

PLANNING AND PERFORMANCE POLICY

CONTENTS

1	PURPOSE.....	1
2	SCOPE.....	1
3	POLICY STATEMENT	1
	Strategic planning framework	2
	Performance management	3
	Monitoring and reporting	3
	Planning and performance culture	4
4	RESPONSIBILITIES	4
	Compliance, monitoring and review	4
	Reporting.....	5
	Records management.....	6
5	DEFINITIONS	6
6	RELATED LEGISLATION AND DOCUMENTS	6
7	FEEDBACK.....	7
8	APPROVAL AND REVIEW DETAILS.....	7

1 PURPOSE

- 1.1 This policy outlines CQUniversity’s approach to strategic planning and performance management and its commitment to enhancing organisational effectiveness, promoting accountability, fostering a culture of continuous improvement and upholding the University’s corporate responsibilities to ethical and sustainable business practices.
- 1.2 This policy forms part of the University’s financial management practice manual, which contributes towards meeting the University’s obligations under the [Financial and Performance Management Standard 2019](#) (Qld) and ensures compliance with the Queensland Government’s [Performance Management Framework Policy](#) and the [Higher Education Standards Framework \(Threshold Standards\) 2021](#) (Cwlth).

2 SCOPE

- 2.1 This policy applies to CQUniversity’s employees and operations, including controlled entities.

3 POLICY STATEMENT

- 3.1 Through the establishment of this policy, the University undertakes strategic planning to:
- realise its vision and achieve its goals on an ongoing basis
 - integrate planning, risk, reporting and budgetary processes
 - behave proactively rather than reactively, and
 - effectively discharge its responsibilities in accordance with its legislative requirements.
- 3.2 The University’s strategic planning and performance management process is led by the Vice-Chancellor and President in consultation with the [Senior Executive](#), University Council, Strategic Planning and Projects Committee, Academic Board, and University Management Committee, and is informed by an assessment of the University’s internal and external environments and by consultation with employees and other stakeholders.

3.3 Strategic planning and performance management at the University is underpinned by the [Risk Management Policy](#) and [Enterprise Risk Management Framework](#), which provides the basis for integrated risk management at the University.

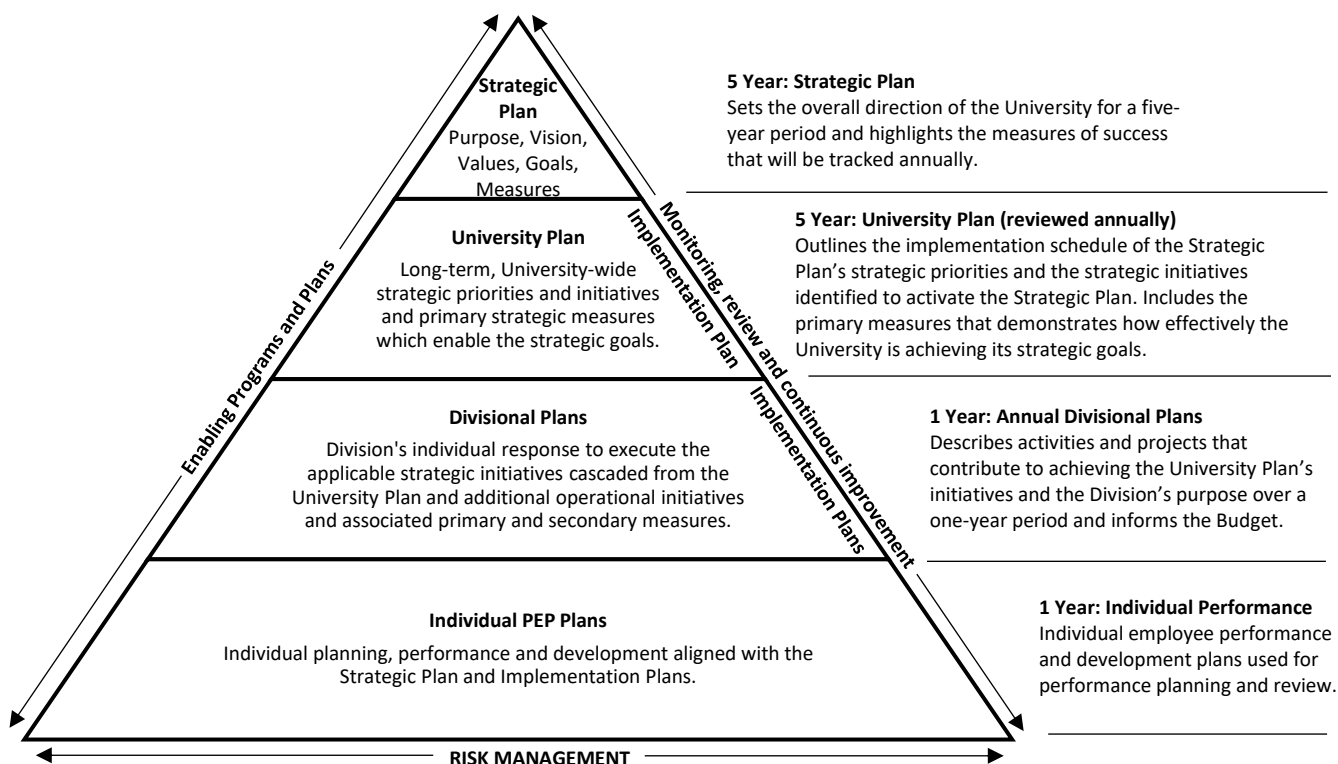
Strategic planning framework

3.4 The University’s strategic planning framework comprises a hierarchy of plans cascading from the University’s vision as documented in the below diagram:

- Tier 1: [Strategic Plan](#)
- Tier 2: [University Plan](#)
- Tier 3: [Divisional Plans](#)
- Tier 4: [Individual Performance Excellence Program \(PEP\) Plans](#)

3.5 In addition, enabling programs and plans can be developed as subsidiary plans to the Tier 2 plan. These plans articulate University-wide strategies and helps inform Tier 3 plans, as well as enabling the spectrum of the strategic planning framework.

Diagram 1 – strategic planning framework



3.6 Strategic planning at the University is a critical aspect of leadership requiring the development, articulation and dissemination of a shared ‘vision’ of the organisation’s future that aligns well with its purpose. It is a continuous, iterative process, intended to actively determine the future nature of the University and to guide its direction, and lead to greater effectiveness in resource allocation and the development of the organisation.

Strategic planning process

3.7 The University follows a strategic planning process that provides a structured approach to setting direction, aligning priorities, and mobilising resources to achieve the University’s purpose and vision. It emphasises stakeholder engagement, data-driven decision-making, continuous improvement, and adaptability in response to changing circumstances and consists of:

- Determining the strategic position: assessing the environment and gathering insights.

- Developing the strategy: identifying the strategic direction that will inform the strategic foundations.
- Strategic plan development: setting University-wide goals, priorities and measures.
- Executing strategy and managing performance: implementing the plan, monitoring and reviewing.
- Risks and challenges: evaluating risks and identifying appropriate responses.

Performance management

- 3.8 While strategic planning sets the direction and establishes a clear vision, steering the organisation towards common goals, performance management ensures that the vision is translated into actionable steps and monitored for results. Together, they form a cyclical process where planning informs performance actions, and the feedback from performance subsequently refines the strategic direction.
- 3.9 The University's performance management system consists of:
- Performance measures: a set of performance measures based on the goals set out in the [Strategic Plan](#), and subsequent implementation plans, which includes both financial and non-financial measures, and follows the below hierarchical levels:
 - Primary measures: key strategic measures tied to the University's targeted end results for its strategic priorities. These measures are usually lagging and therefore can often only be measured across longer intervals. They can provide a basis for benchmarking results against the sector.
 - Secondary measures: key measures for activities and projects the University is undertaking to achieve desired outcomes. These measures are either leading or shorter-term results that can be measured more frequently to support performance monitoring and ongoing management action. Additional sector benchmarks may also be highlighted here.
 - Performance targets: performance targets provide a measurable value that is the specific and planned level of a result to be achieved and demonstrates how effectively the University is achieving its goals, priorities, and initiatives. Performance targets are aligned to the applicable performance measure.
- 3.10 Individual PEP plans are negotiated between the employee and supervisor on a yearly basis and reviewed quarterly. The [PEP process](#) is an integrated approach to developing individual and organisational capability in alignment with the strategic and operational goals of Divisions, Schools, Directorates and the University.
- 3.11 Performance measures should have regard for the University's purpose, measuring its functions and key activities, legislative responsibilities, and areas of public interest, along with the strategic priorities and initiatives endorsed to achieve the University's vision.
- 3.12 Performance measures should be supported by accurate data and specific methodologies, and should be documented to transparently outline how results are calculated for each performance measure, the source and frequency of data collection and any other business rules and assumptions.
- 3.13 For each primary and secondary performance measure, a [Senior Executive](#) will be appointed responsibility and will be considered the owner of the performance measure to promote accountability and transparency. All performance reporting requires certification from the responsible Senior Executive to confirm the integrity of the information and that the reporting is accurate, aligned and consistent with endorsed methodologies.
- 3.14 Ensuring the integrity of the information reported by the University serves both internal management needs and public trust. Maintaining accuracy and reliability in our data ensures informed decision-making within the institution while also upholding transparency and credibility within the public sphere.

Monitoring and reporting

- 3.15 Regular performance monitoring and reporting assists to assess progress towards achieving performance measures and helps guide strategic and operational decisions.
- 3.16 Performance monitoring involves a process of continual improvement to ensure that measurements are relevant and aligned to the strategic direction and core initiatives. Reporting of performance information is essential for accountability and transparency. Information is sourced from official University internal data sources, Government reports and relevant [heads of business area](#).

- 3.17 The Director Strategic Planning, Risk and Insurance will coordinate and provide regular performance reports to the University Management Committee, Strategic Planning and Performance Committee and Council detailing performance against the University's primary and secondary performance targets. These performance reports may also be submitted to other governance committees of the University as deemed appropriate.
- 3.18 Reporting will take place at regular intervals determined by the appropriateness and accuracy of data available, i.e. after the census date of each term, with no longer than six months between each reporting period.
- 3.19 The University must submit an annual report before Parliament every year. This statutory and reporting obligation is informed by the University's performance reporting.

Performance evaluation

- 3.20 In assessing achievement against the goals stated in the University's [Strategic Plan](#), [University Plan](#) and [Divisional Plans](#), the University Management Committee and Council, recommended by the Strategic Planning and Projects Committee, will consider and discuss the following:
- the appropriateness of the priorities and initiatives stated in the [Strategic Plan](#), [University Plan](#) and [Divisional Plans](#) and the services delivered by the University to achieve its goals
 - whether the performance information collected is suitable to assess the extent to which the goals, priorities and initiatives stated in the [Strategic Plan](#), [University Plan](#) and [Divisional Plans](#) have been achieved
 - options to improve the efficiency, effectiveness and economy of university operations, and
 - assess the strategic and corporate risks associated with each performance measure and any emerging risks and opportunities.

Planning and performance culture

- 3.21 Direction and sponsorship from Council and the [Senior Executive](#) is crucial to building a valued and sustainable planning and performance framework. Strategic planning and performance management is essential to good management and stewardship of the University and its resources and not seen as a compliance exercise.

4 RESPONSIBILITIES

Compliance, monitoring and review

- 4.1 Council is responsible for strategy development and the subsequent preparation of the University's [Strategic Plan](#); however may delegate the tasks of development and preparation of plans to the Vice-Chancellor and President, or other individuals or groups as the Vice-Chancellor and President deems appropriate.
- 4.2 The Vice-Chancellor and President is responsible for the development and preparation of the [University](#) and [Divisional Plans](#) and associated performance measures; however may delegate the tasks of development and preparation to other individuals or groups as deemed appropriate.
- 4.3 In conjunction with the Vice-Chancellor and President, the Chief Operating Officer and the Director Strategic Planning, Risk and Insurance will ensure that appropriate performance targets exist to enable the University to assess its success in achieving the goals of the [Strategic Plan](#) and subsequent implementation plans efficiently, effectively and economically and delivering its services to a high standard.
- 4.4 The [Strategic Plan](#), [University Plan](#) and associated performance measures and targets must be approved by Council, recommended by the Strategic Planning and Projects Committee and University Management Committee. Prior to approval, both plans must receive academic consultation through Academic Board.
- 4.5 The [Divisional Plans](#) must be approved by the Vice-Chancellor and President, recommended by the University Management Committee, and noted by Council, via the Strategic Planning and Projects Committee.

- 4.6 [Senior Executives](#) are responsible for ensuring that strategic and operational activities, measurements and reporting requirements are conveyed to the responsible person/area.
- 4.7 The University Management Committee, Strategic Planning and Projects Committee, and Council are responsible for the annual review of plans and endorsement and approval of the performance measures and targets (where appropriate) and for monitoring the University's performance against these targets.
- 4.8 The Chief Operating Officer is responsible for:
- the provision of the authoritative data contained in the key planning documents, reports and related documentation
 - maintaining the documents that support the planning process and for supporting the monitoring and reporting process
 - providing training, advice and support in the planning, performance management, and monitoring and reporting process to heads of business area and relevant officers responsible for strategic planning and reporting activities, and
 - monitoring changes to legislation and University policy documents and ensuring these changes are reflected in all documentation and data utilised for the purpose of planning, performance management, and monitoring and reporting.
- 4.9 The Executive Director People and Culture is responsible for:
- ensuring the useability and integrity of the [PEP system](#) and the processes that support the individual PEP plans for employees
 - the provision of all authoritative data regarding workforce composition, and
 - providing training, advice and support in workforce planning to heads of business area and relevant managers responsible for workforce planning and related reporting activities.
- 4.10 The relevant [head of business area](#) is responsible for the development and maintenance of their workforce plan/s and the continual review of their workforce practices, strategies and plans to ensure they contribute to the attraction, retention and development of a capable workforce to achieve University goals.
- 4.11 The Director Strategic Planning, Risk and Insurance is responsible for implementing, monitoring, reviewing and ensuring compliance with this policy.

Reporting

- 4.12 The Director Strategic Planning, Risk and Insurance will coordinate and/or prepare and submit, as required, the following items:

Reporting requirement	Activity	Responsibility for development/creation	Authority	Frequency
Strategic Plan	Develop and approve the Strategic Plan and associated performance measures and targets.	Vice-Chancellor and President	Council (via Strategic Planning and Projects Committee, University Management Committee and Academic Board)	Every five years
University Plan	Develop, approve and monitor the University Plan and associated performance measures and targets to underpin and implement the Strategic Plan and mobilise Divisional portfolios.	Vice-Chancellor and President	Council (via Strategic Planning and Projects Committee, University Management Committee and Academic Board)	Every five years and reviewed annually

Reporting requirement	Activity	Responsibility for development/ creation	Authority	Frequency
	Prepare and present performance reports against the strategic initiatives and performance measures of the University Plan.	Chief Operating Officer	Council (via Strategic Planning and Projects Committee and University Management Committee)	Year-To-Date (YTD) 30 June YTD 31 December
Enabling Programs and Plans	Develop programs and plans to activate strategic and core initiatives.	Relevant Senior Executive	Vice-Chancellor and President	As deemed appropriate
	Prepare and present performance reports.	Relevant Senior Executive	Vice-Chancellor and President	As deemed appropriate
Divisional Plans	Develop, approve and monitor Divisional Plans and associated performance measures and targets, describing activities and projects to achieve the University Plan and Division-specific initiatives.	Relevant Senior Executive	Vice-Chancellor and President (via University Management Committee) (also presented to Council, via the Strategic Planning and Projects Committee, for noting)	Annually
	Prepare and present performance reports against the initiatives and measures of the Divisional Plans.	Relevant Senior Executive	Vice-Chancellor and President (via University Management Committee) (also presented to Council, via the Strategic Planning and Projects Committee, for noting)	YTD 30 June YTD 31 December
Publicly available and legislative reporting	Prepare and provide statutory reporting and other information required by law or regulation.	Relevant Senior Executive	Vice-Chancellor and President	As required

Records management

- 4.13 Employees must manage records in accordance with the [Records Management Policy and Procedure](#). This includes retaining these records in a recognised University recordkeeping information system.
- 4.14 University records must be retained for the minimum periods specified in the relevant [Retention and Disposal Schedule](#). Before disposing of any records, approval must be sought from the Records and Privacy Team (email records@cqu.edu.au).

5 DEFINITIONS

- 5.1 Terms not defined in this document may be in the University [glossary](#).

6 RELATED LEGISLATION AND DOCUMENTS

[Enterprise Risk Management Framework](#)

[Financial Accountability Act 2009](#) (Qld)

[Financial and Performance Management Standard 2019](#) (Qld)

[Higher Education Standards Framework \(Threshold Standards\) 2021](#) (Cwlth)

[Managing government performance](#) (Queensland Government's Performance Management Framework Policy)

[Performance Excellence Program \(PEP\) StaffNet Page](#)

[Risk Management Policy](#)

[Strategic Plan](#)

Sustainability Framework

[Sustainability Policy](#)

7 FEEDBACK

7.1 Feedback about this document can be emailed to policy@cqu.edu.au.

8 APPROVAL AND REVIEW DETAILS

Approval and Review	Details
Approval Authority	Council
Delegated Approval Authority	Strategic Planning and Projects Committee
Advisory Committee	N/A
Required Consultation	N/A
Administrator	Director Strategic Planning, Risk and Insurance
Next Review Date	04/12/2027

Approval and Amendment History	Details
Original Approval Authority and Date	Council 04/12/2024
Amendment Authority and Date	
Notes	This document consolidated and replaced the Planning and Reporting Policy and the Performance Management Policy (replaced on 04/12/2024).