

STRATEGIC PLANNING AND PROJECTS COMMITTEE TERMS OF REFERENCE



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1 ESTABLISHMENT

The Strategic Planning and Projects Committee is a sub-committee of the Council of Central Queensland University, and will provide reports, recommendations and/or advice to Council.

2 FUNCTIONS AND RESPONSIBILITIES

This Committee is responsible for matters including strategic planning; new strategic projects, initiatives and commercial ventures; new campus developments; estate management; asset management; strategic human resources and other matters as determined by this Committee and Council.

When conducting any reviews for the purposes of advising Council on matters of relevance to this Committee, this Committee will consider those matters in the context of the University's strategic plan and will also focus on the

financial implications and risks associated with each project, initiative, commercial venture, campus development or estate management matter.

This Committee's functions and responsibilities are as follows:

Strategic planning

- 2.1 Approve planning and reporting policy documents.
- 2.2 Review and recommend to Council the University's Strategic Plan, the University's values, and the University Plan, and the associated performance indicators, and annual reviews and updates of the Plans.
- 2.3 Monitor and recommend to Council implementation of the University's Strategic Plan, including performance indicators and achievement of Plan outcomes and suggest any corrective actions and areas of focus required to achieve Plan objectives.
- 2.4 Provide advice to Council and to the Vice-Chancellor and President on strategic planning issues.

Strategic projects, initiatives and commercial ventures

- 2.5 Review and recommend to Council new and adjusted business cases for strategic projects and initiatives over \$1m.
- 2.6 Review and recommend to Council proposals to establish and dis-establish new commercial ventures or to join or exit existing commercial ventures.
- 2.7 Review and recommend to Council proposals to form, acquire or dis-establish controlled entities and join or withdraw from non-controlled entities, including proposed membership of boards of directors and company secretaries.
- 2.8 Receive and recommend to Council reports on commitments resulting from successful tender applications and the execution of any subsequent contracts.
- 2.9 Monitor progress on the implementation of new strategic projects, initiatives and commercial ventures via management reports and regular reviews required by the business case. Advise Council on achievement of outcomes and corrective actions required to achieve objectives.
- 2.10 Approve capital allocation variations at the project level, but within the approved capital budget for the business area, where the variation between the original project budget and the new project budget is greater than 10 per cent and the amount of variation is greater than \$1 million and up to \$10 million.
- 2.11 Approve capital funding requests for the non-earmarked funding approved in the capital budget where the request amount is greater than \$1 million and up to \$10 million.

Campus developments

- 2.12 Review and recommend to Council business cases to develop a new campus, in either an existing or new University location. Review and recommend to Council proposals to close a campus or University location.
- 2.13 Review and recommend to Council business cases for strategic campus expansions or major campus project works on existing CQUniversity campuses.
- 2.14 Monitor progress on the implementation of new campus developments or strategic campus expansions via management reports and regular reviews required by the business case. Advise Council on achievement of outcomes and corrective actions required to achieve objectives.

Estate management

- 2.15 Review and recommend to Council the University's strategic Estate Management Plan.

Asset management

- 2.16 Review and recommend to Council the University's Strategic Asset Management Plan and Information Technology Asset Management Plan, including strategic priorities for capital physical infrastructure and information technology development and maintenance.
- 2.17 Review reports on the utilisation of University buildings and spaces.

Human resources

- 2.18 Monitor the strategic elements of the University's human resource operations.
- 2.19 Review and recommend to Council the University's [Code of Conduct](#).

Other

- 2.20 Approve and monitor policy documents and reports relating to sustainability.
- 2.21 Monitor and recommend to Council reports on strategies and activities building and maintaining the University's reputation.
- 2.22 Monitor reports of the University's externally funded research projects.
- 2.23 Where required, initiate reviews of efficiency of the use of resources with resultant recommendations to Council policy documents.
- 2.24 Monitor implementation of any policy documents or strategic approaches agreed by the Committee.
- 2.25 Consider other policy document or strategic matter referred by Council, Council sub-committees, or the Vice-Chancellor and President.

3 RESERVED AUTHORITIES

Council reserves the authority to approve asset and estate management plans, the employee code of conduct, the Strategic Plan, the University's Values, and the University Plan.

4 DELEGATED AUTHORITIES

Council has delegated to this Committee the authority to approve policy documents that pertain to this Committee's functions and responsibilities, apart from matters reserved for Council approval above. Council has also delegated authority to approve capital project variations and the allocation of non-earmarked funds approved in the capital budget for variations and allocations over \$1 million and up to \$10 million.

5 REFERRAL OF MATTERS

This Committee may refer any item to Council for discussion, consideration and/or action, and may refer relevant matters for action or noting to other committees or officers as appropriate. When referring matters to other committees the process followed must be advised by the Director Governance/University Secretary.

6 SUB-COMMITTEES

This Committee may establish standing or ad hoc sub-committees and approve their terms of reference, which must be constructed to ensure consistency and coordination between the functions of all sub-committees. The terms of reference of any sub-committee which has a role in the University's governance processes must be approved by the Council. This Committee may co-opt employees to serve on its sub-committees and/or working parties.

This Committee will receive regular reports from its sub-committees and be responsible for monitoring, evaluating and reporting to Council each sub-committee's activities against their functions and responsibilities.

7 MEMBERSHIP AND TERMS OF OFFICE

This Committee will comprise:

Ex-officio members:

- Chancellor
- Deputy Chancellor
- Vice-Chancellor and President
- Chief Operating Officer
- Vice-Presidents
- Chair, Audit, Risk and Finance Committee
- President, Academic Board.

Appointed members:

- At least one member of Council, appointed by Council on recommendation of the Chancellor's Committee
- At least two external members, appointed by Council on recommendation of the Chancellor's Committee.

Ex-officio members who are University employees must represent and maintain effective communications between their business area and this Committee, as appropriate.

New members will, on their appointment, receive relevant induction information and briefings to assist them in meeting their Committee responsibilities.

Terms of office

Ex-officio members will serve for the duration of their appointment. Ex-officio members may send a proxy when unable to attend a meeting or nominate a standing nominee with the Chair's approval.

Appointed members of Council will serve for a term or terms determined by Council, with each term not exceeding four years.

Appointed external members will serve for a term not exceeding two years. Appointed external members would normally serve for a maximum of two terms of office. Any additional terms must be approved by Council.

Appointments

Appointed members will receive a letter detailing their term of office for each appointment/re-appointment.

Renewal of appointments will be led by the Chancellor's Committee, subject to active review in consultation with the Chair, and the rationale and renewal approved by Council.

8 RIGHTS OF AUDIENCE AND DEBATE

This Committee may extend rights of audience and debate on a standing or ad hoc basis. Attendees with rights of audience and debate may participate in meetings, but have no voting rights.

Those holding the following or equivalent positions will have standing rights of audience and debate at meetings:

- Director Governance/University Secretary
- Executive Director People and Culture
- Director Strategic Planning, Risk and Insurance.

Employees and external stakeholders may request the opportunity to address the Committee at any time. The Chair will consider and determine these requests.

9 OBSERVERS

Observers are welcome with the Chair's prior permission and provided they advise the Secretary in advance. Observers will be advised of the confidentiality of the agenda and meeting, and the importance of maintaining confidence as appropriate.

Observers are entitled to see and hear the proceedings of the meeting but have no voting rights and no right to speak at meetings, unless invited to do so by the Chair. Observers must leave the meeting when requested by the Chair, or if any matters are to be considered in closed session.

10 CHAIR

The Council will designate one of the members to Chair the Committee.

The Chair will serve for a term or terms of office as determined by Council, with each term not exceeding four years.

The Chair will, if able, nominate an alternate Chair if they are unable to attend a scheduled meeting. Otherwise, the alternate Chair will be the Chair of the Audit, Risk and Finance Committee or the Deputy Chancellor.

11 SECRETARY

The Director Governance/University Secretary will nominate the Secretary.

12 RESIGNATION

If a member seeks to resign from this Committee, they must give written notice where possible, unless their circumstances have changed in a way that makes it appropriate for them to resign with immediate effect. Members must submit their resignation in writing to the Chair of the Committee and the Chancellor, with a copy to the Director Governance/University Secretary.

13 CASUAL VACANCIES

A casual vacancy will be filled using the method of appointment of the departing committee member.

14 REMOVAL OF A MEMBER FROM OFFICE

Where a member or their nominee does not attend three consecutive meetings without adequate cause, that person's membership may be terminated. A person whose membership has been terminated may apply to this Committee to have their membership reinstated.

This Committee may terminate a person's membership for misconduct by a vote of two-thirds of those present at a committee meeting called in accordance with these terms of reference, and for which due notice of the motion to terminate the person's membership has been given.

Membership terminations will be notified to the Chancellor and Council.

15 QUORUM

The quorum for a committee meeting will be 50 per cent of the membership, plus one.

Where a loss of quorum is identified, the meeting may be adjourned until a time the Chair determines. Any matters for decision considered when the meeting is inquorate must be subsequently ratified by the Committee by flying minute or at the next Committee meeting before those decisions can be actioned.

16 CONFIDENTIALITY

Information acquired during a member's term of office is confidential to the University and must not be disclosed either during the member's term or after termination, except as permitted by law and with prior approval from the Chair.

Employees attending or observing a meeting must maintain the confidentiality of the meetings, except to the extent required to effect the implementation of any Committee decision. The confidentiality requirements of all other observers are addressed in section 9.

17 CONFLICT OF INTEREST

Members must declare to the Chair any real, perceived or potential conflict of interest they may have with any item on the agenda.

If the Chair or Committee deems a member to have a conflict of interest in a matter before this Committee, the member may be excused from committee discussions and deliberations on that matter or may be asked to leave the meeting when the Committee considers that matter.

Further details on identifying and dealing with a conflict of interest are provided in the [Conflict of Interest Policy and Procedure](#).

18 MEETINGS

Committee meetings may be held face-to face, by telephone, videoconference, or other electronic means. This Committee will meet as scheduled.

Committee decisions may be made at a duly called and constituted meeting, or by a resolution in writing (flying minute) to all members and physically or electronically signed by at least a quorum of members.

Committee members are required to fully prepare for each meeting, read the documentation in advance, and make every reasonable effort to attend each meeting.

19 ACCESS TO RESOURCES

External Committee members will be provided with access to this Committee's website and any other resources they reasonably require to fulfil their duties as a committee member.

20 AGENDAS AND MINUTES

Agenda papers will be distributed at least three working days and a weekend before the meeting, via the Committee Page on StaffNet. Members will be notified by email of the location and availability of material. Members are encouraged to view the agenda electronically during the meeting.

Only with the Chair's permission will late papers or the tabling of papers be accepted. All papers must be submitted to the Secretary by the specified submission deadline.

Committee records are subject to the Queensland [Public Records Act 2002](#) and must be retained by the Secretary in accordance with the University's [Records Management Policy and Procedure](#).

Minutes will be prepared from each meeting. The Chair will review the draft minutes and action sheet of each meeting, after which the Secretary will circulate the documents to all committee members and include them in the agenda papers for confirmation at the next meeting.

21 EVALUATION AND REVIEW

To ensure this Committee is fulfilling its duties, it will undertake an annual self-assessment of its performance against these terms of reference and provide that information to Council, along with any information the Council requests to facilitate its review of this Committee's performance and its membership.

22 RELATED DOCUMENTS

Nil.

23 FEEDBACK

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

24 APPROVAL AND REVIEW DETAILS

Approval and Review	Details
Approval Authority	Council
Delegated Approved Authority	N/A
Advisory Committee	Strategic Planning and Projects Committee
Required consultation	N/A
Administrator	Director Governance/University Secretary
Next Review Date	18/10/2026

Approval and Amendment History	Details
Original Approval Authority and Date	Council 28/02/2005
Amendment Authority and Date	Council 11/05/2009; Council 23/11/2009; Council 26/07/2010; Council 20/09/2010; Council 20/08/2012; Council 29/04/2015; Council 21/10/2015; Council 17/02/2017; Council 25/08/2017; Vice-Chancellor and President 11/09/2017; Council 25/10/2017; Council 29/10/2019; Editorial amendment 15/01/2020; Editorial amendment 04/03/2021; Council 08/12/2021; Editorial amendment 04/01/2023; Council 18/10/2023; Council 13/03/2024.
Notes	Prior to 17/02/2017, the Committee was known as the Planning and Resources Committee, and had different functions, responsibilities and membership.