

Part 1: Overview

Secretary's review	3
Departmental overview	8
The Treasury's mission.....	8
Policy outcomes.....	8
The Treasury's people values.....	11
The Treasury's role and capabilities.....	12



SECRETARY'S REVIEW

In increasingly challenging economic circumstances, the Treasury has continued to pursue its goal of improving the wellbeing of all Australians, by providing quality advice to government and assisting in the implementation of the government's policy agenda.

A key achievement for the Treasury has been assisting the incoming government with the implementation of its election commitments and the development of policy responses to an evolving global financial crisis. Many of the Government's election commitments were delivered through the 2008-09 Budget, which was produced in a much shorter timeframe than usual due to the timing of the election. This would not have been possible without the hard work and professionalism of Treasury staff.

As part of its role as a central policy agency, the Treasury is leading policy development and public engagement on a number of long-term, economy-wide reforms such as the review of the tax and transfer systems, and Australia's transition to a less carbon-intensive economy.

The Treasury is also helping government progress a number of key economic reforms in partnership with the states and territories through the Council of Australian Governments (COAG).

Effective government spending arrangements

During the election, the Treasury met its obligations under the *Charter of Budget Honesty Act 1998*, producing a Pre-Election Economic and Fiscal Outlook report in conjunction with the Department of Finance and Deregulation, and costing commitments requested by government and opposition parties.

Part 1: Overview

The Treasury's incoming government brief provided the platform on which the Treasury based its advice to government on key policy issues. An early priority for the incoming government was to deliver key economic and fiscal policy initiatives through the 2008-09 Budget.

The Treasury assisted the government in delivering a budgeted surplus of 1.8 per cent of GDP for 2008-09, as well as providing funds for long-term investment in infrastructure, education and health. Government expenditure growth fell to 1.1 per cent, and personal tax cuts worth almost \$47 billion over the forward estimates and measures to assist families with the cost of education, child care, health and housing were delivered.

The Treasury has high-level representation on each of the COAG working groups which will progress government reforms in a range of areas. The Treasury has a lead role in developing a new Commonwealth-State financial framework, which modernises payments to the States for specific purposes and provides incentives to drive national reforms.

Achieving well functioning markets

The Government has drawn extensively on the Treasury's expertise in formulating policies to address capacity constraints in the economy. In particular, the Treasury advised on structural reforms in key sectors, particularly in energy, transport and infrastructure regulation.

Managing Australia's transition to a less carbon-intensive economy is a key economic challenge. The Treasury's economic analysis will support the design and implementation of the carbon pollution reduction scheme, as well as emissions reductions targets and design elements of the scheme. The Treasury is assisting the Government in developing policies to help businesses and households adapt to a less emissions intensive economy.

Sound macroeconomic environment

The Treasury's advice to government is occurring within an increasingly complex international environment. Our strong terms of trade have added to national incomes, but contributed to significant inflationary pressures at a time when the economy is operating close to full capacity. At the same time, severe global financial turmoil and the associated weakening conditions in developed economies such as the United States and United Kingdom represent a risk to continued economic growth.

These events have widely affected areas for which the Treasury has policy responsibility — from financial markets and superannuation, to banking and fiscal policy. The Treasury provided advice on a range of issues affecting the efficient operation of financial markets and helped develop policy responses to financial market turbulence, through its work in international forums such as the G-20 and the International Monetary Fund (IMF) and Australia's membership of the Financial Stability Forum.

Part of the Treasury's approach to fostering economic stability involves building the capacity of economic ministries in our region. Treasury officials are currently working in Papua New Guinea, the Solomon Islands, Nauru and Indonesia. The Treasury continues its involvement in regional economic issues through institutions such as the IMF, the World Bank and the Asian Development Bank.

Effective taxation and retirement income arrangements

I am chairing a panel examining Australia's future tax and transfer systems. The review aims to make recommendations to create a tax structure that positions Australia to deal with its future demographic, social, economic and environmental challenges, and that enhances economic and social outcomes for the Australian people. The review is supported by a dedicated secretariat within the Treasury, and will make its final report to government by the end of 2009.

The Treasury is working closely with the Government to implement a range of tax policy initiatives including measures to improve housing affordability. The National Rental Affordability Scheme, and the First Home Saver Accounts to be offered by the financial services industry, are key elements of the housing affordability policy. In all, 23 taxation and superannuation bills containing 82 measures were introduced into Parliament in 2007-08.

During the year, the Treasury finalised negotiations for a new tax treaty with Japan. Japan is Australia's largest export market, Australia's third largest source of foreign investment and Australia's fifth largest investment destination. Consequently, this tax treaty is one of the most important negotiated in the last five years.

The Treasury has established a process of ongoing prioritised reviews of existing tax expenditures. The aim is to review all tax expenditures once every five years. The first round of tax expenditure reviews was undertaken in early 2008 and recommendations provided to the Government. This process is consistent with recommendations arising from the Australian National Audit Office performance audit of the Tax Expenditures Statement and with the Government's commitment to Operation Sunlight.

The Treasury also continued to improve and extend its capacity for analysis of tax-transfer policy through quantitative modelling during the year. This included developments associated with labour force participation, child care and climate change policy.

2008-09 outlook

While the pace of economic growth is likely to slow in the coming year, strong demand for Australia's resources is likely to continue in the medium term, underpinning the need to continue to manage inflation.

With these competing pressures in mind, much of the Treasury's advice to the government will aim to target spending to enhance the productive capacity of the

Part 1: Overview

economy. This will encompass significant investment in transport infrastructure — including rail, road and ports. It also will include enhancing Australia's telecommunications and information technology network and require significant investment in developing Australia's skills base and ensuring Australia's workers are able to apply their skills in the areas of highest demand.

Many of these investments will be made in partnership with the states and territories, through the COAG reform agenda. The agenda includes measures to boost productivity, increase workforce participation and mobility, deliver improved services, contribute to social inclusion and environmental sustainability, and close the gap on indigenous disadvantage.

Appropriately designed tax frameworks also contribute to productivity, both for businesses and individual income-earners. In reviewing Australia's tax and transfer systems, the review panel will be particularly mindful of the need to maintain and enhance incentives for Australians to enter and remain in the workforce; reduce complexity; and promote Australia's international competitiveness while maintaining a secure revenue base.

The Treasury will continue to work to establish Australia as a leading financial services centre. Reforms already have seen a reduction in the withholding tax rate for foreign investment, and further work will focus on making Australia's financial services industry more internationally competitive.

The Treasury will be leading reforms to promote competition in the banking sector and enhance consumer protection more generally. The bank account switching package will make it easier for consumers to get the best possible deal on their banking services. At the same time, the Government's commitment to assume responsibility for consumer credit regulation will enhance consistency and certainty for consumers, while reducing the regulatory burden for business.

In addition to providing advice on ways to improve Australia's productivity, the Treasury will undertake modelling and analysis seeking to promote economic growth within a framework of sustainability. For example, in preparing the next intergenerational report, the Treasury will play an important role in informing policies necessary to respond to the challenges of the future, including demographic change, climate change and the opportunities presented by an evolving international economy.

As we draw closer to the commencement of the carbon pollution reduction scheme, the Treasury will focus on regulatory and market design, as well as quantitative economic analysis. This analysis will include the distributional impacts of emissions abatement and any assistance measures that may be required.

Our organisation

The Treasury has taken on an enhanced role as a central policy agency, as well as an expanded policy implementation function providing more opportunities to work across government.

However, the Treasury's heightened involvement in cross-government policy development also presents challenges for the Treasury in terms of managing our organisation's work pressures. Going forward, the Treasury will need to consider carefully how it best allocates its staff resources.

Significant challenges lie ahead for the Treasury — both in terms of the changing policy environment and for the organisation itself. Part of our response to these pressures will be to ensure that we are functioning as efficiently as possible. The Treasury continued to implement its Information and Knowledge Management Program to improve productivity and effectiveness through greater automation of simple tasks, improved document management and security, and more efficient automated workflow.

The Treasury will be developing and implementing a range of quality assurance procedures which will enhance transparency and accountability. The Treasury has also implemented measures to adjust to the Government's increased efficiency dividend in the coming year.

For the third year in a row, a Treasury employee has been awarded a scholarship to undertake the Young Leaders' Program at the Japanese National Graduate Institute of Policy Studies. Ms Louise Butler will commence her studies in October 2008.

I am proud of the calibre and professionalism of Treasury staff. I would particularly like to acknowledge the quiet but important contribution to the operation of the Treasury of Ms Huong Le who passed away during the year. Ms Le was a long-term Treasury employee, providing 18 years of service to the department. Our thoughts remain with her family.

Ken Henry
Secretary to the Treasury

DEPARTMENTAL OVERVIEW

THE TREASURY'S MISSION

The Treasury's mission is to improve the wellbeing of the Australian people by providing sound and timely advice to the government, based on objective and thorough analysis of options, and by assisting Treasury ministers in the administration of their responsibilities and the implementation of government decisions.

POLICY OUTCOMES

In carrying out its mission, the Treasury has responsibility for the following policy outcomes:

- sound macroeconomic environment;
- effective government spending arrangements;
- effective taxation and retirement income arrangements; and
- well functioning markets.

Outcome 1: Sound macroeconomic environment

A sound macroeconomic environment is an essential foundation for strong, sustainable economic growth and the improved wellbeing of Australians. It is characterised by stable prices, low interest rates, healthy employment growth and a sustainable external position.

As many influences on macroeconomic outcomes are beyond the control of the Australian Government, policy aims to improve the prospects for the Australian economy rather than to target specific outcomes or major economic indicators. Success is judged more by medium to long-term performance relative to Australia's past and to other countries, rather than by particular results in any year.

The Treasury aims to contribute to a sound macroeconomic environment through:

- providing strategic advice on domestic and international economic developments;
- forecasting the Australian and global economies;
- providing strategic advice on macroeconomic policy frameworks (fiscal and monetary policy);

- making effective use of bilateral relationships, and regional and global forums to advance Australia's interests and improve the international economic environment; and
- shaping the development and implementation of the Treasury's engagement strategies in the Asia-Pacific region, and assisting counterpart governments in the region to pursue improved economic governance.

Macroeconomic Group is responsible for the outputs associated with Outcome 1.

Outcome 2: Effective government spending arrangements

Government spending arrangements contribute to the overall fiscal outcome but also influence strong sustainable economic growth and the improved wellbeing of Australians.

Spending measures should be effective in meeting their stated objectives, minimise behavioural distortions and deliver significant economic and other benefits compared with costs, thus contributing to the wellbeing of Australians.

Ongoing advice from the Treasury to portfolio ministers assists in formulating, implementing and explaining government spending decisions. The Treasury does this by:

- putting together the budget as the key strategic planning and resource allocation tool of the government;
- providing high quality input into government consideration of expenditure programs; and
- advising on the effective financial operations of government collectively in Australia (including in relation to the Australian Government's debt management).

Fiscal Group is responsible for the outputs associated with Outcome 2.

Outcome 3: Effective taxation and retirement income arrangements

Taxation and retirement income arrangements contribute to the overall fiscal outcome and influence strong sustainable economic growth and the improved wellbeing of Australians.

Taxation measures should meet revenue or other public policy objectives and have regard to the principles of economic efficiency, horizontal and vertical equity and transparency, whilst minimising compliance and administrative costs. By meeting these objectives, taxation measures contribute to wellbeing, either directly or by providing the revenue base to finance government services.

Part 1: Overview

The Treasury provides policy advice to its portfolio ministers to promote government decisions that further these objectives.

The Treasury aims to contribute to effective taxation and retirement income arrangements through:

- analysing the economic and social effects of policy proposals and developing policy options;
- providing sound and timely advice to portfolio ministers to assist in formulating, implementing and explaining government decisions on taxation and retirement income arrangements;
- contributing to the implementation of legislation which makes government decisions effective;
- providing accurate and timely information on material changes to revenue forecasts, projections and costing policies;
- consulting with stakeholders and the community; and
- providing secretariat support to Australia's Future Tax System Review Panel.

Revenue Group is responsible for the outputs associated with Outcome 3.

Outcome 4: Well functioning markets

Well functioning markets contribute to high sustainable economic and employment growth and the improved wellbeing of Australians, by enabling resources to flow to those parts of the economy where they can be used most productively.

Well functioning markets operate where investors and consumers have confidence and certainty about the regulatory framework, and are able to make decisions that are informed and free of market distortions and impediments.

The Treasury aims to contribute to well functioning markets through:

- fostering competitive, efficient, well-informed and safe markets;
- pursuing efficient development and implementation of foreign investment and trade policy to support well functioning markets and Australia's national interest;
- promoting a well functioning and competitive financial system;
- assisting Australian business through the reduction of regulatory reporting burdens; and
- advocating sound corporate practices and financial reporting, and regulation of corporations and financial services.

Markets Group is responsible for the outputs associated with Outcome 4.

Markets Group also maintains the operations of the Standard Business Reporting Management Group, Australian Government Actuary, Financial Reporting Panel and Takeovers Panel.

Treasury support services

The Treasury's outputs are delivered with the assistance of systems and facilities which provide essential support and organisational backup to the groups. These systems and facilities are provided by the Executive and Parliamentary Division (previously named the Strategic Communications Division) and Corporate Services Group.

The Executive and Parliamentary Division manages the systems supporting Cabinet and parliamentary liaison, ministerial correspondence and briefing. It provides Executive Board and Audit Committee secretariat services; departmental governance structures and systems; risk management, quality assurance and policy evaluation frameworks; implementation monitoring and tools; issues management; and coordination of freedom of information requests.

Corporate Services Group is responsible for the provision of corporate services products and advice including: accommodation and facilities management; financial management; human resource management, training and development; information management and technology services; procurement; publishing; security and travel.

THE TREASURY'S PEOPLE VALUES

The Treasury's people values reflect the Treasury's management approach and are within the broader Australian Public Service framework.

The Treasury people management principles are that:

- there will be open, two-way communication at all levels;
- accountabilities will be clearly defined;
- remuneration will be based on work performance and determined by fair and transparent processes; and
- staff will be assisted in achieving appropriate work and private life balance.

Treasury people will:

- strive for excellence;
- value teamwork, consultation and sharing of ideas;
- value diversity among its people;

Part 1: Overview

- treat everyone with respect;
- exhibit honesty in all their dealings; and
- treat colleagues with fairness.

THE TREASURY'S ROLE AND CAPABILITIES

The Treasury's mission statement reflects the breadth of its ministers' responsibilities and underscores the key importance for the Treasury of a strong relationship with its ministers, built on trust and effective advice. The Treasury plays a central policy agency role in developing and implementing public policy, and in assisting government in identifying national policy priorities.

In assessing public policy issues, the Treasury applies a broad wellbeing framework comprising five elements:

- the opportunity and freedom that allows individuals to lead lives of real value to them;
- the level of consumption possibilities available to the community over time. This includes both market and non-market goods and services, such as voluntary and community work, the quality of the physical environment, health and leisure;
- the distribution of these consumption possibilities, including among different groups within society, across geographical regions and across generations;
- the overall level and allocation of risk borne by individuals and, in aggregate, by the community; and
- the level of complexity confronting Australians in making decisions about their lives.

The application of the wellbeing framework, along with the scope of policy responsibilities held by Treasury ministers, means that the Treasury must bring a whole-of-economy approach to its advice and analysis, taking account of a broad range of issues, such as freedom, opportunity and the natural environment.

To be an effective central policy agency across the full range of activities, the Treasury works to ensure that it:

- effectively focuses its efforts on issues that really matter, based on its understanding of government and its ministers' interests;
- anticipates policy developments, both inside and outside the Treasury portfolio;

- brings a strong analytical approach to all issues by applying its understanding of economic principles and tools, the framework for understanding wellbeing, its knowledge of Australia and relevant international policy experience, and an understanding of relevant interests;
- provides high-quality policy advice that is compatible with practical realities and ensures that government policy is implemented either by the Treasury or, where appropriate, by others;
- remains relevant over time through an inclusive and participatory involvement in policy processes, domestic and international engagement and continued sensitivity to the changes in community values and the policy environment; and
- consistently achieves results working within the government.

In broad terms, the capabilities the Treasury needs to fulfill its role and deliver outputs include:

- a deep understanding of its mission, the economic and policy environment, and stakeholders' views;
- a collaborative approach with internal and external stakeholders to develop effective policy;
- proactivity and vision — to anticipate policy, implementation and organisational issues;
- influence and reputation — building trust with the government and other stakeholders, to influence the policy agenda;
- improvement and adaptability — being flexible, adaptable and innovative; and
- efficiency and productivity — managing costs, allocating resources and enabling efficiencies.

Production and delivery of the Treasury's outputs relies on:

- policy development, which covers identifying policy issues, shaping policy approaches, managing issues during a process of change and providing up-to-date information;
- quantitative analysis of the economy, of policy options and their impacts, and of government and departmental finances;
- policy implementation and development of legislation and related instruments;
- public consultation and information in development of policy and legislation, and ongoing management of issues;

Part 1: Overview

- good working relationships within the Treasury portfolio and with external stakeholders;
- effective and collaborative international engagement; and
- administration of governance arrangements, legislation and programs.

These activities are supported by people, financial and facilities management systems, information and knowledge management systems, communications systems and strategic leadership at multiple levels in the organisation.

Table 1: Treasury financial and staffing resources summary

	Budget 2008 \$'000	Actual 2008 \$'000	Budget 2009 \$'000
Administered expenses			
Appropriation Acts No. 1 and 3	5,000	-	5,000
Appropriation Acts No. 2, 4 and 6	257,108	253,957	81,833
Special Appropriations	42,704,246	42,401,934	45,301,816
Other expenses	-	(203)	-
Total administered expenses	42,966,354	42,655,688	45,388,649
Revenue from Government			
Output Group 1.1 Macroeconomic	28,679	28,339	27,320
Output Group 2.1 Fiscal	20,081	20,906	21,356
Output Group 3.1 Revenue	42,208	42,751	46,980
Output Group 4.1 Markets	59,875	57,319	50,790
Total revenue from Government contributing to the price of departmental outputs	150,843	149,315	146,446
Revenue from other sources			
Output Group 1.1 Macroeconomic	5,854	4,549	5,943
Output Group 2.1 Fiscal	251	293	275
Output Group 3.1 Revenue	563	655	590
Output Group 4.1 Markets	4,476	3,353	4,010
Total revenue from other sources	11,144	8,850	10,818
Total revenue for departmental outputs (Total revenues from Government and other sources)	161,987	158,165	157,264
Price of departmental outputs			
Output Group 1.1 Macroeconomic	34,533	33,270	33,263
Output Group 2.1 Fiscal	20,332	20,822	21,631
Output Group 3.1 Revenue	42,771	40,899	47,570
Output Group 4.1 Markets	64,351	54,684	54,800
Total price of departmental outputs	161,987	149,675	157,264
Total estimated resourcing (Total price of outputs and administered expenses)	43,128,341	42,805,363	45,545,913
Average staffing levels (number)	920	903	920

Note: The budget for departmental and administered expenses for 2008 and 2009 are from the *Portfolio Budget Statements 2008-09*.

Figure 1: Treasury top management structure (as at 30 June 2008)

Secretary: Ken Henry	
Executive and Parliamentary Division General Manager: Frank Di Giorgio	
Macroeconomic Group: Executive Director, David Gruen	
Macroeconomic Group: A/g Executive Director, Chris Legg	
Chief Adviser, International: Vacant	Overseas Posts
Domestic Economy Division	Washington
A/g General Manager: Jason Allford	Minister-Counsellor (Economic): Steve Morling
Macroeconomic Policy Division	Paris
General Manager: Tony McDonald	Gerry Antioch (OECD) and Damien Dunn (Europe)
International Economy Division	Tokyo
General Manager: Bill Brummitt	Minister-Counsellor (Economic): Bruce Paine
International Finance Division	Beijing
General Manager: Jan Harris	Minister-Counsellor (Financial): Irene Sim
Pacific and Assistance Division	Jakarta
General Manager: Neil Motteram	Counsellor (South East Asia Financial): Vincent Ashcroft
Fiscal and Corporate Services Group: Executive Director, Nigel Ray	
Budget Policy Division	Corporate Services Group
A/g General Manager: Neil Richardson	Group General Manager: Deidre Gerathy
Industry, Environment and Defence Division	Financial and Facilities Management Division
General Manager: Maryanne Mrakovcic	General Manager: Rob Donnelly
Commonwealth-State Relations Division	Human Resources Division
General Manager: Michael Willcock	General Manager: Pamela Henderson
Social Policy Division	Information Management and Technology Services Division
A/g General Manager: Peta Furnell	General Manager: Alaine King
Revenue Group: A/g Executive Director, Paul McCullough	
Chief Adviser, Taxation: Tom Reid	Tax Design Division
International Tax and Treaties Division	General Manager: Brenda Berkeley
General Manager: Mike Rawstron	Personal and Retirement Income Division
Australia's Future Tax System Review Secretariat	A/g General Manager: Sue Vroombout
Secretary: Rob Heferen	Indirect Tax Division
Tax Analysis Division	General Manager: Christine Barron
A/g General Manager: Colin Brown	Board of Taxation Secretariat
Business Tax Division	Secretary: Christine Barron
A/g General Manager: Matthew Flavel	
Markets Group: Executive Director, Jim Murphy	
Chief Adviser, Competition and Consumer Policy: Phil Gaetjens	Australian Government Actuary
Foreign Investment and Trade Policy Division	General Manager: Peter Martin
General Manager: Patrick Colmer	Takeovers Panel
Financial System Division	Director: Allan Bulman
General Manager: Veronique Ingram	Financial Literacy Foundation
Competition and Consumer Policy Division	A/g General Manager: Grahame Crough
General Manager: David Martine	Financial Reporting Panel
Corporations and Financial Services Division	Executive Director: Stephen Powell
General Manager: Geoff Miller	Standard Business Reporting Management Group
	Program Director: Paul Madden

Figure 2: Treasury outcome and output structure (as at 30 June 2008)
Strong, sustainable economic growth and the improved wellbeing of Australians

Outcome 1: Sound macroeconomic environment		
Output Group 1.1: Macroeconomic		
1.1.1	Domestic economic policy advice and forecasting	Domestic Economy Division Macroeconomic Policy Division
1.1.2	International economic policy advice and assessment	International Economy Division International Finance Division Pacific and Assistance Division Overseas Posts
Outcome 2: Effective government spending arrangements		
Output Group 2.1: Fiscal		
2.1.1	Budget policy advice and coordination	Budget Policy Division
2.1.2	Commonwealth-State financial policy advice	Commonwealth-State Relations Division
2.1.3	Industry, environment and defence policy advice	Industry, Environment and Defence Division
2.1.4	Social and income support policy advice	Social Policy Division
Outcome 3: Effective taxation and retirement income arrangements		
Output Group 3.1: Revenue		
3.1.1	Taxation policy and legislation advice	Business Tax Division Indirect Tax Division International Tax and Treaties Division Personal and Retirement Income Division Tax Analysis Division Tax Design Division Australia's Future Tax System Review Secretariat Board of Taxation Secretariat
3.1.2	Retirement income and saving policy and legislation advice	Personal and Retirement Income Division
Outcome 4: Well functioning markets		
Output Group 4.1: Markets		
4.1.1	Foreign investment and trade policy advice and administration	Foreign Investment and Trade Policy Division Foreign Investment Review Board
4.1.2	Financial system and corporate governance policy advice	Corporations and Financial Services Division Financial System Division Financial Reporting Panel Takeovers Panel Standard Business Reporting Management Group
4.1.3	Competition and consumer policy advice	Competition and Consumer Policy Division Financial Literacy Foundation
4.1.4	Actuarial services	Australian Government Actuary

Figure 3: Treasury portfolio outcome and output structure (as at 30 June 2008)

<p>Portfolio Minister — Treasurer The Hon Wayne Swan MP</p> <p>Assistant Treasurer and Minister for Competition Policy and Consumer Affairs The Hon Chris Bowen MP</p> <p>Minister for Superannuation and Corporate Law Senator the Hon Nick Sherry</p>			
<p>Department of the Treasury Secretary: Dr Ken Henry AC</p> <p>Strong, sustainable economic growth and the improved wellbeing of Australians</p> <table border="0"> <tr> <td style="vertical-align: top;"> <p>Outcome 1: Sound macroeconomic environment</p> <p>Output 1.1.1: Domestic economic policy advice and forecasting</p> <p>Output 1.1.2: International economic policy advice and assessment</p> <p>Outcome 2: Effective government spending arrangements</p> <p>Output 2.1.1: Budget policy advice and coordination</p> <p>Output 2.1.2: Commonwealth-State financial policy advice</p> <p>Output 2.1.3: Industry, environment and defence policy advice</p> <p>Output 2.1.4: Social and income support policy advice</p> </td> <td style="vertical-align: top;"> <p>Outcome 3: Effective taxation and retirement income arrangements</p> <p>Output 3.1.1: Taxation policy and legislation advice</p> <p>Output 3.1.2: Retirement income and saving policy and legislation advice</p> <p>Outcome 4: Well functioning markets</p> <p>Output 4.1.1: Foreign investment and trade policy advice and administration</p> <p>Output 4.1.2: Financial system and corporate governance policy advice</p> <p>Output 4.1.3: Competition and consumer policy advice</p> <p>Output 4.1.4: Actuarial services</p> </td> </tr> </table>		<p>Outcome 1: Sound macroeconomic environment</p> <p>Output 1.1.1: Domestic economic policy advice and forecasting</p> <p>Output 1.1.2: International economic policy advice and assessment</p> <p>Outcome 2: Effective government spending arrangements</p> <p>Output 2.1.1: Budget policy advice and coordination</p> <p>Output 2.1.2: Commonwealth-State financial policy advice</p> <p>Output 2.1.3: Industry, environment and defence policy advice</p> <p>Output 2.1.4: Social and income support policy advice</p>	<p>Outcome 3: Effective taxation and retirement income arrangements</p> <p>Output 3.1.1: Taxation policy and legislation advice</p> <p>Output 3.1.2: Retirement income and saving policy and legislation advice</p> <p>Outcome 4: Well functioning markets</p> <p>Output 4.1.1: Foreign investment and trade policy advice and administration</p> <p>Output 4.1.2: Financial system and corporate governance policy advice</p> <p>Output 4.1.3: Competition and consumer policy advice</p> <p>Output 4.1.4: Actuarial services</p>
<p>Outcome 1: Sound macroeconomic environment</p> <p>Output 1.1.1: Domestic economic policy advice and forecasting</p> <p>Output 1.1.2: International economic policy advice and assessment</p> <p>Outcome 2: Effective government spending arrangements</p> <p>Output 2.1.1: Budget policy advice and coordination</p> <p>Output 2.1.2: Commonwealth-State financial policy advice</p> <p>Output 2.1.3: Industry, environment and defence policy advice</p> <p>Output 2.1.4: Social and income support policy advice</p>	<p>Outcome 3: Effective taxation and retirement income arrangements</p> <p>Output 3.1.1: Taxation policy and legislation advice</p> <p>Output 3.1.2: Retirement income and saving policy and legislation advice</p> <p>Outcome 4: Well functioning markets</p> <p>Output 4.1.1: Foreign investment and trade policy advice and administration</p> <p>Output 4.1.2: Financial system and corporate governance policy advice</p> <p>Output 4.1.3: Competition and consumer policy advice</p> <p>Output 4.1.4: Actuarial services</p>		
<p>Australian Bureau of Statistics Statistician: Mr Brian Pink</p> <p>Outcome 1: Informed decision making, research and discussion within governments and the community based on the provision of a high quality, objective and responsive national statistical service</p> <p>Output 1.1.1: Economic statistics</p> <p>Output 1.1.2: Population and social statistics</p>			
<p>Australian Competition and Consumer Commission Chairman: Mr Graeme Samuel AO</p> <p>Outcome 1: To enhance social and economic welfare of the Australian community by fostering competitive, efficient, fair and informed Australian markets</p> <p>Output 1.1.1: Compliance with competition, fair trading and consumer protection laws and appropriate remedies when the law is not followed</p> <p>Output 1.1.2: Competitive market structures and informed behaviour</p>			
<p>Australian Office of Financial Management Chief Executive Officer: Mr Neil Hyden</p> <p>Outcome 1: To enhance the Commonwealth's capacity to manage its net debt portfolio, offering the prospect of savings in debt servicing costs and an improvement in the net worth of the Commonwealth over time</p> <p>Output 1.1.1: Debt management</p>			

Figure 3: Treasury portfolio outcome and output structure (continued)

<p style="text-align: center;">Australian Prudential Regulation Authority Chairman: Dr John Laker</p> <p>Outcome 1: To enhance public confidence in Australia’s financial institutions through a framework of prudential regulation which balances financial safety and efficiency, competition, contestability and competitive neutrality</p> <p>Output 1.1.1: Policy development Output 1.1.2: Surveillance programs Output 1.1.3: Prudential advice</p>
<p style="text-align: center;">Australian Securities and Investments Commission Chairman: Mr Tony D’Aloisio</p> <p>Outcome 1: A fair and efficient market characterised by integrity and transparency and supporting confident and informed participation of investors and consumers</p> <p>Output 1.1.1: Policy and guidance about the laws administered by ASIC Output 1.1.2: Comprehensive and accurate information on companies and corporate activity Output 1.1.3: Compliance, monitoring and licensing of participants in the financial system to protect consumer interests and ensure market integrity Output 1.1.4: Enforcement activity to give effect to the laws administered by ASIC</p>
<p style="text-align: center;">Australian Taxation Office Commissioner: Mr Michael D’Ascenzo</p> <p>Outcome 1: Effectively managed and shaped systems that support and fund services for Australians and give effect to social and economic policy through the tax, superannuation, excise and other related systems</p> <p>Output 1.1.1: Shape, design and build administrative systems Output 1.1.2: Management of revenue collection and transfers Output 1.1.3: Compliance assurance and support — revenue collection Output 1.1.4: Compliance assurance and support for transfers and regulation of superannuation funds Output 1.1.5: Services to governments and agencies</p>
<p style="text-align: center;">Commonwealth Grants Commission Secretary: Mr John Spasojevic</p> <p>Outcome 1: Fiscal equalisation between the States, the Australian Capital Territory and the Northern Territory is achieved through the distribution, by Government, of GST revenue and Health Care Grants</p> <p>Output 1.1.1: Report on State Revenue Sharing Relativities</p>
<p style="text-align: center;">Corporations and Markets Advisory Committee Convenor: Mr Richard St John</p> <p>Outcome 1: A fair and efficient market characterised by integrity and transparency and supporting confident and informed participation of investors and consumers</p> <p>Output 1.1.1: Annual report and discussion papers Output 1.1.2: Recommendations and reports</p>
<p style="text-align: center;">Inspector General of Taxation Inspector-General: Mr David Vos AM</p> <p>Outcome 1: Improved administration of the tax laws for the benefit of all taxpayers</p> <p>Output 1.1.1: Identification of issues for review and prioritisation of work program Output 1.1.2: Provision of independent advice to the government on the administration of the tax laws</p>
<p style="text-align: center;">National Competition Council President: Mr David Crawford</p> <p>Outcome 1: The achievement of effective and fair competition reforms and better use of Australia’s infrastructure for the benefit of the community</p> <p>Output 1.1.1: Advice provided to governments on infrastructure access issues</p>

Figure 3: Treasury portfolio outcome and output structure (continued)

<p style="text-align: center;">Productivity Commission Chairman: Mr Gary Banks AO</p> <p>Outcome 1: Well-informed policy decision-making and public understanding on matters relating to Australia's productivity and living standards, based on independent and transparent analysis from a community-wide perspective</p> <p>Output 1.1.1: Government commissioned projects</p> <p>Output 1.1.2: Performance reporting and other services to government bodies</p> <p>Output 1.1.3: Competitive neutrality complaints activities</p> <p>Output 1.1.4: Supporting research and activities and annual reporting</p>
<p style="text-align: center;">Royal Australian Mint Chief Executive Officer: Ms Janine Murphy</p> <p>Outcome 1: Manufacture and sale of circulating coins, to meet the coinage needs of the Australian economy, and collector coins and other minted products for Australia and foreign countries</p> <p>Output 1.1.1: Manufacture and sale of circulating coins for Australia and provision of associated policy and technical advice</p> <p>Output 1.1.2: Manufacture and sale of circulating coins for foreign countries</p> <p>Output 1.1.3: Production and sale of collector coins and other minted and like products for Australian and other clients</p> <p>Output 1.1.4: Provide gallery and visitors services</p>

