

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 University Council, and will provide advice, recommendations and reports to the Council on 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.

2 FUNCTIONS AND RESPONSIBILITIES

The Committee's functions and responsibilities are as follows:

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.

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.
- 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.
- 2.15 Approve, on delegated authority of Council, policy on the use of sites and facilities.

Human resources

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

Other

- 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 the Council, Council committees or the Vice-Chancellor and President.

3 DELEGATED AUTHORITIES

The Council has delegated to the Committee the authority to:

- approve policy on the use of sites and facilities
- approve operational amendments to policies and new and amended procedures that pertain to the Committee's functions and responsibilities.

4 REFERRAL OF MATTERS

The Committee may refer any item to the 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.

5 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 staff 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.

6 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 the Council
- Up to two external members, co-opted by the Council

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 the Council, not exceeding four years.

The Committee's membership must include appropriate gender representation.

7 RIGHTS OF AUDIENCE AND DEBATE

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

The Deputy Vice-Chancellors and University Secretary (not listed in the membership) shall have rights of audience and debate at all meetings.

Senior Management shall have a standing invitation to attend Committee meetings and to speak to items of business for which they have been responsible.

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

8 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 the Council, not exceeding four years.

In the absence of the Chair, the Chair will nominate a member of the Committee to act as Chair of that meeting.

9 SECRETARY

The Director, Governance shall nominate the Secretary.

10 CASUAL VACANCIES

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

11 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.

12 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.

13 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](#).

14 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 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.

15 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.

16 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.

17 AGENDAS AND MINUTES

Agendas and associated documentation will be distributed 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 bring laptops, iPads or similar to the meetings and view the agenda online 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.

18 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 the 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 the Council.

19 FEEDBACK

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

20 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	25/10/2019

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