



Australian Government
The Treasury

TSY/AU

Treasury

Corporate Plan

2018-19

Secretary's introduction

The Corporate Plan is prepared in accordance with paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and can be read in conjunction with Treasury's Portfolio Budget Statements 2018–19.

The plan sets out Treasury's purpose, operating context and priorities for the next four years (2018–19 to 2021–22).

Our purpose

To support and implement informed decisions on policies for the good of the Australian people, consistent with achieving strong, sustainable economic growth and fiscal settings.

We achieve our purpose by providing advice, analysis and legislation to the Government that aim to support the effective management of the Australian economy by:

- Promoting a sound macroeconomic environment.
- Promoting effective government spending arrangements that contribute to overall fiscal outcomes and influence strong, sustainable economic growth.
- Developing effective taxation and retirement income arrangements consistent with the Government's reform priorities.
- Developing well-functioning markets that encourage consumer and investor confidence.
- Supporting effective and sustainable structural reform.



Treasury pursues its purpose through four broad objectives:

- Promoting fiscal sustainability.
- Increasing productivity.
- Securing the benefits of global economic integration.
- Efficient administration of Treasury portfolio functions.

This plan provides an overview of Treasury's operating context, stakeholders, capability and governance arrangements, as well as the key priorities for each of our objectives in support of our purpose.

We will measure and report on our progress and success against the performance measures articulated in this plan in our 2018–19 Annual Performance Statement published in our 2018–19 Annual Report.

Philip Gaetjens
Secretary to the Treasury

Secretary's introduction

About Treasury

Promoting fiscal sustainability

Increasing productivity

Securing the benefits of global economic integration

Capability

Risk management

Performance measures

Compliance index

About Treasury

Our operating context

As the Government's pre-eminent economic adviser, Treasury seeks to support Australia's economic outcomes in a dynamic global environment. The international context is one of volatility and change, and Australia is not immune to this. Treasury will continue to adapt to these emerging pressures and opportunities by evaluating the landscape, engaging with stakeholders to understand their priorities and concerns, and driving innovation in policy, legislation and regulatory reform.

It comes as no surprise that many of the drivers affecting Treasury's environment are economic. Australia's overall fiscal outlook remains strong, and is being supported by a pick-up in economic growth in Australia, and broad-based growth in the rest of the world. The Australian economy has coped remarkably well with the decline in commodity prices and the associated decline in mining investment over recent years. Growth in the domestic economy is becoming increasingly broad-based, and is expected to remain so.

Despite this strong outlook, a number of challenges remain. Productivity growth has been relatively weak, which flows through to slower income growth. This has contributed to strong community concern in relation to cost of living, including housing affordability and the cost of essential services such as energy. Low income growth has also given rise to perceptions of inequality that diverge from what the data indicate. There are also a number of risks to the international outlook, including faster-than-expected tightening of monetary policy in some advanced economies, geopolitical uncertainty and intensifying trade tensions.

Other factors also impact on our ability to achieve our purpose. These centre around issues that have the potential to significantly affect the operation and stability of markets, such as the declining trust in institutions and inequality exacerbated by dislocations in markets, or issues that impact on our work practices.

As a key stakeholder in the financial system, Treasury is attuned to the observations and opportunities for reform arising from the Royal Commission into Misconduct in the Banking, Superannuation and Financial Services Industry. The Royal Commission follows increasing scrutiny on banking and financial services institutions and is partially a result of growing community concerns about the regulation of markets and the economy, possibly heightened due to cost of living and housing cost pressures.

The growth of automation is expected to be a major factor in the coming decades, with both positive (increased productivity and improved consumer outcomes) and negative (workforce dislocation and heightened information management risk) consequences on the economy.

The Government has announced a review of the Australian Public Service to support the service to adapt to a changing world, and operate more efficiently and effectively. Treasury supports the review and will closely monitor its findings.

Secretary's introduction

About Treasury

Promoting fiscal sustainability

Increasing productivity

Securing the benefits of global economic integration

Capability

Risk management

Performance measures

Compliance index

As a policy adviser, Treasury recognises a heightened pace of change and that we offer advice in a more contestable environment. Governments are now increasingly sourcing advice and other services, traditionally delivered by the public service, from outside the public sector. In order to remain the Government's trusted and pre-eminent economic adviser, Treasury must demonstrate its value by delivering advice that is timely, impartial, evidence-based and high quality.

Treasury also manages the development and implementation of an appropriate and robust portfolio legislative program, in accordance with the Government's priorities. Currently, and into the foreseeable future, this will centre around realising the Government's tax, superannuation, financial system, corporate, consumer protection, competition, and housing policy objectives.

In addition, Treasury has a role in regulating Australia's foreign investment system. Treasury works closely with agencies to identify and manage national interest risks, while recognising the important benefits foreign investment brings to Australia.

Treasury has served the Government well for over a century by providing solid fiscal, revenue and economic policy advice, analysis, legislation and regulatory reform, and the stewardship of major changes in our economy. As we move through our second century, we must innovate, demonstrate our value, and pursue opportunities related to a changing world, to continue to be the Government's trusted adviser on the economy and economic policy.

Our people and organisation

Treasury's success as an adviser to government is dependent on the quality of our workforce. Our employees are our most valuable asset and give us our competitive edge. We rely on innovative sourcing to provide a workforce that is knowledgeable, engaged and skilled. We are also adapting our culture and processes to embrace an interconnected, more diverse and outwardly focused mindset.

In addition to Treasury's Canberra office, we have offices in Sydney, Melbourne and Perth. These offices enable Treasury to better understand the economy across all states, territories and regions and help to form stronger relationships with stakeholders and the wider community, source a more diverse workforce and strengthen our organisational capability.

Treasury is structured into six groups: Fiscal, Macroeconomic, Markets, Revenue, Structural Reform, and Corporate Services and Business Strategy. We aim to run our corporate functions efficiently and effectively in a way that enables and adds value to Treasury's core business areas.

Treasury also has officers deployed overseas who provide important input into our advice to the Government and represent Australia's interests abroad. Officers are posted in Beijing, Jakarta, London, New Delhi, Paris, Tokyo and Washington D.C. We also have staff in Indonesia and Papua New Guinea who work with Ministry of Finance counterparts in those countries.

Secretary's introduction

About Treasury

Promoting fiscal sustainability

Increasing productivity

Securing the benefits of
global economic integration

Capability

Risk management

Performance measures

Compliance index

Our stakeholders

Treasury operates in a complex and challenging environment, with a broad and diverse range of stakeholders. We have provided greater opportunities for stakeholders to contribute directly to policy development, the quality of our advice and policy outcomes. By adopting a best practice approach to this work, as well as conducting formal evaluations and reviews periodically to inform the ongoing effectiveness of our communication, we aim for continuous improvement.

Treasury delivers significant government communications to the Australian community on major policies and initiatives. Following the successful implementation of the new format for Budget stakeholder engagement in 2018, we will continue the strong emphasis on timely and relevant communication of the Budget to broad audiences through forums such as Budget roadshows.

A key priority for Treasury is to maintain and build solid working relationships with government departments (State and Commonwealth), regulators, industry, consumers, policy commentators, thought leaders, academics and community groups across policy issues to build partnerships that inform and influence policy decisions and outcomes.

While the role of Treasury is well understood by those who have direct contact with the department, we recognise the opportunity to build our reputation more broadly, both in Australia and internationally. Leveraging our presence outside Canberra, we will continue to strengthen Treasury's links with the business community, non-government organisations, academia and other policy-focused institutions and consumers.

Engagement at regional and local levels enables us to see first-hand the economic potential of regional Australia, while our international engagement through international bodies and financial institutions supports Australia's economy in a globalised and interconnected environment. Our annual Regional Engagement Plan complements our policy remit, and embeds structured regional outreach across the department.

Our university engagement efforts facilitate knowledge and expertise sharing, and promote Treasury's work in universities across Australia. A priority activity for 2018-19 will be to develop a whole-of-Treasury university engagement program which integrates with our corporate objectives, including regional engagement.

Promoting fiscal sustainability

Overview

Our principal strategic priority is to assist the Government in the execution of its fiscal strategy to maintain the economic prosperity and welfare of Australians, as mandated under the *Charter of Budget Honesty Act 1998* (the Charter).

Treasury's role is to provide high-quality advice to portfolio ministers in the formulation of the fiscal strategy, budget position, and in relation to government taxation policy and implementation of taxation legislation. This includes delivering sound assessments of domestic and international economic conditions and the economic outlook to underpin the Government's fiscal estimates, and advice on the macroeconomic opportunities and consequences of policy options. Ongoing fiscal reform to maintain a sustainable fiscal position is challenging as many variables, including interest rates, commodity prices and global events, are outside of the Government's direct control.

Australia has a relatively strong fiscal position by international standards. Long-term challenges remain as the economy continues its transition away from a mining investment boom to broader-based growth. Those challenges include managing historically high levels of government debt, effectively delivering financial assistance to State and Territory Governments, and working towards ensuring fiscal settings across government are sustainable, efficient and effectively targeted.

We also add to public understanding of revenue and fiscal matters by providing high-quality communications to support the Budget.

Priorities

In 2018–19, and over the forward estimates, we will:

- Co-ordinate the preparation of the Commonwealth Government Budget and other documents required under the Charter, including the Mid-Year Economic and Fiscal Outlook (MYEFO) and the Final Budget Outcome, to a high level of quality, timeliness and security.
- Co-ordinate the preparation of the Pre-Election Economic and Fiscal Outlook (PEFO), to a high level of quality, timeliness and security.

- Provide high-quality, influential and timely advice to the Government on:
 - The economic outlook.
 - Fiscal strategy and the budget position.
 - Tax-related issues.
 - Commonwealth-State relations.
 - Spending proposals.
 - Australia's retirement income system.

Secretary's introduction

About Treasury

Promoting fiscal sustainability

Increasing productivity

Securing the benefits of
global economic integration

Capability

Risk management

Performance measures

Compliance index

- Manage and deliver the Treasury portfolio legislative program in accordance with the Government's priorities by developing the Government's tax and policy decisions into law, including support for the Government's superannuation legislative program and housing policy.
- Support efficient and effective Commonwealth-State relations by maintaining high-quality relationships, ongoing custodianship of the payments and Intergovernmental Agreement on Federal Financial Relations framework, and making timely and accurate payments to the states and territories.
- Develop and embed a peer-reviewed operational overlapping generations model of Australia, in order to strengthen our ability to analyse the macroeconomic opportunities and consequences of policy options and articulate the model's capabilities within Treasury and to other relevant stakeholders.
- Develop and embed a peer-reviewed operational macroeconomic model of Australia to support the provision of sound assessments of the economic outlook.
- Draw on a range of statistical and administrative data sets, provide revenue forecasts and estimates of the macroeconomic, fiscal and distributional impacts of policy changes.

Secretary's introduction

About Treasury

Promoting fiscal sustainability

Increasing productivity

Securing the benefits of global economic integration

Capability

Risk management

Performance measures

Compliance index

Increasing productivity

Overview

Productivity is the single most important determinant of economic growth and living standards in the long-term. Higher productivity means our businesses are more efficient and competitive on a global stage, with a flow-on effect to increased household incomes. As productivity growth remains uncertain globally, the need for governments to make good policy choices is accentuated. While our productivity performance in recent years is in line with the historical average, there remains a longer-term need to boost productivity to support living standards given the previous beneficial impacts from terms of trade and the population are waning.

There is also an ongoing need to ensure competition is maintained through well-functioning markets and regulatory arrangements. These also help support productive development, consumer confidence and assist governments to address economic challenges. As part of this, the work of the Australian Government Actuary, in relation to actuarial and related policy advice, assists government agencies to quantify risks and make informed decisions. In addition, the work of the Takeovers Panel supports the efficient, competitive and informed market for corporate control.

Priorities

In 2018–19, and over the forward estimates, we will:

- Provide high-quality, influential and timely advice to the Government on:
 - Policy processes and reforms that promote sound corporate practices, remove impediments to competition in product and services markets, and safeguard the public interest in consumer protection and Australia's national interest in foreign investment.
 - Policies that support the economy being more productive, adaptable and resilient, including on foreign investment and the financial system, such as providing submissions to the Royal Commission into Misconduct in the Banking, Superannuation and Financial Services Industry and supporting the Government's response to its report when delivered.
- Taxation settings that ensure revenues to fund government services are raised at least cost to the economy.
- Policies that remove barriers and improve incentives for firms to compete, innovate and increase choice and benefit for consumers, including leveraging digital technologies and data.
- Supporting efficient spending on and use of infrastructure, including transport, energy and communications.
- Managing effective change in regions and industries (specifically in agriculture, communications, energy, environment, transport and for small business), while considering equity and transactional impacts.

Secretary's introduction

About Treasury

Promoting fiscal sustainability

Increasing productivity

Securing the benefits of global economic integration

Capability

Risk management

Performance measures

Compliance index

- Where structural reform efforts should be focused in the current economic and political context to make the economy more productive, adaptable and resilient.
- Ensuring regulation focused on firms is fit-for-purpose and flexible, and compliance is as simple as possible.
- Supporting relevant portfolio institutions and regulators.

- Manage and deliver the Treasury portfolio legislative program in accordance with the Government's priorities. We will do this by implementing the Government's financial system, corporate law and consumer policy legislative agenda, including the final steps of the Government's response to the Financial System Inquiry.
- Work with regulators, consumers, industry participants and other policy thinkers to build partnerships that inform and influence policy decisions and outcomes.

- Lead Treasury-wide research and analysis, including using firm-level data, to support policy advice to improve Australia's productivity performance.
- Implement the Government's comprehensive housing affordability plan, including supporting the operation of the National Housing Finance and Investment Corporation.
- Implement the Government's small business regulatory reform agenda and settling the final stages of the National Partnership Agreement on Asset Recycling.
- Manage policy and program reviews as required, including the Food and Grocery Code, Asset Recycling Initiative and Competitive Neutrality Policy.
- Modernise government business registers and identify digital opportunities to further improve government infrastructures for business and enhance government service delivery with digital ID for citizens.

Secretary's introduction

About Treasury

Promoting fiscal sustainability

Increasing productivity

Securing the benefits of global economic integration

Capability

Risk management

Performance measures

Compliance index

Securing the benefits of global economic integration

Overview

Treasury promotes strong, sustainable economic growth by advising Treasury ministers on all matters of macroeconomic importance including the international context in which we operate. We advise on changes in the international tax framework and the way Australia's tax policy settings and regulations influence the integration of the economy. We also advise on and promote Australia's interests in the international arena, including through advocacy for global economic openness and supporting regional and global macroeconomic stability.

Our advice and advocacy are informed by attending officials' level international meetings within the G20 and Asia-Pacific Economic Cooperation (APEC) forums, as well as through international financial institutions like the International Monetary Fund (IMF), World Bank, Asian Infrastructure Investment Bank and public investment funds.

In an increasingly complex and rapidly evolving global context, we must anticipate current and future analytical needs, and build and maintain the right mix of capabilities and technical tools.

Priorities

In 2018–19, and over the forward estimates, we will:

- Provide timely reporting on key international developments, information notes assessing their implications for Australia and advice on ways to proactively protect and pursue Australia's interests, in particular, on trade and foreign investment.
- Advocate and advance Australia's interests through the G20 and the international financial institutions, specifically open trade, a resilient international financial system, best practice for infrastructure financing and governance, and the stability of the Pacific region.
- Advise on and advocate Australia's position in regard to international tax frameworks and specific policy approaches.
- Ensure a safe and inclusive workplace for our staff, including physical safety for staff travelling or posted overseas.
- Assess foreign investment proposals consistent with the requirements of the *Foreign Acquisitions and Takeovers Act 1975*, and ensure Australia's foreign investment framework is clearly communicated to potential investors and our administration is efficient.

Secretary's introduction

About Treasury

Promoting fiscal sustainability

Increasing productivity

Securing the benefits of
global economic integration

Capability

Risk management

Performance measures

Compliance index

Capability

Workforce capability

Treasury's success is dependent on the quality, approach and culture of our workforce. Our employees are our most valuable asset and give us our competitive edge. We rely on our people's knowledge, competence and expertise to build organisational capability, so we can successfully maintain our position as the Government's pre-eminent economic adviser.

In 2017–18 we implemented a revised Performance Development System (PDS). The PDS enables organisational performance by improving employee engagement, driving a high-performance culture centred on regular, real-time feedback, with an individualised development focus for all employees. It allows us to reward and recognise individuals who demonstrate high performance and desired behaviours.

In 2018–19, and over the forward estimates, we will continue to invest in the development of our critical capabilities to deliver outcomes. Priorities include:

- Continuing to invest in learning and development opportunities to ensure our employees have the right balance of technical and professional competence to meet demands now and into the future.
- Building on existing successful strategies to attract and retain high-calibre people with a breadth of experience and the diversity to ensure our workforce reflects the expectations of the Australian community. Through these strategies we will be better able to devise innovative and practical solutions to policy challenges, including through secondment programs and talent partnerships.

- Maintaining and developing our current cohort of leaders, while building a healthy pipeline of future talent who can lead the organisation in years to come.
- Further enhancement of performance approaches and metrics.

Strategic leadership, supported by agility in our decision-making processes and collaboration with all stakeholders, will ensure we continue to achieve the high levels of organisational performance required to deliver our outcomes.

Information and communications technology

Treasury requires contemporary and fit-for-purpose information and communications technologies (ICT) that allow our staff and stakeholders to collaborate efficiently, effectively and securely.

Treasury will plan for and adapt to digital capability and innovation as well as disruption in the ICT sector through targeted investment in programs and services in accordance with our ICT Strategic Plan 2018–21. Key initiatives include improving functionality of mobility platforms, upgrading key productivity tools, improving service through a new service management tool, and automation and revision of supporting processes.

Secretary's introduction

About Treasury

Promoting fiscal sustainability

Increasing productivity

Securing the benefits of
global economic integration

Capability

Risk management

Performance measures

Compliance index

Treasury will also seek to enable an ICT environment that favours a 'one Treasury' approach, where staff working across groups and geographical locations can seamlessly communicate in the appropriate format in real-time. Implementation of secure telephony and enhancements to video conferencing will support improved collaboration within Treasury.

During 2018-19, and into the future, we will seek opportunities to consolidate in-house data centres into commercial data centres to improve the resilience of Treasury systems, provide a platform to better leverage cloud services and reduce overheads for data centre management.

We will also continue to seek opportunities that:

- Increase staff efficiency.
- Align our ICT strategy to whole-of-government initiatives.
- Enable greater collaboration with stakeholders internally and externally through greater access to communication methods.
- Enhance governance and oversight of ICT design and procurement activities through use of appropriate frameworks.

Secretary's introduction

About Treasury

Promoting fiscal sustainability

Increasing productivity

Securing the benefits of
global economic integration

Capability

Risk management

Performance measures

Compliance index

Risk management

Treasury's approach to risk management seeks to clarify our environmental context, understand the drivers of uncertainty that arise in the delivery of our outcomes, facilitate informed decisions based on relevant and timely information, prepare our workforce to be measured yet agile in our response to emerging issues, and pursue opportunities for innovation where evidence demonstrates its contribution to improved outcomes for the Australian people.

Treasury's risk policy, framework and tools provide direction and support to all staff on effective risk management practices. These are maintained to ensure they remain fit-for-purpose and compliant with the Commonwealth Risk Management Policy and the requirements of the PGPA Act. Our risk management program embeds a strong risk culture through four elements:

Leadership

The Executive Committee monitors the strategic risk environment and regularly discusses it in the context of Treasury's priorities, operating environment, resourcing and capability needs.

Treasury has a Chief Risk Officer and Risk Working Group members embedded within each group to drive consistent risk processes and attitudes.

All senior leaders set the tone from the top and empower staff by:

- Defining and communicating Treasury's risk appetite and behavioural expectations.
- Integrating risk management into strategic planning and decision making.
- Understanding business risks and opportunities and guiding staff to manage them.

Behaviour

Treasury promotes and recognises the behaviours which underpin our desired culture including support for:

- Evidence-based planning, advice and decision-making.
- Exercising sound judgment as to how risk is managed and pursued.
- Courage to progress new and different ways of doing things where it makes good business sense.
- Sharing learning from successes, near misses and failures.
- Actively working with stakeholders to manage shared risks.

Systems and oversight

Systems of risk reporting are in place to enable the Audit Committee and the Executive Committee to monitor critical and emerging risks and the shifting nature of Treasury's risk profile.

Treasury's Internal Audit Plan, updated annually, is designed to test the rigour of Treasury's risk controls and mitigation strategies.

At the operational level, risk management plans and reports are fit-for-purpose and relative to the level of complexity involved, avoiding unnecessary red tape or risk aversion.

Capability

Staff develop risk capability on-the-job through a number of formal and informal development options:

- A risk toolkit provides a suite of practical resources for all staff.
- Targeted development opportunities for senior leaders, managers, entry level and new staff.
- An enterprise risk team to provide support and advice.
- Risk champions embedded within the business to promote consistent risk practices.

Secretary's introduction

About Treasury

Promoting fiscal sustainability

Increasing productivity

Securing the benefits of
global economic integration

Capability

Risk management

Performance measures

Compliance index

Performance measures

Measure	Target 2018–19	2019–22
Feedback from Treasury portfolio ministers and assistant ministers shows satisfaction with the overall quality of advice received.	Majority of feedback received to indicate satisfaction with the quality of advice received. Strive for stakeholders' agreement that Treasury makes a positive contribution to public policy.	As per 2018–19
Management, development and delivery of the legislative program in accordance with the relevant legislative requirements and guidance, including timeframes.	Ensuring the legislative program is delivered within the required timeframes and the quality of legislation implemented meets a satisfactory standard, allowing for unforeseeable events.	As per 2018–19
Delivery of macroeconomic models of Australia and articulation of their capabilities within Treasury and to other relevant stakeholders.	Develop and maintain a peer-reviewed operational overlapping generations model of Australia. Develop and maintain a peer-reviewed operational macroeconomic model of Australia. Develop and implement an engagement plan for the overlapping generations model of Australia, including academic, internal and external stakeholders. Develop and implement an engagement plan for the macroeconomic model of Australia, including academic, internal and external stakeholders. Sustain macroeconomic modelling capability within Macroeconomic Group.	As per 2018–19
Delivery of sound assessments of economic conditions and delivery of forecasts and projections of the economic outlook.	Prepare economic forecasts and projections following the release of the National Accounts in March, September and December each year. Prepare updates of economic conditions as key information and data becomes available. Prepare information notes on key aspects of the international and domestic economies. Evaluate forecasting performance.	As per 2018–19
All budget documentation required by the <i>Charter of Budget Honesty Act 1998</i> (the Charter) is delivered.	Documents required under the Charter are delivered as they fall due.	As per 2018–19
Payments to State and Territory Governments are timely, and meet the requirements of the Intergovernmental Agreement on Federal Financial Relations (IGA).	100 per cent of payments are made in accordance with the IGA and its related schedules. Relevant estimates are updated accurately and in a timely fashion. Meetings of the Council on Federal Financial Relations are held at least biannually.	As per 2018–19
Ongoing development of Treasury's revenue modelling and forecasting capability, including revenue forecasting tools and methods.	Revenue outcomes are consistent with forecasts, allowing for unforeseeable events.	As per 2018–19

Secretary's introduction

About Treasury

Promoting fiscal sustainability

Increasing productivity

Securing the benefits of global economic integration

Capability

Risk management

Performance measures

Compliance index

Foreign Investment Review Board support will be measured by the Regulator Performance Framework key performance indicators.	Regulators do not unnecessarily impede the efficient operation of regulated entities.	As per 2018–19
	Communication with regulated entities is clear, targeted and effective.	
	Actions undertaken by regulators are proportionate to the regulatory risk being managed.	
	Compliance and monitoring approaches are streamlined and coordinated.	
	Regulators are open and transparent in their dealings with regulated entities.	
	Regulators actively contribute to the continuous improvement of regulatory frameworks.	
Effective administration of portfolio bodies.	Appointment processes are efficiently administered, including against the Australian Public Service Commission guidelines (where applicable).	As per 2018–19
	Administrative functions such as tabling reports, including annual reports, in Parliament are completed on time.	
Effective administration of programs such as the National Partnership on Asset Recycling (NPA), the Small Business Regulatory Reform Agenda (SBRRA) bilateral schedules with state and territory counterparts.	NPA: Statements of Assurance for milestone one and two payments are expected to be received by NSW, the ACT and the NT.	n/a
	SBRRA: Support finalisation of a bilateral schedule with each state and territory.	
	SBRRA: Assess state and territory delivery of any milestones scheduled for 2018–19 and arrange for relevant payment as appropriate.	
Advance Australia's interests through effective support of international ministerial and senior official travel (including their attendance at the G20 and other international forums and bilateral economic dialogues).	Focus the preparation of international meetings on advancing Australia's interests – open trade, resilient international financial system (including an adequate global financial safety net) and the stability of the Pacific region, including: <ul style="list-style-type: none">• Clear articulation of Australia's interests in context setting.• Focus meeting briefs and interventions on advancing Australia's interests.• Provide efficient and effective logistical support.	As per 2018–19
	Make payments to international financial institutions on behalf of the Government to promote Australia's interests.	

Secretary's introduction

About Treasury

Promoting fiscal sustainability

Increasing productivity

Securing the benefits of
global economic integration

Capability

Risk management

Performance measures

Compliance index

Compliance index

The *Treasury Corporate Plan 2018–19* is produced under the *Public Governance, Performance and Accountability Act 2013*. Under Subsection 16E(2) of the *Public Governance, Performance and Accountability Rule 2014*, minimum content requirements for all corporate plans are set out. These are indexed in the table below.

Mandatory section	Page reference
Introduction	1
– Secretary's introduction	1
– Statement of preparation	1
– Period of coverage	1
Purpose	1
Operating Environment	2-4
– Cooperation	4
– Risk oversight and management	12
– Capability	10-11
Performance	
– Planned performance	5-9
– Performance measures and targets	13-14