

# 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 the implementation of the University's Strategic Plan, including achievement of Plan outcomes and their performance indicators and any corrective actions 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 Monitor progress on the implementation of new strategic projects, initiatives and commercial ventures and advise Council on the achievement of outcomes and any corrective actions required to achieve objectives, including receiving reports from management on regular reviews as required by the business case.

### **Campus developments**

- 2.9 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.
- 2.10 Review and recommend to Council business cases for strategic campus expansions or major campus project works on existing CQUniversity campuses.
- 2.11 Monitor progress on the implementation of new campus developments or strategic campus expansions and advise Council on the achievement of outcomes and any corrective actions required to achieve objectives, including receiving reports from management on regular reviews as required by the business case.

### **Estate management**

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

### **Asset management**

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

### **Human resources**

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

## **Other**

- 2.17 Approve and monitor policy documents and reports relating to sustainability.
- 2.18 Monitor and recommend to Council reports on the activities building and maintaining the University's reputation.
- 2.19 Monitor reports of the University's externally funded research projects.
- 2.20 May initiate reviews of efficiency in the use of resources and may recommend to Council policy document changes.
- 2.21 Monitor implementation of any policy document or strategic approach agreed by the Committee.
- 2.22 Consider any other policy document or strategic matter referred to it 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.

## **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 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 reports from its sub-committees and be responsible for monitoring and evaluating each sub-committee's activities against their functions and responsibilities.

## **7 MEMBERSHIP AND TERMS OF OFFICE**

This Committee will comprise:

Ex-officio members:

- Chancellor
- Vice-Chancellor and President
- Chief Operating Officer
- Vice-Presidents

Appointed members:

- At least three members of Council, appointed by Council
- Up to two external members, appointed by Council

All members are expected to 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 to meet their Committee responsibilities.

### **Terms of office**

Ex-officio members will serve for the duration of their appointment. Ex-officio members may send a nominee 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.

## **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:

- University Secretary
- Director People and Culture
- Deputy 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 nominate an alternate Chair if the Chair is unable to attend a scheduled meeting.

## **11 SECRETARY**

The Director Governance will nominate the Secretary.

## **12 CASUAL VACANCIES**

A casual vacancy for appointed members will be filled in accordance with the original requirements.

## **13 REMOVAL OF A MEMBER FROM OFFICE**

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.

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.

## **14 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.

## **15 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.

## **16 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](#).

## **17 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.

## **18 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.

## **19 AGENDAS AND MINUTES**

Agenda papers will be distributed at least three working days 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 the next meeting.

## 20 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.

## 21 RELATED DOCUMENTS

Nil.

## 22 FEEDBACK

Feedback about this document can be emailed to [policy@cqu.edu.au](mailto:policy@cqu.edu.au).

## 23 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	University Secretary
Next Review Date	08/12/2024

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.
Notes	Prior to 17/02/2017, the Committee was known as the Planning and Resources Committee, and had different functions, responsibilities and membership.