The Financial and Performance Management Standard 2009 (FPMS) (Section 9) requires each accountable officer and statutory body to develop a strategic plan for the agency to cover a period of four years. This document seeks to provide practical tools to assist agencies in undertaking a strategic planning process, preparing and reviewing strategic plans, and ensuring that mandatory requirements are met.

This document supports, and should be read in conjunction with the Agency Planning Requirements policy document and the PMF Strategic Planning – Better Practice Guide.

This toolkit includes:

- strategic planning process
- reviewing a strategic plan
- content requirements
- data dictionary template
- frequently asked questions
- minimum requirements checklist.

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
Strategic planning process

Strategic planning is an ongoing process whereby agencies review the strategic direction of their organisation and its contribution towards achievement of the Government’s objectives for the community. Agencies should focus on four key questions:

Where are we now?
- Review and assess the agency’s history and significant achievements to help visualise how the agency has changed over time.
- Review and assess the agency’s current status and performance.
- Perform a comprehensive internal and external assessment of environmental factors affecting the current performance of the agency and the agency’s future actions. Collect information about changes in government policy, demographic shifts and changing customer, stakeholder or community needs.

Where should we be?
- Review and assess the agency’s role in delivering the whole-of-Government direction (objectives for the community, priorities and strategies).
- Create a very real and concrete picture - an image of what ‘should be’ and reflect this in a concise vision statement.
- A shared vision provides direction and helps people in the agency focus on what they are trying to change and achieve.
- Identify priority areas the agency wants to change in order to achieve the agency’s vision and reflect these in the agency objectives and strategies developed (see next section – How will we get there?).

How will we get there?
- Conduct a gap analysis – the difference between ‘where are we now’ and ‘where should we be’.
- Develop agency objectives and identify strategies which are most likely to accomplish objectives and achieve the agency’s vision.
- Identify and consider strategic risks and opportunities that could impact on achieving the whole-of-Government direction and/or the agency’s objectives, including how risks identified will be managed or mitigated.

How will we know we have made it?
- Set up effective methods to ensure that the strategies are being carried out and that the desired quality of work is being achieved.
- Develop appropriate performance indicators (including data dictionaries) for each agency objective.
- Review progress against realistic, clearly identifiable milestones (with performance indicators) along the way. This helps to maintain energy for change.
Consultation and publication

- Undertake a consultation process on the draft strategic plan with central agencies, staff, customers, stakeholders and the community (as appropriate).

- Once the strategic plan is approved, communicate the strategic plan to staff, customers, stakeholders, and the community.

Who is going to do what and when?

- After the strategic plan is developed, agencies will need to prepare specific plans for the management of the organisation (specific purpose plans) and services (operational plans). This process enables the agency to implement the strategic plan and to plan and monitor organisational performance.

- These plans will often include planned activities specifying what will be done; how it will be done; set time frames for completion; identify what will be different when it is completed and to what standard it will be delivered. This also includes identifying resources available to provide services and management of operational risks.
Reviewing a strategic plan

This section provides a suggested list of information sources agencies should consider when reviewing a strategic plan.

At a minimum, planning officers should review the agency’s:

- current published strategic plan – as per the agency’s website
- current operational plan/s – as per the agency’s records management system (not published)
- annual reports – as per the agency’s website
- environmental scanning material.

You may also require copies of:

- Government’s objectives for the community
- Ministerial Charter letters
- COAG Agreements and cross jurisdictional commitments
  http://www.coag.gov.au
- Report on Government Services (for relevant departments)
- whole-of-Government priorities and strategies – published on agency websites or relevant Government websites
- sources of external benchmarks and industry standards (see PMF Reference Guide – Measuring, Monitoring and Reporting Performance).

Suggested references

- Agency Planning Requirements
  Department of the Premier and Cabinet

- PMF Strategic Planning – Better Practice Guide
  Department of the Premier and Cabinet

- PMF Reference Guide – Measuring, Monitoring and Reporting Performance
  Department of the Premier and Cabinet
Content requirements

Purpose
When writing a purpose statement, be clear, specific and direct. Avoid using broad, sweeping statements or generalisations. Readers should get a strong sense about what the agency stands for and delivers.

Example:

“To provide timely, high quality and efficient policing services, in collaboration with community, government and non-government partners, to make Queensland safer”

(Source: Queensland Police Service – strategic plan 2018-22)

Vision
In describing the agency’s vision, the agency needs to take into account the current status of the agency and outline its future direction. A vision provides direction and helps people in the agency focus on what they are trying to change and achieve. The agency should consider its plan in the context of the Government’s objectives for the community. These broad objectives will provide whole-of-Government direction and should inform the agency’s vision (see also section 10 of the Financial Accountability Act 2009).

It is recommend to use the term ‘vision’ within a strategic plan, rather than other terms such as ‘mission statement’ or ‘goal’, to provide consistency across Government for internal and external readers.

Relationship with/contribution to the Government’s objectives for the community
The agency must develop the strategic plan in the context of the Government’s objectives for the community. While an agency will have its own priorities to work towards, each objective within an agency’s strategic plan must contribute to at least one of the Government’s objectives for the community.

The example in Figure 1 demonstrates how the agency contributes to the Government’s objectives for the community via a visual alignment to its strategic objectives.

Suggested references

Government’s objectives for the community
Department of the Premier and Cabinet

Government’s objectives for the community – diagram style guide and graphics
Department of the Premier and Cabinet (restricted access departments only)
Figure 1 – Alignment with objectives for the community

How we will achieve our objectives (our strategies)

- Set the medium to long-term economic strategy for the state to leverage Queensland’s economic strengths.
- Work with the private sector to inform our economic strategy and influence investment decisions making that align with the strategy.
- Work with federal, state and local public sector organisations to promote and align planning and investment decisions making to align with the strategy.
- Lead a whole-of-government approach to increase private sector investment in Queensland.
- Attract and stimulate investment in Queensland to grow the economy and create secure, long-term jobs.
- Create a diverse, productive and sustainable economy for a fairer Queensland.
- Create well-planned communities that are prosperous, resilient and sustainable.
- Develop and administer sustainable state and regional planning policies and frameworks.
- Provide planning leadership and best practice advice to state government, local government, industry and community.
- Integrate land use, transport and infrastructure planning to improve connectivity and optimise economic growth and job access potential across the state.
- Develop the state’s surplus property portfolio to improve community wellbeing and drive local economic growth.
- Ensure adequate land supply through the planning framework and use surplus state land to contribute to housing and land affordability.
- Lead economic recovery efforts following adverse events.

How we will know if we have been successful

- Alignment of federal, state and local public sector investment with the economic strategy.
- High level of stakeholders support for economic strategy.
- Increased private sector investment as a percentage of gross state product.
- Increased number of sustainable, secure jobs in Queensland, including in our region and across the state.
- Improved workforce participation, including among regional and disadvantaged groups.
- Improved business confidence and business conditions.
- Productivity growth is identified in new and emerging industries.
- Consistent and sustainable overall productivity growth.
- Improved employment levels in target industries and priority regions.
- Employment is shared fairly across regions and across industries within regions.
- Strong customer satisfaction with departmental programs and support.
- Increased overall number of businesses in Queensland.
- Increased number of businesses in new and emerging industries.
- Increased value of infrastructure developed or delivered across the state.
- Increased value of engineering and construction work done.
- Increased building approval numbers and survey.
- Government’s capital program is delivered against plan.
- Value of infrastructure investment being developed through the Building our Regions and Catalyst Infrastructure programs.
- Strong stakeholder support for government’s infrastructure strategy.
- Sustainable economic performance and growth in the regions.
- Meet the land and housing affordability targets for priority development areas.
- Ensure adequate land supply for housing and social infrastructure is available for projected population growth in local government planning schemes.
- Strong stakeholder and community satisfaction with department’s work.

How we will contribute to the Queensland Government’s objectives

Jobs: Optimize economic growth and jobs creation throughout the state by coordinating and influencing investment aligned to Queensland’s economic strategy.

Jobs: Drive the strategy for increasing private sector investment in key sectors to stimulate economic growth and create jobs.

Jobs: Stimulate late growth and investment in emerging industries to create jobs for the future.

Great Barrier Reef: Ensure the sustainability of communities and industries by balancing economic growth and development with the wellbeing of our environment.

Responsive government: Provide easy to use services and help stakeholders to navigate policy and legislative requirements effectively.

Jobs: Create plans for communities that encourage economic and social development and the creation of jobs for disadvantaged groups in sustainable sectors.

Source: Department of State Development, Manufacturing, Infrastructure and Planning Strategic Plan 2018-22
Agency objectives

Agency objectives should be focused statements of what the agency intends to achieve, and be clear and measureable.

Objectives should . . .

- express what the agency wants to achieve
- be focussed on the end results or impact the agency is contributing to, not on the means of achieving it. Objectives should not be discrete services or products
- be consistent with the Government’s objectives for the community – all agency objectives must contribute to one or more of the Government’s objectives. Agency objectives should be at a level relevant to agencies and should link to (not replicate) the Government’s objectives
- have a strategic focus, without being pitched at too high a level
- be well aligned with the agency’s vision and purpose
- be measurable, or at least be able to be verified, in order for the Government to be able to judge the degree to which the outcome achieved the objective
- be able to be influenced by the agency (not necessarily be entirely within an agency’s control), particularly where the perception of customers, stakeholders and the community is that the agency is accountable for the actual outcome
- be informative to a wide range of users, in particular, Parliament, Ministers, agency management and staff, and the general community (sufficient to inform and support decision making by the user of the information)
- be realistically achievable over the term of the plan from the collective outputs generated from the delivery of the agency’s services and through the influence Government is able to exert on customers, stakeholder, the broader community and the economy
- be formally assigned to an individual departmental officer (with the appropriate authority) to promote/encourage accountability.

Performance indicators

Performance indicators should measure the agency’s objectives rather than its strategies. Ideally, performance indicators should . . .

- describe a change that is measurable and verifiable over the period of an agency’s strategic plan
- be relevant – should reflect what the agency is trying to achieve – not simply what is measurable
- be attributable – the objective measured must be capable of being influenced by or influence actions which can be attributable to the agency, and it should be clear where accountability lies
- be challenging (stretching), but achievable – agencies should understand the relationship between resources committed and objectives
- inform decision-making – to make informed decisions, why an agency objective has been achieved or not must be clear
- be outcome focused rather than output focused by reporting ends (performance with respect to objectives), not means (performance with respect to services or activity)
- be assigned to an employee with the appropriate level of authority to maintain accountability (not required for published version).
Performance indicators should be aligned with and measure the achievement of the **objective** (as depicted in the following example), *not the strategies* to deliver the agency’s objective/s. The columns shown are not necessarily the preferred order for presentation in a strategic plan.

<table>
<thead>
<tr>
<th>Agency objective</th>
<th>Performance Indicators</th>
<th>Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 1</td>
<td>Performance indicator 1</td>
<td>Strategy 1</td>
</tr>
<tr>
<td></td>
<td>Performance indicator 2</td>
<td>Strategy 2</td>
</tr>
<tr>
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<td>Strategy 3</td>
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<tr>
<td></td>
<td></td>
<td>Strategy 4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Strategy 5</td>
</tr>
</tbody>
</table>

In the following example the department has clearly demonstrated the alignment of performance indicators (‘our success indicators’) for each objective (Figure 2). The visual grouping of the objectives and performance indicators is encouraged as it can improve readability and enhance understanding of the alignment.

**Figure 2 – Alignment of performance indicators with agency objectives (first example)**

**Source:** Department of Employment, Small Business and Training Strategic Plan 2018-22
Performance indicators in a strategic plan should be measureable and meaningful and demonstrate that the agency objectives are being achieved (Figure 3).

Figure 3 - Alignment of performance indicators with agency objectives (second example)

The following table presents common mistakes made in the presentation of performance indicators in strategic plans and how these can be resolved.

<table>
<thead>
<tr>
<th>Common mistakes . . .</th>
<th>Consider . . .</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measures considered too general and difficult to measure:</td>
<td>Performance indicators should be specific and measureable:</td>
</tr>
<tr>
<td>- Are inclusive and safe</td>
<td>- Improved stakeholder satisfaction</td>
</tr>
<tr>
<td>- Have opportunities for community activities that improve outcomes through positive connection and support</td>
<td>- Increased participation in training and employment programs</td>
</tr>
<tr>
<td>- Share advice about local needs and aspirations</td>
<td>- More small businesses with increased skills and capabilities as a result of participating in small business programs</td>
</tr>
<tr>
<td>Measures presented as statements of either actions, strategies, activities, or of intent rather than measures of performance:</td>
<td>- Increased funding provided for medical equipment</td>
</tr>
<tr>
<td>- Responsive and accessible services</td>
<td>- Feedback from volunteers satisfaction survey improved by X%</td>
</tr>
<tr>
<td>- Active and sustainable communities</td>
<td>It is important to consider:</td>
</tr>
<tr>
<td>- Invest in building our capability to meet current and future business</td>
<td>- Presenting clear and measurable performance measures that use specific targets to measure performance.</td>
</tr>
<tr>
<td>- Achieve productivity gains</td>
<td>- Poorly designed performance measures lead to inadequate monitoring of progress towards, and ultimate delivery of, the agency’s objectives.</td>
</tr>
<tr>
<td>- Generate external revenue</td>
<td></td>
</tr>
</tbody>
</table>

Source: Queensland Police Service Strategic Plan 2018-22
**Common mistakes . . .**

<table>
<thead>
<tr>
<th>Unclear how the performance indicators will be measured:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Smarter and more efficient use of resources</td>
</tr>
<tr>
<td>- Policy advice and development</td>
</tr>
<tr>
<td>- Responsive and accessible government services</td>
</tr>
<tr>
<td>- Regulatory frameworks continually improved</td>
</tr>
<tr>
<td>- Effectiveness of services provided</td>
</tr>
<tr>
<td>- Strong governance and improved monitoring</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Consider . . .</th>
</tr>
</thead>
<tbody>
<tr>
<td>It is important to consider:</td>
</tr>
<tr>
<td>- Changing the wording from ‘increase’ to ‘increase in’ or ‘% increase in’ changes the statements from activity/action statements to performance indicators.</td>
</tr>
<tr>
<td>- If possible, it is also useful if targets include a value, for example ‘increase in income sources (X%)’.</td>
</tr>
</tbody>
</table>

**Targets**

Agencies are encouraged to develop and set performance targets for performance indicators where possible. Measurable targets help to clarify the agency’s expectations of employees and their key deliverables (Auditor-General’s Report No. 17: 2016-17 *Organisational Structure and Accountability*). Knowing how well the agency is currently performing against its objectives is essential to determine if the agency needs to alter its strategies or policies, or re-evaluate its objectives to ensure value is delivered to its customers, stakeholders and the community.

**Reporting**

Reporting against performance indicators should demonstrate the extent to which the objective is being achieved. Performance indicators presented in an agency’s strategic plan must be consistent with those reported against in the agency’s subsequent annual report. The *Annual Report Requirements for Queensland Government Agencies* provides the mandatory reporting requirements for strategic plans.

**Suggested references**

- **PMF Reference Guide – Measuring, Monitoring and Reporting Performance**
  Department of the Premier and Cabinet

- **PMF Reference Guide – Developing Performance Information – useful information and examples**
  Department of the Premier and Cabinet

**Strategies**

Strategies occur at various levels within an agency. Strategies included in a strategic plan are generally longer term ‘strategic’ strategies that are delivered over a number of years. An agency’s strategies should collectively deliver its objectives.

It is useful for agencies to develop some form of program logic or cause and effect relationship to provide assurance, both within the agency and to customers and stakeholders, that the agency is ‘doing the right things’ to achieve its objectives.

For better practice examples of strategies refer to the *PMF – Developing Performance information – useful information and examples*. 
Evaluation

Strategies should be measured through routine program evaluation. It is good practice to regularly undertake evaluations of all agency policies and related services to ensure that value created for customers, stakeholders and the community is being maximised. It is expected that agencies would have processes for continuing analysis and formal evaluation of its strategies.

Suggested references

- **Queensland Government Program Evaluation Guidelines**
  Queensland Treasury

- **Project Assessment Framework**
  Queensland Treasury

- **The Australian Policy Handbook (Fifth Edition)**
  Althaus, Bridgman and Davis, 2012, Allen & Unwin

- **The Magenta Book: Guidance notes on evaluation**
  HM Treasury, United Kingdom, 2008

- **The Green Book: Appraisal and Evaluation in Central Government**
  HM Treasury, United Kingdom, 2007

Strategic risks and opportunities

While there are many varied definitions of risk widely available, it is generally accepted that if we know for certain something is going to happen it has no risk attached to it. Should there be an element of uncertainty surrounding it, then risk exists.

Strategic risks relate directly to an agency’s strategic planning and management processes. Strategic risks are those which could significantly impact on the achievement of the agency’s vision and objectives. They are high level risks which require identification, treatment, monitoring and management by the agency’s senior executives and board. These risks may need to be managed by more than one agency for the risk treatments to be effective. Insight gained from the identification of strategic risks may also provide potential opportunities that impact the agency. That is, risk relates to both challenges to, and opportunities for, the agency.

A structure for developing a risk statement involves at least two elements: the event itself and the potential negative impact of such an event. The statement may also include a driver of the event:

**Risk statement:** If (event) occurs due to (driver), the consequences could result in (negative impact).

Opportunity statements provide an accurate picture of an event that has a positive impact. Opportunities can arise from various situations and approaches.

A structure for developing an opportunity statement involves at least two elements: the event itself and the potential positive impact of such an event. The statement may also include a driver of the event:
Opportunity statement: If (event) occurs due to (driver), the consequences could result in (positive impact).

In the following example the department has clearly articulated their strategic risks, clearly identifying the likely cause and effect (Figure 4).

Figure 4 - Presentation of strategic risks identifying the likely cause and effect

A common method used by agencies to identify strategic risks and opportunities is environmental scanning to examine an agency’s internal and external environments to detect early signs of opportunities that may influence the agency’s current and future plans. Other resources or methods that can be adopted by agencies to identify risks and opportunities include:

- agency documents such as operational plans, performance reports, budgets, and audit observations and recommendations
- parliamentary processes and issues highlighted at Estimates Committee hearings
- media reports and commentary
- benchmarking the agency’s performance against that of other agencies
- undertaking brainstorming activities
- preparing a strength-weakness-opportunity-threat (SWOT) analysis
- what-if scenarios to seek reaction from stakeholders
- the use of survey and questionnaires.

Irrespective of the method used by the agency to identify the risk and opportunities, it is vital that relevant and up-to-date information is used, and that people with appropriate knowledge are involved in the process.

Suggested reference

A Guide to Risk Management
Queensland Treasury
# Data dictionary template

## Performance Indicator published in the Strategic Plan

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<th>Performance Indicator</th>
<th>Related strategic plan objective/s</th>
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### Notes

### Description

**Definition** (include definitions for all key terms used in the performance indicator)

**Purpose**

**Related measures**

### Data management

**Measure target (if applicable)**

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<th>[following year]</th>
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**Target rationale (if applicable)**

### Limitations and risks

### Calculation methodology

### Data sources

**Measure source**

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<tr>
<td>☐ Service Delivery Statement</td>
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**Years reported**

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<tr>
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### Reporting

**Frequency**

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**Internal**

<table>
<thead>
<tr>
<th>☐ Operational Reporting</th>
<th>☐ DG/Executives report</th>
</tr>
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</table>

**External**

<table>
<thead>
<tr>
<th>☐ Annual Report</th>
<th>☐ Service Delivery Statement</th>
<th>☐ Other (specify)</th>
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</table>

### Next review date

### Accountability

**Responsible officer**

(Contact officer for queries relating to data and definitions)

<table>
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<th>Name:</th>
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</thead>
<tbody>
<tr>
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<td>Position:</td>
</tr>
<tr>
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<td>Business Unit:</td>
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<td>Email:</td>
<td>Email:</td>
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<td>Phone:</td>
<td>Phone:</td>
</tr>
</tbody>
</table>

### Date reviewed:

**Approved by:**

<table>
<thead>
<tr>
<th>Name:</th>
<th>Position:</th>
</tr>
</thead>
</table>
# Frequently asked questions

Answers to frequently asked questions about strategic planning.

## Minimum information requirements

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Do we have to use the minimum information requirement terms in our strategic plan?</strong></td>
<td>Agencies are encouraged to use the terms presented in the minimum information requirements for strategic plans to establish a common language across agencies when discussing strategic plans. Agencies may use a different term to refer to a minimum information requirement (for example, ‘measures of success’ in place of ‘performance indicators’).</td>
</tr>
</tbody>
</table>
| **How should we demonstrate our agency’s contribution to the Government’s objectives for the community?** | The purpose of this requirement is for the agency to explain or indicate diagrammatically (for an external audience) how it contributes to the Government’s objectives for the community. Agencies may demonstrate this relationship by:  
  - including a concise statement in the strategic plan specifying which Government objective(s) it relates to and how it will contribute to the long term achievement of the objective(s) and/or  
  - presenting the agency’s objectives, strategies and performance indicators in a tabular format, including the relevant Government objective(s) aligned with each of the agency’s objectives.  
  
A generic statement such as, ‘The agency contributes to the Government’s objective for the community – ‘create jobs in a strong economy’ is not sufficient. Agencies may also incorporate the graphic presentation of the Government’s objectives for the community in a strategic plan – however presentation of the graphic alone is not sufficient. |
| **Do we need to align our plan with all of the Government’s objectives for the community?** | It is not a requirement for all of the Government’s objectives for the community to be referenced in a strategic plan, only those the agency directly contributes to. Tenuous links or attempting to extend the scope of a Government objective to adapt it to an agency objective must be avoided. |
| **How many objectives, strategies and performance indicators should be included in a strategic plan?** | The size, nature and complexity of an agency will generally determine the number of objectives, strategies and performance indicators represented in a strategic plan.  
  
**General guideline**  
  - 3-5 objectives  
  - 1-3 performance indicators per objective  
  - 5-10 strategies per objective  
  
Any more than the above and the strategic plan can become cluttered, unnecessarily complicated and difficult to manage and implement. |
<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>To address ‘strategic risks and opportunities’ in our strategic plan can we use alternative language like ‘strategic challenges and opportunities’ or ‘critical issues’?</td>
<td>Agencies are encouraged to use the terms presented in the minimum information requirements for strategic plans to establish a common language across agencies when discussing strategic plans. The agency’s strategic risks can be identified using alternative language such as ‘critical issues’ or ‘strategic challenges’ in the strategic plan.</td>
</tr>
<tr>
<td>Are the performance indicators in the strategic plan publically reported?</td>
<td>Performance indicators presented in an agency’s strategic plan must be consistent with those reported against in the agency’s subsequent annual report.</td>
</tr>
</tbody>
</table>
| What is the relationship between strategic planning and the prioritisation of financial resources (budget process)? | Strategic planning informs the prioritisation of financial resources including:  
- the agency’s budget strategy  
- budget submissions to the Cabinet Budget Review Committee (CBRC) in the State Budget process or throughout the year.  
If the agency’s internal environment significantly changes due to a CBRC funding decision, the strategic plan should be reviewed. |


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**Consultation**

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do statutory bodies need to consult with their portfolio department?</td>
<td>There is no requirement for statutory bodies to consult with their portfolio department, however it is encouraged.</td>
</tr>
</tbody>
</table>
| Do we have to consult with central agencies (DPC and Treasury) before publishing our strategic plan? | Yes, it is mandatory for departments and statutory bodies that are included in the SDS to consult with central agencies - Department of the Premier and Cabinet (DPC) and Queensland Treasury (QT) - on the draft strategic plan before it is published.  
Agencies must submit a consultation draft strategic plan to the Performance Unit in DPC (via email to pm@premiers.qld.gov.au) by 31 March each year.  
DPC Performance Unit will circulate a copy of the consultation draft to the relevant DPC Portfolio Contact Officer(s) and Treasury Analyst(s) seeking feedback. Consolidated feedback from the central agencies will be emailed to the agency within 10 business days. |
| What do central agencies (DPC and Treasury) look for when reviewing a consultation draft strategic plan? | **DPC - Performance Unit focus:** compliance check against the minimum information requirements and quality review of performance information (objectives and performance indicators).  
**DPC - Portfolio Contact Officer focus:** consistency with the whole-of-Government direction and current policy focus of Government. |
**QT - Treasury Analyst focus:** ensuring the plan does not publicly commit Government to initiatives that have not received the appropriate approvals and funding.

| **What central agency (DPC and Treasury) feedback can we expect to receive and when?** | You will receive an email providing consolidated central agency feedback within 10 business days. |
| **Do we have to respond to the central agency (DPC and Treasury) feedback?** | There is no requirement to respond to central agency feedback, however you can contact the DPC Performance Unit if you would like to discuss any of the feedback provided. |

### Design and Layout

**Is there a strategic plan template or are there any specific layout requirements?**

There is no set template however, strategic plans should be concise and kept to a maximum of two pages.

### Publication

**When does the strategic plan need to be published?**

The final approved strategic plan **must** be published on the agency website by 1 July each year. This is a mandatory requirement under the *Financial and Performance Management Standard 2009*.

Note: It is not DPC’s role to approve final strategic plans prior to publication.
Minimum requirements checklist

The *Agency Planning Requirements* specify the minimum information requirements of a strategic plan. Once you have prepared your strategic plan you can identify whether the minimum information requirements have been addressed by using this checklist.

<table>
<thead>
<tr>
<th>Minimum information requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Agency vision</strong></td>
</tr>
<tr>
<td>Does the vision statement describe what the agency aspires to be by reflecting on how it wishes to be perceived by customers, stakeholders and the community? This statement should take into account the current status of the agency and outline its future direction.</td>
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<tr>
<td><strong>Agency purpose</strong></td>
</tr>
<tr>
<td>Does the agency’s purpose specify the overall aim of the agency – a simple statement of its reason for being?</td>
</tr>
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<tr>
<td><strong>Relationship with/contribution to the Government’s objectives for the community</strong></td>
</tr>
<tr>
<td>Is the strategic plan developed in the context of the Government’s objectives for the community and clearly demonstrates how the agency contributes to these objectives?</td>
</tr>
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<tr>
<td><strong>Agency objectives</strong></td>
</tr>
<tr>
<td>Does the plan present concise focused statements of what the agency intends to achieve?</td>
</tr>
<tr>
<td>Do the objectives collectively contribute to the whole-of-Government direction (objectives for the community, priorities and strategies)?</td>
</tr>
<tr>
<td>Are the objectives clear and measurable?</td>
</tr>
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</tr>
<tr>
<td><strong>Performance Indicators</strong></td>
</tr>
<tr>
<td>Does the plan present relevant, clear and measurable performance indicators?</td>
</tr>
<tr>
<td>Do the indicators measure the extent to which the outcomes achieved by an agency are meeting its objectives? Agencies are encouraged to develop and set performance targets for performance indicators where possible.</td>
</tr>
<tr>
<td>Has a data dictionary for performance indicators in the plan been developed to document the attributes of each performance indicator, what it means and what the limitations are?</td>
</tr>
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<tr>
<td><strong>Strategies</strong></td>
</tr>
<tr>
<td>Does the plan present action focussed strategies stating the way in which the agency intends to achieve its objectives and contribute to the Government’s objectives for the community?</td>
</tr>
<tr>
<td>Strategies included in a strategic plan would generally be longer term strategies that are pursued over a number of years.</td>
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</tr>
<tr>
<td><strong>Strategic risks and opportunities</strong></td>
</tr>
<tr>
<td>Does the strategic plan clearly identify key strategic risks and/or critical issues for the agency to achieve its vision and purpose? Strategic risks may be related to external factors and/or strategic risks internal to government.</td>
</tr>
<tr>
<td>Does the strategic plan also clearly identify key opportunities for the agency?</td>
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<tr>
<td><strong>Timeframe</strong></td>
</tr>
<tr>
<td>Does the strategic plan cover a period of four years and is this clearly stated in the plan?</td>
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</tr>
</tbody>
</table>