

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 that 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 January 2021 include:

Mandatory specific purpose planning

- *Queensland Counter-Terrorism Strategy*
 - The *Queensland Counter-Terrorism Strategy* has been recently updated and approved. The requirement has been amended to reflect the new strategy.

Discretionary specific purpose planning

No amendments.

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. Examples of specific purpose planning include procurement planning, strategic workforce planning and waste reduction and recycling planning.

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](#) 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 Department / Department and statutory body
<p>Aboriginal and Torres Strait Islander Cultural Capability Action Plan</p> <p>Policy owner - DSDSATSIP</p>	<p>The <i>Aboriginal and Torres Strait Islander Cultural Capability Framework</i> aims to build the cultural capability across Queensland Government departments.</p> <p>The <i>Aboriginal and Torres Strait Islander Cultural Capability Framework</i> is the Government's overarching policy for improved service delivery to Queensland's Aboriginal and Torres Strait Islander peoples.</p> <p>Departments are required to have a current Cultural Capability Action Plan. Each department's plan is to be available on the Queensland Cultural Capability Portal. Departments are to submit six monthly reports on the implementation of their plan. A whole-of-Government report will be prepared by the Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships at the end of each reporting period.</p> <p>http://datsip.govnet.qld.gov.au/about-cultural-capability/action-plans</p>	Departments
<p>Agency Procurement Plan and Significant Procurement Plan</p> <p>Policy owner - DEPW</p>	<p>The <i>Queensland Procurement Policy</i> is the Government's overarching policy for the procurement of goods and services.</p> <p>Agencies are required to comply with this policy when undertaking procurement planning activities. The planning environment is made up of the <i>Queensland Government Procurement Strategy</i>, category strategies, agency procurement plans, and significant procurement plans. This planning is to be integrated at all levels.</p> <p>Under the policy:</p> <ul style="list-style-type: none"> lead agency category teams are to prepare category 	Departments and statutory bodies

Type	Requirements to produce specific purpose plans	Application Department / Department and statutory body
	<p>strategies for endorsement by the relevant category council</p> <ul style="list-style-type: none"> • each agency is to prepare an agency procurement plan • significant procurement plans are to be prepared for any procurement identified by the agency as being high expenditure and/or for which there is a high degree of business risk. <p>http://www.hpw.qld.gov.au/Procurement/ProcurementStrategy/Policy/Pages/default.aspx</p>	
<p>Queensland Counter-Terrorism Strategy</p> <p>Policy owner - QPS</p>	<p>Queensland Security and Counter-Terrorism Committee (QSCTC) member departments will translate the <i>Queensland Counter-Terrorism Strategy</i> into specific initiatives and performance measures and outcomes. The QSCTC reports annually to the Queensland Security Cabinet Committee.</p> <p>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.</p> <p>The QSCTC is chaired by the Queensland Police Service and can be contacted via email QSCTCsecretariat@police.qld.gov.au.</p> <p>http://www.safeguarding.qld.gov.au/</p>	<p>Member departments</p>
<p>Disability Service Plan</p> <p>Policy owner - DSDSATSIP</p>	<p>The <i>Disability Services Act 2006</i> (section 221) requires that departments develop and implement Disability Service Plans (DSP) at least once every three years. The purpose of a DSP is to improve access to government services by people with a disability. DSPs must be published on each department's website.</p> <p>https://www.communities.qld.gov.au/disability/state-disability-plan-2017-2020</p>	<p>Departments</p>
<p>ICT resources strategic plan (and ICT work plan)</p> <p>Policy owner - QGCDG</p>	<p>The <i>Queensland Government Enterprise Architecture Policy – ICT resources strategic planning</i> (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.</p> <p>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</i> policy.</p> <p>https://www.qgcio.qld.gov.au/documents/ict-resources-strategic-planning-policy-is2</p>	<p>Departments</p>

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<p>ICT asset disaster recovery plan</p> <p>Policy owner - QGCDG</p>	<p>The <i>Queensland Government Enterprise Architecture, Information Security Policy</i> (IS18:2018) requires departments to implement an Information Security Management System (ISMS) compatible with the ISO 27001 standard (Principle 1).</p> <p>ISO 27001 requires the following in A.17.1.2: "... implement and maintain processes, policies and controls to ensure the required level of continuity for information security during an adverse situation."</p> <p>Other government bodies in scope of the <i>Financial and Performance Management Standard 2019</i> (other than departments) must have regard to this plan in the context of internal controls, financial information management systems and risk management.</p> <p>https://www.qgcio.qld.gov.au/documents/information-security-policy</p>	Departments
<p>Information Security Management System</p> <p>Policy owner - QGCDG</p>	<p>The <i>Queensland Government Enterprise Architecture, Information Security Policy</i> (IS18:2018) requires that departments must recognise the importance of, and demonstrate a commitment to, maintaining a robust information security environment. A clear direction must be provided through the development and implementation of an Information Security Management System (ISMS) compliant with ISO 27000. A compliant ISMS requires the creation of an Information Security Plan to help ensure security control objectives are developed, assigned and achieved.</p> <p>Other government bodies in scope of the <i>Financial and Performance Management Standard 2019</i> (other than departments) must have regard to this plan in the context of internal controls, financial information management systems and risk management.</p> <p>https://www.qgcio.qld.gov.au/documents/information-security-policy</p>	Departments
<p>Risk Management System</p> <p>Policy owner - QT</p>	<p>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.</p> <p><i>A Guide to Risk Management</i> 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.</p> <p>https://www.treasury.qld.gov.au/resource/guide-risk-management/</p> <p><i>ISO 31000:2018 Risk Management</i></p> <p><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.</p> <p>https://www.iso.org/iso-31000-risk-management.html</p> <p><i>ISO 31000:2018, Risk management – Guidelines</i> may also be requested from GRAIL.</p> <p>http://grail.slg.qld.gov.au/library/home.html</p>	Departments and statutory bodies

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	<p>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. <i>Fraud and corruption control – Best practice guide</i> includes ten 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.</p> <p>https://www.ccc.qld.gov.au/publications/fraud-and-corruption-control-best-practice-guide</p> <p>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.</p> <p>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.</p> <p>http://www.safeguarding.qld.gov.au/</p>	
<p>Strategic Maintenance Plan</p> <p>Policy owner - DEPW</p>	<p>The <i>Maintenance Management Framework</i> requires all departments that control or administer buildings and have responsibility for maintenance as part of the overall asset management of their portfolio develop a Strategic Maintenance Plan.</p> <p>Guidance for developing strategic maintenance plans and the key elements of such plans is available in the guideline <i>Building Maintenance Policy, Standards and Strategy Development</i> (part of the <i>Maintenance Management Framework</i>).</p> <p>http://www.hpw.qld.gov.au/SiteCollectionDocuments/MMFBmp.pdf</p>	Departments

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<p>Total Asset Management and Strategic Asset Management Planning</p> <p>Policy owner - DSDILGP</p>	<p>The <i>Total Asset Management Plan</i> (TAMP) Framework requires departments and statutory bodies to plan for their physical non-current assets, over a rolling ten year period, as part of their corporate and financial planning responsibilities.</p> <p>The TAMP Framework ensures the Government's assets best support its service delivery objectives in a responsible manner by ensuring a transparent and consistent approach to total asset management.</p> <p>Building on the work invested in TAMPs, the <i>Strategic Asset Management Plan (SAMP) Framework</i> captures the relationship between the organisation's strategic objectives and service delivery requirements, and how these are translated into supporting asset management objectives and planning.</p> <p>Each year all departments and statutory bodies are required to submit a SAMP to the Department of State Development, Infrastructure, Local Government and Planning ahead of the budget process.</p> <p>http://dsdmip.qld.gov.au/infrastructure/infrastructure-planning-and-policy.html</p>	<p>Departments and statutory bodies</p>
<p>Waste Reduction and Recycling Plan</p> <p>Policy owner - DES</p>	<p>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 2011 (The Regulation)</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 department's or other entities' website. Within two months after the end of the financial year, departments and other entities must report to the Department of Environment and Science concerning the operation of the plan (the Act, section 148).</p> <p>Contact DES for more information - wastepolicy@des.qld.gov.au.</p>	<p>Departments and other entities (as per legislation)</p>
<p>Strategic Workforce Plan</p> <p>Policy owner - PSC</p>	<p>The <i>Public Service Act 2008</i> (Section 25 (2) (a) and (c)) requires that public service employment is directed towards promoting best practice human resource management and a diverse and highly skilled workforce drawing from government and non-government sectors.</p> <p>In accordance with better practices for workforce management, all departments must develop a strategic workforce plan which is updated annually to coincide with the strategic planning process. A strategic workforce planning framework and other material is available to guide public sector agencies in this activity. The <i>10 year Human Capital Outlook</i> and <i>3 year Human Capital Strategic Roadmap</i> provide useful guidance in considering the future of work, workers and workplaces.</p> <p>https://www.qld.gov.au/gov/create-strategic-workforce-plan</p> <p>Department strategic workforce plans should address current and future workforce matters to ensure they have the right structure and the right people to deliver their strategic objectives, now and over the period of their strategy.</p> <ul style="list-style-type: none"> • Organisational design – As organisations shift to more decentralised authority, networks of teams and collaborative governance, agencies will need to continually review their structures 	<p>Departments</p>

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	<p>and systems to ensure they are designed in a way that facilitates communication, empowerment and rapid information flow.</p> <p>https://www.forgov.qld.gov.au/design-your-organisational-structure</p> <ul style="list-style-type: none"> • Future skills – With the rise of digital technologies new and different skills will be required. Agencies should consider future capability requirements and how the workforce can be best positioned to leverage those skills. <p>https://www.forgov.qld.gov.au/future-work-resources</p> <p>Strategic workforce plans should also reflect these commitments:</p> <ul style="list-style-type: none"> • Inclusion and diversity - the Queensland Public Sector Inclusion and Diversity strategy outlines our commitment and actions required to build an inclusive and diverse workforce that better reflects the community we serve. The strategy is supported by a range of tools and resources for promoting inclusion and diversity in the workplace. <p>https://www.qld.gov.au/gov/inclusion-and-diversity-commitment</p> <p>https://www.qld.gov.au/gov/promote-inclusion-and-diversity-your-workplace</p> <ul style="list-style-type: none"> • Flexible working - as a key lever for attracting and retaining a diverse and highly skilled workforce. Information, tools resources and case studies can be found at: https://www.forgov.qld.gov.au/flexible-work • Wellbeing – the sector is committed to an integrated and preventive approach to health, safety & wellbeing and creating healthy and safe workplaces where employees thrive. <p>https://www.forgov.qld.gov.au/wellbeing</p> <ul style="list-style-type: none"> • Domestic and family violence - under the Queensland Government Domestic and Family Violence Workplace Package, including whole-of-Government Directive 04/15, agencies are committed to preventing violence, supporting employees affected, and creating a culture of respect and gender equity. <p>https://www.qld.gov.au/gov/domestic-and-family-violence</p>	

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 Department / Department and statutory body
<p>Gender equality action planning</p> <p>Policy owner - DJAG</p>	<p>The <i>Queensland Women's Strategy 2016-21</i> outlines the Government's vision for women and girls: that the Queensland community respects women, embraces gender equality and promotes and protects the rights, interests and wellbeing of all women and girls. Women's economic empowerment is central to supporting women's rights and gender equality.</p> <p>As part of the Government's commitment to gender equality, departments are requested to identify and respond to specific issues and impacts for women and for men when undertaking the development and delivery of policies and programs.</p> <ul style="list-style-type: none"> • Gather data and analysis on how the issue may affect men and women differently; • Identify how the proposed policy or program response may affect men and women differently; • Ensure that this analysis is considered as a key component in development of policies, legislation, programs and services. <p>The Office for Women also strongly encourages departments to develop, implement and regularly review Gender Parity Action Plans for the relevant Minister's portfolio to ensure gender parity is achieved and 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.</p> <p>Tools and resources are available to assist departments:</p> <ul style="list-style-type: none"> • The Gender Analysis Toolkit • Gender Analysis Online • Queensland Regional Profiles containing statistics for men and women • Gender equality report cards • templates <p>Contact the Office for Women for more information or assistance: women@qld.gov.au or 3097 6148.</p>	<p>Departments</p>
<p>Planning for assets</p> <p>Policy owner -</p>	<p><i>Volume 3: Information Sheet 3.8 Property Plant and Equipment Systems</i> in the <i>Financial Accountability Handbook</i> provides information on effective internal controls supporting agency property, plant and equipment including asset planning.</p>	<p>Departments and statutory bodies</p>

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DEPW	<p>https://www.treasury.qld.gov.au/resource/financial-accountability-handbook/</p> <p>The <i>Asset Planning for Buildings</i> guideline (part of the suite of guidelines for the management of Queensland Government buildings which comprise the <i>Strategic Asset Management Framework</i>) assists agencies to develop management strategies that will contribute to the best utilisation of assets in the delivery of services to the community in line with strategic and operational plans.</p> <p>http://www.hpw.qld.gov.au/SiteCollectionDocuments/SAMFApb.pdf</p> <p><i>Building Asset Performance Framework – a best practice guideline for the performance assessment of Queensland Government buildings</i> - provides departments with a systematic approach to managing the performance of building assets to meet service delivery requirements.</p> <p>http://www.hpw.qld.gov.au/FacilitiesManagement/BuildingFrameworks/BAPF/Pages/Default.aspx</p> <p>The <i>Office Accommodation Management Framework (Development of an Agency Office Accommodation Plan)</i> provides a structure for reviewing existing office accommodation performance and adequacy, identifying performance gaps, identifying opportunities for improvement and change, and placing office accommodation into a strategic business planning context. 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.</p> <p>http://www.hpw.qld.gov.au/SiteCollectionDocuments/OAMFOfficeAccommodationPlan.pdf</p>	<p>Departments and statutory bodies</p> <p>Departments</p> <p>Departments and statutory bodies</p>

List of acronyms

Acronym	Entity
DEPW	Department of Energy and Public Works
DES	Department of Environment and Science
DJAG	Department of Justice and Attorney-General
DPC	Department of the Premier and Cabinet
DSDSATSIP	Department of Seniors, Disability Services Aboriginal and Torres Strait Islander Partnerships
DSDMIP	Department of State Development, Infrastructure, Local Government and Planning
PSC	Public Service Commission
QGCDG	Queensland Government Customer and Digital Group
QPS	Queensland Police Service
QT	Queensland Treasury