



2nd WHEEL ONLINE TRAINING

Task.3.3. Online Workshops Implementation
7th - 16th June 2022

«Financial planning & Resource allocation:
Planning Cycle in Italian university»

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Summary

1. **Planning Cycle in Italian university**
2. **Forecasting and Reporting Document list**
3. **Forecasting Documents**
4. **Reporting Documents**

Planning Cycle.

Italian universities approach

To adopt an integrated approach between

- ✓ strategy,
- ✓ performance and
- ✓ balance sheet

five priority actions may be suggested to universities

Planning Cycle.

Italian universities approach

- 1. financial programming should be connected to the strategic framework and, possibly, built with the involvement of the departments;
- 2. to develop a sustainable budget process, which is suitable for the organizational context;

Planning Cycle.

Italian universities approach

- 3. revise accordingly the internal regulations and flowcharts, clearly indicating actors, roles, responsibilities, tools and times;
- 4. perform analytical accounting exercises, including non-accounting ones;
- 5. ensure that integrated reporting is carried out showing what has been achieved compared to what was planned, in operational terms, economic / financial terms and strategic terms

Planning Cycle.

Italian universities approach

Once these conditions are guaranteed, each year the process for integrated programming is developed tendentially over a half-yearly period (June-January).

These operations are aimed to build up a single programming document composed with several highly correlated documents.

Planning Cycle.

Italian universities approach

The documents required by our regulations as mandatory steps, that are approved by the University Board of Directors (or, in a few cases by the Rector) are the following:

Planning Cycle.

Italian universities approach

Forecasting documents

- Strategic Plan
- Three-year programming Plan
- Three-year program for building facilities
- Two-year program of purchases (for supplies and services)
- Three-year personnel scheduling
- Three-year training plan for technical-administrative staff
- Didactic offer programming
- Positive action plan (gender equality plan)
- Anti-corruption plan

Planning Cycle.

Italian universities approach

- Annual budget
- Three-year forecast budget
- Integrated Plan
- Three-year corruption prevention plan

Reporting documents

- Financial statements
- Consolidated financial statements
- Performance report
- Report of the external evaluation team
- Report of board of auditors

Planning Cycle. Italian universities approach

FORECASTING DOCUMENTS

FORECASTING DOCUMENTS

Strategic Plan

- What is: *It defines the overall vision of the university, declining it into strategic lines;*
- Processing period: *Oct-Feb.*
- Time duration: *Three years*
- Comments: *It is the prerequisite for the development of all subsequent planning documents (financial, operational, etc.)*

FORECASTING DOCUMENTS

Three-year programming Plan

- What is: *It indicates actions consistent with the guidelines from a ministerial decree, relating to courses of study to be activated, development of scientific research, support and enhancement of student services, internationalization and personnel requirements*
- When is approved: *June*
- Time duration: *Three years (annual updating)*
- Comments: *it need to be developed with a clear verification of economic sustainability*

FORECASTING DOCUMENTS

Three-year program for building facilities

- What is: It lists the building maintenance and related development actions which have an estimated unit amount greater than € 100,000
- When is approved: October
- Time duration: Three years (annual updating)
- Comments: it need to be developed with a clear verification of economic sustainability

FORECASTING DOCUMENTS

Two-year program of purchases (for supplies and services)

- What is: It lists goods and services procurement actions with an estimated unit amount greater than € 40,000
- When is approved: oct
- Time duration: Two years (annual updating)
- Comments: it need to be developed with a clear verification of economic sustainability, in accordance with other actions planned

FORECASTING DOCUMENTS

Three-year personnel scheduling

- What is: It establishes the procedures for recruiting new positions aimed at rebalancing the consistency of teaching, research and technical-administrative staff
- When is approved: oct
- Time duration: Three years (annual updating)
- Comments: it is one of the most important programming areas; it directly depends on the perspectives defined in the Strategic Plan,

FORECASTING DOCUMENTS

Three-year training plan (for technical-administrative staff)

- What is: It defines the training activities dedicated to technical-administrative staff,
- When is approved: Jun
- Time duration: Three year (annual updating)
- Comments: new procedures or weak skills

FORECASTING DOCUMENTS

Didactic offer programming

- What is: Indicates newly activated study courses and changes relating to the existing didactic offer
- When is approved: Jun
- Time duration: Three year (annual updating)
- Comments: It is strictly related to personnel scheduling, to building facilities and strategic planning

FORECASTING DOCUMENTS

Positive action plan (gender equality plan)

- What is: It identify thematic paths focused on equal opportunities, aimed at both university staff and the student component
- When is approved:
- Time duration: Three years
- Comments: usually it is preceded by a survey of needs (also about training actions)

FORECASTING DOCUMENTS

Annual budget

- What is: It is the document through which universities foresee and authorize costs in relation to revenues and income. It consists of an economic budget and an investment budget
- When is approved: oct
- Time duration: year
- Comments: it is the main forecast accounting document, in Italian version it has also a cost authorization purpose.

FORECASTING DOCUMENTS

Three-year forecast budget

- It is the accounting document aimed at ensuring the sustainability of all activities in the medium term; it consists of the economic budget and the investment budget
- It is strictly related to other three year forecast documents.

FORECASTING DOCUMENTS

Integrated Plan

- What is: It defines the university's operational planning, indicating the specific objectives of each managerial or departmental structure
- When is approved: Jan
- Time duration: Three year (annual updating)
- Comments: It is the document devoted to the improvement of performance; It collect all the objectives coming from the other operational plans

FORECASTING DOCUMENTS

Three-year corruption prevention plan

- What is: It Identifies the measures to be adopted for the prevention of the risk of illegality and corruption, as well as for the implementation of the transparency obligations
- When is approved: oct
- Time duration: Three year (annual updating)
- Comments: It is also aimed to get a flowchart of every risky process

Internal Planning Cycle. UNIGE Approach

REPORTING DOCUMENTS

REPORTING DOCUMENTS

Financial statements - Balance sheet

- What is: It is a statement of the assets, liabilities, and capital at the end of the year, detailing the balance of income and expenditure over the preceding period.
- When is approved: apr
- Time duration: year
- Comments:

REPORTING DOCUMENTS

Consolidated financial statements / balance sheet

- What is: It is a statement of the assets, liabilities and capital at the end of the year, for university and controlled entities
- When is approved: oct
- Time duration: year
- Comments: It must contain the economic data related to entities and companies consolidated in a unique statement

REPORTING DOCUMENTS

Performance report

- What is: It reports the results obtained by the technical-administrative structures in relation to the performance objectives defined for the reference year
- When is approved: jun
- Time duration: year
- Comments: it is related both to the Integrated Plan of reference year and the future edition. Provides indications of improvement as regards the other operational plans and programs

REPORTING DOCUMENTS

- Report of the external evaluation team
- Report of board of auditors

- What are: They are, respectively,
 - an analysis relating to the main academic activities carried out by the university in the reference year (doctorates, quality assurance of study courses and their locations, student opinions, etc.) and
 - an analysis reporting financial information

Audit reports increase the credibility of financial statements. In public entities audit reports to keep track of the actions of public administrators on behalf of citizens.

Thank you for your kind attention!

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