

Performance Management Framework

Specific Purpose Planning Requirements

Mandatory and discretionary planning

Publication date – October 2018

Contact

For further information or advice, contact:

Performance Unit
Cabinet Services
Department of the Premier and Cabinet
Email: pm@premiers.qld.gov.au
Telephone: 07 3003 9192

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	5
Mandatory specific purpose planning	5
Discretionary specific purpose planning.....	9
List of acronyms	11

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 October 2018 include:

Mandatory specific purpose planning

- Aboriginal and Torres Strait Islander Cultural Capability Action Plan
 - This specific purpose planning requirement has been renamed from ‘Agency Cultural Capability Action Plan’ to be consistent with the related Framework. The requirement for departments to have a Cultural Capability Action Plan has not changed.
 - The requirement for departments to submit reports on the implementation of the plan has changed from annually to six monthly.
- Queensland Counter-Terrorism Strategy 2019–24
 - The Queensland Counter-Terrorism Strategy 2013–18 has expired. The requirement now refers to the revised Queensland Counter-Terrorism Strategy 2019–24. The requirement for member departments has not changed.
- ICT resources strategic plan (and ICT work plan)
 - The requirement has been updated to clarify an alternative methodology can be used as the Queensland Government ICT Planning Methodology is not mandated, it is preferred guidance only. The requirement for an ICT resources strategic plan (and ICT work plan) has not changed.
- ICT Asset Disaster Recovery Plan and Information Security Management System
 - A new *Queensland Government Enterprise Architecture, Information Security Policy* (IS18:2018) came into effect on 1 October 2018. The requirement has been updated to refer to the new standard. The requirement for Information Security Plans has not changed. The requirement for an Information Security Management System has been clarified.

- Risk Management System - *ISO 31000:2018 Risk Management*
 - Requirement has been updated to refer to the new risk management standard.
- Risk Management System - The Queensland Plan for the Protection of Government Assets from Terrorism (GAP Plan)
 - The requirement now also refers to the *Queensland Counter-Terrorism Strategy* which requires that agencies ensure that effective capabilities, comprehensive plans and well-practiced arrangements are in place to respond to and recover from a terrorist incident.

Discretionary specific purpose planning

- Gender Equality Action Plan
 - Minor edits to refer to gender analysis toolkit and related statistics. The discretionary requirement for a Gender Equity Action Plan has not changed.

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 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 / statutory body / or both)
<p>Aboriginal and Torres Strait Islander Cultural Capability Action Plan</p> <p>Policy owner - DATSIP</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 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 - DHPW</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 their procurement planning activities. The planning environment is made up of the Queensland Government Procurement Strategy, 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 strategies for endorsement by the relevant category council • 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>	Both

Type	Requirements to produce specific purpose plans	Application (Department / statutory body / or both)
<p>Queensland Counter-Terrorism Strategy</p> <p>Policy owner - QPS</p>	<p>Queensland Counter-Terrorism Committee (QCTC) member departments will translate the <i>Queensland Counter-Terrorism Strategy</i> into specific initiatives and performance measures.</p> <p>This Strategy guides the efforts of Queensland departments to work collaboratively with other Australian governments, the business sector and the wider community to implement and give effect to comprehensive plans and arrangements that exist to counter the terrorism threat.</p> <p>A revised Counter-Terrorism Strategy will be prepared for 2019–24.</p> <p>The QCTC manages this requirement through the Queensland Police Service and can be contacted via email QCTCSecretariat@police.qld.gov.au. http://www.safeguarding.qld.gov.au/</p>	<p>Member departments</p>
<p>Disability Service Plan</p> <p>Policy owner - DCDSS</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. DSP's must be published on each department's website. 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 - QGCIO</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 ICT Planning Methodology 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 Policy - Information governance</i>. https://www.qgcio.qld.gov.au/documents/ict-resources-strategic-planning-policy-is2</p>	<p>Departments</p>
<p>ICT asset disaster recovery plan</p> <p>Policy owner - QGCIO</p>	<p>The <i>Queensland Government Enterprise Architecture, Information Security Policy</i> (IS18:2018) requires agencies to implement an Information Security Management Systems (ISMS) (Principle 1). As part of the ISMS, agencies are to have documented plans in place to enable information and ICT assets to be restored or recovered in the event of a disaster or major security failure. https://www.qgcio.qld.gov.au/documents/information-security-policy</p>	<p>Both</p>
<p>Information Security Management System</p> <p>Policy owner - QGCIO</p>	<p>The <i>Queensland Government Enterprise Architecture, Information Security Policy</i> (IS18:2018) requires that agencies 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. https://www.qgcio.qld.gov.au/documents/information-security-policy</p>	<p>Both</p>

Type	Requirements to produce specific purpose plans	Application (Department / statutory body / or both)
<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>A <i>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>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>	Both
<p>Strategic Maintenance Plan</p> <p>Policy owner - DHPW</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
<p>Total Asset Management Planning</p> <p>Policy owner - DSDMIP</p>	<p>The <i>Total Asset Management Plan</i> (TAMP) Framework requires departments 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>Each year all departments are required to submit a TAMP ahead of the budget process.</p> <p>http://dsdmip.qld.gov.au/infrastructure/infrastructure-planning-and-policy.html</p>	Departments

Type	Requirements to produce specific purpose plans	Application (Department / statutory body / or both)
<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) 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 hierarchy, principles, goals and targets of the State Waste Strategy and 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>

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 and refer to any guidance material developed by the policy owners.

Type	Requirements to produce specific purpose plans	Application (Department / statutory body / or both)
<p>Gender Equality Action Plan</p> <p>Policy owner - DCSYW</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.</p> <p>As part of the Government's commitment to gender equality, departments are strongly encouraged to ensure gender analysis is a key component when developing policies, legislation, programs and services. Tools and resources are available to assist departments to develop a gender equality plan. The Office for Women provides a gender analysis toolkit as well as access to gender state-specific statistics via gender equality report cards for Queensland to support all government organisations to progress gender equality.</p> <p>Contact the Office for Women for more information: women@qld.gov.au or on 3224 4548.</p>	<p>Departments</p>
<p>Planning for assets</p> <p>Policy owner - DHPW</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>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</p>	<p>Both</p> <p>Both</p> <p>Departments</p> <p>Both</p>

Type	Requirements to produce specific purpose plans	Application (Department / statutory body / or both)
	<p>service delivery initiatives or for broader planning the agency level.</p> <p>http://www.hpw.qld.gov.au/SiteCollectionDocuments/OAMFOfficeAccommodationPlan.pdf</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 public sector agencies should 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>Agency 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 and systems to ensure they are designed in a way that facilitates communication, empowerment and rapid information flow. https://www.forgov.qld.gov.au/human-capital-outlook-and-roadmap • 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. https://www.forgov.qld.gov.au/human-capital-outlook-and-roadmap <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. https://www.qld.gov.au/gov/inclusion-and-diversity-commitment https://www.qld.gov.au/gov/promote-inclusion-and-diversity-your-workplace • 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.qld.gov.au/gov/flexible-work-arrangements • 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. https://www.qld.gov.au/gov/domestic-and-family-violence 	<p>Both</p>

List of acronyms

Acronym	Entity
DATSIP	Department of Aboriginal and Torres Strait Islander Partnerships
DCSYW	Department of Child Safety, Youth and Women
DCDSS	Department of Communities, Disability Services and Seniors
DES	Department of Environment and Science
DHPW	Department of Housing and Public Works
DSDMIP	Department of State Development, Manufacturing, Infrastructure and Planning
DPC	Department of the Premier and Cabinet
PSC	Public Service Commission
QGCI0	Queensland Government Chief Information Office
QPS	Queensland Police Service
QT	Queensland Treasury