

Stewardship Framework Implementation Roadmap



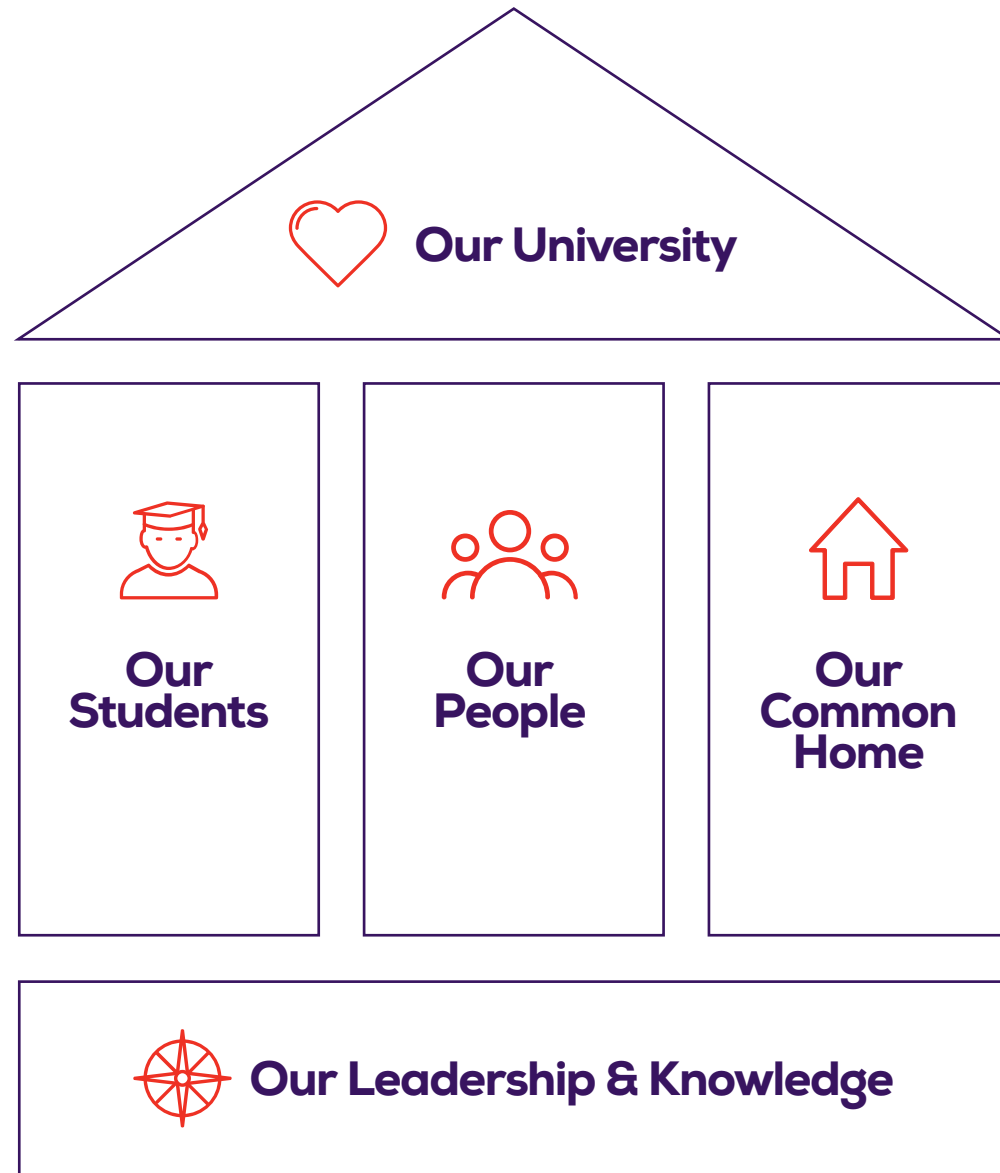
Introduction

The concept of stewardship encompasses many strategies and practices that are in place already across ACU.

Our goal is to make stewardship more intentional and explicit, and to elevate our performance as stewards in key areas. This will be an iterative process, to be implemented on a whole-of-university basis.

This implementation roadmap builds on the broad support for stewardship across the university and has been informed by consultation across ACU. Its purpose is to provide high-level guidance for meaningful actions to achieve the Stewardship Framework and its 5 pillars.

The roadmap aims to draw on the ACU voice and collective experience to create a foundation for guiding our future stewardship efforts. Our evolving understanding of stewardship and how it is manifested at ACU will contribute to the development of the next ACU Strategic Plan.



Measures of success

The Stewardship Framework will have delivered on the 3 objectives when:

1. The future ACU Strategic Plan reflects stewardship as a foundational principle to support the ACU mission and strategic goals.
2. Stewardship is part of daily practice and recognised as a key enabler to realise ACU's mission.
3. ACU professional and academic units have strategies, policies and processes that promote the care and stewardship of students, people and campuses.
4. Stewardship activities have a stronger presence in supporting Strategic Priority 6: Service, stewardship and sustainability, and other strategic priorities within the ACU Strategic Plan 2020 –2023.
5. Staff understanding of their contribution towards stewardship at ACU, as measured by the myVoice survey, is increased.
6. ACU policies and processes reflect stewardship principles and are aligned to the stewardship pillars.

*KPIs will be developed that provide greater detail on measures of success.

Objectives



**Develop
a shared
understanding
of stewardship
at ACU**



**Strengthen
alignment of
operational
practice with
pillars of
stewardship
at ACU**



**Further
embed
stewardship
within
the ACU
Strategic
Plan 2020-
2023**

Objective 1

Develop a shared understanding of stewardship at ACU.

INITIATIVE	ACTIVITY	RESPONSIBILITY	WHEN
1. Measure the current level of staff understanding of stewardship.	<ol style="list-style-type: none"> 1. Conduct myVoice survey to understand staff perceptions of how their roles contribute to stewardship at ACU. 2. Share survey data with ACU staff and identify potential actions in response to results. 	<ol style="list-style-type: none"> 1. HR 2. Project Team* 	<p>May 2022 Q3 2022</p>
2. Understand the current state of stewardship in the university by piloting a discovery exercise in the Corporate Services Portfolio to inform a whole-of-university approach.	<ol style="list-style-type: none"> 1. Conduct survey of Corporate Services Directorates' staff to gain perceptions and observations of stewardship currently at ACU. 2. Conduct workshops with each Corporate Services Directorate to explore survey results, identify examples of stewardship and gain feedback on how stewardship could operate in plans, initiatives and operational practices. 3. Share, showcase and celebrate learnings with the university. 	<ol style="list-style-type: none"> 1. Project Team* / CS Directorates 2. Project Team* / CS Directorates 3. COO/Project Team* 	<p>June-September 2022</p>
3. Implement the revised discovery exercise in other portfolios /organisational units of the university to inform a whole-of-university approach, as agreed.	<ol style="list-style-type: none"> 1. Conduct survey of identified portfolio / organisational unit staff to gain perceptions and observations of stewardship currently at ACU. 2. Conduct workshops with identified portfolio / organisational units to explore survey results, identify examples of stewardship and gain feedback on how stewardship could operate in plans, initiatives and operational practices. 3. Share, showcase and celebrate learnings with the university. 	<p>Project Team* with identified portfolio / organisational unit head</p>	<p>Q4 2022 - Q3 2023</p>
4. Foster a shared understanding of stewardship at ACU.	<ol style="list-style-type: none"> 1. Develop and implement a communication and engagement plan that introduces, socialises, showcases and embeds stewardship at ACU. 	<p>Project Team*</p>	<p>Q2-Q4 2022</p>

*The Project Team comprises the Director Corporate Services and the Service Improvement Team

Objective 2

Strengthen alignment of operational practice with pillars of stewardship at ACU.

INITIATIVE	ACTIVITY	RESPONSIBILITY	WHEN
1. Understand and share results of stewardship discovery exercises.	<ol style="list-style-type: none"> 1. Report findings of stewardship discovery data collection including best practice examples, barriers, opportunities for improvement and consensus on what good stewardship looks like in practice. 2. Apply findings of the stewardship discovery data collection to identify initiatives that could strengthen stewardship. 3. Share findings and proposed actions with the university. 	Project Team* / relevant organisational unit head	CS Portfolio - Q3 & Q4 2022 Other organisational units - TBC
2. Develop and showcase ACU stewardship behaviours.	<ol style="list-style-type: none"> 1. Identify role models and case studies of stewardship for profiling via internal communications channels. 2. Design and deliver learning & development opportunities that enhance staff understanding of and connection with the stewardship pillars (using myVoice and stewardship discovery data). 	<ol style="list-style-type: none"> 1. Project Team* / MER 2. Project Team* / HR 	<ol style="list-style-type: none"> 1. Q2+ 2022 2. Q4+ 2022

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Objective 3

Further embed stewardship within the ACU Strategic Plan 2020-2023 guided by the five pillars of stewardship with a particular focus on Strategic Priority 6: Service, stewardship and sustainability.

INITIATIVE	ACTIVITY	RESPONSIBILITY	WHEN
1. Align ACU leadership development with stewardship pillars.	<ol style="list-style-type: none"> Design and deliver stewardship-related leadership development. Profile and showcase identified stewardship leaders. 	<ol style="list-style-type: none"> HR / Project Team* Project Team* 	Q4+2022
2. Develop an ACU stewardship index that defines the application of stewardship in operational contexts.	<ol style="list-style-type: none"> Distil findings from the stewardship discovery data collection activities outlined in Objectives 1 and 2 to inform the stewardship index. 	Project Team*	Q4 2022
3. Align ACU strategies, policies and processes with stewardship.	<ol style="list-style-type: none"> Equip strategy, policy and process owners to review policies' and processes' alignment with stewardship. Assess ACU strategies, policies and processes for alignment with stewardship and recommend changes to embed the stewardship framework. 	<ol style="list-style-type: none"> Project Team* Strategy owners; policy 'responsible officers'; process owners 	Q3 2022 Q4 2022
4. Ensure an ongoing focus on stewardship at ACU.	<ol style="list-style-type: none"> Incorporate stewardship framework / expectations into the scoping and planning of the new ACU strategic plan. Consult key stakeholders to identify other mechanisms to maintain ongoing focus on stewardship. Identify and implement incentives to maximise academic and research impacts of our stewardship efforts. 	<ol style="list-style-type: none"> OPSM/ Project Team* Project Team* Provost/ Project Team* 	<ol style="list-style-type: none"> Q3+ 2022 2023 2023

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