



Corporate Plan 2018-22

Department of
Treasury and Finance



VICTORIA
State
Government

Treasury
and Finance



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Contents

04	SECRETARY'S FOREWORD
05	OUR COMMITMENT
07	OUR OPERATING ENVIRONMENT
09	OUR MEASURES OF SUCCESS
11	OPTIMISE VICTORIA'S FISCAL RESOURCES
12	STRENGTHEN VICTORIA'S ECONOMIC PERFORMANCE
13	IMPROVE HOW GOVERNMENT MANAGES ITS BALANCE SHEET, COMMERCIAL ACTIVITIES AND PUBLIC SECTOR INFRASTRUCTURE
15	DELIVER EFFICIENT WHOLE OF GOVERNMENT COMMON SERVICES
20	OUR RISK MANAGEMENT APPROACH
21	APPENDIX A: OUR ORGANISATION

Secretary's Foreword

The Department of Treasury and Finance (DTF) provides robust and impartial advice to the Victorian Government about the State's economic, commercial, financial, budget and resource management. Our analysis supports decisions on the most effective ways government funding can be used to make Victoria a better place to live, now and into the future.

DTF's *2018–2022 Corporate Plan* sets out our short and medium-term priorities that underpin our core measures for success. These measures commit DTF to strengthening Victoria's fiscal and economic position; improving how government manages its balance sheet, commercial activities and public sector infrastructure; and delivering efficient, value-for-money services to whole of government.

To support our staff to be high-performing leaders and achieve our core measures for success, we will continue to develop and implement strategies necessary to attract and retain talented people, and create a flexible, diverse and inclusive workforce.

As a central agency, we aspire to be a responsive and dynamic organisation and a leader in the Victorian public service. I look forward to working with our highly motivated staff, applying our capability and expertise to deliver on our priorities.

A handwritten signature in black ink, appearing to read 'D. J. Martine', written in a cursive style.

David Martine
Secretary

Our commitment

Vision

Excellence in financial and economic management – for a better Victoria.

Purpose

We strive for excellence in financial and economic management to improve the lives of all Victorians. We value our people and motivate them to lead, influence, collaborate and innovate.

Role

DTF provides economic, financial and resource management advice to help the Victorian Government deliver its policies, and supports the ministerial portfolios of the Treasurer and the Minister for Finance.

As a central agency, DTF works with all Victorian departments and agencies to ensure the Government's objectives are achieved.

Values

WE ARE INFLUENTIAL

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

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.

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 COLLABORATIVE

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

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.

Our commitment

People

DTF is committed to developing the capability of its people to support a high-performing, service-oriented organisation, positioned to improve financial and economic management.

We aspire to excellent leadership that attracts and retains staff.

We understand the value of our people as reflected in our People Strategy, which builds on our strong foundations to ensure we remain capable, responsive and agile.

The People Strategy aims to build capability and leadership through several key strategic initiatives to be implemented in 2019, including a tailored learning and development program for all people leaders across the Department and the development of a new capability framework, which will position the Department to meet current and future needs, attract great people as well as support them in their career development.

We have implemented a number of other strategic initiatives including a Diversity and Inclusion Framework, which currently includes an Aboriginal Employment Action Plan and an All Abilities Action Plan with additional diversity and inclusion plans to be developed in the future.

To support an inclusive and respectful workplace culture, we have a wide range of initiatives including training in disability awareness, resilience, communication, LGBTI awareness, respectful relationships, and managing bullying and harassment. We also have Aboriginal cultural awareness training, career planning workshops, cadetships, internships, job transfer and graduate programs. We have a target to achieve a 50:50 gender balance in our leadership roles, we offer flexible work practices and we have senior executives who champion these initiatives.

We provide and maintain a working environment that is safe. Our mental health and wellbeing charter is supported with a newly created Safe Space program, mental health first aiders, online mental health and

wellbeing training for managers as well as extended employee assistance services.

In addition, we have robust policies in key areas, including conflict of interest, risk management, procurement and protected disclosure for staff who speak up if they believe something is not right.

All staff understand their obligations under the Victorian Public Sector Code of Conduct. To support the preservation of DTF's integrity, staff attend a face to face Corporate Induction and complete mandatory compliance training which aligns with our values, legal requirements and diversity awareness.

Information and Communication Technology

DTF's updated ICT strategy is providing modern and capable tools for sound financial management and advice in a fast-changing operating environment. The ICT strategy also supports increasingly flexible work practices, ensures the security of our data and information, and enhances our records management systems.

Communications

DTF's Communications Strategy is currently being implemented. Its activities include:

- identifying and responding to DTF's emerging communication needs;
- identifying opportunities to improve current communication with internal and external stakeholders. This includes development and implementation of an internal communications strategy and the release of a new corporate website; and
- applying best practice to the way communication is delivered to strengthen DTF's reputation for what it does and why it is an employer of choice.

Our operating environment

Economic conditions in Victoria are strong, reflected in above-trend rates of economic and employment growth. Low interest rates, strong population growth, high labour force participation and a relatively low and stable dollar are driving growth across most parts of Victoria's economy, including household consumption and business investment. Importantly, the gains from this economic expansion have been broadly shared, with Gross State Product per capita continuing to rise.

Victoria has continued a successful transition toward an agile and dynamic services lead economy. Our economic performance leads the nation, with Victoria experiencing the strongest growth and employment outcomes in the Commonwealth.

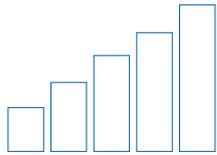
The Victorian Government expects DTF, as one of two central agencies, to lead the public sector to achieve high levels of performance and drive continuous improvements in how it delivers its work.

DTF will continue to build its capabilities, with a focus on deep thinking to underpin our advice. DTF's work program over the medium term will further build on our strong record by focusing on:

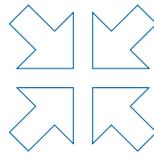
- helping the Victorian public sector deliver better services more efficiently, in the context of strong population growth and increasing demands for services;
- laying the foundations for a continued strong, sustainable financial position that enables the State to weather global downturns, declines in property market growth and unexpected shocks as well as positioning Victoria to receive a fair share of Commonwealth funding;
- promoting more competitive, productive and equitable economic performance for the State; and
- delivering more efficient and effective commercial activities, public sector infrastructure and whole of government common services for our strong and growing State.

The remaining sections of the *2018–21 Corporate Plan* outline how well DTF is placed to deal with current and future challenges and emerging opportunities.

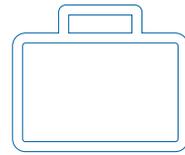
Our operating environment



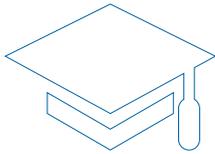
VICTORIA'S AVERAGE, ANNUAL GROSS STATE PRODUCT PER CAPITA IS POSITIVE AND IS TRENDING UPWARDS



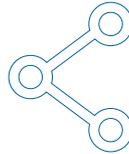
NET INTERSTATE MIGRATION AND POPULATION GROWTH IS THE HIGHEST OF ALL AUSTRALIAN STATES



HIGH RATES OF LABOUR PARTICIPATION AND EMPLOYMENT



CONTINUED DEMAND FOR HIGH EDUCATIONAL AND TRAINING OUTCOMES



TRANSITION TO BROADER-BASED SOURCES OF ECONOMIC GROWTH



HIGH COMMUNITY EXPECTATIONS FOR PUBLIC SERVICES IN THE CONTEXT OF A GROWING POPULATION



SOCIAL CHALLENGES, INCLUDING FAMILY VIOLENCE AND TRANSITION TO THE NATIONAL DISABILITY AND INSURANCE SCHEME



INCREASED CYBERSECURITY AND TERRORISM RISKS

Our measures of success

Our *2018-22 Corporate Plan* outlines our four departmental objectives that contribute to the Government's priorities. Our headline indicators provide a gauge of our progress.

Each of our divisions has responsibility to lead a single objective.

More detailed information on our departmental performance statement (i.e. the measures and targets that are used to help evaluate our performance) is published in Budget Paper No. 3 *Service Delivery*, available on our website.

Objectives	Headline Indicators
 <p>Optimise Victoria's fiscal resources</p>	<ul style="list-style-type: none"> ■ A net operating surplus consistent with maintaining general government net debt at a sustainable level. ■ General government net debt as a percentage of gross state product (GSP) to be maintained at a sustainable level. ■ Agency compliance with the Standing Directions under the <i>Financial Management Act 1994</i>. ■ Advice contributes to the achievement of Government policies and priorities related to optimising Victoria's fiscal resources.
 <p>Strengthen Victoria's economic performance</p>	<ul style="list-style-type: none"> ■ Economic growth to exceed population growth as expressed by GSP per capita increasing in real terms (annual percentage change). ■ Total Victorian employment to grow each year (annual percentage change). ■ Advice contributes to the achievement of Government policies and priorities relating to economic and social outcomes.
 <p>Improve how Government manages its balance sheet, commercial activities and public sector infrastructure</p>	<ul style="list-style-type: none"> ■ High-value high-risk (HVHR) 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. ■ Government business enterprises performing against agreed financial and non-financial indicators. ■ Advice contributes to the achievement of Government policies and priorities relating to Victoria's balance sheet, commercial activities and public sector infrastructure.
 <p>Deliver efficient whole of government common services</p>	<ul style="list-style-type: none"> ■ Benefits delivered as a percentage of expenditure by mandated agencies under DTF-managed state purchase contracts, including reduced and avoided costs. ■ Low vacancy rates for government office accommodation maintained. ■ High-quality whole of government common services provided to Government agencies, as assessed by feedback from key clients.

Our measures of success

Our divisions, groups and priorities

DTF comprises four divisions, representing 19 business groups. Information on the core functions and medium-term priorities of each group is provided over the following pages. For more detailed information about DTF refer to *Appendix A: Our organisation*.

The priorities highlighted over the following pages position DTF to meet its medium-term objectives in the context of our operating environment. The priorities reflect the key initiatives that will guide and frame the work of DTF from now to 2022.

Optimise Victoria's fiscal resources



The Budget and Finance Division leads the development of financial policy advice to Government and the Victorian public sector through detailed analysis of key policy priorities including resource allocation, financial risk and government service performance, financial reporting frameworks, and the State's budget position, to inform and support the publication of key whole of State financial reports and the annual state budget.

Business groups and core responsibilities

FINANCIAL REPORTING

Delivers advice on the financial reporting framework and accounting issues to support decision making; leads the production of government financial reporting publications including quarterly, mid year, annual and estimated financial reports; and management of the daily cash requirements for the public account.

BUDGET STRATEGY

Provides advice on the State's short to medium-term budget outlook and fiscal strategy, its financial and resource management frameworks, and the Government's wages policy.

PORTFOLIO ANALYSIS

Provides advice on resource allocation, financial risk and government service performance; and promotes sound financial management of the State's fiscal resources throughout the Victorian public sector.

Key short to medium-term priorities

- Prepare advice on the Victorian Government's fiscal strategy.
- Prepare and deliver the annual state budget.
- Strengthen public sector accountability, including the financial management and output frameworks.
- Strengthen public sector performance reporting and management.
- Lead Victorian public sector readiness for the implementation of a suite of major financial reporting changes.
- Drive efficiencies and effectiveness of government funding.
- Improve demand modelling to support sustainable funding across a range of service areas.

Strengthen Victoria's economic performance



The Economic Division leads the development of advice to Government on key economic and other priorities including regulatory reform, Government tax policy and intergovernmental financial relations to drive improvements in Victoria's productive and efficient resource allocation, competitiveness and equity across the Victorian economy.

Business groups and core responsibilities

ECONOMIC POLICY

Provides advice on macroeconomic conditions and policy; energy, resources and environmental policy; and regulation, planning and local government reform.

SOCIAL POLICY

Provides analysis and policy advice on outcome-based funding, health and human services, housing, demand forecasting, insurance (including WorkSafe and TAC), and whole of government occupational health and safety.

REVENUE

Provides analysis and advice on tax and gambling policy, intergovernmental financial relations and revenue forecasting.

STRATEGY AND REFORM

Provides analysis and policy advice on Victoria's economic strategy, whole of government risk, education, skills, justice transport and industry transition. The group also focuses on the regulation and delivery of the National Disability Insurance Scheme.

Key short to medium-term priorities

- Provide advice to Government on reform of tax and non-tax sources of revenue.
- Deliver policy advice to Government that supports attainment of energy security, reliability, affordability and sustainability in Victoria.
- Going to market for partners to develop two Partnerships Addressing Disadvantage, building on the Social Impact Bond Pilot program.
- Provide advice to Government on reducing red tape.
- Support implementation of the National Disability Insurance Scheme as Victoria transitions to the full scheme.
- Support the Victorian Secretaries Board on continual improvement in understanding and mitigating existing and emerging whole of government risks.
- Lead engagement with the Commonwealth Grants Commission on the 2020 methodology review, provide advice in respect to the Productivity Commission's Review of Horizontal Fiscal Equalisation and its implications, and collaborate across government on expiring and new National Partnership agreements.
- Further build economic modelling and forecasting capabilities to improve the Department's understanding of the potential impact of major economic events; improve accuracy of revenue forecasts; improve scenario testing capability; cost benefit analysis; and expand capacity to forecast demand for government services.
- Deliver best practice quantitative skills and approaches to economic modelling in DTF.

Improve how Government manages its balance sheet, commercial activities and public sector infrastructure



COMMERCIAL
DIVISION

The Commercial Division leads the development of strategic commercial and financial advice to Government to support key decisions regarding the State's financial assets and liabilities and infrastructure investment opportunities to drive improvement in public sector commercial and asset management, and the delivery of infrastructure for the State.

Business groups and core responsibilities

INFRASTRUCTURE POLICY AND ASSURANCE

Provides advice to Government and guidance to departments on infrastructure investment, construction procurement and other major commercial projects.

FINANCIAL ASSETS AND LIABILITIES

Provides advice and reports on the State's financial assets and liabilities and associated financial risks, including the State's investments, debts, unfunded superannuation, insurance claims liabilities, and oversees the registration and regulation of rental housing agencies.

COMMERCIAL TRANSACTIONS

Provides commercial and strategic advice on complex, non-infrastructure transactions on behalf of Government. This includes assessing and leading asset recycling opportunities.

INFRASTRUCTURE DELIVERY

Provides commercial, financial and risk management advice to Government and guidance to departments regarding Partnerships Victoria projects and other complex procurements. Implement the Market-led Proposals Guideline to facilitate new and innovative private sector initiatives.

SHAREHOLDER ADVISORY SERVICES

Provides governance oversight of government business enterprises (GBEs) and advice to Government, departments and agencies relating to GBEs' strategic direction and performance, significant capital expenditure proposals, dividends and capital repatriations.

Provides advice to Government on whole of government land management reform, coordination of government land sales and office accommodation for the public service, and management of the Greener Government Buildings program.

OFFICE OF PROJECTS VICTORIA

The Office of Projects Victoria (OPV) is an administrative office of DTF that aims to improve government project development and implementation. OPV is responsible for monitoring the delivery of major infrastructure projects; providing technical, scope and cost advice; and building capability and skills in project development and delivery across government.

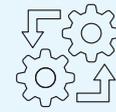
Improve how Government manages its balance sheet, commercial activities and public sector infrastructure



Key short to medium-term priorities

- Oversee the commercial structuring of public private partnership (PPP) projects, particularly North East Link, and implement stages 1 and 2 of the Market-led Proposals Guideline.
- Continue efforts to improve and streamline infrastructure procurement, policy and procedures.
- Support government in meeting land sales property targets.
- Deliver centralised banking and cash management reform for all general government sector agencies.
- Implement the Victorian Social Housing Growth Fund, *HomesVic* and the Building the Financial Capacity of Housing Associations initiatives.
- Continue to improve assurance and policies to support public infrastructure construction.
- Identify opportunities to optimise balance sheet management.

Deliver efficient whole of government common services



CORPORATE AND
GOVERNMENT
SERVICES DIVISION

The Corporate and Government Services Division leads the delivery of integrated and service-oriented whole of government services, policies and initiatives to achieve value for the Victorian public sector.

Business groups and core responsibilities

STRATEGIC SOURCING

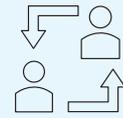
Provides whole of government procurement and strategic sourcing solutions to achieve best value for the Victorian Government; procurement policy leadership through the Secretariat of the Victorian Government Purchasing Board; and management of the Standard Motor Vehicle policy, VicFleet operations and the finance lease facility for government departments and agencies.

SHARED SERVICE PROVIDER

Applies shared service expertise and public sector knowledge to the delivery of strategic, efficient, fit-for-purpose and effective shared services, giving clients confidence to focus on their core business. Services include facilities and accommodation management, and car pool and library services to all Victorian Government departments and agencies.

Key short to medium-term priorities

- Develop fit-for-purpose accommodation strategies for clients and lead a whole of government strategy on accommodation security.
- Manage the contract for outsourced real estate and facilities management services, delivering innovation and value-add analytics and services to drive efficiencies and effectiveness across whole of government office accommodation.
- Expand service delivery depth and breadth with the existing, and potential, portfolio in the pursuit of fleet opportunities and an expanded reach of accommodation management to mid-sized clients.
- Commence client advisory services with launch of space management and asset management services.
- Implement the Social Procurement Framework and develop and integrate whole of government policy, systems and capability.
- Increase procurement benefits for Victorian Government departments and agencies.
- Review the operation of the State Resource Information Management System and develop a strategy to ensure it will address the future needs of government.



CORPORATE AND GOVERNMENT SERVICES DIVISION

Supporting our business

The Corporate and Government Services Division (CGSD) leads programs to strengthen corporate governance and risk management, and develops strategies to ensure the provision of integrated and coordinated services, processes and systems. The CGSD works alongside all DTF divisions to promote a high-performance culture based on continuous improvement.

Business groups and core responsibilities

CORPORATE FINANCE

Provides a range of statutory and management accounting services to DTF and a number of client agencies as a shared service including the Department of Premier and Cabinet, Independent Broad-based Anti-corruption Commission and the Essential Services Commission. Functions include financial and budget management, statutory reporting, fixed asset management, tax compliance, and trust governance. The group also administers the Community Support Fund and the Natural Disaster Recovery and Relief Trust.

LEGAL SERVICES

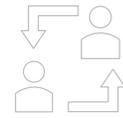
Provides advice on legal issues affecting the Department, and assists with preparing legislation across DTF. The group also supports the Department by providing high-level management of external legal services.

CORPORATE DELIVERY SERVICES

Ensures DTF has the capability, tools and systems to support a flexible workforce and to effectively service government. The group includes responsibility for DTF's people, accommodation needs, Information Communications Technology (ICT), planning, audit and risk, integrity, Cabinet services and freedom of information. The group also manages responses to Public Accounts and Estimates Committee inquiries. A number of our teams also have whole of government responsibilities, including supporting the State Resource Information Management System and the whole of Victorian Government Intellectual Property Policy.

STRATEGIC COMMUNICATIONS

Provides expert communications services, and event and issues management advice to assist DTF to effectively implement its projects and programs.



CORPORATE AND
GOVERNMENT
SERVICES DIVISION

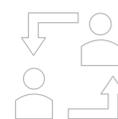
Supporting our business

Key short to medium-term priorities

- Implement the 2018-22 People Strategy.
- Continue to implement an Information Communications and Technology (ICT) Strategy including the roll out of new fleet, CM9 redesign, electronic workflow and uplift to meeting room technology.
- Review DTF's accommodation needs in the context of supporting a flexible workforce.
- Enhance delivery of corporate services by reviewing the Corporate Delivery Services operating model, establishing corporate service centres of excellence, creating a framework for analytics and reporting, and centralising help desk services.
- Review the business model for corporate shared services to support effective service delivery to other entities.
- Implement the Enterprise Resource Planning financial system.
- Review and consider expansion opportunities for finance shared service arrangements to client agencies.
- Implement the Asset Management Accountability Framework requirements and governance.
- Continue to embed a culture of integrity and ethics in all aspects of our business.
- Enhance procurement technology and data solutions to streamline procurement operations and support government procurement policy.
- Continue to deliver on DTF's Communications Strategy 2017-20, and develop and implement a new internal communications strategy.
- Continue to improve DTF's digital channels.

Key to the delivery of our objectives for Government is the need for a strong, capable and resilient Department. In order to attract and retain the best people, DTF is committed to maintaining a flexible and diverse workplace. To achieve excellence in financial and economic management to improve the lives of all Victorians, we value our people and motivate them to lead, influence, collaborate and innovate.

DTF strives to be an employer of choice, attractive to employees from across all sectors, who want the opportunity to work flexibly.



CORPORATE AND
GOVERNMENT
SERVICES DIVISION

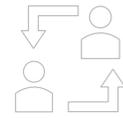
Supporting our business

Financial outlook

The forward estimates represent the allocation of resources to support the delivery of DTF's key priorities and ongoing delivery of economic, commercial, financial, budget and resource management outputs.

DTF operating statement				
<i>Estimates (\$ million)</i>				
	2018-19	2019-20	2020-21	2021-22
Net result from continuing operations				
<i>Income from transactions</i>				
Output appropriations	349.2	330.8	324.9	325.0
Sales of goods and services	14.8	14.8	14.8	14.8
Other income	34.9	35.1	34.2	34.2
Total income from transactions	398.9	380.7	373.9	374.0
<i>Expenses from transactions</i>				
Employee benefits	153.2	157.5	154.8	154.9
Depreciation and amortisation	25.0	22.8	22.9	23.1
Interest expense	0.2	0.2	0.2	0.2
Grants and other transfers	42.6	32.6	30.7	30.7
Capital asset charge	63.0	62.9	62.8	62.4
Other operating expenses	110.0	99.8	97.6	97.8
Total expenses from transactions^(a)	394.0	375.8	369.0	369.1
Net result from transactions (net operating balance)	4.9	4.9	4.9	4.9

(a) Source: Department of Treasury and Finance, as at 25 May 2018. This table includes the financial estimates for the State Revenue Office and the Essential Services Commission.



CORPORATE AND
GOVERNMENT
SERVICES DIVISION

Supporting our business

Assets

DTF acts as the landlord, on behalf of the owner the Minister for Finance, for 17 office buildings across metropolitan Melbourne and regional Victoria. This office space provides 92 847 m² of net lettable area and is tenanted by a variety of departments and agencies.

Rental income from these properties is deposited into the Government Accommodation Trust, which is used to fund costs associated with these buildings.

DTF asset management strategies address ongoing maintenance and long-term investments in asset renewals, with the target of delivering fit-for-purpose accommodation for public servants in a cost-effective and sustainable manner.

DTF manages an approximate \$9 million annual asset maintenance and upgrade program in conjunction with the Shared Service Provider. DTF conducts an audit of its owned building assets every five years, which identifies a five-year forward capital program based on building risk and *Disability Discrimination Act 1992* (Cth) requirements. The program of works is reviewed annually by the DTF-owned Building Steering Committee, which, based on the advice of the Facilities Manager, makes appropriate adjustments to the program.

For further information on DTF's approved asset (and output) investment initiatives, please refer to Budget Paper No. 3 *Service Delivery*, available on our website.

Our risk management approach

Effective risk management underpins the achievement of our purpose and priorities.

Our risk management policy aims to:

- integrate risk management into the Department's planning, reporting and performance measurement and day-to-day operations;
- provide a robust structure and process for the identification, assessment and control of the Department's risks;
- inform management of the likelihood and impact of risk, including protection against financial loss, fraud, under-delivery of products and services, and damage to reputation;
- enable DTF to seize new opportunities and challenges, better positioning the organisation to achieve its vision and objectives and in doing so, enhance its reputation and performance;
- provide formal accountability for risk management that is consistent across DTF; and
- focus our risk management around DTF's seven strategic risks related to: capability, resource allocation, governance, workplace culture, stakeholder relations, ministerial expectation, and quality of advice.

Better integration between planning and risk

DTF undertakes an annual review of its risk profile (i.e. all risks relating to the Department). The review comprises discussions with risk owners on the nature and severity of existing risks, emerging risks, weaknesses, and opportunities and threats that may impact DTF achieving its objectives. These consultations also provide an opportunity to discuss risk appetite and tolerance. Risk management is integral to all organisational processes and DTF fosters strong linkages between the risk and planning functions within the Department.

Controls review framework

DTF has implemented a risk controls review framework following consultation with the Victorian Managed Insurance Authority. The framework was presented to the Department's Audit and Risk Committee in November 2017. This framework strengthens the integration of controls and control assessments within the Department's risk management framework through regular engagement with risk owners to scrutinise control ratings and assess control strength and effectiveness.

A key part of DTF's review of risk controls involves the alignment of controls to the root causes of risk in order to mitigate the risk's potential impact on organisational objectives.

DTF also seeks to spread awareness of risk across the Department, mainly through informal 'brown bag' discussions with teams, and the recent introduction of a risk culture series that invites leadership and risk management experts to talk at regular events.

Appendix A: Our organisation

Governance

DTF is responsible for supporting the Treasurer and Minister for Finance in discharging their accountability to Parliament for the overall financial management performance of the State and the Victorian Government's obligations under the *Financial Management Act 1994* (FMA).

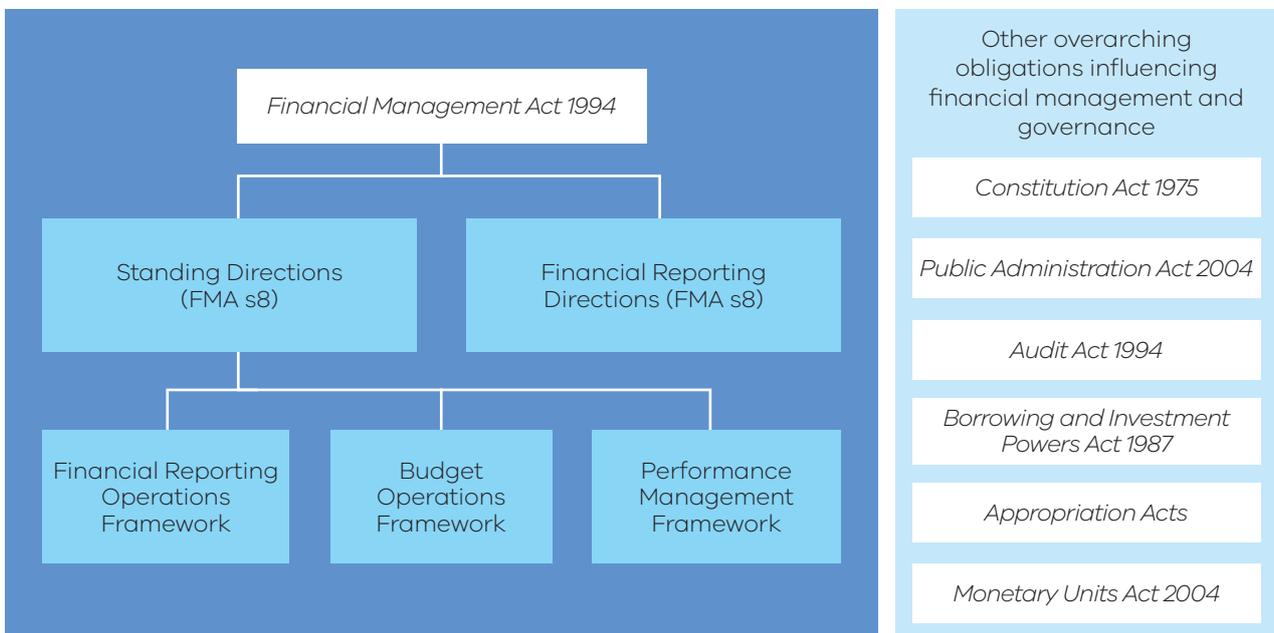
The FMA sets the financial management accountability, reporting and financial administration obligations of the Government and the Victorian public sector.

The primary source of authority for the collection and use of public resources is the *Constitution Act 1975*, supported by the FMA, the *Audit Act 1994* and the *Public Administration Act 2004*. These Acts and the supporting instruments made under them hold agencies accountable for the use of the resources provided to them.

The diagram below sets out our financial management framework hierarchy. The Secretary is responsible for discharging DTF's duties of the financial management framework.

The Treasury and Finance Board and its sub-committees support the Secretary to fulfil our obligations to the Victorian Government and enhance accountability:

- **Treasury and Finance Board** – provides strategic focus and oversight to DTF;
- **Audit and Risk Committee** – provides independent assurance to the DTF Secretary that the Department's risk and control environment is operating efficiently and effectively, consistent with DTF's risk management framework;
- **Knowledge Management Committee** – advises and makes recommendations to the Treasury and Finance Board on appropriate knowledge management strategies, designed to enhance access to and sharing of business-critical information and knowledge;
- **People Committee** – advises the Treasury and Finance Board on people, culture, capability and communication matters. It also provides leadership to the Department and supports the delivery of people and culture-related initiatives which assist in the achievement of DTF's objectives and organisational goals; and
- **Remuneration Committee** – oversees DTF's approach to recruitment and executive remuneration across the Department.





Treasury
and Finance