

Performance Management Framework

Specific Purpose Planning Requirements

Mandatory and discretionary planning

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Introduction

Purpose

The *Financial Accountability Act 2009* (Section 61(e)) requires accountable officers and statutory bodies undertake planning appropriate to the size of the department or statutory body. From time to time, Government will release whole-of-Government plans or strategies to address a particular issue. Specific purpose planning focuses on addressing these areas of high strategic importance.

This document provides a list of all specific purpose planning requirements – mandatory and discretionary – and high level direction around each requirement. This document supports the policy document:

[Agency Planning Requirements](#)

Application

This document is relevant to all Queensland Government departments and statutory bodies. However, some specific purpose planning requirements do not relate to all agencies (particularly statutory bodies). Advice on application of each specific purpose planning requirement is included in the tables that follow.

In most cases, the term ‘agency’ is used in this document to refer to departments and statutory bodies. When necessary, an indication is made if specific requirements apply to departments only or statutory bodies only.

Overview of amendments

Specific purpose planning requirements that have been updated as at December 2024 include:

Mandatory specific purpose planning

- *Category Strategies, Agency Procurement Plans and Significant Procurement Plans, DHPW*
 - The requirement has been amended. An update has been made to remove contextual text in relation to the *Queensland Procurement Strategy 2023 – Jobs, Economy, Legacy, Confidence and Buy Queensland 2023* as the specific planning requirements derive from the *Queensland Procurement Policy 2023* (QPP). The recognition that contract management plans are required under the QPP has been included.
- *ICT resources strategic plan (and ICT work plan), QGCDG*
 - The requirement has been amended. An update has been made to include reference to the Digital Investment Governance Framework.
- *Strategic Maintenance Plan, DHPW*
 - The requirement has been amended. An update has been made to reflect the relationship between the Strategic Maintenance Plan and Strategic Asset Management Plan as required by the *Building Policy Framework*.

- *Strategic Workforce Plan, PSC*

- The requirement has been amended. An update has been made to align with the respective requirements in the *Strategic Workforce Planning: Agency requirements guide* and the *Strategic workforce planning framework*.

Discretionary specific purpose planning

- *Government office accommodation planning, DHPW*

- The requirement has been amended. An update has been made to clarify the purpose and benefits of the Agency Office Accommodation Plan and alignment with the *Office Accommodation Management Framework*.

Background

Specific purpose planning

An agency specific purpose plan focuses on an area of strategic importance to an agency and should be aligned with the agency's strategic and operational plans.

Specific purpose planning can occur on an annual or ongoing basis depending on specific policy and/or legislative requirements.

Specific purpose planning often crosses organisational and structural boundaries and can be implemented at the whole-of-Government level or across multiple agencies with specific strategic interest (an example is emergency management planning which is led by one agency and involves a number of others).

Specific purpose planning most commonly occurs at the agency level in areas such as finance, information technology, human resources and physical assets.

Agencies should consult with the policy owner responsible for the specific purpose planning requirement and refer to any guidance material developed by the policy owner.

Links with other planning documents

An agency specific purpose plan should be consistent with the agency's strategic plan, and operational plan(s) and Service Delivery Statement (if applicable).

Agencies should be able to demonstrate how all plans prepared by the agency relate to each other. This includes the relationship between specific purpose plans and agency strategic and operational plans, as well as the alignment of performance information.

Mandatory and discretionary specific purpose planning requirements

This document provides an approved list of mandatory and discretionary specific purpose planning requirements for Queensland Government agencies.

Lead agencies proposing to add or change requirements for mandatory and/or discretionary specific purpose plans should undertake consultation with the Performance Unit (pm@premiers.qld.gov.au) in the Department of the Premier and Cabinet (DPC). Any proposed new or changed mandatory planning requirements should then be submitted to the Director-General of DPC or Cabinet for consideration.

Mandatory specific purpose planning

Specific purpose plans that are mandatory will be governed by legislation specific to those plans or the agency that has ownership of the policy from a whole-of-Government perspective.

Agencies should consult with the policy owner responsible for the mandatory specific purpose planning requirement and refer to any guidance material developed by the policy owners.

Type	Requirements to produce specific purpose plans	Application Departments / Departments and statutory bodies
Business Continuity Plan (BCP) Policy owner – (various)	Agencies must undertake appropriate Business Continuity Planning, to ensure the agency can continue to operate during a disaster event, with consideration to the following: • <i>Prevention, Preparedness, Response and Recovery Guideline</i> (section 4.2.6 Business Continuity Planning); • <i>Business continuity management and ICT disaster recovery implementation fact sheet</i>; • <i>ICT asset disaster recovery planning guide</i>; • <i>A Guide to Risk Management</i> (pages 17 and 22); • <i>Financial and Performance Management Standard 2019</i> (section 23(2)(a) and (b)); • <i>Financial Accountability Handbook, Volume 3 Designing Internal Controls</i> ○ Information sheet 3.3 Information Systems (Digital & ICT) ○ Information sheet 3.15 Fraud Control <i>AS/NZS 5050:2020 Business continuity – Managing disruption-related risk</i>. <i>AS/NZS 5050:2020, Business continuity – Managing disruption-related risk</i> describes the application of the principles, framework and processes	Departments and statutory bodies

Type	Requirements to produce specific purpose plans	Application Departments / Departments and statutory bodies
	for disruption-related risk. <u>ISO 22301:2020 Security and resilience – Business continuity management systems - Requirements.</u> <i>ISO 22301:2019, Security and resilience – Business continuity management systems – Requirements</i> provides guidance on the implementation, maintenance and improvements on a management system to protect against, reduce the likelihood of the occurrence of, prepare for, respond to and recover from disruptions when they arise. It can be used by any organisation regardless of its size, activity or sector. If the agency does not have an internal subscription for ISO, the standards and guidelines can be requested from the Queensland State Library service (<u>GRAIL</u>) or purchased directly from ISO.	
Category Strategies, Agency Procurement Plans and Significant Procurement Plan Policy owner - DHPW	The <u>Queensland Procurement Policy 2023</u> (QPP 2023) is the Government's overarching policy for the procurement of goods and services, including construction. In accordance with the QPP 2023: • each lead agency category team must prepare a category strategy for endorsement by the relevant category council and approval by the Minister responsible for Government Procurement, on recommendation of the Minister responsible for each category (this strategy must be reviewed annually as per clause 51); • accountable officers must ensure agency procurement plans are in place, up-to-date, and meet minimum requirements (clause 38); • for all significant procurement, a significant procurement plan must be developed (clauses 3 and 4) and; • a contract management plan must be prepared for all significant procurement contracts (clause 34).	Departments and statutory bodies
Disability Service Plan Policy owner - DFSDSCS	The <u>Disability Services Act 2006</u> (section 221) requires that departments develop and implement a Disability Service Plan (DSP) at least once every three years. The purpose of a DSP is to form part of a coordinated whole-of-government approach for service delivery to people with disability. DSPs ensure that departments have regard to human rights principles, service delivery principles and government policies for people with disability, including <u>Queensland's Disability Plan 2022-2027: Together, a better Queensland</u> and Queensland's commitment to <u>Australia's Disability Strategy 2021-2031</u>. Current DSPs must be published on each department's website.	Departments
Equity and diversity plan Policy owner -	The <u>Public Sector Act 2022</u> (chapter 2, section 27) requires chief executives to take reasonable action to promote, support and progress equity and diversity. This includes ensuring members of diversity target groups are able to pursue careers and compete for recruitment, selection and promotion opportunities unimpeded and to eliminate unlawful	Departments and other entities (as per legislation)

Type	Requirements to produce specific purpose plans	Application Departments / Departments and statutory bodies
PSC	discrimination in organisations. Departments and prescribed public sector entities must develop an equity and diversity plan (as per <i>Public Sector Act 2022</i> section 28) which: - draws on the equity and diversity audit mandated as per the <i>Public Sector Act 2022</i> section 29; - can be a section or chapter of the entity's strategic workforce plan; - includes measures for improving equity and diversity in the entity in relation to employment matters; - is published on the entity's website, or made publicly available; and - is reviewed annually and revised as required in line with audit findings. An Equity and diversity audit guideline and other material is available to guide this activity.	
ICT asset disaster recovery plan Policy owner - QGCDG	The Queensland Government Enterprise Architecture, Information Security Policy (IS18:2018) requires departments to operate an Information Security Management System (ISMS) aligned to the ISO/IEC 27001 international standard. ISO/IEC 27001 Annex A clause 5.29 states: "The organisation shall plan how to maintain information security at an appropriate level during disruption". In addition, clause 5.30 states: "ICT readiness shall be planned, implemented, maintained and tested based on business continuity objectives and ICT continuity requirements." Other government bodies in scope of the <i>Financial and Performance Management Standard 2019</i> (other than departments) must have regard to the above requirements in the context of internal controls, financial information management systems and risk management.	Departments Statutory bodies
ICT resources strategic plan (and ICT work plan) Policy owner - QGCDG	The Queensland Government Enterprise Architecture Policy – ICT resources strategic planning (IS2) requires that departments use a consistent and evidenced based approach for managing current ICT assets and planning. Departments can use the Queensland Government Digital and ICT strategic planning framework or equivalent fit-for-purpose methodologies providing a structured and consistent approach for ICT resources strategic planning. The ICT resources strategic plan must be complemented by an ICT work plan (as per the <i>Queensland Government Enterprise Architecture ICT profiling standard</i>) that provides more detail on current and planned activities and change initiatives including cost and resources. The ICT work plan must also incorporate the department's information management initiatives, in accordance with the <i>Queensland Government Enterprise Architecture - Information governance policy</i>. The Digital Investment Governance Framework specifies the process that	Departments

Type	Requirements to produce specific purpose plans	Application Departments / Departments and statutory bodies
Reframing the relationship plan Policy owner - DWATSIPM	The Public Sector Act 2022 (section 21 (2)), supports a reframed relationship with Aboriginal and Torres Strait Islander people by providing a fair, inclusive culturally safe and capable public sector, with a workforce and leadership that is reflective of the community; and promoting the dignity, belonging and greater involvement of Aboriginal and Torres Strait Islander peoples in the public sector by supporting their aims, aspirations and employment needs. To achieve these requirements, departments and prescribed entities must develop a reframing the relationship plan (<i>Public Sector Act 2022</i>, section 23) which is: • aligned to the entity's strategic workforce plan; • includes measures for developing cultural capability of the entity when providing advice to State government, and delivering services to the community; • published on the entity's website, or made publicly available; and • reviewed annually and revised as required. Guidelines to assist departments and prescribed entities in the development of their Reframing the relationship plan are available on the Queensland Cultural Capability Portal.	Departments and other entities (as per legislation)
Risk Management System Policy owner - QT	The <i>Financial Accountability Act 2009</i> (section 61) requires each accountable officer and statutory body to maintain an appropriate risk management system. A risk management framework integrated with other agency processes, such as strategic planning is one of the factors that contribute to the success of risk management throughout an agency. A Guide to Risk Management sets out the minimum principles and procedures of a basic risk management process. The guide is not mandatory, however application of the guide will encourage better practice. ISO 31000:2018 Risk Management – Guidelines may also be requested from GRAIL. <i>ISO 31000:2018, Risk management – Guidelines</i>, provides principles, framework and a process for managing risk. It can be used by any organisation regardless of its size, activity or sector. Fraud and corruption control planning - One of the significant risk factors for unacceptable costs or losses for any government organisation will be fraud and corruption, and effective mitigation of the risks can only occur through the implementation of a fraud and corruption control framework, including fraud and corruption control planning. The Crime and Corruption Commission publishes guidance to help agencies develop appropriate fraud and corruption control frameworks. Fraud and corruption control – Best practice guide includes 10 components on which agencies should focus their fraud and corruption prevention efforts. The guide describes the requirements of	Departments and statutory bodies

Type	Requirements to produce specific purpose plans	Application Departments / Departments and statutory bodies
	each component and includes corresponding checklists to reflect the specific needs and risk environment of each agency. The <i>Queensland Plan for the Protection of Government Assets from Terrorism</i> (GAP Plan) requires that agencies include risks associated with terrorism as part of their normal risk management processes and arrangements. Agencies can email Counter.Terrorism@police.qld.gov.au to obtain a copy of the GAP plan. The <i>Queensland Counter-Terrorism Strategy</i> requires that agencies ensure effective capabilities, comprehensive plans and well-practiced arrangements are in place to respond to and recover from a terrorist incident.	
Strategic Asset Management Planning Policy owner - DSDIP	The <i>Strategic Asset Management Plan (SAMP) Framework</i> describes the core principles and elements of a SAMP to assist departments in the preparation of these plans. The Queensland Government's assets exist not only to perform functions, but also to assist state government departments in delivering required levels of services to the community in a cost-effective manner. A SAMP provides a strategic and overarching basis for decisions about planning for investment and procurement, as well as the management and recycling of assets required, to meet a department's service delivery objectives.	Departments
Strategic Maintenance Plan Policy owner - DHPW	The <i>Building Policy Framework</i> requires departments that control or administer buildings and have responsibility for maintenance as part of the overall asset management of their portfolio develop and maintain a Strategic Maintenance Plan (SMP). The SMP is required to complement the agency's Strategic Asset Management Plan at the relevant times i.e. during budget development periods. The SMP should: - consider matters including lifecycle costs of the assets, service delivery plans, the age, condition, value, replacement intervals, deferred maintenance and functionality of its buildings. It should also consider emerging issues that may impact on service potential over short, medium and long-term timeframes; - plan for minimum maintenance funding of 1 per cent of the replacement cost of the agency's existing building portfolio. Higher amounts, for example, 3 per cent to 5 per cent, should be planned for heritage buildings and specialised assets on a case-by-case basis. An example of a specialised asset is a cyclone shelter. The SMP must explicitly include provision for proactive and reactive maintenance.	Departments
Strategic Workforce Plan	The <i>Public Sector Act 2022</i> (section 40 (4) (d)) requires that departments and entities have workforce and human resource planning and practices, including systems for the regular review of employment arrangements for public sector employees in place.	Departments and other entities (as per legislation)

Type	Requirements to produce specific purpose plans	Application Departments / Departments and statutory bodies
Policy owner - PSC	Additionally, the Queensland Auditor General's <i>Report 6: 2022-23 Managing workforce agility in the Queensland public sector</i> recommended that Queensland Government departments drive workforce strategy and integrate strategic workforce planning with organisational planning. Departments and other entities must have a strategic workforce plan that is updated annually as part of the strategic planning process. There is no single approach for creating and maintaining a strategic workforce plan. The approach will depend on the department or entity size, capability mix, risk appetite and specific workforce challenges. Refer to the <i>Strategic Workforce Planning: Agency requirements guide</i> and the <i>Strategic workforce planning framework</i> for more information on strategic workforce planning.	
Waste Reduction and Recycling Plan Policy owner - DETSI	The <i>Waste Reduction and Recycling Act 2011</i> (Chapter 6, part 3) (the Act) requires departments and other entities as prescribed in the <i>Waste Reduction and Recycling Regulation 2023</i> to prepare and implement a waste reduction and recycling plan. The plan must have regard to the waste hierarchy, principles, goals and targets of the State's <i>Waste Management and Resource Recovery Strategy</i> and begin to consider the linkages with procurement activity from a waste reduction and recycling perspective. The plan must be published on the departments or other entities' website. Within two months after the end of the financial year, departments and other entities must report to the Department of the Environment, Tourism, Science and Innovation concerning the operation of the plan (the Act, section 148). Contact DETSI for more information – CircularEconomy@des.qld.gov.au.	Departments and other entities (as per legislation)

Discretionary specific purpose planning

Discretionary specific purpose planning enables agencies to improve agency performance and ensure greater alignment to the whole-of-Government direction (objectives for the community, priorities and strategies).

Agencies should consult with the policy owner responsible for the discretionary specific purpose planning requirement and refer to any guidance material developed by the policy owners.

Type	Requirements to produce specific purpose plans	Application Departments / Departments and statutory bodies
Climate change adaptation and risk management Policy owner- QT	The State Government Pathway of the Queensland Climate Adaptation Strategy 2017-2030 (Q-CAS) includes actions that require departments to: - incorporate climate risk into existing risk management processes. (Action 2.1); - apply a robust risk management framework to protect assets and services (Action 2.2); and - ensure climate change is considered in state and regional planning instruments (Action 2.2). The intent of the State Government Pathway is for departments to undertake a detailed climate risk assessment and either develop a specific adaptation action plan to address priority climate risks or incorporate climate risk management actions into existing plans and risk frameworks. For more information contact climatechange@des.qld.gov.au.	Departments
Gender equality action planning Policy owner – DWATSIPM (Office for Women)	The Queensland Women's Strategy 2022-27 outlines the Government's vision for women and girls: that Women and girls have equal rights, and equal access to opportunities. Women and girls are safe, valued, and able to freely participate and succeed in the economic, social and cultural opportunities available. Women and girls are recognised and celebrated for their achievements and contributions to the community. As part of the Government's commitment to gender equality and successful implementation of the strategy, departments are requested to ensure gender impacts are considered in all policy and program development by: - gathering data and analysis on how the issue may affect men and women differently; - identifying how the proposed policy or program response may affect men and women differently; - ensuring that this analysis is considered as a key component in development, delivery and evaluation of policies, legislation, programs and services. The Office for Women also strongly encourages departments to develop, implement and regularly review Gender Equality Action Plans for the relevant Minister's portfolio to ensure gender parity is achieved and	Departments

Type	Requirements to produce specific purpose plans	Application Departments / Departments and statutory bodies
	sustained across all government bodies. The action plan should detail how the portfolio plans to achieve and maintain the gender diversity targets for government bodies, build the talent pipeline across relevant industries and support long-term change. Tools and resources are available to assist departments: • The Gender Analysis Toolkit • Gender Analysis Online • Queensland Regional Profiles containing statistics for men and women • Gender equality report cards. Contact the Office for Women for more information or assistance: women@qld.gov.au or 1800 177 577.	
Government office accommodation planning Policy owner - DHPW	<i>Volume 3: Information Sheet 3.8 Property Plant and Equipment Systems</i> in the Financial Accountability Handbook provides information on effective internal controls supporting agency property, plant and equipment including asset planning. The Office Accommodation Management Framework - OAMF (Development of an Agency Office Accommodation Plan) provides a structured approach to ensure that office accommodation demand is accurately forecast in terms of quantity, functionality, and timing. The OAMF identifies opportunities for office accommodation to better support the strategic direction and business needs of an agency, establish plans, programs, and budgets to acquire accommodation or make accommodation changes, and maximise accommodation efficiency and overall savings. This guideline is recommended for use by government agencies as part of their strategic planning process and in the development of operational plans for specific service delivery initiatives or for broader planning the agency level.	Departments and statutory bodies

List of acronyms

Acronym	Entity
DETSI	Department of Environment, Tourism, Science and Innovation
DFSDSCS	Department of Families, Seniors, Disability Services and Child Safety
DHPW	Department of Housing and Public Works
DPC	Department of the Premier and Cabinet
DSDIP	Department of State Development, Infrastructure and Planning
DWATSIPM	Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism
PSC	Public Sector Commission
QGCDG	Queensland Government Customer and Digital Group
QPS	Queensland Police Service
QT	Queensland Treasury