap to inform the investment in technology for the future.	<ul style="list-style-type: none"> • Key stakeholders engaged • Technology workshop conducted • Penultimate roadmap presented
ITDS.03 ITDS.05	Callista – current Student Management System upgrades required for optimal functionality and performance.	<ul style="list-style-type: none"> • Double upgrade completed successfully in May 2019 • No upgrades in 2020 unless absolutely necessary
ITDS.01 ITDS.02 ITDS.06	Zoom – solutions for the business focussing on the use of Zoom to help resolve business challenges.	<ul style="list-style-type: none"> • Zoom solution provided to the School of Nursing by ITDS awarded the prestigious ZoomTopia Innovation Award
ITDS.02 ITDS.06	Colloquiums – ITDS led to bring together academic and professional staff with the vendor to discuss technology and how it's used.	<ul style="list-style-type: none"> • Colloquium with Citrix and Adobe held with great success • Further colloquiums currently being organised
ITDS.03 ITDS.04 ITDS.05	Blackboard vUWS – migrating the vUWS system to a hosted Software as a Service (SaaS) environment.	<ul style="list-style-type: none"> • Updated five-year partnership agreement signed • Blackboard migration to SaaS environment successfully completed
ITDS.03 ITDS.04	Service Now – upgrade existing Service Now platform to current version.	<ul style="list-style-type: none"> • Service Now platform upgrade to Madrid and subsequently New York completed
ITDS.01 ITDS.03	Alesco (now Ascender Pay) – upgrade to R17 version for improved functionality.	<ul style="list-style-type: none"> • Alesco upgrade completed successfully • Performance Issues resolved

Table 2.3 – Key Changes and Achievements

3.3. Initiatives in Progress – Current Priorities

The following table provides a summary of key operational initiatives. This section structure aligns directly to the **Operational Dashboard** for reporting purposes.

Table 5. Key Operational Initiatives						
Alignment	Key Initiative/Project	Measurable Outputs & Targets	Notes on Progress/Final Outcome	RAG	Operational Objective	Forecast Completion
ITDS.03 ITDS.05	Student Management System (SMS) – Deployment of a new Student Management System from Ellucian to replace the existing Callista System	<ul style="list-style-type: none"> Release of end to end production environment by April 2020 First phase production deployment by September 2020 				Sep 2020
ITDS.03 ITDS.04 ITDS.05	Research Management Solution (RMS) – Deploy new systems designed to processes involved in the management of research activities	<ul style="list-style-type: none"> Phase 2 design and development. Test environment available 2021 plan clearly articulated 				Dec 2020
ITDS.03 ITDS.04 ITDS.06	Cyber Security Strategy & Plan – Program of work to assess and improve Cyber Security posture	<ul style="list-style-type: none"> Essential 8 maturity benchmark and improvements Health & Hygiene activities Managed Security Services review and recommendations Email Architecture Review 				Dec 2020
ITDS.03 ITDS.04 ITDS.05	Ascender Pay Managed Service – Transition of Ascender Pay software to managed cloud provider and plan for HCM adoption	<ul style="list-style-type: none"> Analysis of transition requirements and development of migration strategy Migration from existing platform to cloud based Managed Services platform Consider adoption of a tier-1 Human Capital Management (HCM) platform 				Jun 2020
ITDS.03 ITDS.04	Technology Roadmap – Mapping future technology investment to University strategy	<ul style="list-style-type: none"> Roadmap developed Alignment between business objectives and technology roadmap Workforce Planning 				Mar 2020
ITDS.03 ITDS.04	Infrastructure Modernisation – for all services remaining on premise, update the underlying technology stack	<ul style="list-style-type: none"> Solaris transitions completed VMware transitions completed Storage infrastructure replaced New perimeter firewalls deployed CCTV upgrades scheduled Building Access Systems reviewed 				Dec 2020
ITDS.01 ITDS.03	Research Services – develop a sustainable research support model, technology and service focused	<ul style="list-style-type: none"> Consider High-Performance Computing (HPC) needs and secure funding Determine required footprint and implement agreed HPC services Develop Research Services support model 				Sep 2020
ITDS.02 ITDS.04 ITDS.06	Western Growth – plans, designs and technology attributes of vertical campuses finalised and underway	<ul style="list-style-type: none"> Designs and plans finalised Integration with build program completed Commissioning planned 				Dec 2020

Table 2.4 – Current Priorities

3.4. Initiatives Pending – Future Pipeline

The following table provides a summary of future pipeline initiatives with a 3 to 5 year planning horizon. This section structure aligns directly to the **Operational Dashboard** for reporting purposes.

Table 6. Future Operational Initiatives						
Alignment	Key Initiative/Project	Measurable Outputs & Targets	Impact if Not Delivered	Owner	Operational Objective	Planned Completion
ITDS.03 ITDS.04	Technology Roadmap	<ul style="list-style-type: none"> Release of technology roadmap detailing technologies to invest in over the short, medium and long term 	University may not invest in the best technologies to achieve strategic objectives	ITDS	<ul style="list-style-type: none"> Lower Costs Simplified Footprint Improved Security 	2023
ITDS.03 ITDS.05	Student Management System	<ul style="list-style-type: none"> Phase 2 production release with additional functionality 	Key functionality will be unavailable and will rely on existing processes/systems	OEC	<ul style="list-style-type: none"> Enhanced Experience Modernised Platform Robust Roadmap 	2021
ITDS.03 ITDS.04 ITDS.05	Research Management Solution and HPC requirements	<ul style="list-style-type: none"> Production release of RMS. HPC provisioning finalised 	Current processes and systems will be used which may be inefficient and also expose the University to some security risks	Research	<ul style="list-style-type: none"> Increased Grants Better Collaboration Less Administration 	2021
ITDS.02 ITDS.04 ITDS.06	Western Growth	<ul style="list-style-type: none"> Parramatta, Bankstown and Westmead vertical campuses commissioned with technology-infused spaces 	Vertical campuses will not have the technology attributes expected and be less useable.	OEC	<ul style="list-style-type: none"> Reputation Recruitment Retention 	2022
ITDS.01 ITDS.03 ITDS.06	Finance and HR Systems Transformation	<ul style="list-style-type: none"> Migrate to Oracle Finance Cloud and deploy a tier-1 HCM platform 	The ability to support and manage staff will be less effective than it could be otherwise.	F&R/HR	<ul style="list-style-type: none"> People Strategy Operational Efficiency 	2022

Table 2.5 – Future Pipeline

3.5. Key Measures of Success

The following table lists key measures of success, and are linked to the achievement of the key strategic objectives and priorities. Targets may be developed within the team of may be externally set. This section structure aligns directly to the **Operational Dashboard** for reporting purposes.

Table 7. Key Measures of Success			
Operational Measure	Owner	Baseline [2019]	Target [2020]
Executive Report development and release	K. Holling	3	3
Business Plans developed and shared	K. Holling	6	6
Future Now strategy up to date	K. Holling	100%	100%
Cyber Security activities on schedule	K. Holling	100%	100%

Table 2.6 – Key Measures of Success

3.6. Decadal Planning

Future Concepts, Plans and Strategies	
#	Description
1	Establish technology roadmaps and capabilities – Establish service and technology roadmaps that aligns with organisational strategies to help inform investment in appropriate technologies and leverage that technology effectively.
2	Facilitate strategic conversations – Facilitate conversations across the organisation to capture ideas and objectives to which ITDS can contribute to their realisation and foster a culture of driving improvements.
3	Model an innovative culture – Encourage knowledge sharing and experimentation to build a common foundation of collaboration and leadership.
4	Leverage technology providers – Leverage existing relationships with technology providers more fully to understand and pursue opportunities to maximise the value from those relationships.
5	Design connected environments – Design distinctive spaces utilising technology to provide a rich experience for staff and students.

Table 2.7 – Decadal Planning

4. Highlighted Risks and Opportunities

This section describes key risks (positive and negative), why they are considered a risk, and possible impacts on the ability to deliver the stated Strategic Objectives.

- **ITDS participation in technology decision-making** – build upon existing relationships with key stakeholders and ensure that ITDS is involved in the generation of ideas and decision making involving the use of technology to achieve specific organisational objectives. Existing governance processes to be reviewed and improvements to be considered
- **Capacity pinch points** – Managing parallel requirements that generate demands on specific ITDS resources. Forward planning to ensure capacity, capability and quality are maintained and improved to ensure optimal resource allocation and efficiency
- **Cyber Security threats** – Continue to invest in Cyber Security systems, strategies and processes to ensure optimal security posture and awareness of Cyber Security guidelines and responsibilities. Disaster Recovery focus for key systems
- **Staff recruitment and retention** – Staff recruitment in an environment where salaries in other sectors are generally higher than current University levels. There are challenges in attracting potential staff to the Hawkesbury campus. Planning to help inform current skills base and identify skills shortages or opportunities to improve capacity

WESTERN SYDNEY
UNIVERSITY



Annual Operational Plan

Office of Finance

December 2019



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1. Operational Overview

1.1. Context and Purpose

The Financial Operations Portfolio is responsible for oversight of the University's financial performance, ongoing financial stewardship and financial sustainability. This is achieved through the effective operation of the University's financial systems, frameworks, financial controls and financial oversight, aligning to the Securing Success strategic plan.

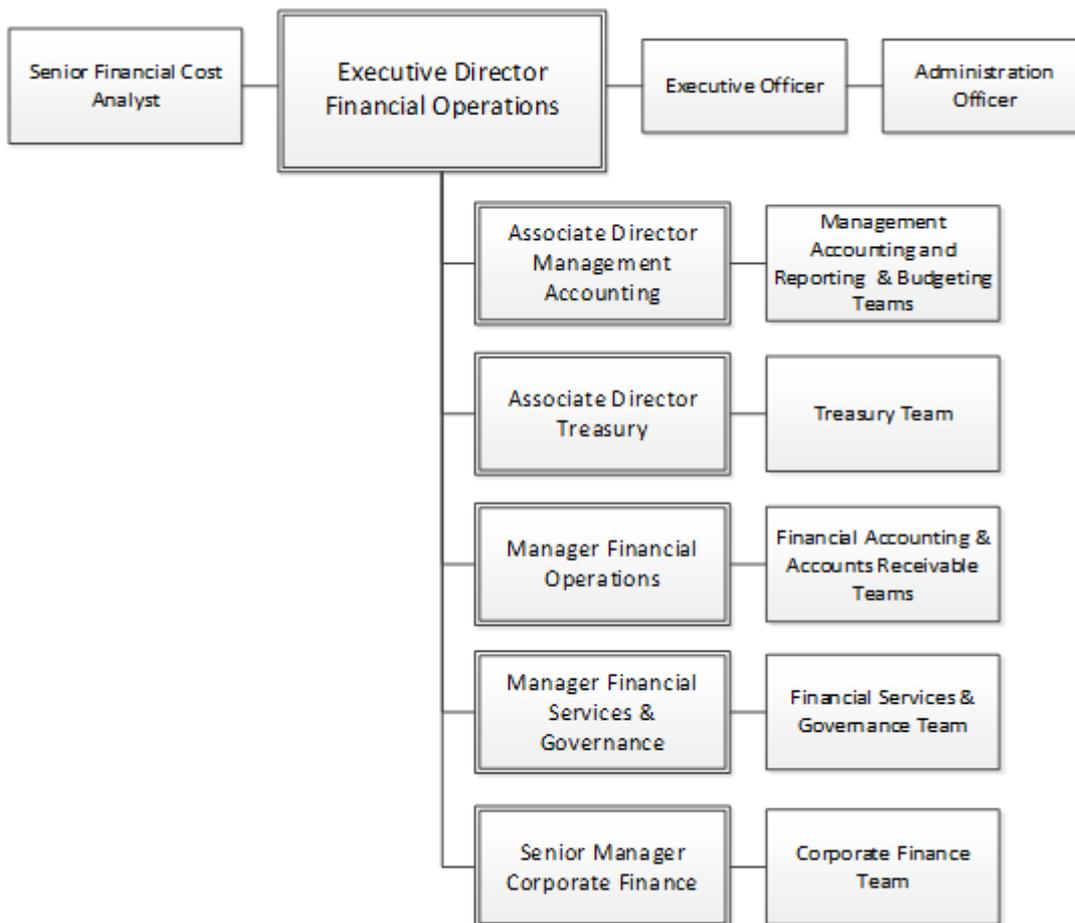


Figure 3.1 - Office of Finance Organisational Structure

Key drivers and functions of the Finance Office include quarterly rolling 3 year forecasts, annual budgets, monthly financial performance reporting, provision of Annual Financial Statements, engagement with the NSW Audit Office, Management and Financial Accounting, Treasury, Investment & Debt management, Financial Services and Governance, Taxation, Insurance and Corporate Finance. In addition, the Office of Finance provides daily financial advice and support to the School's, Institute's, Division's and Entities' operations.

2. Alignment to University Strategic Plan

2.1. Overview of Key Activities and Outcomes

The following table provides an overview of key activities and programs and their alignment to the broader strategic objectives of Western Sydney University. This section describes the primary operational activities and links the purpose to the University Strategic Plan. This section describes traditional “run the business” activities, in contrast to the following sections focused on “change the business”.

Securing Success Objective	Activity / Program	Progress / Outcomes
Objective #6.6	Annual Financial Statements	<ul style="list-style-type: none"> Achieved an unmodified audit for 2018 Implementation of AASB 9 Financial Instruments, AASB 15 Revenue from Contracts with Customers & AASB16 Leases
Objective #6.6	Financial Controls and Governance	<ul style="list-style-type: none"> Maintain robust financial systems and process controls Ensure staff expertise is maintained Linkage to Internal Audit and Risk portfolio
Objective #6.6	Funding Availability for Western Growth activities	<ul style="list-style-type: none"> Financial Support for Western Growth Initiatives PCG involvement for financial oversight
Objective #6.6	Quarterly Forecasts and Monthly reports	<ul style="list-style-type: none"> Sound financial reporting and processes Incorporation of new academic structure Provide quarterly rolling 3 year forecasts and budget
Objective #6.6	Sound Corporate financial analysis and business advisory services for University Initiatives	<ul style="list-style-type: none"> Robust Corporate financial analysis and business advisory services for University wide projects including advice on sound commercial arrangements Financial risk analysis
Objective #6.6	Cash, Investment & Debt management	<ul style="list-style-type: none"> Investment strategy implementation and monitoring Corpus established Credit rating established MTN underway
Objective #6.6	Provision of Professional Financial Partnering to University’s Operations	<ul style="list-style-type: none"> Active Business partnering and Engagement throughout the University and its Entities
Objective #6.6	Annual Budget	<ul style="list-style-type: none"> Signed off by Board of Trustees

Table 3.1 – Key Operational Activities

3. Strategic Priorities and Initiatives – 2020

3.1. Strategic Objectives and Priorities

#	Strategic Objectives	Link to Securing Success
FIN.01	Financial Integrity and Compliance	Build a competitive, efficient and financially-sustainable organisation that strikes a balance between quality and affordability in a competitive higher education market
FIN.02	Business Partnering	Build a competitive, efficient and financially-sustainable organisation that strikes a balance between quality and affordability in a competitive higher education market
FIN.03	Innovation and Efficiency	Build a competitive, efficient and financially-sustainable organisation that strikes a balance between quality and affordability in a competitive higher education market
FIN.04	Financial Sustainability and Investment	Build a competitive, efficient and financially-sustainable organisation that strikes a balance between quality and affordability in a competitive higher education market
FIN.05	Our People	Build a competitive, efficient and financially-sustainable organisation that strikes a balance between quality and affordability in a competitive higher education market

Table 3.2 – Strategic Objectives and Priorities

- **FIN.01: Financial Integrity and Compliance**

A key area of responsibility is to ensure the University’s financial integrity and compliance obligations are met at a high standard. This is achieved through financial stewardship of the University in all functional areas of the finance portfolio along with ongoing financial controls and governance. Financial processes and systems are established to ensure delegated authority, allocated by the Board of Trustees, is adhered to throughout all financial transactions along with regular financial reporting to inform the operations of the University of their financial performance to approved budget parameters.

- **FIN.02: Business Partnering**

Business partnering is a key focus and value add activity within the Finance portfolio. Resources are continually focussed on the business partnering aspects of financial engagement through the University and its Entities, assisting with financial and operational decision making at all levels.

- **FIN.03: Innovation and Efficiency**

At the centre of the Finance Office functions is to drive efficiencies throughout the University, its entities and the Finance Office itself. This is achieved through ongoing review of administrative and financial processes and systems to ensure resources are not unduly burdened by financial administrative tasks. The underlying aim is to best enable resources to be directed to the core functions of Learning, Teaching and Research.

- **FIN.04: Financial Sustainability and Investment**

Financial Sustainability is the primary aim of the Finance function in line with the University’s intergenerational commitments. In addition to the above three points raised, the Finance Office also supports financial sustainability through:

- High level commercial and financial advice to support decision making and risk management on revenue growth and cost management initiatives

- Capital and operating expenditure evaluations
- Commercial opportunities evaluation
- Decision support tools to assess potential impact of investment options

In addition to the above, the Finance Office supports financial sustainability by actively managing the University funds under investment, building on the strength of the balance sheet. Investment and return strategies are in place for the University's Corpus funds, providing funding streams for the use in advancing the overarching academic and research capabilities of the Institution.

- **FIN.05: Our People**

The Finance Office realises how critical it is to foster development of staff including succession planning and professional development. Use of Intern programs and graduates in order to meet the strategic objectives of the University whilst offering experience opportunities to students and mentoring opportunities to staff.

3.2. Key Changes and Achievements

The activities highlighted below include key changes to ongoing operating activities and achievements which have occurred over the past year.

Strategic Alignment	Program Changes/Initiatives/Achievements	Details of Change and/or Impact
FIN.04	Bank Debt Refinancing	<ul style="list-style-type: none"> Available funds for Western Growth projects and University working capital
FIN.04	Investment management	<ul style="list-style-type: none"> Implementation of Investment strategy Cash and Investment Management Corpus established
FIN.04	Achieve a public credit rating	<ul style="list-style-type: none"> Achieved Aa2 stable rating from Moody's Investor Services. Monitoring to ensure stable rating
FIN.01	Annual Financial Statements	<ul style="list-style-type: none"> Achieve an unmodified audit result Implementation of AASB 15 revenue recognition and AASB 16 Leases
FIN.03	Integrated Workplace Management System	<ul style="list-style-type: none"> Integration of Trirega with Finance Systems
FIN.04	Financial Support for Western Growth Initiatives	<ul style="list-style-type: none"> Representation on PCG's and provide financial analytical support
FIN.02	Operating improvements	<ul style="list-style-type: none"> Commenced P2P review Adoption of technology solutions to drive efficiencies and value add to the overall financial services offering
FIN.01	Government mandated reporting	<ul style="list-style-type: none"> Establish transparent cost of teaching capabilities and benchmarking with the IRU
FIN.05	Our People	<ul style="list-style-type: none"> Alignment along functional lines to better support the customer Career Planning Technical Skill Uplift Partnering/engagement with client base Student engagement
FIN.02	Business Partnering	<ul style="list-style-type: none"> Developed values, mission and objective statements Delivery of robust quarterly forecasts and completion of annual budget ASI implementation

Table 3.3 – Key Changes and Achievements

3.3. Initiatives in Progress – Current Priorities

The following table provides a summary of key operational initiatives. This section structure aligns directly to the **Operational Dashboard** for reporting purposes.

Table 5. Key Operational Initiatives						
Alignment	Key Initiative/Project	Measurable Outputs & Targets	Notes on Progress/Final Outcome	RAG	Operational Objective	Forecast Completion
FIN.04	Maintain Credit rating	<ul style="list-style-type: none"> Annually achieved, continuous monitoring 				Dec 2020
FIN.04	Medium Term Note issued	<ul style="list-style-type: none"> Sufficient funding for Western Growth activities 				Jun 2020
FIN.01	Annual Financial Statement and Audit	<ul style="list-style-type: none"> Unmodified result achieved 				Apr 2020
FIN.04	Quarterly forecasts and Budget	<ul style="list-style-type: none"> Incorporate new Academic structure into reporting 				Quarterly 2020
FIN.04	Financial Sustainability	<ul style="list-style-type: none"> Financial feasibility evaluations and business analysis Commercial business advisory services Support Western Growth initiatives 				Ongoing 2020
FIN.02	Active Business partnering and Engagement	<ul style="list-style-type: none"> Student Engagement with School of Business Management accountants focus on enhanced customer service and business support Build and develop skillsets for analysing data and providing insight to clients and Executive 				Ongoing 2020
FIN.03	System development and enhanced capabilities	<ul style="list-style-type: none"> Financial systems improvements TM1 planning analytics, Oracle and Basware upgrade Purchase to payment review 				Quarter 2 2020 Jul 2020
FIN.01	Government mandated reporting	<ul style="list-style-type: none"> Cost of teaching submissions 				Oct 2020
FIN.04	Corpus and Investment portfolio	<ul style="list-style-type: none"> Management of investment portfolio in line with investment strategy 				Dec 2020
FIN.02	Deputy Provost	<ul style="list-style-type: none"> Engage and promote Provost activities 				Ongoing 2020
FIN.05	Our People	<ul style="list-style-type: none"> Career Planning Technical Skill uplift Partnering/Engagement with client base 				Ongoing

Table 3.4 – Current Priorities

3.4. Initiatives Pending – Future Pipeline

The following table provides a summary of future pipeline initiatives with a 3 to 5 year planning horizon. This section structure aligns directly to the **Operational Dashboard** for reporting purposes.

Table 6. Future Operational Initiatives						
Alignment	Key Initiative/Project	Measurable Outputs & Targets	Impact if Not Delivered	Owner	Operational Objective	Planned Completion
FIN.04	University Funding	<ul style="list-style-type: none"> Ensure adequate funding lines for University and Western Growth requirements Maintenance of credit rating 	Unable to fund asset development Unable to raise capital markets financing	Exec. Director Finance		Ongoing
FIN.03	Financial Processes and Systems	<ul style="list-style-type: none"> Ensure relevance and efficiency of all financial systems and related processes 		Exec. Director Finance		Ongoing
FIN.01	Governance and Compliance	<ul style="list-style-type: none"> Ensure financial compliance is adhered to on an ongoing basis including Accounting Standards and Government mandated changes 		Exec. Director Finance		Ongoing
FIN.04	Investment Management	<ul style="list-style-type: none"> Funds available for investment are to be invested in accordance with approved investment strategy and monitored diligently to provide optimum investment returns to support University initiatives 	Reduced funding for University initiatives	Exec. Director Finance		Ongoing
FIN.04	Financial Management	<ul style="list-style-type: none"> Financial management and control of the University through relevant reporting and business partnering Investment management of University corpus 		Exec. Director Finance		Ongoing
FIN.04	Financial Sustainability	<ul style="list-style-type: none"> Financial feasibility evaluations and business analysis Commercial business advisory services Support Western Growth Initiatives Effective budget and financial management 				
FIN.05	Our People/Structure	<ul style="list-style-type: none"> Incorporate technological enhancements via AI and automation into processes Build our HR into partners and value add business advisors Start teaching into a unit on Management Accounting, Treasury or Financial Accounting – guest lecturers Ongoing organisational structure reviews to ensure relevance and appropriate resource allocation. 				

Table 3.5 – Future Pipeline

3.5. Key Measures of Success

The following table lists key measures of success, and are linked to the achievement of the key strategic objectives and priorities. Targets may be developed within the team of may be externally set. This section structure aligns directly to the **Operational Dashboard** for reporting purposes.

Table 7. Key Measures of Success			
Operational Measure	Owner	Baseline [2019]	Target [2020]
Ongoing Financial Sustainability	D. Greentree		
Adherence to Financial Governance and controls	D. Greentree		

Table 3.6 – Key Measures of Success

3.6. Decadal Planning

Future Concepts, Plans and Strategies	
#	Description
1	Cultural and resource planning to ensure relevance of financial resources and University support into the future
2	Financial sustainability to ensure the future requirements and objectives of the University including Western Growth initiatives can be met
3	Incorporating Technology into financial processes to drive efficiencies and improve service levels

Table 3.7 – Decadal Planning

4. Highlighted Risks and Opportunities

This section describes key risks (positive and negative), why they are considered a risk, and possible impacts on the ability to deliver the stated Strategic Objectives.

- **Debt Funding (Bank Debt and Medium Term Note)** It is critical that sufficient and effective cost of funds are available to support the University's working capital requirements and Western Growth strategy on an ongoing basis
- **Investment Portfolio** Funds available for investment are to be invested in accordance with approved investment strategy and monitored diligently to provide optimum investment returns to support research, teaching and learning initiatives
- **Credit rating** The University's credit rating must be maintained to access capital markets" funding and to maintain financial sustainability
- **Internal Financial Controls** A continued focus on maintaining robust financial systems, processes and reporting together with ongoing professional development of finance staff to ensure sector leading expertise is maintained and delivered. Financial controls are enhanced by linkage to the Internal Audit and Risk portfolio and Audit and Risk committee of the University
- **New accounting Standards and Government mandated requirements** Ensure compliance with new Government mandated transparent cost of teaching reporting requirements and all new accounting standards including the recent Financial Instruments (AASB9), Income Recognition (AASB 15) and Leases (AASB16). Full compliance will contribute towards achieving an unmodified audit of the University's annual financial statements
- **Ongoing Changes to the Higher Education Environment** with continued uncertainty surrounding funding levels, Financial Operations must maintain agility and be able to respond quickly to any funding changes to ensure resources are available and allocated efficiently throughout the organisation supporting Learning, Teaching and Research. Financial Operations provides accomplished financial stewardship to the organisation to assist in continuing to build a dynamic and financially sustainable University
- **Robust Corporate Financial Analysis for University Projects** Corporate Finance to achieve sound and comprehensive financial analysis of University projects ensuring informed decision making to direct, allocate and prioritise resources in the University's best interests

WESTERN SYDNEY
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Annual Operational Plan

Office of Estate and Commercial

December 2019



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1. Operational Overview

1.1. Context and Purpose

The Office of Estate and Commercial (OEC) facilitates a strategic approach to planning, development and ongoing maintenance of the University's built infrastructure, properties and commercial activities.

The directorate comprises the following units:

- Estate Planning and Strategy;
- Infrastructure Services;
- Commercial Services and Governance;
- Environmental Sustainability.

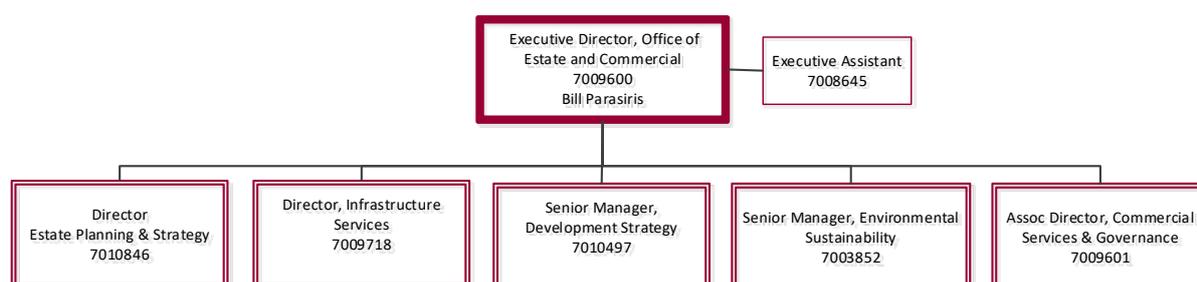


Figure 4.1 – Office of Estate and Commercial Organisational Structure

This Operational Plan outlines OEC's major projects and activities for 2019 and beyond, and addresses the role of the directorate in supporting the University's decadal plan. It also reports on milestones achieved in 2019 for projects already underway, budget positions, and flags any risks and issues which are being managed.

A key decadal strategy for the University is the re-imagining of our campus network. The Western Growth program is a large-scale transformative initiative that will bring the highest quality educational opportunities and world-class research expertise to the region. Over the next decade, the University will establish highly accessible technology rich campuses in CBD locations. In the longer term, we will also augment our presence in Western Sydney's south and north growth areas. This will deliver highly accessible state-of-the-art learning, teaching and research facilities across the region.

Western Growth rebalances the University's campus strategy entailing a staged relocation from some of our non-core campuses to the region's CBDs. We want to rethink the role of our existing campuses to provide the foundation that will enable the University to take its place in the region's centres and assist with their activation.

Working in partnership with all areas of the University community, the directorate ensures the strategic development and maintenance of the network of campuses and property estate to support the University's learning, teaching and research activities and preserves and enhances the unique aesthetics of the campuses. This includes the management and delivery of the University's Western Growth strategy. The directorate manages the environmental sustainability agenda in line with the University's vision, and maintains a safe and healthy environment for those that use our campuses.

The role of the OEC is to leverage the development opportunities for the University's assets to further enable core teaching and research functions. The focus is on value enhancing commercial engagements and campus plans to optimise a sustainable future for the University.

OEC is responsible for the planning and construction of new buildings, refurbishment and adaptive reuse of existing buildings, maintenance of almost 2,000 hectares of grounds including landscaping and the maintenance and cleaning of more than 500 buildings across 20 campuses and external sites. OEC also assists in the planning and delivery of the University's estate development and commercial projects.

The directorate is also responsible for the commercial and financial analysis of projects across schools and divisions, including financing options for projects and providing University wide support for commercial functions and opportunities. OEC is responsible for student accommodation, food and beverage outlets, and gym facilities with an agreement in place with an external service providers responsible for the day-to-day management.

It also provides services for cleaning and presentation, waste services, removals, relocations and event setups, furniture supply and installation, space management, spatial data collation and management, campus signage, and logistics (mail and stores).

The Hawkesbury campus farm and associated resources also forms part of the portfolio.

2. Alignment to University Strategic Plan

2.1. Overview of Key Activities and Outcomes

The following table provides an overview of key activities and programs and their alignment to the broader strategic objectives of Western Sydney University. This section describes the primary operational activities and links the purpose to the University Strategic Plan. This section describes traditional “run the business” activities, in contrast to the following sections focused on “change the business”.

Securing Success Objective	Activity / Program	Progress / Outcomes
Objective 5 Objective 6	Delivery of Capital Plan – proactively managing and delivering the University’s major and minor capital works, in line with the Capital Plan	<ul style="list-style-type: none"> • Delivery of Hawkesbury R Precinct (R3, R5, R7) buildings to accommodate occupants from Werrington North campus; • Delivery of Building M1, Hawkesbury campus refurbishment; • Delivery of Building J, Westmead Campus stages 2 and 3 reflecting adaptive reuse to accommodate NICM labs, a conference facility and SCEM architecture studios • Delivery of IELTS testing centre for The College • Refurbishment of Kingswood building I to accommodate SEO consolidation • Continued rollout of collaborative learning teaching spaces across all campuses • Blacktown Clinical School PC2 lab modifications • Delivery of PV Solar Installation for Kingswood building Z • Planning and design is underway for a number of new and refurbished facilities including Hawkesbury new science building, Hawkesbury new green house facility, Campbelltown Oral Health facility, Campbelltown Speech Pathology Laboratories; Parramatta Service Desk Consolidation.
Objective 5 Objective 6	Delivery on Environmental Sustainability Initiatives – being a sector leader in increasing the University’s efficiency and environmental sustainability practices	<ul style="list-style-type: none"> • Continued development of Solar Farm opportunity, 2KW facility to be constructed at the Hawkesbury campus • Kingswood Campus Carpark Solar Array • Biodiversity Stewardship Sites; • Resilience Planning to address Climate Change Risks; • Implementation of Biosecurity requirements; • Establishment of the Environmental Sustainability Advisory Group, development of Environmental Sustainability Action Plan • Development of a Resilience Assessment for Climate Change Risks • Range of Living lab. initiatives, contributing to Resilience Roadshows • Developing Sustainable Energy Strategy with pilot modules for solar and carpark solar • Continued activity for water recycling and water cycle management • Centre of Excellence for Peri-Urban Futures with Richmond TAFE, Hurlstone and School of Science • Progress towards Biodiversity Stewardship site, and bushfire mitigation • Sustainable farming system with biosecurity protocols • Farm Advisory Group with School of Science and Tech. Services • Environmental Sustainability Advisory Group, with draft Environmental Sustainability Action Plan
Objective 1 Objective 5 Objective 6	Business Process Optimisation – optimising our processes to improve our service quality and delivery	<ul style="list-style-type: none"> • Minor change proposal to refine OEC structure • Implementation of Tririga IWMS, active migration from Archibus • Development of OEC Procurement Register • Implementation of PPM ServiceNow • Review and implementation of enhancements to Western Growth Governance
Objective 1 Objective 6	Western Unlimited Ltd Management Transfer – reducing the University’s risk exposure and prioritising core business Wind-up of business operations	<ul style="list-style-type: none"> • Executed Management Agreement with Chartwells, a specialist provider, on 30 September 2019 • Transfer of WUL Gyms to YMCA NSW effective 1 January 2020

Table 4.1 – Key Operational Activities

3. Strategic Priorities and Initiatives – 2020

3.1. Strategic Objectives and Priorities

#	Strategic Objectives	Link to Securing Success
OEC.01	Western Growth	Objective 5 – An anchor institution, leading advocate and champion for Greater Western Sydney and its people
OEC.02	Improving Business Processes	Objective 6 – A dynamic and innovative culture that secures success
OEC.03	Key Stakeholder Engagement	Objective 1 – A distinctively student-centred university
OEC.04	Strategic Asset Planning and Management	Objective 6 – A dynamic and innovative culture that secures success
OEC.05	Increasing Environmental Sustainability	Objective 6 – A dynamic and innovative culture that secures success
OEC.05	Commercial Sustainability	Objective 6 – A dynamic and innovative culture that secures success
OEC.07	Resourcing and Culture	Objective 6 – A dynamic and innovative culture that secures success

Table 4.2 – Strategic Objectives and Priorities

- **OEC.01: Western Growth**

Ensuring delivery and coordination of the Western Growth Program including strategy, development, governance, planning and delivery.

- **OEC.02: Improving Business Processes**

Enhancing our efficiency and the quality of our delivery by evaluating and refining our processes.

Working collaboratively across the Division and University, taking a proactive approach in improving University maintenance and work requests, management and delivery of capital projects. Building our capacity to collect data to improve proactive and evidence based decision making, including data capture of existing space utilisation.

- **OEC.03: Key Stakeholder Engagement**

Facilitating engagement with key internal and stakeholder processes to ensure delivery of the University’s Western Growth strategy, service delivery to the University community and Securing Success. Examples include ongoing engagement within the Division of Finance & Resources, across the University, participation in Council and NSW Government working groups and precinct planning across Western Sydney (Liverpool Innovation Precinct SteerCo, The Quarter SteerCo, CFS Western City Taskforce, TfNSW Working Groups).

Recognising stakeholder engagement as a strategic priority optimises the delivery of Western Growth and Securing Success, ensuring that the University’s positive impact on the region we were created to serve is optimised.

- **OEC.04: Strategic Asset Planning Management**

The fundamental purpose of strategic asset management is to ensure agility, timely and proactive responses to changing university needs. The preparation of a Strategic Asset Management Plan will aim to establish guiding principles and to provide a sound evidence based approach for decision making on the development, management, maintenance, utilisation and disposal of facilities and assets and align with key organisational strategies and operational plans including Western Growth, Capital Plan, precinct and campus master planning and supporting sustainability initiatives. Building our capacity to collect data to improve evidence based decision making, including data capture of existing asset utilisation.

- **OEC.05: Increasing Environmental Sustainability**

Continuing to invest and enhance the University's sector leading environmental sustainability practices, through collaborative role out of Environmental Sustainability Action Plan. This will include engagement through living labs., addressing resilience planning, sustainable energy, water cycle management, Green Star buildings and precincts, waste and the circular economy, biodiversity conservation, biosecurity, peri-urban agriculture, transportation, and product life cycle.

- **OEC.06: Commercial Sustainability**

The University is under increasing financial pressure to support its teaching and research activities, therefore leveraging assets will support continued growth in delivering outcomes. Identifying continued opportunities for alternative and sustainable revenue streams both operationally and under the banner of Western Growth will strengthen the University's financial position whilst also ensuring commercial service delivery to the University community.

- **OEC.07: Resourcing and Culture**

The continued success of operations is centred on our People who share a vision and common purpose. This is achieved through successful leadership, appropriate organisation structure and clear messaging to support key priorities.

3.2. Key Changes and Achievements

The activities highlighted below include key changes to ongoing operating activities and achievements which have occurred over the past year.

Strategic Alignment	Program Changes/Initiatives/Achievements	Details of Change and/or Impact
OEC.01 OEC.02 OEC.03 OEC.04 OEC.05 OEC.06	Western Growth Program – Ensuring delivery and coordination of the Western Growth Program including strategy, development, governance, planning and execution	<ul style="list-style-type: none"> • Strategic planning • Engagement • Governance and project management • Tracking the delivery of the projects encompassed within the larger program • Proceeds generated from redevelopment and divestment of surplus sites, to be reinvested into University corpus
OEC.01 OEC.03 OEC.06	Milperra Campus Divestment – Agreement with Mirvac to redevelop the Milperra campus	<ul style="list-style-type: none"> • Agreed commercials to be reinvested into University corpus, currently forecast at \$190M return to University
OEC.01 OEC.03 OEC.06	Sale of Nirimba Freehold Lot	<ul style="list-style-type: none"> • Sale of Nirimba Freehold Lot finalised in June 2019, proceeds of \$10.015M invested in University Corpus
OEC.02 OEC.04	Implementation of Tririga	<ul style="list-style-type: none"> • Transition from Archibus to Tririga, Tririga fully implemented • Tririga mobile app distributed for staff and contractor training, increasing efficiency • Will allow for more rigorous asset management and tracking
OEC.01 OEC.02 OEC.03 OEC.04	Engagement with Local, NSW and Federal Governments – ongoing engagement and collaboration in delivery of Western Growth and University's strategy	<ul style="list-style-type: none"> • MoU signed with Campbelltown City Council November 2019 • Participation in Sydney Metro stakeholder engagement process for the Bankstown Station Precinct Masterplan • Participation in TfNSW Greater Penrith Collaboration Area: Place-based transport strategy workshops • Participation in Liverpool Health and Academic Precinct Education and Research Hub process • Review and submission of Local Strategic Planning Statement for various councils

Table 4.3 – Key Changes and Achievements

3.3. Initiatives in Progress – Current Priorities

The following table provides a summary of key operational initiatives. This section structure aligns directly to the **Operational Dashboard** for reporting purposes.

Table 5. Key Operational Initiatives						
Alignment	Key Initiative/Project	Measurable Outputs & Targets	Notes on Progress/Final Outcome	RAG	Operational Objective	Forecast Completion
OEC.01 OEC.06	Parramatta Engineering Innovation Hub Project	<ul style="list-style-type: none"> • Planning • Governance • Delivery • Program • Budget 				Q2 2021
OEC.01 OEC.03	Bankstown City Campus Project	<ul style="list-style-type: none"> • Planning • Governance • Delivery • Program • Budget 				Q1 2022
OEC.01 OEC.06	Milperra Campus Redevelopment	<ul style="list-style-type: none"> • Planning • Governance • Delivery • Program • Budget 				2028
OEC.01 OEC.06	Caddens Corner Retail Centre	<ul style="list-style-type: none"> • Planning • Governance • Delivery • Program • Budget 				Oct 2020
OEC.01 OEC.05	Werrington Campus Redevelopment	<ul style="list-style-type: none"> • Planning • Governance • Delivery • Program • Budget • Living Labs 				2030
OEC.01 OEC.06	Campbelltown Stage 6	<ul style="list-style-type: none"> • Planning • Governance • Delivery • Program • Budget 				2020
OEC.01	Campbelltown Stages 1-5 – Macarthur Heights	<ul style="list-style-type: none"> • Planning • Governance • Delivery 				2022

		<ul style="list-style-type: none"> • Program • Budget 				
OEC.01	Parramatta North Redevelopment	<ul style="list-style-type: none"> • Planning • Governance • Delivery • Program • Budget 				2028
OEC.01 OEC.03 OEC.06	Westmead Campus Redevelopment	<ul style="list-style-type: none"> • Planning • Governance • Delivery • Program • Budget 				Q3 2021
OEC.01 OEC.03 OEC.05	Peri-Urban Commercial Greenhouse	<ul style="list-style-type: none"> • Planning • Governance • Delivery • Program • Budget 				Q2 2021
OEC.01 OEC.02 OEC.03 OEC.04 OEC.05	Strategic Asset Management Plan	<ul style="list-style-type: none"> • Preparation of University-wide Strategic Asset Management Plan • Consulting key internal and external stakeholders in the preparation • Will inform capital projects, including Western Growth, moving forward • Focus on sustainability 				Q2 2020
OEC.01 OEC.02 OEC.03 OEC.04	Engagement with Local and NSW Governments	<ul style="list-style-type: none"> • Continue engagement with Western Sydney Councils and NSW State Government and associated Departments 				Ongoing

Table 4.4 – Current Priorities

3.4. Initiatives Pending – Future Pipeline

The following table provides a summary of future pipeline initiatives with a 3 to 5 year planning horizon. This section structure aligns directly to the **Operational Dashboard** for reporting purposes.

Table 6. Future Operational Initiatives						
Alignment	Key Initiative/Project	Measurable Outputs & Targets	Impact if Not Delivered	Owner	Operational Objective	Planned Completion
OEC.01 OEC.03	Liverpool Stage 2 Project	<ul style="list-style-type: none"> Continual strategy development, governance, planning and execution 	High	VP F&R		2024
OEC.01 OEC.03	Campbelltown CBD Campus Project	<ul style="list-style-type: none"> Continual strategy development, governance, planning and execution 	TBD	VP F&R		2024
OEC.01 OEC.03	Sydney Olympic Park Project	<ul style="list-style-type: none"> Continual strategy development, governance, planning and execution 	TBD	VP F&R		2024

Table 4.5 – Future Pipeline

3.5. Key Measures of Success

The following table lists key measures of success, and are linked to the achievement of the key strategic objectives and priorities. Targets may be developed within the team of may be externally set. This section structure aligns directly to the **Operational Dashboard** for reporting purposes.

Table 7. Key Measures of Success			
Operational Measure	Owner	Baseline [2019]	Target [2020]
Investment in University Corpus	P. Pickering	TBD	TBD
Increased engagement with internal and external stakeholders	B. Parasiris	TBD	TBD

Table 4.6 – Key Measures of Success

3.6. Decadal Planning

Future Concepts, Plans and Strategies	
#	Description
1	Western Growth Wave 4 – continuing to meet the higher education requirements of Australia’s fastest-growing region. Ensuring strategy, development, governance, planning and execution to position the University for future growth, operations and flexibility
2	Environmental Sustainability & Living Labs – continuing our development in the environmental sustainability and living labs space, better equipping the University for the future

Table 4.7 – Decadal Planning

4. Highlighted Risks and Opportunities

This section describes key risks (positive and negative), why they are considered a risk, and possible impacts on the ability to deliver the stated Strategic Objectives.

- **Resourcing** – attracting and retaining staff and key personnel, in order to ensure that personnel are appropriately qualified, equipped and experienced (i.e. skillset etc) for assigned roles. It is critical to ensure that people and positions are appropriately assigned, and effectively led, developed and supported
- **Western Growth** – mainly legislation, planning approval pathways and market competition. These are caused by external factors that are outside of the control of the Program, however they are actively monitored and reported as appropriate. Government policy changes have potential to impact the program strategy and it is noted that University representatives will continue to engage in stakeholder management to ensure that objectives are realised
- **Capacity** – Ensuring quality is not diminished in the delivery of a large volume of work in line with University strategy
- **Environmental** – effective business resilience to counter the effects of climate change on University business continuity and staff and student wellbeing; managing water security; and managing our endangered bushland in a way that reduces the threat of fire
- **Work Health and Safety** – the University community, including contractors and visitors, may be exposed to work place hazards requiring identification, assessment and control

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Annual Operational Plan

Office of Strategy, Business Development & Procurement

December 2019



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Table 5.7 – Decadal Planning

1. Operational Overview

1.1. Context and Purpose

The Office of Strategy, Business Development and Procurement is responsible for developing and leading the Divisional strategy, providing high level strategic, commercial, procurement, financial, governance and project advice. Its focus is on driving the development of agile, adaptive and innovative future proof solutions to increase efficiencies, sustainability and organisational strength through the delivery of new project methodology, new delivery models, new processes and governance protocols that leverage the University's assets. Leading the development of strategic and commercial opportunities and benefits for the University, including potential new income streams.

A newly established team, accountability includes leading strategic sourcing, procurement, contract management, strategy and strategic projects and a number of shared services functions (including asset, lease, fleet and software management as well as print services and travel and expense services).

Focused on enhancing the University's commercial acumen through driving robust and proven governance methodology and enhanced strategic, procurement and commercial acumen and leadership in support of the University's core strategic, entrepreneurial and organisational direction. Leadership of the transformation and implementation of appropriate policies, systems and capabilities to enhance the performance of the Division and the wider University is a key objective. These outcomes will enable the development of organisational strategies and action plans that yield real value to the University, businesses and stakeholders.

The team will make a difference by seeking out and encouraging new thinking and influencing current thinking so as to drive new practices that add value. Methodologies and cultural initiatives that not only re-engineer and re-align current ways of working but also focus efforts around re-imagining are the cornerstone.



Figure 5.1 – Office of Strategy, Business Development and Procurement Organisational Structure

The Office of Strategy, Business Development and Procurement (OSBDP) is divided the following key streams of activity:

- Strategic Projects – development and progression of a portfolio of strategic University wide projects as well developing and monitoring the Divisions strategic framework and approach and optimisation of the evolution of the Division’s portfolio of activities and services. Develop, lead and manage programs and projects in conjunction with the other portfolios and areas of the University.
- Business Development – lead the development of service and delivery strategies that continuously improve the Divisions portfolio of service and enhances benefit realisation for the University. Assist in implementation and monitor progress of projects initiated for the transformation of the Division. Encourage and promote innovation and new ways of thinking, relating and acting – enable re-imagining not just re-inventing and re-aligning.
- Strategic Management – lead and coordinate the development, implementation, monitoring and reporting of strategic and operational plans and budgets for the Division, ensuring the Division’s alignment to the broader University strategic objectives.
- Procurement Services – encompassing all operational procurement services and activities, including travel and expense, asset and lease management, fleet management, software management and routine procurement and print services.
- Category Management – end to end management of allocated categories of procurement, providing subject matter expertise and operating as a trusted advisor to Executive and Senior University stakeholders for complex and strategic procurement activities. The focus of this stream is on forward category planning and optimisation of the sourcing strategy for the sustainable long term benefit of the University.
- Commercial and Contract Management – establishment of robust commercial and contract management practices across the Division and the University, ensuring robust and effective contract formation and management practices. Enhancing the protection against commercial risk and developing effective commercial relationships.
- Governance and Internal Control – provide an advanced professional service and advice and contribute to internal control and reporting processes within the Division, encompassing control activities and risk assessments including compliance, operational risks and financial performance, and ensuring these are optimised and understood within the Division. Lead and manage the development and implementation of policy and plans that contribute to the maintenance and improvement of outcomes.

2. Alignment to University Strategic Plan

2.1. Overview of Key Activities and Outcomes

The following table provides an overview of key activities and programs and their alignment to the broader strategic objectives of Western Sydney University. This section describes the primary operational activities and links the purpose to the University Strategic Plan. This section describes traditional “run the business” activities, in contrast to the following sections focused on “change the business”.

Securing Success Objective	Activity / Program	Progress / Outcomes
Objective 5 Objective 6	Deliver and Enhance Procurement Services – deliver and optimise procurement services, including travel and expense, asset and lease management, fleet management, routine procurement and print services	<ul style="list-style-type: none"> • Purchase order compliance for Schools has lifted from 55% to 63% on a quantity basis and 59% to 71% on a spend basis • Purchase order compliance for Divisions has lifted from 53% to 66% on a quantity basis and 57% to 70% on a spend basis • Stationery - tender for stationery provision complete and transition to new provider. \$160K per annum saving on current spend • Travel management provider – tender complete and transition underway, bringing enhanced service quality, organisational risk reduction and financial benefits • Transition of fleet management to Orix, optimising service provision • Ongoing savings delivered on operational procurement spend • Procure to Pay process review undertaken with key improvement areas identified and being progressed • Developed and implement new enterprise leasing solution including consolidation and optimisation of suppliers, enhanced delivery of service quality, optimising University assets delivering financial benefits. • Delivery of direct to desk supplier service for IT acquisitions • No Purchase Order no Pay remediation well progressed with implementation scheduled for early 2020 • Software management tool - commenced proof of concept to assist with business case • Leased asset refresh for labs, secured savings for 2020 of approx. \$1m
Objective 5 Objective 6	Strategic Category / Spend Management – implement and enhance forward category planning and optimisation of the sourcing for their allocated portfolio for the sustainable long term benefit of the University. Become trusted advisors and subject matter experts in strategic procurement in support of stakeholders	<ul style="list-style-type: none"> • Historical spend analysis developed to assist with identifying key areas of focus • Procurement portfolio spend developed utilising historical data to assist as a baseline for the development of targeted category plans • Professional Services Category Plan developed and commenced strategic procurement activities on; contingent labour (approx. \$8m), contingent clinical facilitation labour (approx. \$22m), Executive Search Panel (approx. \$3m) • Construction and Refurbishment Contractors Panel refresh finalised • Delivery of 55 Tenders and 271 Procurement Plans as of 30 November 2019 • Engagement and education sessions conducted for major areas across the University • Support for Western Growth procurement activities, enhancing processes and effectiveness
Objective 1 Objective 5 Objective 6	Business Process Optimisation – proactively managing and enhancing processes and services for the benefit of the University	<ul style="list-style-type: none"> • <i>Procure to Pay</i> review identifying areas for improvement and remediation completed • <i>Forms simplified</i> and piloted ready for launch across the University at the beginning of 2020 • <i>No Purchase Order no Pay</i> remediation well progressed with implementation scheduled for early 2020 • Review of <i>policies and procedures</i> progressed ready for socialisation with key stakeholders before implementation

Table 5.1 – Key Operational Activities

3. Strategic Priorities and Initiatives – 2020

3.1. Strategic Objectives and Priorities

#	Strategic Objectives	Link to Securing Success
OSBDP.01	Improving Organisational Efficiency through University Wide Change and Divisional Initiatives	<i>Objective 1</i> – A distinctively student-centred university <i>Objective 5</i> – An anchor institution, leading advocate and champion for Greater Western Sydney and its people <i>Objective 6</i> – A dynamic an innovative culture that secures success
OSBDP.02	Facilitating Strategic Leadership and Engagement with Key Stakeholders	<i>Objective 1</i> – A distinctively student-centred university <i>Objective 5</i> – An anchor institution, leading advocate and champion for Greater Western Sydney and its people <i>Objective 6</i> – A dynamic an innovative culture that secures success
OSBDP.03	Accelerating People and Cultural Development	<i>Objective 1</i> – A distinctively student-centred university <i>Objective 6</i> – A dynamic an innovative culture that secures success
OSBDP.04	Enhancing Corporate Governance	<i>Objective 6</i> – A dynamic an innovative culture that secures success
OSBDP.05	Actively encourage and promote innovation and new ways of thinking, relating and acting – enable re-imagining not just re-inventing and re-aligning	<i>Objective 1</i> – Student-centeredness that integrates academic and professional opportunity with personal support <i>Objective 3</i> – Aspiration to provide a research-informed learning experience that is innovative, flexible and responsive <i>Objective 4</i> – Strategic intent to expand international reach and reputation <i>Objective 5</i> – An anchor institution, leading advocate and champion for Greater Western Sydney and its people <i>Objective 6</i> – A dynamic an innovative culture that secures success

Table 5.2 – Strategic Objectives and Priorities

- **OSBDP.01: Improving Organisational Efficiency Through University Wide Change and Divisional Initiatives**

Enhancing our efficiency and the quality of our services by evaluating and refining our processes.

Working collaboratively across the Division and University, taking a proactive approach in improving University processes, template and practices. Enhancing ease of use via effective ways of working.

Driving change agendas in key areas across the University to encourage and advocate transformation of ways of working and thinking.

- **OSBDP.02: Facilitating Strategic Leadership and Engagement**

Facilitating strategic leadership and engagement through providing clear strategic direction, maintaining ethical practices, fostering the development of human capital and promoting a positive workplace culture.

Proactively engaging on strategic initiatives that improve and enhance the reputation of the University through enhanced capacity, capability and effectiveness. Developing relationships as trusted advisor with key stakeholders in supporting the overall Division and University vision and potential.

- **OSBDP.03: Accelerating People and Cultural Development**

Development of an intrinsic Division culture, one positive team that works together with a highly developed customer service approach and change orientation.

- **OSBDP.04: Enhancing Corporate Governance**

Working to ensure that corporate governance is fit for purpose and efficient and effective. Focussing on the right things and implementing optimal key controls, processes and ways of working.

- **OSBDP.05: Encourage and Promote Innovation**

Development and implementation of strategies that continuously improve the University's strategic position and reputation as well as innovate and transform through encouraging and promoting innovation and new ways of thinking, relating and acting – enable re-imaging not just re-inventing and re-aligning.

3.2. Key Changes and Achievements

The activities highlighted below include key changes to ongoing operating activities and achievements which have occurred over the past year.

Strategic Alignment	Program Changes/Initiatives/Achievements	Details of Change and/or Impact
OSBDP.01 OSBDP.02 OSBDP.05	<p>Strategic Projects – development and progression of a portfolio of strategic projects as well developing and monitoring the Divisions strategic framework and approach and optimisation of the evolution of the Division’s portfolio of activities and services. Develop, lead and manage programs and project in conjunction with the other portfolios.</p>	<ul style="list-style-type: none"> • <i>Energy and Sustainability</i> – proactive drive and encouragement for the development of solar initiatives; Rooftop Solar at Kingswood, Car Park Solar, Ground Solar at Hawkesbury as well as resilience and sustainability strategies • <i>Hawkesbury Commercial Greenhouse</i> – business development of opportunity for anchor tenant for Hawkesbury Agri-Park Precinct in conjunction with OEC. Relationship development of additional opportunities. • <i>Werrington Living Lab</i> – development of Werrington Living Lab concept, establishment of Cross University Stakeholder Reference Group, gained approval from the Executive and Board for the Living Lab concept. Obtained agreement to obtain Corpus funding to progress the initiative. • <i>Sustainability Corpus Initiative</i> – consolidation of related initiatives to the Werrington Living Lab into a Corpus Finding Submission for funding approval by the Board of Trustees • <i>Hawkesbury City Council Master Plan</i> – development of relationship with Hawkesbury City Council to enable the synchronisation of the Hawkesbury Master Plan with the University OEC Master Plan and fostered support for the Commercial Greenhouse development at Hawkesbury. • <i>Hawkesbury Institute for the Environment (HIE) Greenhouse</i> – progressed business case approval through project planning, procurement and detailed design, to be implemented in 2020. • <i>Student Accommodation & Child Care Review</i> – developed overview of options for student accommodation and child care services • <i>Technology Roadmap</i> – sponsorship of the technology roadmap initiative leading to increased visibility and consideration of future technology needs and vision.
OSBDP.01 OSBDP.02 OSBDP.04 OSBDP.05	<p>Divisional Organisation & Process Optimisation –</p> <ul style="list-style-type: none"> • Risk Management • Strategic Planning 	<ul style="list-style-type: none"> • Implementation of Nov 2018 <i>Strategic Organisational Review</i> including realignment of functions, capabilities and responsibilities across the Division • Facilitation of the development and implementation of the cross Divisional <i>Pipeline process</i> • Development of <i>the Strategic Planning Cycle</i> and implementation of supporting program and initiatives
OSBDP.02 OSBDP.03 OSBDP.05	<p>People and Culture Leadership – development of strategies and initiatives to enhance the Divisional culture.</p>	<ul style="list-style-type: none"> • Presentations and initiatives to determine and develop <i>key cultural drivers</i> including surveys and interactive sessions; elephant in the room session, change / communication / teamwork polling survey, etc. • <i>DISC self-reflection</i> implementation across the Division, completed by the Management Team, and various pilots throughout the Division • Development and implementation of the <i>Recognise, Review and Reward (RRR)</i> initiative with first round of process improvement champions rewarded for grass roots initiatives
OSBDP.01 OSBDP.02 OSBDP.04 OSBDP.05	<p>Commercial and Contract Management – establishment of robust commercial and contract management practices across the Division and the University to enhance to commercial risk protection and enable the development of effective commercial relationships.</p>	<ul style="list-style-type: none"> • Implementation of <i>commercial roles and acumen</i> focused on commercial management • Draft of <i>Contract Management Process</i> ready for socialisation and implementation in 2020
OSBDP.04	<p>Governance and Internal Control - provide an advanced professional service and advice and contribute to internal control and reporting processes within the Division, encompassing control activities and risk</p>	<ul style="list-style-type: none"> • <i>GIPA remediation</i> addressing 2018 and 2019 audit findings, development of interim and new process, remediation of existing contracts

Strategic Alignment	Program Changes/Initiatives/Achievements	Details of Change and/or Impact
	assessments including compliance, operational risks and financial performance, and ensuring these are optimised and understood within the Division. Lead and manage the development and implementation of policy and plans that contribute to the maintenance and improvement of outcomes.	<ul style="list-style-type: none"> • Development of the <i>Delegations Policy</i> in conjunction with the Office of the General Counsel and issue to the Board Committees for review and endorsement • Review and update of the <i>Procurement, Tender and Review Board and Independent Contractor Policies</i> ready for socialisation and implementation in 2020 • Review of the <i>Motor Vehicle and Salary Sacrifice (Vehicles) Policies</i> and issue to the Board Committees for review and endorsement

Table 5.3 – Key Changes and Achievements

3.3. Initiatives in Progress – Current Priorities

The following table provides a summary of key operational initiatives. This section structure aligns directly to the **Operational Dashboard** for reporting purposes.

Table 5. Key Operational Initiatives						
Alignment	Key Initiative/Project	Measurable Outputs & Targets	Notes on Progress/Final Outcome	RAG	Operational Objective	Forecast Completion
Objective's 1, 2, 3, 4, 5, 6	Hawkesbury Agri Park Strategy – Facilitating the development of the strategy for the Hawkesbury Agri Park and its wider application across the other Campuses in the network.	<ul style="list-style-type: none"> Development of overarching strategy approved by the relevant stakeholders, Committees and the Board Establishment of a cross University forum for the management of stakeholder input Engagement of key external partners and stakeholders in the development of the strategy 				Q4 2020 & Ongoing
Objective's 1, 2, 3, 4, 5, 6	Werrington Living Lab – development of the Werrington Living Lab Strategy as an enabler to academic and research program transformation	<ul style="list-style-type: none"> Securing of Corpus Finding for the initiative Development of an integrated Master Plan in conjunction with Estate Master Planning Identification and progression of key initiatives to pilot the Living Lab concept Facilitation of key stakeholder engagement in the Living Lab concept Promote and communicate the concept to key stakeholders Identification and progression of anchor tenants to advance the initiative 				Q4 2020 & Ongoing
Objective's 1, 2, 3, 4, 5, 6	Resilience and Sustainability Strategy – underpinning strategic objectives and initiatives	<ul style="list-style-type: none"> Strategy developed Embedded in Agri Park and Living Lab initiatives and strategic and procurement activities 				Q4, 2020
Objective's 1, 5, 6	Technology Roadmap and ITDS Organisation Optimisation – leverage the technology roadmap to develop and optimise the ITDS functions and technology footprint	<ul style="list-style-type: none"> Technology roadmap developed and embedded ITDS organisation review complete with 5 to 10 year capability and technology plan determined 				Q4, 2020
Objective's 1, 2, 3, 4, 5, 6	2021/26 University Strategic Plan – developed, relevant and embedded	<ul style="list-style-type: none"> Participate in and advocate for holistic strategic planning Synchronise and develop the Divisions strategic planning and direction in line with the wider University opportunities Assist to develop decadal planning at the University and Divisional levels Develop joint strategic planning strategies and opportunities with other Divisions 				Q4, 2020
Objective's 1, 2, 3, 4, 5, 6	University Operating Model Strategy – long term governance and operational direction developed	<ul style="list-style-type: none"> Work across the University to determine areas of optimisation and transformation for the operational model Develop plans and strategies to realise operating model benefits, effectiveness and efficiencies Determine the Division direction and strategies with regard to operating model 				2020/21
Objective's 1, 5, 6	Divisional Organisational Optimisation – Ensuring efficiency within the Division and	<ul style="list-style-type: none"> Continual review, alignment and improvement of divisional capabilities 				Q4 2020

	providing optimal support to the wide university	<ul style="list-style-type: none"> • Management of resources and the changing skill set demands within the Division • Review of operating model design and culture recalibration • Development and implementation of a Division People and Culture Plan 				
Objective's 1, 2, 5, 6	Enhancement of Commercial and Procurement Acumen – become trusted advisors across the University on strategic procurement and commercial initiatives	<ul style="list-style-type: none"> • Development of the Commercial Management team with key capabilities • Establishment of contract management process and principles across the University • Be invited into key commercial and procurement activities as a trusted advisor • Undertake knowledge and awareness sessions • Strategic Procurement plans in place for key areas of the University with agreed action plan • Contribute to and enable the Division's major initiatives; SMS, RMS, Western Growth, EMS & Others 				Q4 2020
Objective's 1, 2, 5, 6	Governance, Processes and Ways of Working - smarter, more efficient and effective ways of working implemented - governance, processes and policy are followed	<ul style="list-style-type: none"> • Updated Procurement Policy approved and embedded • GIPA compliance embedded and routine • Increased % of spend with valid Purchase Orders, having followed procurement policy and process • Asset management process reviewed and optimised and long term strategy developed • Software management implemented • Travel Management Services provider transitioned and policy and process review complete • Print services review and transformation detailed with action plan progressed • Category Management Strategy for ITDS in place • Review and consolidate Policies and procedures 				Q4 2020
Objective's 1, 2, 5, 6	People: Culture, Capability and Capacity Enhancement of Divisional culture, attracting people to the team, developing skills for the future and creating the capacity for success	<ul style="list-style-type: none"> • Development of a people and culture strategy • Develop a plan to address talent acquisition • Implement strategies to enhance a one team change orientated culture • Identify key capabilities required for the future workforce 				Ongoing
Objective's 1, 2, 3, 4, 5, 6	Major Projects – support major programs such as Western Growth, Student Management System, Research management System, Enterprise Management System and others	<ul style="list-style-type: none"> • Trusted advisor to support with commercial, governance and procurement support • Proactively promote and support the success of the programs 				Ongoing
Objective's 1, 2, 3, 4, 5, 6	Hawkesbury Agri Park Strategy – Facilitating the development of the strategy for the Hawkesbury Agri Park and its wider application across the other Campuses in the network.	<ul style="list-style-type: none"> • Development of overarching strategy approved by the relevant stakeholders, Committees and the Board • Establishment of a cross University forum for the management of stakeholder input • Engagement of key external partners and stakeholders in the development of the strategy 				Q4 2020 & Ongoing

Table 5.4 – Current Priorities

3.4. Initiatives Pending – Future Pipeline

The following table provides a summary of future pipeline initiatives with a 3 to 5 year planning horizon. This section structure aligns directly to the **Operational Dashboard** for reporting purposes.

Table 6. Future Operational Initiatives						
Alignment	Key Initiative/Project	Measurable Outputs & Targets	Impact if Not Delivered	Owner	Operational Objective	Planned Completion
OSBDP.02 OSBDP.05	Hawkesbury Agri Park Strategy – Facilitating the development of the strategy for the Hawkesbury Agri Park and its wider application across the other Campuses in the network.	<ul style="list-style-type: none"> Establishment of a strategy agreed by key stakeholders Development of an implementation plan to reflect the agreed key initiatives Maintenance of relationship with LGA’s relevant to the strategy` 	Strategic objectives are not met			Ongoing
OSBDP.02 OSBDP.05	Werrington Living Lab – development of the Werrington Living Lab Strategy as an enabler to academic and research program transformation	<ul style="list-style-type: none"> Establishment of a strategy agreed by key stakeholders Development of an implementation plan to reflect the agreed key initiatives Progression on agreed implementation activities 	Strategic objectives are not met			Ongoing
OSBDP.01 OSBDP.02 OSBDP.05	Technology Roadmap and ITDS Organisation Optimisation – leverage the technology roadmap to develop and optimise the ITDS functions and technology footprint	<ul style="list-style-type: none"> Implementation of technology roadmap Development of initiatives in line with the roadmap Leverage of the roadmap for strategic initiatives 	Inefficient and unproductive operating model Strategic objectives are not met			Ongoing
OSBDP.01 OSBDP.03 OSBDP.05	2021/26 University Strategic Plan – developed, relevant and embedded	<ul style="list-style-type: none"> Proactively participate in the development of the University strategy and planning Align the University and Division objectives Influence the outcome of the strategic planning 	Inefficient and unproductive operating model Strategic objectives are not met			2020
OSBDP.01 OSBDP.02 OSBDP.03 OSBDP.05	University Operating Model Strategy – long term governance and operational direction developed	<ul style="list-style-type: none"> Review the University operating model Produce recommendations as to future direction and optimisation Develop an agreed implementation plan 	Inefficient and unproductive operating model Strategic objectives are not met			2020
OSBDP.01 OSBDP.02 OSBDP.03 OSBDP.04 OSBDP.05	Divisional Organisational Optimisation – Ensuring efficiency within the Division and providing optimal support to the wide university	<ul style="list-style-type: none"> Review the F&R Division Produce recommendations to improve performance and efficiency 	Inefficient use of resources, reduced service quality, not fit for the future			Ongoing
OSBDP.03 OSBDP.05	People: Culture, Capability and Capacity Enhancement of Divisional culture, attracting people to the team, developing skills for the future and creating the capacity for success	<ul style="list-style-type: none"> Development of a Division People and Culture Plan Identification of initiatives to develop culture and people Implementation of agreed program 	Reduced capability and capacity to meet strategic objectives			Ongoing

Table 5.5 – Future Pipeline

3.5. Key Measures of Success

The following table lists key measures of success, and are linked to the achievement of the key strategic objectives and priorities. Targets may be developed within the team of may be externally set. This section structure aligns directly to the **Operational Dashboard** for reporting purposes.

Table 7. Key Measures of Success			
Operational Measure	Owner	Baseline [2019]	Target [2020]
Delivery of Key Priorities	C. Simpson	TBD	TBD
Enhancing operational performance	C. Simpson	TBD	TBD

Table 5.6 – Key Measures of Success

3.6. Decadal Planning

Future Concepts, Plans and Strategies	
#	Description
1	Strategic and Decadal Planning – focus on the long term evolution of the University to ensure future success in positioning as a leading academic institution within a transforming educational environment.
2	Cultural Planning – ensuring a holistic, planned approach to culture, capability, development and succession planning.
3	Organisation Effectiveness – increasing productivity and effectiveness, enhancing customer service ethic, developing efficiencies that underpin our future success.
4	Resourcing – ensuring capability and competence for the future.
5	Sustainability & Resilience – ensuring the future economic, environmental and social needs of the University are able to be met and not compromised.
6	Living Labs – leveraging our Campus developments to innovate and transform to reposition the University as the research and academic program thought leader locally and globally.

Table 5.7 – Decadal Planning

4. Highlighted Risks and Opportunities

This section describes key risks (positive and negative), why they are considered a risk, and possible impacts on the ability to deliver the stated Strategic Objectives.

- **Resourcing** – attracting and retaining staff and key personnel, in order to ensure that personnel are appropriately qualified, equipped and experienced (i.e. skillset etc) for assigned roles. It is critical to ensure that people and positions are appropriately assigned, and effectively led, developed and supported
- **Strategic Planning** – ensuring strategic planning is aligned with the wider University’s strategic plan: Securing Success (2018-2020)
- **Planning & Process Re-engineering** – Ability to prioritise and reprioritise tasks in accordance with demand
- **Decadal Planning** – Ability to align our future direction with the University’s to ensure the longevity of the University

WESTERN SYDNEY
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Annual Operational Plan

Project Management Office

December 2019



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1. Operational Overview

1.1. Context and Purpose

The purpose of the Project Management Office (PMO) is to support the University’s ability to achieve its strategic objectives. The key underlying enabling principles are through reducing risk and delivering efficiency

The vision of the PMO is to be a catalyst for change and transformation within the University.

The core functions of the PMO are:

- Project Management capability
- Project Development and Portfolio Planning
- Business Improvement and Change
- Delivery of transformation projects.

The PMO is a centre of excellence in project management. The PMO provides services and support that span the project lifecycle, from inception, planning and development, through to closeout and lessons learnt. Services also include governance and assurance, business case development, business improvement, leadership in change management, and delivery of transformation programs.

The PMO provides project management and advisory services and expertise within the University, and external engagement with industry partners.

Org Chart dated Dec 2019 and will continue to evolve throughout 2020.

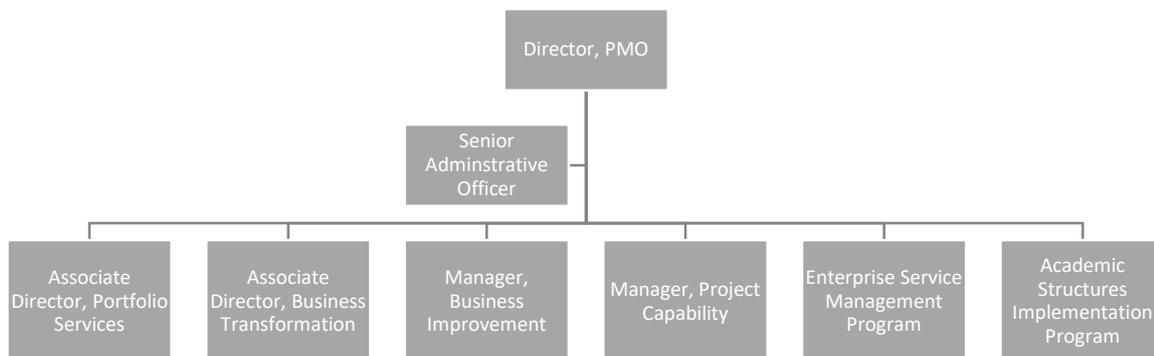


Figure 6.1 – Project Management Office Organisational Structure

2. Alignment to University Strategic Plan

2.1. Overview of Key Activities and Outcomes

The following table provides an overview of key activities and programs and their alignment to the broader strategic objectives of Western Sydney University. This section describes the primary operational activities and links the purpose to the University Strategic Plan. This section describes traditional “run the business” activities, in contrast to the following sections focused on “change the business”.

Securing Success Objective	Activity / Program	Progress / Outcomes
A dynamic and innovative culture that secures success	Project Governance and Assurance	<ul style="list-style-type: none"> Facilitated Western Growth Risk Workshops Completed Western Growth Health Checks Coordinated Project Phase Reviews
A dynamic and innovative culture that secures success	Project Pipeline and Planning	<ul style="list-style-type: none"> More streamlined and effective pipeline process implemented
A dynamic and innovative culture that secures success	Project Management Systems	<ul style="list-style-type: none"> Implementation of the Project Portfolio Management (PPM) tool
A dynamic and innovative culture that secures success	Process Improvement Services	<ul style="list-style-type: none"> Implementation of Promapp and training within WSU business units
A dynamic and innovative culture that secures success	Project Management Knowledge and Support	<ul style="list-style-type: none"> Delivery of eight Project Capability Development Program Project Management training courses
A dynamic and innovative culture that secures success	Project Management Methodology	<ul style="list-style-type: none"> Development of standardised project management methodology, the Projects@Western framework
A dynamic and innovative culture that secures success	Strategic Project Management	<ul style="list-style-type: none"> Program approval and governance established for implementation of the Enterprise Service Management (ESM) Program
A dynamic and innovative culture that secures success	Project Management Support Functions	Provision of additional Project Management support functions including: <ul style="list-style-type: none"> Portfolio Analysis Project Risk Management Project Reporting Project Management and Delivery Services Resource Management Consulting Support

Table 6.1 – Key Operational Activities

3. Strategic Priorities and Initiatives – 2020

3.1. Strategic Objectives and Priorities

#	Strategic Objectives	Link to Securing Success
PMO.01	Improving Quality	A dynamic and innovative culture that secures success
PMO.02	Creating Capacity	A dynamic and innovative culture that secures success
PMO.03	Delivering Capability	A dynamic and innovative culture that secures success
PMO.04	Facilitating change	A dynamic and innovative culture that secures success

Table 6.2 – Strategic Objectives and Priorities

- **PMO.01: Improving Quality**

Improvements in quality significantly reduces the University’s risk profile, and increases the efficiency of delivery. This further supports the University to deliver on strategic objectives.

Improving quality can be achieved through better processes, support systems that reduce human error, improved decision making, improved communication, and improvements in project management. Key underlying themes include continuous improvement, project management capability, assurance and business transformation.

- **PMO.02: Creating Capacity**

Increasing capacity enables the University to “do more with less”, through efficiency and effectiveness. This further supports the University to deliver on strategic objectives.

Examples include the delivery of projects that create efficiencies in order to allow resources to be deployed more effectively. Key underlying themes include continuous improvement, project management capability and business transformation.

- **PMO.03: Delivering Capability**

Providing capability and expertise in project management enables the University to deliver projects more effectively, on time and on budget and with reduced risk. The provision of key methodologies and key projects also supports the development and maintenance of key capabilities.

- **PMO.04: Facilitating Change**

Providing expertise and leadership in change, including project management and leadership of key organisational transformation and change projects, to support the University in managing change effectively.

3.2. Key Changes and Achievements

The activities highlighted below include key changes to ongoing operating activities and achievements which have occurred over the past year.

Strategic Alignment	Program Changes/Initiatives/Achievements	Details of Change and/or Impact
PMO.02	Student Services Hubs – definition & expansion of Student Services Hubs operational model	<ul style="list-style-type: none"> Operational model defined and approved by SEO and design of Parramatta South hub
PMO.01	Western Growth – program and project management support, including assurance and health checks.	<ul style="list-style-type: none"> Scheduled health checks complete Project risk management workshops held and risk registers established
PMO.03	Project@Western – rollout of the Project@Western framework including process, templates, training	<ul style="list-style-type: none"> 6 projects management courses through TLD 2 networking events
PMO.01 PMO.03	PPM Tool – implementation of the key Project Management initiatives including the project management tool implementation and rollout, training, and community of practice	<ul style="list-style-type: none"> Refinement to PPM
PMO.01 PMO.03	Project Pipeline – Integration and enhancement of F&R project initiation, planning, prioritisation and development processes.	<ul style="list-style-type: none"> Integrated pipeline and governance process established
PMO.01 PMO.03	Shared Services Review – continuous improvement support for Shared Services, including support for cultural transformation (as part of the People Strategy updated Service Agreements, process mapping, training, and workshop facilitation.	<ul style="list-style-type: none"> Implementation review undertaken Transition to BAU Service Owners Service Agreement reviews completed.
PMO.01 PMO.03	BPM Framework – establishment of Business process management strategy and framework and tool	<ul style="list-style-type: none"> Agreed management/governance framework developed
PMO.01 PMO.03	ESM / ServiceNow – establishment of an Enterprise Service Management Platform to support shared services	<ul style="list-style-type: none"> Program approved and established PPM, ITDS, SEO and HR streams established
PMO.02	ASI - Academic Structure Implementation	<ul style="list-style-type: none"> Implementation of new schools structure and new school substructures.
PMO.01 PMO.03	Operational Planning – framework and baseline implementation	<ul style="list-style-type: none"> Established framework, all Schools with baseline Operational Dashboards and Plans
PMO.04	Change management support	<ul style="list-style-type: none"> Change management working group established across SMS, ESM, HR and ASI Change playbook established for ESM Change capability needs identified in WSU change and transformation programs Associate Director, Business Transformation appointed 30 (nearly 50% of HR) staff trained in Promapp under ESM program

Table 6.3 – Key Changes and Achievements

3.3. Initiatives in Progress – Current Priorities

The following table provides a summary of key operational initiatives. This section structure aligns directly to the **Operational Dashboard** for reporting purposes.

Table 5. Key Operational Initiatives						
Alignment	Key Initiative/Project	Measurable Outputs & Targets	Notes on Progress/Final Outcome	RAG	Operational Objective	Forecast Completion
PMO.01 PMO.02	Enterprise Service Management (ServiceNow) – establishment of an Enterprise Service Management Platform to support shared services	<ul style="list-style-type: none"> Streams for HR, SEO, DVC-A, portal implementation, OMC, F&R, OGS and knowledge management 		Green		Dec 2020
PMO.02 PMO.04	Academic Structures Implementation (ASI) – finalisation of implementation	<ul style="list-style-type: none"> Post Implementation Review and ongoing monitoring of new leadership structures and 7 new schools 		Green		Jun 2020
PMO.01 PMO.03	Operational Planning – establishment of framework and baseline implementation of new reporting process	<ul style="list-style-type: none"> All Schools/Divisions/Institutes to have baseline Op Plans in place for 2020 and 2021 New Annual Report structure Connecting operational planning to strategic planning framework and linking to concepts for longer term planning and strategy development 		Green		Jun 2020
PMO.02 PMO.04	Students Services Hubs – definition & expansion of Students Services Hubs operational model	<ul style="list-style-type: none"> Construction completed and co-locations completed for Parramatta South Designs for KWD and CBT 		Green		Jun 2020
PMO.01 PMO.03	BPM Framework / Promapp –Establishment of Business process management strategy and framework and tool	<ul style="list-style-type: none"> Management/governance framework established for enterprise process management. Develop business case for rollout process Management across university 		Green		Dec 2020
PMO.03	Improved Project Management - launch of the Project@Western framework including process, templates, training	<ul style="list-style-type: none"> Finalisation and launch of Project Management Framework, templates and training delivery 		Green		Dec 2020
PMO.01	Project Pipeline and Portfolio Support	<ul style="list-style-type: none"> Continued rollout and embedding of project pipeline and governance process, including gateway reviews WG project risk workshops 		Green		Dec 2020
PMO.02 PMO.03	Services Transformation Strategy and Operating Model	<ul style="list-style-type: none"> Establish TOR for new Steering Group and develop high level strategy and approach around Service Transformation Developed framework for consideration of future (ie decadal) requirements – ie the operating model to support the future 		Green		Dec 2020

Table 6.4 – Current Priorities

3.4. Key Measures of Success

The following table lists key measures of success, and are linked to the achievement of the key strategic objectives and priorities. Targets may be developed within the team of may be externally set. This section structure aligns directly to the **Operational Dashboard** for reporting purposes.

Table 7. Key Measures of Success			
Operational Measure	Owner	Baseline [2019]	Target [2020]
# project risk workshops held	A. Anderson	8	8
# portfolios reporting in PPM	A. Anderson	7	8
# Western Growth health checks	A. Anderson	9	9
# participants in PM events (courses + networking)	M. Kaur	150	150
# School Operating Plans baselined & in active use	P. Tow	13	13
# published processes in BPM tool	S. Marsh	20	200

Table 6.5 – Key Measures of Success

3.5. Decadal Planning

Future Concepts, Plans and Strategies	
#	Description
1	Long term service operating models
2	Business transformation for flexible and agile project management

Table 6.6 – Decadal Planning

4. Highlighted Risks and Opportunities

This section describes key risks (positive and negative), why they are considered a risk, and possible impacts on the ability to deliver the stated Strategic Objectives.

- **People:** It is critical to ensure the team has the right balance of experience, skillsets and the right attitude. Ensuring the right people are in the right positions and effectively led, supported, and provided ongoing development opportunities will help foster success
- **Leadership:** Fundamental success requires that the PMO is well led and takes an active leadership role within the organisation. It is important that leadership is provided by senior management who must provide a level of executive backing necessary to provide visible support for the function. Research suggests a critical key to successful PMOs is to ensure there is common understanding of the purpose of the PMO by Senior Executives
- **Driving the right culture:** Culture is the fabric that underlies behaviours across a business. As an enabler, it is critical that the right cultural behaviours are persuasive and endemic both within the PMO, and throughout the organisation. Culture builds organisational resilience and leads to success. Building a strong team culture and increasing resilience will support future success
- **Collaboration:** Being able to communicate and work together in close partnership with the various delivery groups across the organisation is a fundamental factor to success. An effective PMO must be able to work in a constructive function with stakeholders, providing both support and assurance
- **Agility:** World class PMOs are able to lead and drive. Agility can be “flexibility”, but it also includes being able to respond rapidly to change, and ensure systems, tools and approaches that can still be applied across a range of situations. Agility will also lead to creativity and innovation
- **Control and authority:** A large part of the effectiveness of the PMO will depend on the level of control and authority, i.e. the authority to take action. Typically this control is centred on authority to proceed/cease, and the ability to support portfolio management
- **Visibility:** The PMO must have sufficient visibility in the organisation to provide the level of support for a range of types of programs and activities, as well as to drive a culture of performance and compliance. Visibility as an outcome can also be a reflection of a certain level of success