

Planning and Performance Framework

Intent

The JCU Corporate Strategy is activated by the University's Planning and Performance Framework via a clearly articulated planning and accountability structure that integrates with, and is applied to, all levels of planning and performance reporting. A set of cascading and integrated performance measures and annual reporting assures the University's governing body that the University is making progress towards its strategic ambitions.

Through the establishment and maintenance of the Framework, the University will undertake planning to assist it to:

- realise its vision and achieve its goals on an ongoing basis;
- integrate planning, risk, reporting and budgetary processes;
- behave proactively rather than reactively; and
- effectively discharge its responsibilities in accordance with its legislative requirements.

This framework addresses HESF Standard 6.2: Corporate Governance.

Scope

This Planning and Performance Framework applies to all planning and reporting at JCU Australia from 2023 onwards.

Obligations

The University is required to undertake planning (including both strategic and operational plans) and budgeting for the University which is appropriate to its size (Under Section 61 of the [Financial Accountability Act 2009](#)).

The [Higher Education Standards Framework \(Threshold Standards\) 2021](#) also requires the University to demonstrate that "future directions in higher education have been determined, realistic performance targets have been established, progress against targets is monitored and action is taken to correct underperformance" (HESF A6.2.1b). Integrated planning activities play a major role in maintaining compliance with this standard.

Planning and Performance Framework

The University's Planning and Performance Framework comprises a hierarchy of cascading and integrated plans:

Level	Plan	Characteristics
1	JCU Corporate Strategy Defines the corporate level purpose, values, strategic priorities, and goals and gives effect to the JCU Act across JCUA, JCUB, JCUS and online.	10-year horizon <i>refined by Council as assumptions change</i>
2	Business Level Objectives Defines objectives and risks.	3 to 5-year horizon <i>annually reviewed and updated as assumptions change</i>
3	Functional Plans <ul style="list-style-type: none">• Research and Innovation Plan• Education Plan• Engagement Plan• People & Culture Plan• Estate Plan• Digital Plan• Marketing Plan• Internationalisation Plan	3-year horizon <i>annually reviewed and updated as assumptions change</i>
4	Divisional/Directorate/College plans	1 to 3-year horizon <i>annually reviewed</i>
5	Individual professional development and performance plans	1-year horizon <i>annually reviewed</i>

The University's planning process is led by the Vice-Chancellor and President with the participation of the University Executive, Council and Academic Board. The planning process is informed by an assessment of the University's internal and external environments and by consultation with staff and other stakeholders. All planning undertaken by the University is underpinned by the Risk Management Policy and Framework which provides the basis for integrated risk management at the University.

Referring to the diagram above, the Corporate Strategy articulates the University's goals whilst the Business Level Objectives articulate how JCUA will deliver on the goals. The core and enabling Functional Plans identify those specific activities or tasks required to deliver on the objectives. Therefore, planning must start at Level 1, then Level 2 Business Level Objectives, then Level 3 operationalises the Level 2 plan. Importantly, each level has targets which will, in aggregate, contribute to the delivery of our overall Business Performance Measure or Corporate Performance Measure. The targets must be connected to, and enable, the plans.

Performance measures for JCUA need to be identified against the corporate goals, and objectives set where relevant, and must be:

- Relevant to the goal and objective
- Reached in an identified time frame
- Capable of being tracked from period to period

Plan overview and owners

Table 1 below provides an overview of the University planning framework, plan custodians and approval authorities. Custodians are responsible for development and implementation whereas Approvers are responsible for approving, amending, and monitoring the performance of plans. These plans are monitored and reviewed by either a Governance or Management Committee.

Table 1: University level plans

Level	Title	Description	Custodian	Approver
Strategic Level Plans				
1	Corporate Strategy	Includes the University's Purpose and Values, sets the long-term direction of the University (incorporating JCUA, JCUB, JCUS and online) and articulates major University wide Strategic Priorities, Goals, and Corporate Performance Measures over a 10-year period	Vice Chancellor	Council
2	Business Level Objectives	Enables operational delivery of the Corporate Strategy by identifying specific business level objectives (JCUA) to deliver on the goals, identifying any risks including opportunity risk, and setting of Business Performance Measures	Vice Chancellor	University Executive
Core Functional Plans				
3	Research and Innovation Plan	Operationalises the relevant goals of the Corporate Strategy, in particular the <i>Research with Impact</i> Strategic Priority and the management of university wide research activity, assets and infrastructure.	DVC Research	University Executive
3	Education Plan	Operationalises the relevant goals of the Corporate Strategy, in particular the <i>Transformative Education</i> Strategic Priority and the management of university wide teaching standards and quality, curriculum management and delivery, professional development, academic services and the student experience	DVC Education/DVC Academy	University Executive
3	Engagement Plan	Operationalises the relevant goals of the Corporate Strategy, in particular <i>A Civic University</i> and <i>Empowering our People</i> Strategic Priorities and the relevant objectives of the Business Level Strategic Plan. The plan provides the framework for engagement with all stakeholders including government, industry, community and alumni.	Vice Chancellor	University Executive

Enabling Functional Plans				
3	People and Culture Plan	Operationalises the <i>Empowering our People</i> Strategic Priority and provides a framework for workforce strategic planning and development around values and culture, leadership/team development and training and a diverse and highly skilled workforce with a particular emphasis on Indigenous employment and participation.	DVC Services & Resources	University Executive
3	Estate Plan	Operationalises a key element of the <i>Securing our Future</i> Strategic Priority and delivers on the campus master plans and the staff and student experience of the physical estate.	DVC Services & Resources	University Executive
3	Digital Plan	Operationalises a key element of the <i>Securing our Future</i> Strategic Priority and delivers on the student and staff digital experience as well as the management and governance of all digital and data assets and infrastructure including cybersecurity.	DVC Services & Resources	University Executive
3	Marketing Plan	Operationalises a key element of the <i>Securing our Future</i> Strategic Priority and is the University-wide plan consolidating branding, marketing and recruitment activity for international and domestic prospective students, parents, and schools and other target audiences and how the University engages with them	DVC Services & Resources	University Executive
3	Internationalisation Plan	Delivers on the internationalisation aspects of the Business Objectives and sets out actions for progress towards the University's long-term international partnerships and transnational education aspirations, and student's international experiences in Australia and overseas.	DVC Services & Resources	University Executive

The Core and Enabling functional plans, the number and focus of which may be determined or varied by the Vice-Chancellor from time to time, or by legislative requirement, are University-wide plans which may be developed to articulate specific actions or align resources to priorities.

Table 2 below identifies additional plans developed that outline the key initiatives and targets for that Organisational unit, and the individual staff within them on an annual basis. The Organisational unit plans are monitored and reviewed by their approvers on an annual basis. The individual performance plans are also reviewed on an annual basis in accordance with the [Performance, Development and Recognition Policy](#).

Table 2: Divisional/Directorate/College and Individual plans

Level	Title	Description	Custodian	Approver
Organisational Unit				
4	Division/ College/ Directorate	The action plans will demonstrate how the College/Directorate will deliver the Business Level Plan or core functional plans within the allocated budget. They are developed based on a rolling triennial approach with the primary focus being the first year and are approved by the relevant member of University Executive.	Deans/ Directors	Deputy Vice Chancellor
Individual				
5	Individual Performance Plans	Individual staff are encouraged and supported (i) to develop and achieve their aspirations, and (ii) to make demonstrable contributions to the University, within the context of personal goals and the University's values and goals expressed in the Corporate Strategy, and relevant objectives form the Business Level and Functional Plans.	Senior Leadership Group	Supervisors and Managers as appropriate

Reporting

Quarterly

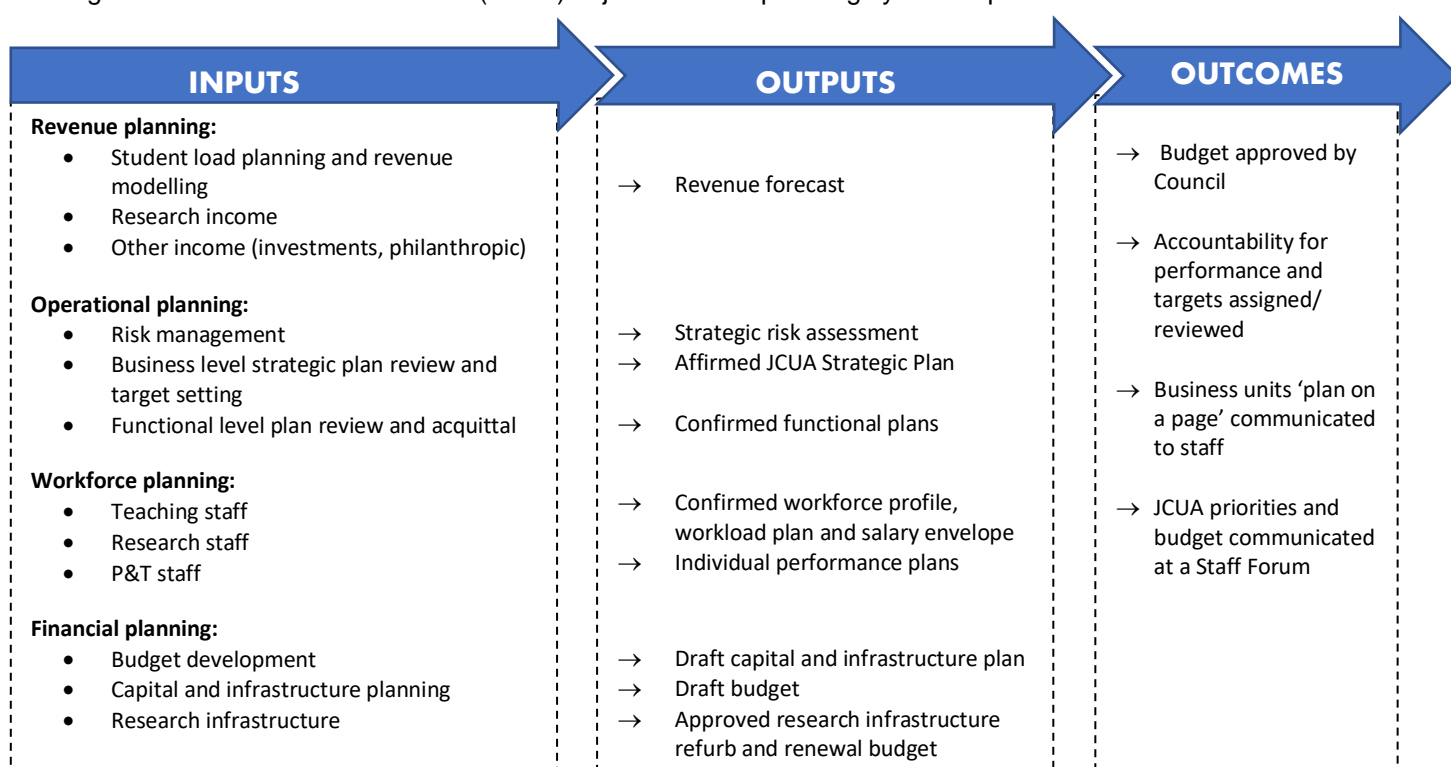
University Executive will undertake a Quarterly Review in which Custodians will provide a brief update on progress and the Chief Financial Officer will provide a quarterly report on Business Performance Measures and financial targets to monitor the University's achievement of its objectives and inform in-year budget management processes. Divisions may also evaluate progress against planned actions to inform ongoing review, evaluation and adaptation of plans throughout the annual cycle.

Annual

Plan Custodians provide annual reports to management and governance on achievement and performance against plans in the first quarter of each year. University level targets will be included in the University's Annual Report finalised in February each year.

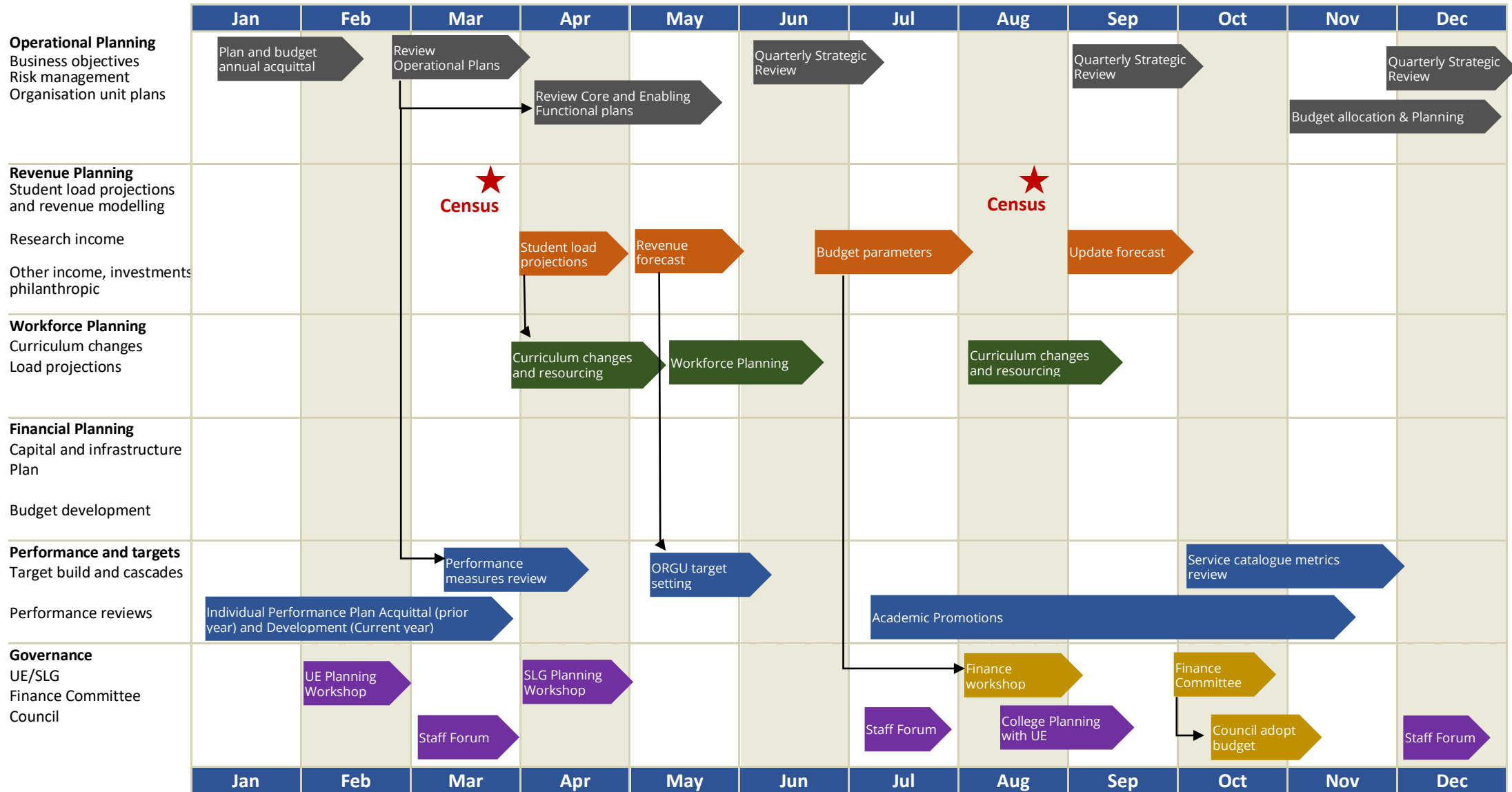
Annual Planning Cycle

The annual integrated planning cycle provides transparency in resource allocation against the Council approved Strategic Priorities and Business Level (JCUA) objectives. The planning cycle comprises:



Planning Calendar

Annual integrated planning cycle mapped across the year:



Related Policy Instruments

[JCU Corporate Strategy](#)

[Performance, Development and Recognition Policy](#)

Schedules/Appendices

Nil

Related Documents and Legislation

[Higher Education Standards Framework \(Threshold Standards\) 2021](#)

[Financial Accountability Act 2009](#)

Administration

NOTE: Printed copies of this framework are uncontrolled, and currency can only be assured at the time of printing.

Approval Details

Policy Domain	Corporate Governance
Policy Custodian	Vice Chancellor
Approval Authority	Council
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Revision History

Version no.	Approval date	Approved by	Implementation date	Details	Author
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