

Corporate Plan 2008-09

Version 1.0

September 2008

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1 Introduction

The Corporate Plan is our primary planning tool which provides the framework for developing future strategies, objectives and work practices for all staff.

The development of the Corporate Plan is directly linked to the achievement of Government Outcomes and our commitment to the delivery of related Outputs. This ensures that the allocation of resources is directed to priority areas of the Government. As a result, there is a close alignment between the Corporate Plan, the Budget papers (as they relate to the Department) and the Department's Annual Report.

The corporate planning cycle ensures that both management and staff of the Department work together to frame our strategic direction and determine how we are going achieve our goals. As part of the corporate planning cycle, we monitor and measure our performance (on a quarterly basis) to ensure that we continue to meet (or exceed) agreed performance criteria.

The 2008-09 Corporate Plan focuses on achieving the Government's objectives of sound financial management, industry development, partnership agreements and the development of Tasmania *Together* while, at the same time, delivering on our core activities and responsibilities.

I am pleased to present the 2008-09 Department of Treasury and Finance Corporate Plan.



Rob Nicholl
ACTING SECRETARY

17 September 2008

2 Assisting the Government to meet its objectives

As a Department, we are responsible for implementing strategies to achieve the Government's economic and financial objectives. We are the central agency responsible for the management of Government resources.

We provide the Government with objective advice on the economic and financial management of the State, perform financial analysis, monitoring and reporting functions, undertake best-practice tax collection and a number of service, regulatory and compliance activities on behalf of the Government, and implement Government policy.

We also make a major contribution to the achievement of the following major Government Outcomes:

Tasmania Together

- enhancing economic growth; and
- improving the business operating environment.

Fiscal Strategy

- sound management of the State's finances;
- a sustainable Budget position; and
- reduction in debt and liabilities.

Industry Development Plan;

- maximising opportunities for employment through increased local content; and
- providing support and financial incentives for local industry.

3 Our Corporate Planning Processes

This Corporate Plan and the corporate planning processes that underpin it are the means by which we ensure that our activities and initiatives are focussed on achieving the Government's objectives. The Corporate Planning process is an integral part of the way we conduct our business and is our primary planning tool.

Our Corporate Planning processes are driven by the continuous review of our vision, mission and values as well as of our outcomes and critical success factors, to ensure that the allocation of resources is directed to priority areas of the Government.

Corporate Planning therefore provides the framework for developing integrated and focused strategies, objectives and work practices for all staff.

The following diagram outlines our Corporate Planning Cycle.

**Senior Management Conference
(October)**

Strategic direction setting
for the coming year

**Treasurer's Endorsement
(June-July)**

The Corporate Plan is finalised and
subsequently endorsed by the Treasurer.

**Branch Planning
(October - November)**

The development of Branch
Operating Plans. These
underpin the Corporate Plan.

**Review of Branch Operating Plans
(May)**

This ensures that our activities remain
focused on the achievement of the
Government's current objectives and
priorities, and can be funded.

**Endorsement of Branch Operating
Plans (November)**

The draft Branch Operating Plans
are considered in detail. The
Department's budget for the coming
year is allocated across Branches.

**Budget Preparation
(April -May)**

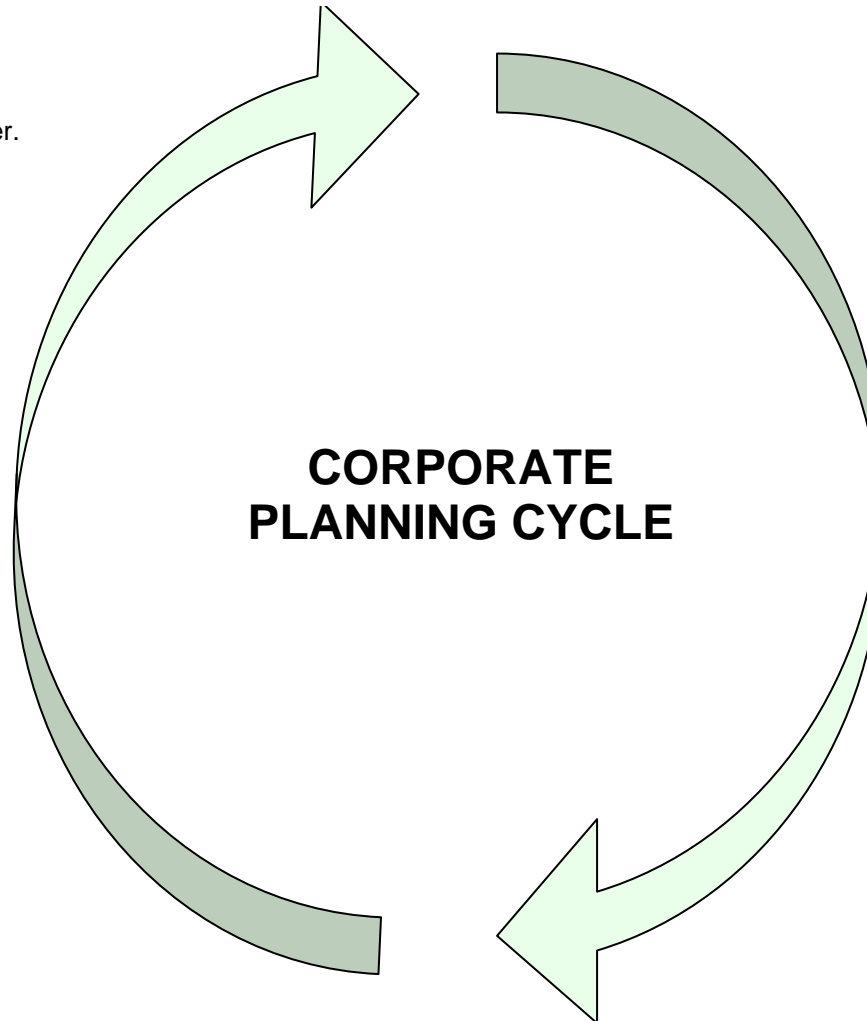
Budget allocations are
included in the State Budget.

**Review of the Corporate Plan
(February, April, July, October)**

The Corporate Plan sets out a
number of milestones to be
achieved. Progress towards these
are monitored and reported against.

**Individual Work Plans
(February, July)**

Twice yearly, in February and July,
Branches establish individual work plans
for each staff member, based on the
Branch Operating Plan.



4 Vision, Mission and Values

The Department's vision and mission statements describe what we want to strive to achieve, our common objectives and our focus. Our values guide the decisions we make about how we achieve our objectives.

4.1 Our Vision

Be the best. Lead the way. Make a difference.

4.2 Our Mission

Improve the well-being of Tasmanians by providing:

- high quality advice to the Treasurer
- best practice financial, regulatory and client services
- leadership in economic and financial reform

4.3 Our Values

Treasury is a values-based organisation and our decisions and behaviour are guided by the following values:

- **Integrity** ... as it builds confidence, trust and self respect, and is the foundation of open and honest communication;
- **Excellence** ... as it challenges us to give our best and brings us recognition;
- **Respect** ... as it recognises the value of each of us and the contribution we all make;
- **Camaraderie** ... as it creates a fun and supportive place to be; and
- **Passion** ... as it inspires us to achieve great things.

5 Our Critical Success Factors

We have identified four factors critical for our success that enable us to achieve the Government's objectives:

5.1 Communication

- We listen and respond thoughtfully.
- We take the time to learn about what is important to you.
- We explain the reasons behind all our decisions.
- We provide you with the information you need to meet your obligations.

5.2 Professionalism

- We are accessible, helpful and responsive.
- We are consistent in applying Government policy.
- We are highly competent and capable.

5.3 Reliability

- We respond to you in a timely manner.
- We meet key milestones.

5.4 Accountability

- We provide advice that is accurate, objective and consistent with legislation and Government priorities.

6 Our Stakeholders

Our key stakeholder is the Treasurer.

We also have a very important relationship with the following stakeholders, upon whom our ability to meet our objectives relies:

- the Premier and other Ministers;
- our staff;
- agencies, Government business enterprises, State-owned companies;
- the Australian Government, regulatory bodies, local government;
- taxpayers and their representatives;

- the community; and
- Parliament, Cabinet and ministerial advisers.

7 What we want to achieve in 2008-09: Our Desired Agency Outcomes

As a values-based organisation, we are determined to achieve the following four outcomes in 2008-09:

1. The Treasurer and other key clients receive efficient and effective financial and asset management services.
2. The Government receives sound and timely economic and fiscal policy advice.
3. Statutory bodies receive high quality regulatory and revenue management services.
4. Services to our internal clients are provided efficiently and effectively.

8 Key issues facing us in 2008-09: Our Strategic Challenges

We have identified seven key issues or challenges facing us in 2008-09:

1. Maximising our organisational capacity through our people.
2. Establishing effective arrangements for addressing Tasmania's long-term infrastructure needs.
3. Influence thinking about the core business of Government and the best ways of delivering Government services.
4. Improving the effectiveness, efficiency and appropriateness of our regulatory and whole-of-government frameworks, taking account of community standards.
5. Influencing the debate on national economic and financial issues affecting Tasmania.
6. Working with our stakeholders to ensure robust long-term economic and financial outcomes.
7. Improving the performance, efficiency and reliability of our systems and processes, based on our business needs.

9 Achieving our Desired Agency Outcomes in 2008-09: Our Key Strategies

The Department of Treasury and Finance is implementing the following initiatives in response to the above strategic challenges:

- Embed the values by encouraging people to challenge behaviours that are not consistent with the behaviours.
- Establish a framework which will support planning and decision-making in regard to infrastructure needs and replacement decisions.
- Assist the Government Prices Oversight Commission in its conduct of investigations into the pricing policies of the Motor Accident Insurance Board and Metro Tasmania.
- Continue to contribute to the 2010 Commonwealth Grants Commission review fiscal equalisation process.
- Implement new payroll tax legislation from 1 July 2008 to harmonise payroll tax arrangements with other jurisdictions.
- Contribute to the development of national and international accounting standards.
- Develop the Government's response to the Economic and Social Impact Study on Gaming in Tasmania Report.
- Complete the Department's 2008 Stakeholder Survey and implement strategies to support Treasury to exceed stakeholder expectations.
- Review performance and effectiveness of current systems including the management of corporate databases.
- Administer and provide advice on the Government's Legislation Review Program, including the *Subordinate Legislation Act 1992*.
- Revise the Internet Gaming Technical Requirements to reflect the introduction of betting exchanges.

10 Our Output Groups and Outputs

Under the Output Methodology, we are responsible for the provision of goods and services (Outputs) within cost, quantity, quality and timeliness parameters specified by Government in order to achieve specified results (Outcomes).

Our Outputs are analysed and reviewed regularly through the Budget process, and reviews may result in changes to the specification of an Output or a decision to cease providing an Output. Reviews may also lead to changes in the focus for our planning.

Output Group 1: Financial and Resource Management Services

Output 1.1: Budget Development and Management

Output 1.2: Financial Management and Accounting Services

Output 1.3: Shareholder Advice on Government Businesses

Output 1.4: Government Property and Accommodation Services

Output 1.5: Government Procurement Services

Output Group 2: Economic and Fiscal Policy Advice

Output 2.1: Economic Policy Advice

Output 2.2: Fiscal Policy and Regulatory Advice

Output Group 3: Revenue and Regulatory Management Services

Output 3.1: Tax Administration and Revenue Collection

Output 3.2: Regulation and Administration of Liquor and Gaming

Output 3.3: Government Prices Oversight and Energy Regulation

Output Group 4: Community Assistance

Output 4.1: Bass Strait Islands Community Service Obligation

Output 4.2: Public Trustee Community Service Obligation

Output 4.3: Community Support Levy

Output 4.4: ANZAC Day Trust and Royal Society Papers

10.1 Output Group 1: Financial and Resource Management Services

The purpose of this Output Group is to ensure financial responsibility by managing public sector finances to assist the Government achieve its broader objectives. The focus of the Output Group is the provision of services to the Government related to Budget development and management, financial accounting, reporting and control, monitoring of the financial performance of agencies and government businesses and management of government contracts and government property. The Output Group also includes the provision of centralised management of selected key whole-of-government support services.

This Output Group directly contributes to the Agency Outcome – The Treasurer and other key clients receive efficient and effective financial and asset management services.

Activities undertaken within this Output Group include:

- managing the State Budget process, providing policy advice on budgetary issues and monitoring financial performance and the Fiscal Strategy;
- undertaking whole-of-government financial management and providing advice on financial management and reform;
- administering the Tasmanian Risk Management Fund;
- providing a range of services relating to the management of financial assets, borrowing and associated risk mitigation strategies, managing and providing information on the State Debt and ensuring appropriate submissions and presentations are made to the credit rating agencies;
- administering loans, grants, subsidies, concessions and guarantees to the public and other bodies;
- monitoring and providing advice on the performance of, and governance arrangements for, government businesses;
- supporting reforms and policies relating to the Government's ownership of businesses;
- administering Government-owned office buildings and the disposal of surplus Crown property;
- providing advice in relation to Government procurement activities and the administration of whole-of-government contracts; and
- providing advice to the Government on maximising opportunities arising from the State's telecommunications infrastructure.

10.1.1 Major Issues and Initiatives for 2008-09:

The major issues and initiatives for 2008-09 in relation to this Output Group include:

Output 1.1: Budget Development and Management

In 2008-09, the Budget Development and Management Branch will:

- present the 2009-2010 Budget in accordance with the Australian Accounting Standards Board's AASB 1049 Financial Reporting by General Government Sectors reporting requirements for whole-of-government financial reporting;
- continue to improve the State Budget and the quality of Tasmania's Budget Papers with particular emphasis on agency performance information;
- assist with the implementation and monitoring of the Fiscal Strategy;
- prepare statutory reports and ensure compliance with financial management legislation; and
- continue to engage our stakeholders and ensure they receive effective and efficient financial and resource management services.

Output 1.2 Financial Management and Accounting Services

In 2008-09, the Government Finance and Accounting Branch will:

- undertake a review of Mandatory Data Requirements;
- finalise the consultation processes associated with the development of new financial management legislative requirements;
- implement new financial management legislative requirements through a major review of the Treasurer's Instructions and Education and Training Modules and the provision of policy advice and guidance material to agencies;
- contribute to the development of the final phase of the GAAP-GFS harmonisation project and other revised national and international accounting and statistical standards;
- develop and promulgate accounting policy guidance in relation to revised accounting standards and taxation requirements;
- provide ongoing support to the Heads of Treasuries Accounting and Reporting Advisory Committee in its consideration of major accounting and public finance reporting issues.

Output 1.3 Shareholder Advice on Government Businesses

In 2008-09, the Shareholder Policy and Markets Branch will:

- advise shareholding ministers on the ongoing performance of major Government businesses;
- implement the findings of the Governance Review to strengthen oversight, accountability and transparency in government businesses;
- effectively manage the State's interaction with Credit Ratings Agencies;
- manage residual and transitional issues arising from the Telecommunications Project; and
- provide financial advice on key Government-related infrastructure investment.

Output 1.4 Government Property and Accommodation Services

In 2008-09, the Procurement and Property Branch will:

- conduct a tender process for the divestment and redevelopment of the *parliament square* site;
- continue the implementation of the Office Accommodation and Property Services Strategic Plan, with particular regard to the divestment of surplus and non-strategic Government-owned office accommodation; and
- manage Treasury-administered property leases and the Government-owned office portfolio.

Output 1.5 Government Procurement Services

In 2008-09, the Procurement and Property Branch will:

- maintain and administer the Procurement, Disposals and Government Contracts Treasurer's Instructions and related documentation;
- continue to identify and implement strategies to enhance the capacity of Tasmania's small-to-medium enterprises to competitively bid for the supply of goods and services to government;
- review and renew major strategic whole-of-government contracts; and
- facilitate effective financial and operational management of the Tasmanian Risk Management Fund and associated outsourced contract management.

10.2 Output Group 2: Economic and Fiscal Policy Advice

The purpose of this Output Group is to provide high quality policy advice on economic and fiscal issues with the focus on improving Tasmania's economy and business environment, and ensure the sustainability of the State's budget and fiscal position.

This Output Group directly contributes to the Agency Outcome – The Government receives sound and timely economic and fiscal policy advice.

Activities undertaken within this Output Group include:

- publishing annually a Competition Index to assess the competitiveness of Tasmania as a business location relative to the other states and territories in Australia and New Zealand. This assists the Government in identifying how it might best focus industry policy;
- publishing research on emerging social, economic and fiscal issues that Tasmania may face due to projected demographic changes. This will help governments, businesses and individuals prepare for future opportunities and challenges;
- providing advice to the Government on:
 - Tasmanian economic conditions and movements in key international, national and local economic indicators;
 - the progress of economic reform initiatives;
 - water and sewerage reform;
 - Tasmania's participation in national reform issues;
 - Australian Government State and State Local Government financial relations;
 - the regulation and taxation of gaming activities, and licensing of liquor sales;
 - public sector superannuation matters, including ensuring compliance with all relevant Australian Government legislation;
 - State revenue policy issues, including the impact of taxation measures; and
 - administering regulatory reform initiatives, including administration of the *Subordinate Legislation Act 1992*, the Legislation Review Program and mutual recognition arrangements.

10.2.1 Major Issues and Initiatives for 2008-09

The major issues and initiatives for 2008-09 in relation to this Output Group include the:

Output 2.1 Economic Policy Advice

In 2008-09, the Economic Policy Branch will:

- provide advice on the Tasmanian and national economy;

- prepare advice to Government on strategies to sustain Tasmania's strong economic performance;
- administer and provide advice on the Government's Legislation Review Program, including the *Subordinate Legislation Act 1992*;
- provide secretarial support, undertake research and prepare reports for the Demographic Change Advisory Council and Steering Committee, including finalising population projections for the State;
- provide secretarial support and other assistance to the Business Tax and Regulation Reference Group; and
- provide advice on energy market policy, including retail competition in Tasmania within the National Electricity Market.

Output 2.2 Fiscal Policy and Regulatory Advice

In 2008-09, the Intergovernment and Financial Policy Branch will:

- support the State's continued compliance with its Council of Australian Governments (COAG) economic reform obligations;
- advance the State's interests in the development and implementation of revised Commonwealth-State financial arrangements and the negotiation of new Specific Purpose Payments and National Partnership reform proposals;
- continue the 2010 Commonwealth Grants Commission review of the fiscal equalisation process;
- finalise a model for sustainable ambulance service funding and review funding mechanisms for the Tasmanian Fire Service;
- support the Ministerial Taskforce on Water and Sewerage in implementing reform in Tasmania's water and wastewater sector;
- negotiate a contract for an actuary to provide actuarial services in connection with the State's public sector superannuation liabilities;
- develop a new community grants system and associated legislative arrangements and manage the wind-up of the Tasmanian Community Fund and the Community Support Levy;
- implement policy responses to the Social and Economic Impact Study into Gambling in Tasmania; and
- continue to ensure that the State's taxation, gaming and superannuation legislation is effective and contemporary.

10.3 Output Group 3: Revenue and Regulatory Management Services

The purpose of this Output Group is to manage taxation revenue collection and certain regulatory services to assist the Government to achieve its objectives. The focus is on the efficient and effective collection of revenue, the regulation of gaming and liquor licensing, and providing support to the Government Prices Oversight Commission and the Tasmanian Energy Regulator.

This Output Group directly contributes to the Agency Outcome – Statutory bodies receive high quality regulatory and revenue management services.

Activities undertaken within this Output Group include:

- administering taxation legislation and the associated collection of State revenue, including monitoring the compliance of taxpayers with State revenue legislation;
- administering various grants, subsidies and concessions to the Tasmanian community;
- regulating and controlling casino gaming, gaming machines, internet gaming, Keno, minor gaming and betting exchanges;
- administering gaming legislation, including providing support for the Tasmanian Gaming Commission in the exercise of its statutory functions under the *Gaming Control Act 1993*;
- regulating and administering liquor licensing and providing support to the Commissioner for Licensing and the Licensing Board of Tasmania to enable their statutory functions to be performed in accordance with the *Liquor Licensing Act 1990*; and
- providing support to the Tasmanian Energy Regulator and Government Prices Oversight Commission in the exercise of their statutory functions, which include the regulation of the electricity and gas industries and the conduct of independent pricing reviews on behalf of the Government.

10.3.1 Major Issues and Initiatives for 2008-09

The major issues and initiatives for 2008-09 in relation to this Output Group include:

Output 3.1: Tax Administration and Revenue Collection

In 2008-09, the Revenue Branch will:

- commence a three year project to review and improve their business processes and IT systems;
- implement the State Revenue Office's Communication Strategy;

- implement new payroll tax legislation from 1 July 2008 to harmonise payroll tax arrangements with other jurisdictions. This will require changes to systems and processes, delivery of a comprehensive education program, provision of advice to taxpayers and their representatives and the development of supporting rulings and guidelines; and
- undertake analysis of the PRTLink system and audit results.

Output 3.2 Regulation and Administration of Liquor and Gaming

In 2008-09, the Liquor and Gaming Branch will:

- continue to provide support to the Treasurer in relation to operational liquor and gaming matters including advice pertaining to the operation of, and required changes to, the *Gaming Control Act 1993* and the *Liquor Licensing Act 1990*;
- provide administrative support to the Tasmanian Gaming Commission, the Liquor Licensing Board and the Commissioner for Licensing;
- ensure the probity of the operations of casinos, Betfair and network gaming;
- develop scoping paper and project plan for the implementation of e-business across all business operating areas of the Liquor and Gaming Branch;
- complete the implementation of the Tasmanian Gambling Exclusions Scheme Database Project to improve information delivery for counsellors and the gaming industry;
- revise the Internet Gaming Technical Requirements to reflect the introduction of betting exchanges;
- continue with the roll out of liquor accords across the state to encourage licensees to engage more broadly with the local community on best practice in and around licensed premises;
- implement those recommendations from the Social and Economic Impact Study into gambling in Tasmania that fall within the branch's responsibility; and
- complete the establishment of the training framework for the revised Responsible Conduct of Gaming training program, to improve the understanding by gaming staff of their responsibilities to ensure a safe gaming environment in Tasmania.

Output 3.3 Government Prices Oversight and Energy Regulation

In 2008-09, the GPOC/OTTER Branch will:

- continue to support the Government Prices Oversight Commission and Energy Regulator in undertaking their statutory roles in the regulation of the electricity and gas supply industries and undertaking price reviews;

- assist the Commission in its conduct of investigations into the pricing policies of the Motor Accident Insurance Board and Metro Tasmania; and
- implement the framework for the Commission's new role in the economic regulation of the water and sewerage industry.

10.4 Output Group 4: Community Assistance

The purpose of this Output Group is to administer arrangements that provide targeted community support and subsidised assistance to various segments of the community.

Activities undertaken within this Output Group are:

- payment of the Community Service Obligation in relation to the subsidised supply of electricity to Bass Strait Islands customers and the provision of concessions to pensioner customers on the Bass Strait Islands;
- payment of the CSO to The Public Trustee;
- the collection of funds, through the Department's Revenue, Gaming and Licensing Division, for the Community Support Levy. The Department of Health and Human Services provides administrative support for grant programs for the provision of services to compulsive gamblers and for the benefit of charitable organisations, delivers community education on gambling matters and funds activities in the category of other health services. The Department of Economic Development provides administrative support for the grant programs for sport and recreation organisations; and
- payment of an annual contribution to the Anzac Day Trust in accordance with the provisions of the *Anzac Day Observance Act 1929*. The funds are disbursed by the Trust to returned services organisations to assist in providing welfare benefits for their members and families.

11 Corporate Support

In order to deliver the Outcomes and Outputs required of us by the Government, the Corporate Support Division and the Office of the Secretary provide significant internal support.

11.1 Corporate Support Division

The Corporate Support Division comprises the:

- Human Resource Branch;
- Information Systems Branch;
- Finance and Administration Branch; and
- Corporate Information Support Branch.

The Division provides the majority of our support services and is responsible for:

- human resource management;
- information and communications technology development and support services;
- corporate financial management services, including budgeting, accounting and asset management;
- administrative services, including facilities management and reception services; and
- corporate information support, including Internet and Intranet site management, library and records.

11.1.1 Main initiatives and tasks for 2008-09

In 2008-09, the Corporate Support Division will:

- promote the Values Project throughout the Department to continue to embed the Values and core behaviours;
- implement the Employee Engagement Project with strategies to enable Treasury to improve levels of employee engagement and attract and retain quality employees;
- undertake a review of the Department's Business Classification Scheme following the implementation of the Electronic Data Management System;
- update the Department's intranet;
- undertake a review of the Records Retention and Disposal Schedule;
- implement the findings of a review of the Information Technology Infrastructure Strategic Plan;
- upgrade Microsoft Office 2003 to Office 2007; and
- finalise upgrading the Finance One financial management system to Version 11.3.

11.2 Office of the Secretary

The role of the Office of the Secretary is to:

- provide executive support to the Secretary, to other senior managers and to our major committees;
- provide secretariat services involving liaison between the Department, the Treasurer and his Office, the Executive Council, the Cabinet Office and Parliament; and

- manage the corporate planning process.

11.2.1 Main initiatives and tasks for 2008-09

The major issues and initiatives for 2008-09 in relation to this Branch include the:

- facilitation of our corporate planning process;
- coordination and production of our annual report; and
- completion of our biennial stakeholder survey.