



University of Southern Queensland

IMPORTANT AUTHORITIES FOR USQ PLANNING

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1. Financial Management Standard 1997 (FMS)

The following is a summary of the requirements of the Standard in relation to planning. Part 2, Divisions 1, 2, 3 and 4 of the FMS 1997, sets out the requirements for USQ to prepare the following plans:

- Strategic
- Operational
- ICT Resources Strategic Plan, and
- Asset strategic plan.

1.1 Strategic / Operational Plans

The Standard requires that USQ ensures the operational plans, ICT resources strategic plan and assets strategic plan are consistent with, and support, the agency's strategic plan covering the timeframes of the operational plans, ICT resources strategic plan and assets strategic plan. The agency's ICT resources strategic plan and assets strategic plan may be included in the agency's strategic plan.

During every financial year, USQ must develop:

- a strategic plan, that must cover a period of at least 4 years, and
- operational plans for organisational sections or an operational plan for the whole of the agency that must cover a period of not more than one year.

USQ's strategic plan must state the timeframe to be covered by the plan; and identify the University's purpose, role, goals and outputs. Also, it must set performance measures for reviewing the progress towards achieving goals and outputs. USQ must ensure the strategic plan is prepared and available before the start of the timeframe to which the plan relates.

USQ's operational plan must provide for the outputs the agency intends to deliver during the plan's timeframe. The plan must include details about output performance measures that allow the assessment of the University's performance in delivering the outputs. The operational plan must be available for distribution before the start of the timeframe to which it relates.

1.2 ICT Resources Strategic Plan

During every financial year, USQ must develop a strategic plan for its ICT resources. The plan must:

- be consistent with the targets stated in the Government Enterprise Architecture (GEA),
- demonstrate how USQ aligns with the targets stated in the GEA, including, for example, by
 - meeting a target within the period stated in the GEA for the target, or
 - qualifying for an exception for a target,
- be consistent with the mandatory principles of each Queensland Government information standard, and
- cover a timeframe of at least 4 years.

The ICT resources strategic plan for USQ must provide for the following:

- stating the timeframe to be covered by the plan
- stating the goals of the plan and how the goals assist in
 - delivering USQ's outputs, and
 - achieving the Government's social and fiscal objectives

- stating how USQ intends to support the whole-of-government policy about information and communication technology;
- evaluating the needs of USQ and its clients for the agency's existing ICT resources and any additional ICT resources,
- stating how USQ will optimise the use of, and fund, existing and future ICT resources.
- evaluating the effect on USQ of relevant external factors, including, for example, changes to the agency's business environment.

The ICT resources strategic plan needs to be developed and available before the start of the timeframe to which the plan relates.

1.3 Asset Strategic Plan

During every financial year, USQ must develop a strategic plan for assets. The plan must cover a period of at least four years. In developing an asset strategic plan, USQ must have regard to the following documents:

(a) *Asset Strategic Plan Guidelines*

(b) *Maintenance Management Framework*, as issued by the Department of Public Works.

The asset strategic plan for USQ must provide for:

- analysing the key issues that may influence USQ's requirements for assets in the medium to long term,
- analysing the appropriateness of existing assets in relation to USQ's strategic plan and needs of its clients,
- identifying the need for new assets and developing strategies to meet the needs,
- identifying and developing strategies for:
 - achieving and maintaining the appropriate level of operational performance for assets, and
 - maintaining physical assets in an appropriate condition
- developing strategies for disposing of assets that are surplus to USQ's requirements.

If USQ's investment in assets is expected to be more than \$30,000,000 over any four consecutive financial years during the plan's timeframe, the plan must be developed, and available for distribution, as a separate document. USQ must ensure the plan is developed and available before the start of the timeframe to which the plan relates.

2. Institutional Assessment Framework (IAF)

Universities are accountable to the Commonwealth Government through the Institution Assessment Framework (IAF). The IAF, which replaced Educational Profiles in 2004, is founded on the responsibilities of the Commonwealth to ensure that the institutions it funds are sustainable and deliver the outputs for which they are funded, that their outcomes are of a high quality and that they comply with their legal obligations.

The IAF produces an across-the-board assessment of institutional achievements based on quantitative and qualitative data from universities and external sources. The Commonwealth assessment of an institution forms the basis of strategic bilateral discussions between government and an individual institution. As a consequence of machinery of government changes, from 2008 the Department of Employment, Education and Workplace Relations (DEEWR) will manage the process in partnership with the Department of Innovation, Industry, Science and Research (DIISR). DEEWR has administrative responsibility for the education aspects of the IAF, and DIISR has administrative responsibility for the research, research training and innovation aspects of the process.

The data for the assessment are in large part drawn from information that is publicly available, or already produced by universities, or already collected routinely from universities.

The Framework has four principle elements:

1. Organisational sustainability

- strategic focus
- risk management
- financial viability

2. Achievements in higher education provision

- teaching/learning
- research and research training
- equity and indigenous access

3. Quality outcomes

- systems and processes
- teaching/learning
- research
- AUQA audit

4. Compliance

- financial acquittal
- national governance protocols
- workplace reform
- programme guidelines and legislation

Detailed bilateral discussions between DEEWR and individual institutions occur biennially unless there is a specific need for additional meetings (for example, if concerns arise from the assessment). Discussions on Funding Agreements with each institution for the allocation of Commonwealth supported places are conducted in the first half of each year through a separate process.

The current headings which comprise the plans/documents which may be required by DEEWR as part of the IAF are:

- **Strategic Planning Documentation**
- **Capital Asset Management Plans**
- **Quality**
- **Equity Update**
- **Indigenous Education Statement (IES)**
- **Student Load Data**
- **Research** - Research and Research Training Management Reports (RRTMR)

DEEWR signals its requirements each year and provides templates for these documents as appropriate.