

Planning and Performance Framework

Intent

The JCU Corporate Strategy is activated by the University's Planning and Performance Framework which provides a clearly articulated planning and accountability structure through a set of cascading and integrated goals, objectives and actions with performance measures and annual reporting to assure 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 a dynamic strategic planning process 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.

Scope

This Planning and Performance Framework applies to all strategic and business level planning and reporting at JCU.

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. Defines a set of Corporate Performance Measures and Targets | 10-year horizon <i>refined by Council as assumptions change</i> |
| 2 | Business Level Plan Defines business level objectives and risks. Defines a set of Business Performance Measures and Targets | 3 to 5-year horizon <i>annually reviewed and updated as assumptions change</i> |
| 3 | Strategic Imperatives/Initiatives Critical actions or whole of university initiatives that allow JCU to move from 'current state' to the defined destination as envisioned in the Corporate Strategy and Business Plan. Defines a body of work managed as a project with milestones and deliverables. | 1 to 3-year horizon <i>Outcomes driven projects under project management review</i> |
| 4 | College/Directorate plans Unit level actions on a page that articulate the deliverables by each College or Directorate in response to the Business Level objectives and targets, or in the delivery of a strategic initiative. | 1-year horizon <i>annually reviewed</i> |
| 5 | Individual professional development and performance plans | 1-year horizon <i>annually reviewed</i> |

The University's dynamic planning process is led by the Vice-Chancellor and President with the support and participation of the University Executive and Senior Leaders Group. The planning process is highly focused on goal attainment and is informed by an assessment of the University's internal and external environments and by consultation with relevant 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. The components of the Plan and our progress towards our goals will be presented to Council for review annually.

Referring to the diagram above, the Corporate Strategy articulates the University's longer-term goals whilst the Business Level Plan articulates the locally relevant (JCUA, Singapore campus, Brisbane campus) medium-term key objectives and hence how each part of JCU will contribute to achieving the overall strategic ambition. There will also be University wide strategic initiatives (1 – 3 years programs) that will require additional investment, and which must deliver new capabilities that, if successfully implemented, elevate the University from our current state to our aspirational performance.

Business Plan objectives are cascaded through to relevant organisational units (Colleges and Directorates) as specific annual activities or tasks, with relevant and appropriately segmented targets.

Planning always starts at Level 1 and proceeds in sequence through Levels 2, 3 and 4. Importantly, it is expected that Level 5, our Individual Performance Plans should also link to our College, Institute or Directorate objectives. Each level must have measurable and attainable targets which will, in aggregate, contribute to the delivery of our overall Business Performance Measure(s) (lead indicators where possible) and then, in turn, our Corporate Performance Measure(s) (potentially lag indicators). The targets must be obviously connected to, and enable, the plans.

Performance measures for JCUA, Singapore and Brisbane 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, strategy and 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, Brisbane, Singapore and online) and articulates University wide Strategic Priorities, Corporate Goals and Performance Measures over a 10-year period | Vice Chancellor | Council |
| 2 | Business Level Plan | Enables operational delivery of the Corporate Strategy by identifying specific medium-term and locally relevant (JCUA, Singapore, Brisbane) business level objectives. All targets should be SMART and may use a combination of lead and lag indicators, as relevant. | Vice Chancellor | University Executive |
| 3 | Strategic Initiatives | A small set (4 – 6) of university wide strategic initiatives (1 – 3 years programs) to elevate the University from our current state to our aspirational performance levels. Each project will be tightly managed to ensure project delivers on budget and on time. | Vice Chancellor | University Executive |
| Organisational Unit | | | | |
| 4 | College/ Institute/ | Highly specific and action oriented annual plans with small number of attainable deliverables (2 – | Deans/ Directors | University Executive |

| | | | | |
|-------------------|------------------------------|--|-------------------------|---|
| | Directorate | 4) that directly address one or more of our business plan or Strategic Initiative objectives and targets and which go beyond our BAU activities. Plans and outcome targets are approved by the University Executive. | | |
| 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 by alignment of their personal and professional goals with those expressed through the annual planning process and the Corporate Strategy. | Senior Leadership Group | Supervisors and Managers as appropriate |

The University has a number of plans and frameworks which guide operational (e.g., student recruitment plan, Indigenous Workforce Strategy, Engagement plan), or compliance (e.g., Reconciliation Action Plan, Mental Health and Wellbeing Strategy) requirement, the number and focus of which may be determined or varied by the Vice-Chancellor from time to time, or by legislative requirement.

Reporting

Dashboards

The Corporate and Business Performance Measures will be tracked via a dashboard maintained by Reporting and Analytics within Finance and Business Services. University Executive will regularly review the dashboard monthly as part of its normal meeting schedule.

Quarterly

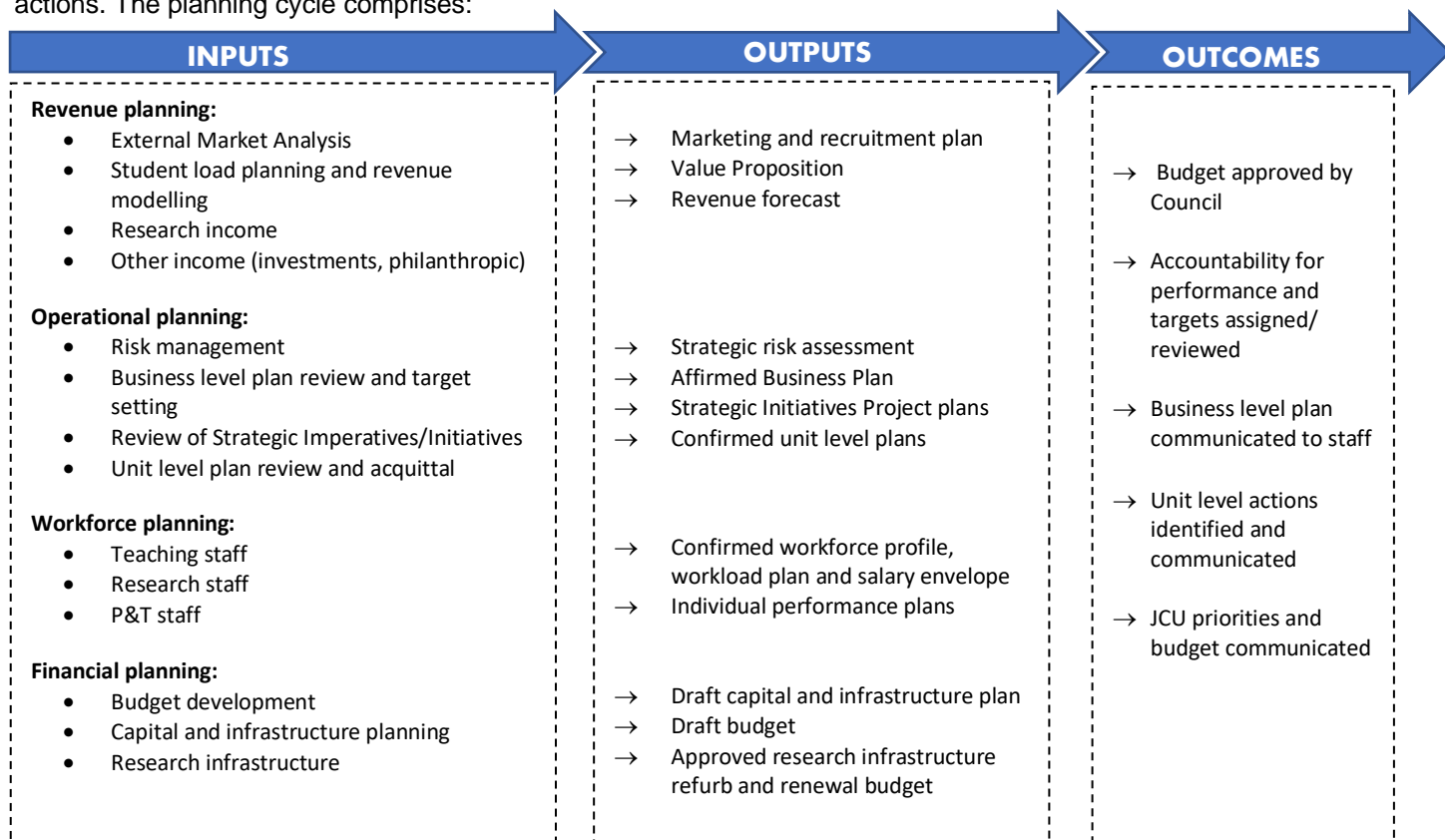
University Executive will undertake a Quarterly Review in which Custodians will provide a brief update on progress and the Chief Financial Officer will provide a quarterly report on Corporate and Business Performance Measures and financial targets to monitor the University's achievement of its goals and 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.

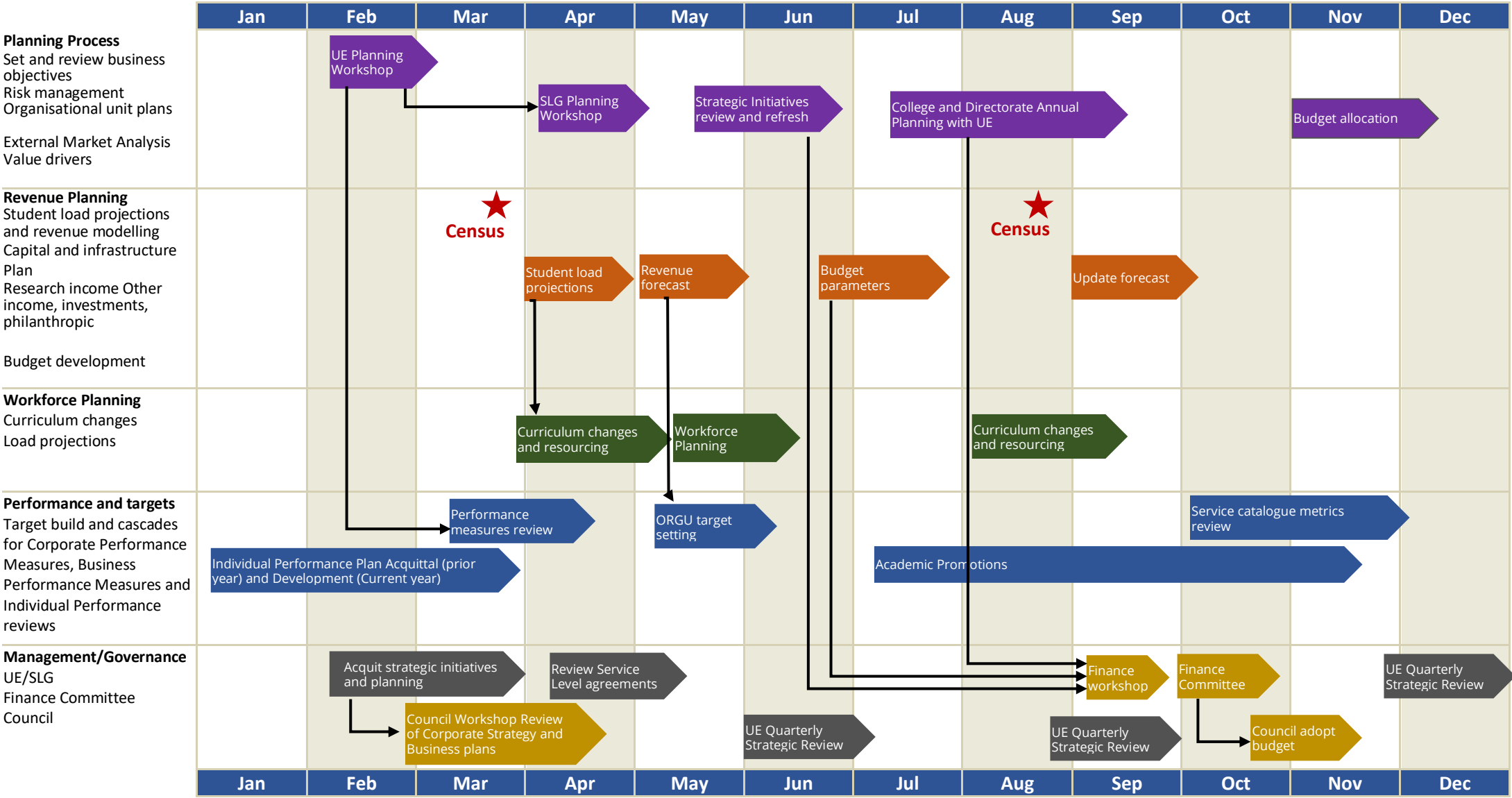
Annual Planning Cycle

The annual integrated and dynamic planning cycle provides transparency in resource allocation against the Council approved Strategic Priorities and Goals and Business Level objectives and organisational unit level actions. 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

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|----------------------------|--|
| Policy Domain | Corporate Governance |
| Policy Sub-domain | Risk, Assurance, Regulatory and Compliance |
| Policy Custodian | Vice Chancellor |
| Approval Authority | Council |
| Date for next Major Review | 14/03/2029 |

Revision History

| Version no. | Approval date | Approved by | Implementation date | Details | Author |
|-------------|---------------|-------------|---------------------|---|----------------|
| 24-1 | 14/03/2024 | Council | 22/04/2024 | Revision of framework to encompass a more streamlined dynamic planning process | Chief of Staff |
| 23-1 | 05/05/2023 | Council | 11/05/2023 | Framework established, replaces Planning Management Policy and Financial and Operational Performance Management Policy (disestablished) | Chief of Staff |

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|----------------|------------------------|
| Keywords | Planning, performance, |
| Contact person | Chief of Staff |