

# STRATEGIC PLANNING AND PROJECTS COMMITTEE TERMS OF REFERENCE



## Contents

1	ESTABLISHMENT .....	1
2	FUNCTIONS AND RESPONSIBILITIES .....	1
	Strategic planning .....	2
	New strategic projects, initiatives and commercial ventures .....	2
	New campus developments .....	2
	Estate management .....	2
	Asset management (including physical infrastructure and information technology) .....	2
	Human resources .....	2
	Other .....	3
3	RESERVED AUTHORITIES .....	3
4	DELEGATED AUTHORITIES .....	3
5	REFERRAL OF MATTERS .....	3
6	SUB-COMMITTEES .....	3
7	MEMBERSHIP AND TERMS OF OFFICE .....	3
8	RIGHTS OF AUDIENCE AND DEBATE .....	4
9	OBSERVERS .....	4
10	CHAIR .....	4
11	SECRETARY .....	4
12	CASUAL VACANCIES .....	4
13	REMOVAL OF A MEMBER FROM OFFICE .....	4
14	QUORUM .....	4
15	CONFIDENTIALITY .....	5
16	CONFLICT OF INTEREST .....	5
17	MEETINGS .....	5
18	ACCESS TO RESOURCES .....	5
19	AGENDAS AND MINUTES .....	5
20	EVALUATION AND REVIEW .....	6
21	RELATED DOCUMENTS .....	6
22	FEEDBACK .....	6
23	APPROVAL AND REVIEW DETAILS .....	6

## 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 the Council.

## 2 FUNCTIONS AND RESPONSIBILITIES

The Strategic Planning and Projects Committee is responsible for matters including strategic planning; new strategic projects, initiatives and commercial ventures; new campus developments; estate management; asset management (including physical infrastructure and information technology); strategic human resources and other matters as determined by the Committee and by Council.

When conducting any reviews for the purposes of advising Council on matters of relevance to this Committee, the 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.

The Committee's functions and responsibilities are as follows:

### **Strategic planning**

- 2.1 Review and recommend to Council the University's planning framework and the relevant planning and reporting policies and procedures.
- 2.2 Review and recommend to Council the University's strategic plan and the University's values.
- 2.3 Monitor progress in the implementation of the University's strategic plan and make recommendations to Council on the achievement of outcomes of the plan 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.

### **New strategic projects, initiatives and commercial ventures**

- 2.5 Review and advise Council on business cases for new strategic projects and initiatives.
- 2.6 Review and advise Council on proposals to establish new commercial ventures or to join existing commercial ventures.
- 2.7 Review and advise Council on proposals to form new companies or close existing companies, on the membership of company boards of directors and the appointment of company secretaries, and on any associated University companies' policies and procedures.
- 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.

### **New campus developments**

- 2.9 Review and advise Council on business cases to develop a new campus, in either an existing or new CQUniversity location.
- 2.10 Review and advise Council on business cases to develop 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 advise Council on the University's strategic Estate Management Plan.

### **Asset management (including physical infrastructure and information technology)**

- 2.13 Review and advise Council on the University's [Strategic Asset Management Plan](#), including priorities for capital physical infrastructure and information technology development and maintenance, and associated resource strategies.
- 2.14 Review and advise Council on site planning and design matters relating to the built environment.

### **Human resources**

- 2.15 Review and advise Council on strategic human resource plans and policies.
- 2.16 Review and advise Council on the University's [Code of Conduct](#).

## **Other**

- 2.17 Approve and monitor policies and frameworks relating to sustainability.
- 2.18 May initiate reviews of efficiency in the use of resources and may recommend to Council policy changes.
- 2.19 Monitor implementation of any policy or strategic approach agreed by the Committee.
- 2.20 Consider any other policy or strategic matter referred to it by Council, Council committees or the Vice-Chancellor and President.

## **3 RESERVED AUTHORITIES**

The Council reserves the authority to approve policy and procedure relating to strategic asset management, estate management, and staff code of conduct, as well as the Strategic Plan and the University's Values.

## **4 DELEGATED AUTHORITIES**

The Council has delegated to the Committee the authority to approve policies and procedures that pertain to the Committee's functions and responsibilities, apart from matters reserved for Council approval above.

## **5 REFERRAL OF MATTERS**

The 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**

The 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. The Committee may co-opt employees to serve on its sub-committees and/or working parties.

The Committee shall 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**

The Committee shall comprise:

Ex-officio members:

- Chancellor
- Vice-Chancellor and President
- Senior Deputy Vice-Chancellor (International and Services)
- Provost
- Deputy Vice-Chancellor (Finance and Planning)
- Deputy Vice-Chancellor (Strategic Development)

Appointed members:

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

Gender representation on the Committee's membership is encouraged.

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 shall 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.

Appointed members shall serve for a term determined by Council, not exceeding four years.

## **8 RIGHTS OF AUDIENCE AND DEBATE**

The Committee may extend rights of audience and debate on a standing or ad hoc basis.

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

- Deputy Vice-Chancellors (not listed in the membership)
- University Secretary
- Council Secretary
- Senior management, to speak to items of business for which they have been responsible.

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 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 shall designate one of the members to Chair the Committee.

The Chair shall serve for a term of office as determined by Council, not exceeding four years.

The Chair shall nominate an alternate Chair if the Chair is unable to attend a scheduled meeting.

## **11 SECRETARY**

The Director, Corporate Governance shall nominate the Secretary.

## **12 CASUAL VACANCIES**

A casual vacancy shall be filled in accordance with the [Election of Members to University Committees Procedure](#).

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

The 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 the Committee to have their membership reinstated.

## **14 QUORUM**

The quorum for a committee meeting shall be 50% 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**

All 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.

## **16 CONFLICT OF INTEREST**

Committee members are required to declare to the Chair any real, perceived or potential conflict of interest they may have with any item on the Committee's agenda.

If the Chair or Committee deems a member to have a conflict of interest in a matter before the 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. The Committee shall determine its meeting schedule annually in advance and 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 the Committee's website and any other resources they reasonably require to fulfil their duties as a committee member.

## **19 AGENDAS AND MINUTES**

Agendas and associated documentation 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 are to 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 the 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 the Committee's performance and its membership.

The Administrator shall review these terms of reference every two years, in conjunction with the Committee, and provide a report, including any recommendations, to Council.

## 21 RELATED DOCUMENTS

[Election of Members to University Committees Procedure](#)

## 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
Advisory Committee to Approval Authority	Strategic Planning and Projects Committee
Administrator	University Secretary
Next Review Date	29/10/2021

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; Administrator Approval – Vice-Chancellor and President 11/09/2017; Council 25/10/2017; Council 29/10/2019; Minor Typographical Amendment 15/01/2020.
Notes	Prior to 17/02/2017, the Committee was known as the Planning and Resources Committee, and had different functions, responsibilities and membership.