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## PLANNING

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### **PART 9 PLANNING**

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### **PART 9 PLANNING**

#### **9.1 Planning Process**

In terms of the Financial Management Standard 1997 issued pursuant to Section 46L of the *Financial Administration and Audit Act 1977*, the University shall establish a planning process and integrate it with the resource allocation and accounting systems. The focus of the planning process shall be on outputs (services provided) or outcomes (results achieved).

The planning process shall as a minimum, include:

- (a) a strategic plan which shall:
  - (i) set forth the desired position over the next five year (or longer) period;
  - (ii) be determined following an analysis of all relevant environmental factors;
  - (iii) provide a focus for annual budgetary and resource management strategies and decisions;
- (b) a system of resource management which shall focus on the outputs and outcomes achieved by its university budgetary units. Such a system shall:
  - (i) include a clear linkage with the strategic plan;
  - (ii) group activities according to common purposes for the purpose of management decisions and resource allocation; and
  - (iii) include clearly stated, measurable objectives for each University budgetary unit;

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- (c) a systematic performance evaluation and review which shall, as a minimum determine whether:
  - (i) the policies, goals and organisational unit objectives remain and are being achieved;
  - (ii) resources are optimally allocated across University budgetary units;
- (d) a strategic plan for information systems;
- (e) a strategic plan for physical assets.

The Vice-Chancellor of the University of Southern Queensland is responsible for the implementation and control of the planning process of the University.

The *Financial Management Standard 1997* requires that in developing the Strategic Plan the Vice-Chancellor must consult with the Minister. This should include a statement of resource implications and major policy changes resulting from the proposed strategic plan.

Each element of the planning process is discussed in more detail in the remainder of Part 9 of this manual.

### **9.2 Strategic Planning**

The process of strategic planning for the University shall be a cyclical process through which the University shall determine an appropriate desired future position, in the light of relevant environmental factors, and identify the means by which this desired future position is to be achieved.

The strategic plan shall consider a five year (or longer) future time span and be reviewed and revised annually.

The strategic planning process adopted by the University shall:

- (a) be documented for the benefit of all involved in the future strategic planning process;
- (b) include the timetable required for undertaking the various steps in the process;
- (c) detail reports required to undertake the planning process;
- (d) list responsibilities of parties involved in the process;

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- (e) list desired outcomes in ways which will facilitate the future assessment of performance against plan.

The strategic planning process of the University shall as a minimum include the following elements:

- (a) a review, when appropriate, of the institutional mission;
- (b) a review and analysis of the environment in which the University operates;
- (c) a review of the University's performance against last strategic plan;
- (d) identification and prioritisation of the main goals for which the University should aim for in the next 5 years (or longer);
- (e) a determination of strategies by which these goals are to be achieved.

It shall be the responsibility of each University budgetary unit Manager upon receiving the University Strategic Plan to develop operational plans and resource management plans that cover the implementation of University and University budgetary unit strategies. These operational and resource management plans will normally be developed in the context of a sectional strategic plan covering five years (or more) timeframe.

These operational and resource management plans are to be documented for review by Council. The operational plans are to be developed with respect to approved University budgetary unit budgets.

The actual strategic planning process adopted by the University shall be at the discretion of Council and the Vice-Chancellor.

### **9.3 Resource Management**

The process of resource management for the University requires a systematic approach to the efficient and effective allocation and utilisation of resources available to the University in the pursuit of its goals and objectives.

The respective University budgetary unit Managers shall be required to participate in the resource management process determined by Council.

The resource management process of the University budgetary units and the University shall deal with the detailed objectives and resource allocation/utilisation plans necessary for the achievement of specific results over a shorter period of time (over a 1 to 2 year period).

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Resource management systems adopted by the University shall concentrate on outputs (goods and services provided) and outcomes (desired results) as the primary concern.

The resource management process shall include the following elements:

- (a) a clear linkage with the University's budgetary unit's strategic plan;
- (b) the identification of University budgetary unit goals and objectives consistent with the broad University goals identified in the strategic plan;
- (c) related management systems which:
  - (i) keep University management informed of activity levels, results achieved (against goals and objectives) and the associated level of resource usage;
  - (ii) allow for the allocation/reallocation of all resources on a prioritised basis across University budgetary units;
  - (iii) provide for devolution of management responsibility to University budgetary unit Managers, with appropriate assignment of accountability for achieving University budgetary unit objectives;
- (d) utilisation of a regular evaluation and review process.

The operational plan for the University shall be evolved from the documentation process of the resource management system; it should include:

- (a) full description of the organisational structure including components and activities;
- (b) description of:
  - (i) resources allocated to University budgetary units for the current year;
  - (ii) goals and objectives;
  - (iii) the service delivery mechanisms;
- (c) processes relating to the generation of management reports, review of achievements and the allocation/reallocation of resources between

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University budgetary units, and the responsible officers and timing implicit in such processes.

### 9.4 Performance Evaluation

The process for evaluation and review adopted by the University as an organisation shall ensure that the University's major purpose and goals continues to be relevant to meet the assessed needs that the University exists to meet, as well as reflect changes in environmental changes.

The University shall be responsible for the development of a set of performance indicators that will provide a framework for measuring actual performance. The indicators shall be relevant, verifiable, free from bias and where possible quantifiable. Up to date information on these performance indicators will readily be available to all decision makers in the University in a timely manner

All results of any performance evaluation and review process undertaken by the University shall be fully documented and made readily available to stakeholders.

University budgetary unit Managers are responsible for the resources consumed towards the achievement of University goals and objectives. The Managers are responsible for ensuring an adequate process of performance evaluation and review is established in each University budgetary unit.

The performance evaluation and review process shall enable each University budgetary unit Manager to determine whether:

- (a) the University budgetary unit's policies, goals and objectives are appropriate and are being achieved;
- (b) resources are optimally utilised within the University budgetary unit;
- (c) the current Strategic Plan continues to be appropriate or should be changed.

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### 9.5 Strategic Plan for Information Systems

The University is required to have in place an information systems strategic plan. This plan must be reviewed every year and updated where necessary. The following elements should be incorporated in the plan:

- (a) stating the timeframe to be covered by the plan which must be a minimum of three years;
- (b) analysing the needs of the University's clients and the effect of relevant environmental factors including technological change;
- (c) evaluating information needs and systems developments required during the timeframe;
- (d) deciding the projects to be undertaken to meet the University's information needs and the development of information systems; and
- (e) evaluating the projects.

The University must ensure that the plan is developed, and available for distribution, before the start of the financial year to which the plan relates.

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### 9.6 Strategic Plan for Physical Assets

The University is required to have in place a strategic plan for physical assets. This plan must be reviewed every year and updated where necessary. The plan must cover a period of at least three years and should include the following elements:

- (a) the analysis of the key issues that may influence the University's requirements for physical assets in the medium to long term;
- (b) the analysis of the appropriateness of existing physical assets in relation to the University's strategic plan and the needs of its clients;
- (c) the identification of the need for new physical assets and developing strategies to meet these needs;
- (d) the development of strategies for maintaining the appropriate level of service potential of existing assets; and
- (e) the development of strategies for disposing of physical assets that are surplus to the University's requirements.