Performance Management Framework

Specific Purpose Planning Requirements

Mandatory and discretionary planning

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Contents

Introduction 3
Purpose 3
Application 3
Overview of amendments 3
Background 4
Specific purpose planning 4
Links with other planning documents 4
Mandatory and discretionary specific purpose planning requirements 4
Mandatory specific purpose planning 5
Discretionary specific purpose planning 12
List of acronyms 14

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 October 2026 include:

Mandatory specific purpose planning

- *Business Continuity Plan*
    - The requirement has been amended. The *Prevention, Preparedness, Response and Recovery Guideline* has been superseded by the *Queensland Interim State Disaster Management Plan* and *Interim Queensland Prevention, Preparedness, Response and Recovery Guideline.*

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 (performance.unit@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:
	• To the business continuity section, contained in chapter 7 of the *Queensland Interim State Disaster Management Plan*
	• *Interim Queensland Prevention, Preparedness, Response and Recovery Guideline* (section 4.2.5 Business Continuity Plan)
	• *Business continuity management and ICT disaster recovery implementation fact sheet*;
	• *ICT asset disaster recovery planning guideline*;
	• *A Guide to Risk Management* (pages 17 and 22);
	• *Financial and Performance Management Standard 2019* (section 23(2)(a) and (b));
	• *Financial Accountability Handbook, Volume 3 Designing Internal Controls*
	  ○ Information sheet 3.3 Information Systems (Digital & ICT)
	  ○ Information sheet 3.15 Fraud Control
	AS/NZS 5050:2020 Business continuity – Managing disruption-related risk.
	AS/NZS 5050:2020, Business continuity – Managing disruption-related risk describes the application of the principles, framework and processes for disruption-related risk.
	ISO 22301:2019 Security and resilience – Business continuity management systems - Requirements.
	ISO 22301:2019, Security and resilience – Business continuity management systems – Requirements provides guidance on the implementation, maintenance and improvements on a management system to protect against, reduce the likelihood of the
		Departments and statutory bodies

Type	Requirements to produce specific purpose plans	Application Departments / Departments and statutory bodies
	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 (*GRAIL*) or purchased directly from ISO.	
Category Strategies, Agency Procurement Plans and Significant Procurement Plan Policy owner - DHPW	The *Queensland Procurement Policy 2026* is the Government's overarching policy for the procurement of goods and services. In accordance with the *Queensland Procurement Policy 2026* (QPP): • each category lead agency must prepare a category strategy using the template approved by the Minister responsible for government procurement. The strategy must be endorsed by the relevant category council and approved by the Minister responsible for government procurement. The strategy, which must be reviewed and published annually by 31 March and include elements outlined in the QPP (Rule 39); • accountable officers must establish and maintain systems that seek to ensure that the agency procurement policies and/or procedures are in place, reflect the QPP, and are able to be accessed by all agency employees and that an agency procurement plan is in place for each agency which reflects the QPP and meets the minimum requirements outlined in the QPP (Rule 40); • agencies must address and document detailed requirements as part of planning for all significant procurements (Rule 1, 20 and 33); • agencies must prepare a contract management plan for all significant procurement contracts (Rule 31).	Departments and statutory bodies
Disability service plan Policy owner - DFSDSCS	The *Disability Services Act 2006* (DSA) (section 221) requires **departments** to develop and implement a disability service plan (DSP) at least once every three years. DSPs support a coordinated whole-of-government approach to implementing National and State commitments and help ensure that departments consider human rights , service delivery principles and relevant government policies for people with disability, including *Queensland's Disability Plan 2022-2027: Together, a better Queensland* (QDP) and *Australia's Disability Strategy 2021-2031*. Departments must publish their DSPs on their website (DSA, section 215 (7)).	Departments

Type	Requirements to produce specific purpose plans	Application Departments / Departments and statutory bodies
Equity and diversity plan Policy owner - PSC	The *Public Sector Act 2022* (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 discrimination in organisations. Departments and prescribed public sector entities must develop an equity and diversity plan (as per *Public Sector Act 2022* section 28) which: • draws on the equity and diversity audit mandated as per the *Public Sector Act 2022* 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.	Departments and other entities (as per legislation)
ICT asset disaster recovery plan Policy owner - CDSB	The *Queensland Government Enterprise Architecture, Information and cyber security policy* (IS18) 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 *Financial and Performance Management Standard 2019* (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)	The *Queensland Government Enterprise Architecture Policy – ICT resources strategic planning policy* 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	Departments

Type	Requirements to produce specific purpose plans	Application Departments / Departments and statutory bodies
Policy owner - CDSB	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 *Queensland Government Enterprise Architecture ICT profiling standard)* 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 *Queensland Government Enterprise Architecture* - *Information governance policy*. The *Digital Investment Governance Framework* specifies the process that **departments** must follow when formulating and delivering a digital investment within the Queensland Government.	
Information Security Management System Policy owner - CDSB	The *Queensland Government Enterprise Architecture, Information and cyber security policy* (IS18) requires **departments** to operate an Information Security Management System (ISMS) aligned with the ISO/IEC 27001 which requires adequate plans to address risks and opportunities, and plans to achieve the information security objectives. Furthermore, **departments** are required to plan for continual improvement of maturity of the Australian Signals Directorate (ASD) *Essential Eight controls*. Other government bodies in scope of the *Financial and Performance Management Standard 2019* (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
Protective Security Plan Policy owner – QPS (Stage 1)	**Participating departments** agreed to participate in stage one of the implementation of the *Queensland Protective Security Framework* (QPSF) are required to develop a protective security plan in order to manage the security risks to the department's people, information and assets. The protective security plan is to include the protective security goals and identify linkages with the strategic objectives of the department, business continuity planning and disaster management, risk tolerance to security threats and, key roles and responsibilities. **Participating departments** must test approved protective security plans at a frequency to be determined based on a risk assessment and revise where changes in risk and the operational environment occur. Guidance to assist departments in the development of a protective	Participating departments (specified in the Framework)

Type	Requirements to produce specific purpose plans	Application Departments / Departments and statutory bodies
	security plan can be requested via email QSCTC.Secretariat@police.qld.gov.au.	
Queensland Counter-Terrorism Strategy Policy owner - QPS	Queensland Security and Counter-Terrorism Committee (QSCTC) **member departments** will translate the *Queensland Counter-Terrorism Strategy* into specific initiatives and performance measures and outcomes through an Annual Work Plan. The QSCTC reports annually to the Queensland Security Cabinet Committee. This Strategy guides the efforts of Queensland departments, in particular QSCTC departments, to work collaboratively with other Australian governments, the business sector and the wider community to help achieve the Strategy's vision of keeping Queenslanders safe through effective measures and collaborative arrangements to counter terrorism and violent extremism. The QSCTC is chaired by the Queensland Police Service and can be contacted via email QSCTC.Secretariat@police.qld.gov.au.	Member departments
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 (*Public Sector Act 2022,* 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	The *Financial Accountability Act 2009* (section 61) requires each	Departments

Type	Requirements to produce specific purpose plans	Application Departments / Departments and statutory bodies
Management System Policy owner - QT	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*. *ISO 31000:2018, Risk management – Guidelines*, 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 each component and includes corresponding checklists to reflect the specific needs and risk environment of each agency. The *Queensland Plan for the Protection of Government Assets from Terrorism* (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 *Queensland Counter-Terrorism Strategy* requires that agencies ensure effective capabilities, comprehensive plans and well-practiced arrangements are in place to respond to and recover from a terrorist incident.	and statutory bodies
Strategic Asset Management Planning Policy owner -	The *Strategic Asset Management Plan Framework* provides departments with guidance for developing their annual Strategic Asset Management Plan (SAMP). 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.	Departments

Type	Requirements to produce specific purpose plans	Application Departments / Departments and statutory bodies
DSDIP	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.	
Strategic Maintenance Plan Policy owner - DHPW	The *Building Policy Framework* 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 Policy owner - PSC	The *Public Sector Act 2022* (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 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 *Strategic Workforce Planning: Agency requirements guide* and the *Strategic workforce planning framework* for more information on strategic workforce planning.	Departments and other entities (as per legislation)

Type	Requirements to produce specific purpose plans	Application Departments / Departments and statutory bodies
Waste Reduction and Recycling Plan Policy owner - DETSI	The *Waste Reduction and Recycling Act 2011* (Chapter 6, part 3) (the Act) requires departments and other entities as prescribed in the *Waste Reduction and Recycling Regulation 2023* 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 *Waste Management and Resource Recovery Strategy* 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 *OWRR@detsi.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).	Departments

Type	Requirements to produce specific purpose plans	Application Departments / Departments and statutory bodies
	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 guidance on conducting climate risk management, refer to the Climate Risk Management Guideline for Queensland Government Departments. For more information contact *ClimateChange@treasury.qld.gov.au*.	
Government office accommodation planning Policy owner - DHPW	*Volume 3: Information Sheet 3.8 Property Plant and Equipment Systems* 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 whole-of-government savings. This framework 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
CDSB	Department of Customer Services, Open Data, Small and Family Business
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
QPS	Queensland Police Service
QT	Queensland Treasury