

# 2019–23

## Corporate Plan

### Department of Treasury and Finance



#### Our vision

Excellence in financial and economic management.

#### Our mission

To provide leading financial and economic advice to the Government on the allocation of resources to improve the living standards of all Victorians.

#### Role

We provide economic, financial and resource management advice to help the Victorian Government deliver its policies.

We support the ministerial portfolios of the Treasurer, Assistant Treasurer and Minister for Economic Development.

We work with all Victorian departments and agencies to ensure the Government's objectives are achieved.

#### Our values

##### We are influential

- / We demonstrate leadership in our work
- / We negotiate effectively to get the best outcome for Victorians

##### We are collaborative

- / We engage flexibly and constructively with our colleagues and stakeholders
- / We work together as a team, speaking with one voice

##### We are accountable

- / We behave ethically, transparently and with integrity
- / We take responsibility for our work, decisions and actions
- / We work efficiently to achieve value-for-money outcomes

##### We are respectful

- / We treat others fairly and inclusively
- / We cultivate a positive work environment and understand others' priorities and pressures

##### We are creative

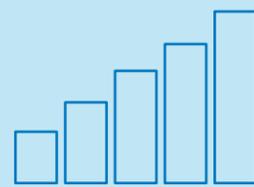
- / We foster innovative thinking to create opportunities and solve challenges
- / We value and encourage diverse views and ideas

##### We are responsive

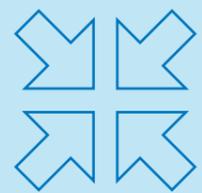
- / We give timely, robust and impartial advice and services to stakeholders
- / We are proactive and solution focused, seeking opportunities to resolve issues and risks

#### Our operating environment

DTF's operating environment is made up of a range of elements, including:



LONGEST PERIOD OF ABOVE-TREND ECONOMIC GROWTH IN ALMOST TWO DECADES



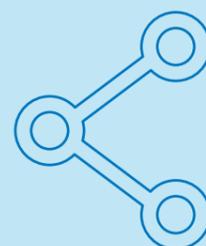
STRONG POPULATION GROWTH



HIGH LABOUR FORCE PARTICIPATION AND LOW UNEMPLOYMENT RATE



EVIDENCE-BASED ANALYSIS TO UNDERPIN OUR ADVICE



TRANSITION TOWARDS AN AGILE AND DYNAMIC SERVICE-LED ECONOMY



INCREASED INTERNATIONAL FOCUS



INCREASED TECHNOLOGICAL CHANGE



NEED TO ATTRACT AND RETAIN CAPABLE STAFF

# Our measures of success

Our objectives	Headline indicators	Key short to medium-term priorities
<p><b>Optimise Victoria's fiscal resources</b></p> 	<ul style="list-style-type: none"> <li>/ A net operating surplus consistent with maintaining general government net debt at a sustainable level.</li> <li>/ General government net debt as a percentage of gross state product to be maintained at a sustainable level.</li> <li>/ Agency compliance with the Standing Directions 2018 under the Financial Management Act 1994.</li> <li>/ Advice contributes to the achievement of Government policies and priorities related to optimising Victoria's fiscal resources.</li> </ul>	<ul style="list-style-type: none"> <li>/ Prepare and deliver the annual State Budget.</li> <li>/ Prepare advice on the Victorian Government's fiscal strategy.</li> <li>/ Drive efficiencies and effectiveness of government funding.</li> <li>/ Strengthen public sector accountability through amendments to the <i>Financial Management Act 1994</i>.</li> <li>/ Review and strengthen the Departmental Funding Model, and associated performance measurement and reporting.</li> <li>/ Lead Victorian public sector readiness for the implementation of a suite of major upcoming financial reporting changes.</li> <li>/ Improve demand modelling to support sustainable funding.</li> </ul>
<p><b>Strengthen Victoria's economic performance</b></p> 	<ul style="list-style-type: none"> <li>/ Economic growth to exceed population growth as expressed by GSP per capita increasing in real terms (annual percentage change).</li> <li>/ Total Victorian employment to grow each year (annual percentage change).</li> <li>/ Advice contributes to the achievement of Government policies and priorities relating to economic and social outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>/ Provide advice to Government on the outlook for State revenue, including tax and non-tax sources of revenue and sources of Commonwealth revenue.</li> <li>/ Further build economic modelling and forecasting capabilities to improve the Department's understanding of the potential impact of major economic events; improve the accuracy of revenue and economic forecasts; improve scenario testing capability and cost benefit analysis; and expand capacity to forecast demand for government services.</li> <li>/ Enhance the management of state significant risks through cross-agency collaboration and coordination via the whole of Victorian government State Significant Risk Interdepartmental Committee, and provide timely advice to the Assistant Treasurer and Victorian Secretaries' Board.</li> <li>/ Provide advice to Government on enhancing productivity and protecting the interests of consumers, businesses and citizens through regulation reform, including advice on fees and charges.</li> <li>/ Through the Commissioner for Better Regulation, enhance regulatory scrutiny, seek to reduce the burden of red tape, and identify opportunities to introduce regulatory offsets to deliver improvements in citizen's wellbeing, the economic performance of the state, and environmental outcomes.</li> <li>/ Provide reform options across the housing spectrum – including market housing, first home buyers, and affordable and social housing; continuing to implement the Social Housing Growth Fund, low interest loans and guarantees to community housing program, and the HomesVic Shared Equity Scheme.</li> <li>/ Deliver programs and reform that increase outcomes-based funding in Victoria, including by delivering the Victorian Business Growth Fund with First State Super and VicSuper; and by implementing the Government's Partnerships Addressing Disadvantage initiative, building on the Social Impact Bond Pilot program.</li> <li>/ Develop and convert a pipeline of investment projects that align with the Government's economic priorities.</li> <li>/ Develop an investment attraction strategy that contributes to an overarching economic development strategy.</li> <li>/ Ongoing development of value propositions to provide investment collateral.</li> <li>/ Develop the Victorian Hydrogen Energy Supply Chain.</li> <li>/ Provide advice on increasing access to funding for small to medium-sized enterprises and startups.</li> </ul>
<p><b>Improve how Government manages its balance sheet, commercial activities and public sector infrastructure</b></p> 	<ul style="list-style-type: none"> <li>/ High-value high-risk projects have had risks identified and managed through tailored project assurance, policy advice and governance to increase the likelihood that projects are completed within agreed timeframes, budget and scope.</li> <li>/ Government business enterprises performing against agreed financial and non-financial indicators.</li> <li>/ Advice contributes to the achievement of Government policies and priorities relating to Victoria's balance sheet, commercial activities and public sector infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>/ Provide advice to Government on major infrastructure projects.</li> <li>/ Manage the Department's contribution to the Suburban Rail Loop.</li> <li>/ Oversee the commercial structuring of all public private partnership projects, particularly Footscray Hospital and North East Link.</li> <li>/ Lead reforms to optimise Victoria's infrastructure program.</li> <li>/ Implement the Market-led Proposals Guideline and lead stage one and two assessments.</li> <li>/ Continue to improve assurance and policies to support public infrastructure construction.</li> <li>/ Implement a centralised whole of Government working capital management process.</li> <li>/ Improve shareholder value from the Government's investment in public non-financial corporations and public financial corporations.</li> <li>/ Improve government land utilisation and accommodation efficiencies through policy reform opportunities.</li> <li>/ Identify opportunities to strengthen the State's balance sheet.</li> <li>/ Undertake Project Assurance Reviews to complement the Gateway process.</li> <li>/ Implement project system-wide improvements including developing the skills and capability that project teams and leaders need to succeed.</li> <li>/ Improve data efficacy and trend analysis to enhance assurance through project portfolio monitoring and oversight.</li> <li>/ Strengthen front end engineering and design processes within the Victorian Government's Gateway Project Assurance Framework.</li> </ul>
<p><b>Deliver efficient whole of government common services</b></p> 	<ul style="list-style-type: none"> <li>/ Benefits delivered as a percentage of expenditure by mandated agencies under DTF managed state purchase contracts, including reduced and avoided costs.</li> <li>/ Low vacancy rates for government office accommodation maintained.</li> <li>/ High-quality whole of government common services provided to Government agencies, as assessed by feedback from key clients.</li> </ul>	<ul style="list-style-type: none"> <li>/ Expand SSP advisory services to clients and Government including space management, asset management and security services.</li> <li>/ Implement the centralised accommodation management initiative across the existing client base delivering savings and efficiencies across the Victorian Government.</li> <li>/ Develop a fit-for-purpose relationship framework and customer interface for the management of government shared services.</li> <li>/ Review SSP's other service lines, library and transport solutions for alignment with SSP's business operating model.</li> <li>/ Implement the procurement reform program and develop and integrate whole of government policy, systems and capability.</li> <li>/ Implement a Social Procurement Framework.</li> <li>/ Increase procurement benefits for Victorian Government departments and agencies.</li> </ul>