PLANNING AND REPORTING POLICY (FMPM)

CONTENTS

1 PURPOSE

1.1 Planning and reporting at CQUniversity is governed by legislative obligations and guided by an integrated planning framework and an ongoing iterative process using the PDCA (Plan, Do, Check, Act) approach.

Strategic planning is intended to actively determine the future nature of CQUniversity and to guide its direction. Additionally it is intended to lead to greater effectiveness in resource allocation and the development of the organisation.

All planning at CQUniversity is underpinned by the Risk Management Policy and the Risk Management Framework and Guidelines document which provides the basis for coordinated risk management at the University.

1.2 Through an integrated planning, risk and reporting process, CQUniversity 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;

- undertake effective risk management.

1.3 CQUniversity's key planning document is the CQUniversity Strategic Plan, which communicates the organisation's directions to its various stakeholders.

The integrated planning framework consists of CQUniversity's:

- **Strategic Plan** which sets the broad goals of the whole of the organisation for up to a ten year period and is reviewed yearly. CQUniversity managers are held responsible by Council for the attainment of the institutional aims set out in the Strategic Plan.

- **Key Performance Indicators** specify measurements and projected targets for each of the organisation's strategic aspirations. The KPI's are reported periodically throughout the year.

- **Corporate Plan** which specifies strategies, activities and performance indicators which are to be achieved during a calendar year. These activities and targets are aligned to the Strategic Plan and Key Performance Indicators. **The Vice-Chancellor's Priorities** are the key activities identified each year by the Vice-Chancellor as being crucial to the organisation's ability to achieve its strategic aspirations.

- **Divisional 3-5 Year View** provides an overview of a division's overall key priorities and objectives for ensuring sustainability and achieving the University's strategic aspirations and objectives.

- **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 Corporate Plan. Operational plans are for a one year period and are reviewed and reported against on a regular basis. Reporting on the achievement of operational performance targets is the responsibility of the relevant School Dean, Director or Senior Manager.

- **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.

- **Workforce Plans** detail the strategies needed to support the future workforce needs taking into consideration foreseeable events that may impact on staffing profiles. Workforce plans cover a three year period and are reviewed and reported against annually.

- **Individual Staff Plans and Objectives** are negotiated between the employee and supervisor on a yearly basis as part of the Performance Review, Planning and Development (PRPD) process. The Performance Review, Planning and Development process is an integrated approach to developing individual and organisational capability in alignment with the strategic and operational goals of Divisions, School, Directorates and CQUniversity.

1.4   All planning activities of CQUniversity are linked to the **Risk Management Framework** and **Annual Budget Cycle** which supports the University's strategic direction.

There are a number of factors to consider during the planning process. These include:

- Institutional Performance Portfolio (DIISRTE)

- Mission-based Compact (three year contract with DIISRTE)

- TEQSA

- Legislative Compliance (e.g. Financial Accountability Act 2009, Financial Management and Performance Standard 2009 and Higher Education Support Act 2003)

- Risk Management

- Quality Management Framework

- Relationships with Stakeholders

- Environmental Scanning

- Good Practice and Benchmarking

- Performance Measurement and Reporting

- Continuous Improvement;

- Development Work.

1.5   Staff responsible for planning should ensure that they are familiar with relevant legislative obligations.

1.6   It is the responsibility of every member of the Vice-Chancellor's Advisory Committee to ensure that strategic and operational activities, measurements and reporting requirements are conveyed to the responsible person / area.

1.7   The following plans and frameworks also support planning at CQUniversity:

- Risk Management Framework

- Business Continuity Management Framework

- Strategic Asset Management Framework

- ICT Management Plan

- Financial Management Plan

- Internal Audit Management Plan.

2   SCOPE

2.1   This policy applies to all CQUniversity staff and controlled entities.

3   POLICY STATEMENT

3.1   CQUniversity 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 CQUniversity 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.

3.2   In its planning, CQUniversity 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.

3.3   At CQUniversity, Planning and Risk Management are integrated.

3.4   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.

4   RESPONSIBILITIES

Compliance, monitoring and review

4.1   The responsibility for the development and preparation of CQUniversity's strategic, management and operational plans rests ultimately with the Vice-Chancellor who may delegate the tasks of development and preparation of plans to other individuals or groups as the Vice-Chancellor deems appropriate.

4.2   The Corporate Strategy and Planning Directorate are responsible for the provision of the authoritative data contained in the key planning documents, reports and related documentation. The Corporate Strategy and Planning Directorate are also responsible for maintaining the documents that support the planning process and for supporting the monitoring and reporting process. The Corporate Strategy and Planning Directorate are responsible for providing training, advice and support in the planning and reporting process to CQUniversity Senior Management and relevant officers responsible for planning and reporting activities.

4.3   The People and Culture Directorate is responsible for the provision of all authoritative data contained in the workforce planning documents. The People and Culture Directorate is also responsible for maintaining the Workforce Planning Framework and associated documentation.

4.4   The People and Culture Directorate is responsible for providing training, advice and support in workforce planning to CQUniversity Senior Management and relevant managers responsible for workforce planning and related reporting activities.

4.5   The relevant Pro Vice-Chancellor and Executive Dean / Director / Dean 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.

4.6   It is the responsibility of the Corporate Strategy and Planning Directorate to monitor changes to legislation and University policy and to ensure that these changes are reflected in all documentation and data utilised for the purpose of planning and reporting.

Reporting

4.7   No additional reporting is required.

Records management

4.8   Staff must maintain all records relevant to administering this policy in a recognised University recordkeeping system.

5   DEFINITIONS

5.1   Terms not defined in this document may be in the University glossary.

6   RELATED LEGISLATION AND DOCUMENTS

Supporting Documentation and Policies:
- Compliance Management Policy and Procedure
- CQUniversity Mission-Based Compact Agreement
- CQUniversity Strategic Plan
- Key Performance Indicators
- OHS – Harmonisation Legislation
- Performance Enhancement Program Conversation Guide
- Planning and Reporting Policy
- Vice-Chancellor's Priorities

Legislative Requirements:
- Financial Accountability Act 2009
- Financial Management and Performance Standard 2009
- Higher Education Support Act 2003 – Guidelines for Commonwealth Grant Scheme (National Strategic plan)

7   FEEDBACK

7.1   University staff and students may provide feedback about this document by emailing policy@cqu.edu.au.

8   APPROVAL AND REVIEW DETAILS

Approval and Review	Details
Approval Authority	Council
Advisory Committee to Approval Authority	Planning and Resources Committee
Administrator	Deputy Vice-Chancellor (Finance and Planning)
Next Review Date	25/08/2019

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
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