

PLANNING AND REPORTING POLICY



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1 PURPOSE

1.1 This policy identifies and provides guidance on the strategic planning framework at CQUniversity.

2 SCOPE

2.1 This policy applies to all CQUniversity employees and operations, including controlled entities.

3 POLICY STATEMENT

3.1 Strategic planning at the University is governed by legislative obligations, and guided by an integrated planning framework and ongoing iterative process using the Plan, Do, Check, Act (PDCA) approach.

3.2 Planning and risk management are integrated. Planning at the University is underpinned by the [Risk Management Policy](#) and [Enterprise Risk Management Framework](#), which provides the basis for coordinated risk management at the University, and the annual budget cycle, which supports the University's strategic direction.

3.3 Effective reporting is critical to the achievement of organisational goals and the continuous improvement of the effectiveness and performance of activities which support the strategic direction.

3.4 Through an integrated planning, risk and reporting process, the University can:

- identify and share its strategic direction and emphasise a differentiated position for the organisation within the Tertiary Education sector
- coordinate the activities at all levels across the University towards the achievement of the strategic direction
- identify operational requirements and commit resources for strategies and activities to support planning
- gather and report evidence about progress towards achievement of the strategic objectives
- align workforce planning strategies to ensure the University has the right people in the right place at the right time
- behave proactively rather than reactively

- provide a mechanism for building in continuous improvements and assigning accountability for results, and
- undertake effective risk management.

Strategic planning framework

- 3.5 The University's planning and reporting is a continuous, iterative process consisting of a series of linked plans that guide the implementation of the strategic objectives. 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 mission.
- 3.6 Strategic planning is 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.
- 3.7 In its planning, the University is cognisant of the need to plan for significant, sustainable growth and organisational strength over the long term, as well as an awareness of existing strengths, resource levels and performance history.
- 3.8 The Strategic Planning Framework at the University consists of:
- **Strategic Plan** – the University's key planning document, which sets the broad goals for the whole organisation for up to a five-year period. The [Strategic Plan](#) is reviewed yearly. [Senior executives](#) are held responsible by Council for the attainment of the organisational aims set out in the [Strategic Plan](#).
 - **Key Performance Indicators (KPI's)** - specify measurements and projected targets for the organisation's strategic goals. The key performance indicators are reported periodically throughout the year.
 - **University Plan** - specifies initiatives, measures and targets which are to be achieved during the reporting period of the [University Plan](#). These initiatives, measures and targets align to the [Strategic Plan](#) and key performance indicators.
 - **Divisional Plans (Two-Three Year View)** - an overview of a Division's key priorities and objectives for ensuring sustainability and achieving the University's initiatives that have been identified in the [University Plan](#).
 - **Operational Plans** - detail the activities and operational performance targets for each School, Directorate, Institute, Centre and University controlled entity to ensure that they are contributing to the achievement of the performance indicators detailed in the applicable Divisional Plan. Operational plans are a discretionary internal document to the relevant area, are for a period up to the term of the Divisional Plan and are reviewed and reported against at the discretion of the responsible [Senior Executive](#). Reporting on the achievement of operational performance targets is the responsibility of the relevant [head of business area](#).
 - **Strategic and Corporate Risk Registers** - record details of, and assigns risk ratings to, key organisational risks. Risk Registers identifies activities that should be undertaken to mitigate these risks. Risk Registers are also developed for Divisions, Schools, Directorates, Institutes, Centres and University controlled entities.
 - **Individual employee plans and objectives** - are negotiated between the employee and supervisor on a yearly basis, and reviewed quarterly, as part of the [Performance Excellence Program \(PEP\) process](#). 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.

Planning process

- 3.9 There are a number of factors to consider during the planning process. These include:
- [Tertiary Education Quality and Standards Agency \(TEQSA\)](#)
 - legislative compliance (e.g. [Financial Accountability Act 2009](#), [Financial Management and Performance Standard 2019](#) and [Higher Education Support Act 2003](#))
 - risk management

- the Quality Management Framework
- relationships with stakeholders
- environmental scanning
- good practice and benchmarking
- performance measurement and reporting
- continuous improvement, and
- development work.

3.10 The following plans and frameworks also support planning at the University:

- Risk Management Framework ([Risk Management Policy](#) and [Enterprise Risk Management Framework](#))
- Business Continuity Management Framework ([Business Continuity Planning and Incident Management Policy and Procedure](#))
- Strategic Asset Management Framework
- Information Communication and Technology Management Plan
- Financial Management Plan, and
- Internal Audit Management Plan ([Internal Audit Charter](#)).

4 RESPONSIBILITIES

Compliance, monitoring and review

- 4.1 Council is responsible for the development and 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 measures; however may delegate the tasks of development and preparation to other individuals or groups as deemed appropriate.
- 4.3 The [Strategic Plan](#), [University Plan](#) and associated key performance indicators 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.
- 4.4 The Divisional Plans must be approved by the Vice-Chancellor and President, recommended by the University Management Committee.
- 4.5 [Senior Executives](#) are responsible for ensuring that strategic and operational activities, measurements and reporting requirements are conveyed to the responsible person/area.
- 4.6 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 and reporting process to Senior Management and relevant officers responsible for 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 and reporting.

- 4.7 The Executive Director People and Culture is responsible for:
- the provision of all authoritative data regarding workforce composition
 - providing training, advice and support in workforce planning to Senior Management and relevant managers responsible for workforce planning and related reporting activities.
- 4.8 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.
- 4.9 The Chief Operating Officer is responsible for implementing, monitoring, reviewing and ensuring compliance with this policy.

Reporting

- 4.10 No additional reporting is required.

Records management

- 4.11 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.
- 4.12 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

[Business Continuity Planning and Incident Management Policy and Procedure](#)

CQUniversity Mission-Based Compact Agreement

[Enterprise Risk Management Framework](#)

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

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

[Higher Education Support Act 2003](#) (Cwth)

[Internal Audit Charter](#)

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

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

[Right to Information Act 2009](#) (Qld)

[Risk Management Policy](#)

Strategic Asset Management Plan 2021-2025

[Strategic Plan](#)

[University Plan](#)

Workforce Planning Framework

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	Chief Operating Officer
Next Review Date	05/02/2024

Approval and Amendment History	Details
Original Approval Authority and Date	10/07/2006
Amendment Authority and Date	20/09/2010; Chief Financial Officer 28/01/2011; Chief Financial Officer 16/06/2011; Chief Financial Officer 27/02/2012; Vice-Chancellor and President 8/05/2012; Council 24/06/2016; Council 25/08/2016; Vice-President (Student and Corporate Services) 05/02/2021; Editorial amendment 14/04/2021; Editorial amendment 18/08/2021; Editorial amendment 03/01/2023; Editorial amendments 11/03/2024.
Notes	This document was formerly known as the Planning and Reporting Policy (FMPM) (last approved 25/08/2016).