

Message from the Secretary

Our Corporate Plan shows how the core work and major projects we are working on are linked to the achievement of the Department's strategic priorities for 2005-06, and to our objectives for the medium-term. Our Corporate Plan shows that everyone in the Department has a part to play in achieving our vision of a prosperous future for all Victorians.

Our mission remains to provide leadership in economic, financial and resource management. We will continue to build on our excellent work of previous years in delivering our objectives: maintaining a substantial Budget surplus, providing innovative policy advice to our Ministers and assisting the Government to ensure optimal service delivery and the provision of world-class infrastructure. As ever, we will be judged by our ability to deliver against these objectives.

Our priorities for the coming year cover a number of policy areas. Once again we'll be called upon to maintain a \$100m surplus in a tightening fiscal environment. We'll also continue to play a key role in infrastructure planning and on-time, on-budget delivery. The exploration of opportunities for economic reform, particularly in the areas of productivity and participation, will be an important policy focus, and we will seek to build our capability and influence in non-traditional policy areas (for DTF) such as environmental sustainability.

This year's plan outlines a range of both one-off projects and core work. It is particularly critical that we remind ourselves of the importance of our core responsibilities – those on which our reputation with our Ministers and our stakeholders is founded – and continue to deliver on them.

In achieving our goals in 2005-06, we will need to become increasingly effective in the way that we manage our relationships with our many stakeholders. Our relationship with the Commonwealth Government will, once again, require particular attention.

Our Aspiration is prominently placed in this Plan, and the Senior Executive Group continues to encourage you (as individuals and groups) to demonstrate the behaviours that will enable us to move closer to its achievement. This coming year, we will continue our internal improvement through initiatives in areas such as HR and IT, as well as encouraging Groups and Divisions to implement local projects that move us towards our desired culture and Aspiration.

In summary, 2005-06 offers new challenges and new opportunities to make a difference. I encourage you to read this Plan, understand our direction and see how you can contribute to achieving our goals.



Ian Little
Secretary

Boosting our capability

One of the Department's objectives is to further boost our capability to serve Government. Two key strategies have been designed, in the areas of Information and Communication Technology and Human Resource Management, to help us achieve this objective in the coming years.

ICT Strategy 2004-08

The Department's Information and Communication Technology (ICT) is integral in empowering us to work confidently and innovatively with information and knowledge.

The ICT Strategic Plan – *Retooling DTF* – provides a strong focus on replacing old, unreliable technology and improving productivity, enabling us to do more, better and quicker.

The key objectives of the Strategy are:

- Remediate and standardize the ICT infrastructure
- Exploit the standardized ICT infrastructure
- Deliver a single, integrated solution for management of records, documents and content
- Exploit this integrated solution
- Improve ICT Architecture Governance and Project Management
- Improve overall governance of ICT

HRM Strategy 2005-07

"Our People" are the cornerstone of DTF's service to government and the community and therefore this HRM Strategy (2005-2007) is mission critical to DTF's success.

The objective of the strategy is to provide an integrated operational, professional and strategic HRM service that supports DTF leadership to achieve excellence in the management of DTF's people, builds DTF capability and develops DTF's culture, in support of progressing DTF further towards the Department's Aspiration.

The key objectives of the Strategy are:

- Foster an enabling environment
- Strengthen capability planning and development
- Strengthen leadership commitment and enhance leading change
- Continue, review and enhance existing HRM Systems
- Manage HR administration plus implement WoG requirements

There are also a number of specific initiatives aimed at boosting our capability in 2005-06. These include:

- An upgrade to the Standard Operating Environment (SOE), featuring Windows XP, Office 2003 and Lotus Notes 6, and training to help us get the most out of packages we use everyday.
- The establishment of an IT Disaster Recovery facility.
- The development of an Electronic Document and Records Management System which will have a profound impact on the way we manage and share information.
- The rollout and establishment of a range of Knowledge Management programs including Capturing Knowledge, Ideas Bank, Let's Debate That, and Communities of Practice.
- The implementation of action plans to maintain a high performance work culture.
- The completion of capabilities research which will enable improved people management.
- The development of capabilities in environmental, energy, transport and experimental economics to support DTF's efforts to become increasingly influential in non-traditional policy areas.
- The implementation of a disclosure and qualitative assurance policy incorporating processes and systems designed to minimise the risk of errors in our work.



**2005-2006
Corporate Plan**
Department of Treasury
and Finance

Vision A prosperous future for all Victorians.

Mission To provide leadership in economic, financial and resource management.

DTF's Aspiration

Our customers achieve because we: Take responsibility for outcomes; Provide innovative and forthright analysis; Are influential and committed to relationship management; Deliver consistently and on time.

Our people are challenged to grow personally and professionally because we: Expect excellence and accountability; Demand and display leadership; Share skills and knowledge; Offer a variety of experience.

Our organisation is exciting and united because we: Welcome diversity and creativity; Combine fun and dedication; Are disciplined in applying policies and systems; Celebrate success together.



Our Mission				
Our objectives	Sound financial management of the State's fiscal resources with an emphasis on maintenance of a substantial Budget surplus	Guide Government actions to best increase living standards for all Victorians through the provision of innovative policy advice	Champion an integrated whole-of-government approach to ensure optimal service delivery and provision of world-class infrastructure to benefit all Victorians	Ensure the capability of DTF and its people to serve Government
	Performance Indicators: <ul style="list-style-type: none"> Budget surplus > \$100m State's AAA credit rating Taxes remain competitive with the Australian average 	Performance Indicator: <ul style="list-style-type: none"> Service provision rating ≥ 80% Victoria's productivity & competitiveness will increase 	Performance Indicator: <ul style="list-style-type: none"> High risk capital projects submitted to <i>Gateway</i> process ≥ 85% All Departments adopt Asset Management Framework by July 2007 	Performance Indicators: <ul style="list-style-type: none"> Improvement in organisational culture Improvement in organisational climate Improvement in organisational capability
Our strategic priorities	Continued focus on \$100m surplus	Develop ideas bank on reforms	Improved delivery of capital infrastructure projects	Election preparedness
	Deliver improved productivity in selected government services	More expertise and influence committed to environmental issues	Improved governance of the water sector	
	Due diligence for the Commonwealth Games	More strategic management of Commonwealth/State engagement		
Our major projects	Manage 2010 Commonwealth Grants Commission review and develop Horizontal Fiscal Equalisation reform proposals	Contribute to the development of the Council of Australian Governments reform agenda	Improve quarterly output and asset reporting	Implement new Standard Operating Environment
	Review the optimal level of government infrastructure investment and related policy issues	Develop, monitor and promote reforms in education, health, training and disability	Implement security works on Treasury Reserve	Build DTF Culture
	Oversee the state-wide risk management framework and associated projects	Implement WorkCover and Occupational Health & Safety reforms	Implement Asset Management Framework	Prepare for incoming Government Brief
	Implement new financial reporting directions – convergence of Government Financial Statistics and Generally Accepted Accounting Principles	Oversee gaming policy issues, including licensing arrangements	Consolidate departments into new buildings at 50 Lonsdale Street & 121 Exhibition Street	Develop and implement a Disclosure Policy
	Review production of budget, annual and mid-year financial reports	Develop capability in environmental, energy, transport and experimental economics and related projects, such as road congestion, pricing and bus contracts	Introduce Strategic Sourcing principles for whole-of-government procurement	Conduct a post-implementation review of the Business Management System
	Increase emphasis on Commonwealth Games Monitoring & Advice	Support two inquiries by the Victorian Competition and Efficiency Commission	Provide advice on the governance and financial sustainability of water authorities	Implement an Electronic Document and Records Management System
	Review the <i>Financial Management Act</i>	Influence new bus contracts	Implement resource management framework refinements – linking outputs to outcomes	
	Review the integrity and relevance of all performance information across Government, for implementation in 2005-06	Develop Insurance Arrangement and Driver Management Strategies		
	Develop superannuation liability management initiatives	Refine approaches to long-term care for the catastrophically injured		
Our core work	Prepare Budget 2006-07	Provide balance sheet and debt management advice	Engage with Departments to strengthen business plans for major infrastructure proposals	Provide desktop, network, mail and document services
	Prepare Annual Financial Report 2004-05	Provide advice in relation to Cabinet and Interstate Committees	Lead and promote best practice Public Private Partnership delivery	Provide administration and communication support for Ministers
	Continuously improve financial documentation and analysis	Conduct economic and tax monitoring, forecasting and briefing	Execute contract management of State Purchasing Contracts	Report on DTF activities (eg. outputs, staffing, advertising, FOI)
	Develop 2006-07 Budget revenue initiatives	Monitor Public Non-Financial Corporations	Monitor the State Government's vehicle policy	Manage financial systems and reports
	Prepare annual credit rating reviews		Manage the sale of surplus government properties to meet budget review targets	Manage staff services (eg. pay, recruitment, performance management, OH&S)
Our outputs	Budget and Financial Policy Advice \$10.7m	Financial and Resource Management Frameworks \$5.9m	Management of Motor Vehicle Leases \$2.4m	Planning and Executive Services
	Business Environment Policy Advice \$3.5m	Financial and Risk Management Policy Advice \$11.6m	Procurement Services \$4.1m	Legal Services
	Commercial and Infrastructure Project Management \$8.5m	Government Accommodation Services \$28.7m	Revenue Management Services \$58.5m	People, Culture and Innovation Services
	Economic Regulatory Services \$12m	GBE Performance Monitoring Services \$2.3m	Strategic Policy and Research \$3.2m	Communication Services
	Financial Reporting \$11.4m	Government Land and Property Services \$9.4m	Taxation (State Revenue) Policy Advice \$1.7m	Information and Technology Services (shared with DPC)
	Economic, Social and Environmental Policy Advice \$5m	Inter-Government Financial Relations Policy Advice \$1.6m	Taxation (State Revenue) Monitoring and	Corporate Financial Services (shared with DPC)
			Forecasting Services \$0.8m	Facilities Management