

# 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**

| <b>Plan level</b> | <b>Title</b>                          | <b>Description</b>  |
|-------------------|---------------------------------------|---|
| 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

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

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

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|  | <p>Persons who include: Employees of the University whose conditions of employment are covered by the UniSQ Enterprise Agreement whether full time or fractional, continuing, fixed-term or casual, including senior Employees whose conditions of employment are covered by a written agreement or contract with the University; members of the University Council and University Committees; visiting, honorary and adjunct appointees; volunteers who contribute to University activities or who act on behalf of the University; and individuals who are granted access to University facilities or who are engaged in providing services to the University, such as contractors or consultants, where applicable.</p> |
| <b>Definitions that relate to this policy only</b> |  |
| <b>Keywords</b>                                    |  |
| <b>Record No</b>                                   | 22/217PL   |