

Integrated Planning and Performance Policy



1 Purpose

Articulate the University's approach to strategy development, planning, resource allocation and performance evaluation.

2 Scope

This policy applies to all University Members.

3 Policy Statement

The University takes a holistic integrated approach to planning, reporting and performance evaluation via systems, practices and controls to ensure efficient, effective and economical performance management.

4 Principles

The University is committed to a system of integrated planning and Risk informed decision making, achieved by:

- Developing plans that are:
 - Logical, measurable and responsive to changing internal and external environments;
 - Consistent and visible;
 - Transparent and simple;
 - Inclusive and respectful of First Nations knowledge and perspectives;
 - Provide connection between people, processes, and resources; and
 - Designed to facilitate dynamic discussion and decision making.
- Undertaking planning consultatively across multiple time horizons as articulated in the Integrated Planning Framework.

- Developing a hierarchy of plans provided in Table 1 (below).
- Creating and maintaining performance evaluation and decision making mechanisms to measure, monitor and act on performance to objectives within the Strategic Plan.
- Regular performance monitoring and reporting to Council and Vice-Chancellor's Executive.
- Establishing tiered governance structures to ensure separation of responsibility and heightened performance.
- Including Risk management as an integral part of all decision making.
- Developing and maintaining a dynamic budget model to support implementation of the University's strategic objectives.

Table 1: Hierarchy of plans

Plan level	Title	Description
1	Strategic Plan	Provides vision, mission, values and overarching strategic direction, covering a period of five years.
2	Core Plans	Underpin the Strategic Plan and mobilise key divisional portfolios.
3	Enabling Plans	Activate the strategic and core plans across activities such as International, People, Campus Development, Digital and Innovation.
4	Portfolio Plans	Provide direction on the core deliverables for strategic programs of work, including roadmaps guiding the development of specific projects and a three-year forecast.
5	Annual Priority and Operational Plans	<p>Provide the annual priorities and resourcing methodologies, set and distributed by Vice-Chancellor's Executive members to inform Operational Plans (articulated within the Annual Plan and Budget).</p> <p>Operational Plans outline area operational actions and initiatives, consistent with the annual priorities, and include resource allocation.</p>

5 References

TEQSA, 2019, *Guidance Note: Corporate Governance*, viewed 14 February 2022,

6 Schedules

This policy must be read in conjunction with its subordinate schedules as provided in the table below.

7 Policy Information

Accountable Officer	Chief Operating Officer and Chief Financial Officer
Responsible Officer	Head (University Strategy and Government Relations)
Policy Type	Governance Policy
Policy Suite	Integrated Planning and Performance Procedure Research Structures Procedure
Subordinate Schedules	
Approved Date	7/7/2025
Effective Date	7/7/2025
Review Date	6/12/2027
Relevant Legislation	Financial Accountability Act 2009 Financial and Performance Management Standard 2019 Higher Education Support Act 2003 Higher Education Standards Framework (Threshold Standards) 2021 Department of Premier and Cabinet, 2021, Agency Planning Requirements University of Southern Queensland Act 1998 Voluntary Code of Best Practice for the Governance of Australian Public Universities
Policy Exceptions	Policy Exceptions Register
Related Policies	Enterprise Risk Management Policy Financial Management and Accountability Policy

Related Procedures	Enterprise Risk Management Procedure
Related forms, publications and websites	<p>Enterprise Risk Management Framework (under development)</p> <p>Financial Management Practice Manual (restricted access)</p> <p>Integrated Planning Framework (restricted access)</p> <p>UniSQ Project Delivery Framework</p>
Definitions	<p>Terms defined in the Definitions Dictionary</p> <p>Council</p> <p>Council means the governing body, the University of Southern Queensland Council.</p> <p>Key Performance Indicators</p> <p>The key measures of activities the University is undertaking to achieve the aims of the strategic plan.</p> <p>Key Result Indicators</p> <p>The key measures of the aims of the strategic plans the University is endeavouring to achieve.</p> <p>Operational Plan</p> <p>The Operational Plans developed by the University, as required under Section 8(1)(b) of the Financial and Performance Management Standard 2019.</p> <p>Risk</p> <p>The effect of uncertainty on objectives.</p> <p>Strategic Plan</p> <p>The Strategic Plan developed by the University, as required under Section 8(1)(a) of the Financial and Performance Management Standard 2019.</p> <p>University</p> <p>The term 'University' or 'UniSQ' means the University of Southern Queensland.</p> <p>University Members</p>

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	Definitions that relate to this policy only
Keywords	
Record No	22/217PL