

# PART 1

## OVERVIEW

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A decorative graphic consisting of numerous thin, parallel, light blue lines that create a textured, diagonal effect. The lines are oriented from the bottom-left towards the top-right, filling a triangular area in the lower-left portion of the page.

# PART 1

# Part 1: Overview

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## SECRETARY'S REVIEW

In 2006-07, we continued to focus on improving the wellbeing of the Australian people. Wellbeing is central to our work, and the advice and assistance we provide to the Treasurer and portfolio ministers is guided by our pursuit of this mission.

### Macroeconomic outcomes

The Australian economy continued to grow at a solid pace in 2006-07 and the terms of trade rose to their highest level since the early 1950s. This has provided a significant boost to incomes.

The ongoing challenge is to maintain and build on the current prosperity while managing the risks of future shocks. Critical to achieving this will be policy settings that enable the economy to respond flexibly to external shocks, facilitate structural adjustment and make the most efficient use of resources as the economy approaches full employment.

### Public policy priorities

The year was another successful one for the Treasury in meeting our core outcomes of promoting a sound macroeconomic environment, contributing to effective government spending arrangements, effective taxation and retirement income arrangements and well functioning markets. As Australia becomes more integrated with the global economy each of these core outcomes has an increasing international dimension. We also enhanced our role as a central policy agency that, when required, can act as a resource for the whole of government.

The Treasury continued its priority work to attack complexity and reduce red tape for Australians through streamlining and simplifying taxation and superannuation

arrangements. Significant resources were devoted to implementing the Government's 2006-07 Budget plan to simplify the superannuation system, known as the Better Super reforms. These reforms simplify superannuation for retirees and enhance incentives to work and save.

The release of the Financial System Stability Assessment, undertaken by the International Monetary Fund (IMF), confirmed the strength of Australia's regulatory framework describing us as leaders in a number of areas. The IMF supported work the Treasury is undertaking with other agencies on establishing appropriate arrangements to deal with failing financial institutions.

We contributed significantly to Council of Australian Governments (COAG) processes, including advancing the National Reform Agenda in energy, transport, infrastructure regulation and regulatory burden. Noting business concerns about red tape, we supported the Government's programme initiatives to simplify and streamline corporate, financial services and prudential regulation.

We implemented some significant competition policy reforms to the *Trade Practices Act 1974* and hosted the 2007 National Consumer Congress on consumer policy issues. To help all consumers better understand matters involving financial literacy, the Financial Literacy Foundation delivered the *Understanding Money* campaign and has commenced work to deliver and support financial literacy education in schools.

The second intergenerational report, released by the Treasurer on 2 April 2007, was a key output for the Treasury. The updated projections give the Government the information it needs to assess the long-term sustainability of Commonwealth finances and prepare for demographic change. It also allows us to reflect on our ongoing programme of policy reform and will facilitate further public debate.

The Treasury, in conjunction with the Department of Finance and Administration, prepared the 2007-08 Budget which the Treasurer delivered in May. Many of the announcements reflect the hard work and professionalism of Treasury staff.

Australia has played a prominent role in a range of international forums in 2006-07. In particular, we had a once-in-a-generation opportunity to host two major international economic policy meetings — the G-20 Finance Ministers and Central Bank Governors' meeting in November 2006 in Melbourne and the APEC Finance Ministers' meeting in Coolool in early August 2007. These meetings were highly successful and enabled us to promote Australia's interests and pursue our strategic goals for economic growth and stability, well functioning markets and poverty reduction in the Asia-Pacific region and globally.

Our commitment to our regional neighbours continued in 2006-07. We made significant progress in deepening our high level partnership with the Indonesian Ministry of Finance and Treasury officers continued to provide valued economic and fiscal policy advice in Papua New Guinea, Solomon Islands and Nauru.

The Treasury's culture of working cooperatively with agencies has continued to pay dividends; our input is being more actively sought by others and our influence over many aspects of policy continues to expand. A significant example in the past year was the appointment of Dr Martin Parkinson, Executive Director, Macroeconomic Group, to head the secretariat on the Prime Minister's Task Group on Emissions Trading.

## Our organisation

A key priority for the Treasury is to continue to develop organisational capability by investing in and encouraging the professional development of its staff. Focus areas include strengthening policy advising and technical skills, together with the leadership and teamwork skills needed to deliver departmental and whole-of-government policies, programmes and services.

The review of our Performance Management System found the system is mature and that it is supported by staff and generally well implemented. The report's recommendations and action items should improve the application and efficiency of the system, including by improving staff awareness and the consistency with which the system is administered. A roll out of further consultation and education is planned before recommendations are due to be implemented in 2008.

Other major actions included finalising a new Treasury Workplace Agreement, having the Executive Board endorse an Information and Knowledge Management Strategic Plan, establishing an Information Technology Project Management Office, as well as establishing a Policy Evaluation Unit to enhance systems of evaluating policy development and implementation.

The Treasury implemented a range of workforce and wellbeing strategies designed to support staff and monitor staff wellbeing. The strategies include benchmarking our performance against previous years and against the broader Australian Public Service and comparator agencies. Regular benchmarking assists us to identify potential risks to the delivery of organisational outcomes and to our capacity to provide an environment that nurtures our workforce in an increasingly tight labour market.

Several of our staff received awards and scholarships. The significant contribution of Treasury officers to public policy was again recognised with the awarding of a Public Service Medal to Ms Bernadette Welch for her contribution to the restructuring of the HIH Claims Support Scheme and the logistical arrangements for the meeting of the G-20 Finance Ministers and Central Bank Governors in Melbourne in November 2006. Mr Neil Motteram received the Matthews prize in public economics at the Australian National University and Mr Jeremy Bray was awarded a scholarship to undertake the Young Leaders' Program at the Japanese National Graduate Institute for Policy Studies, commencing his studies in October 2006.

Some key personnel changes occurred in the portfolio during the year. The Australian Statistician, Mr Dennis Trewin, retired and was replaced by Mr Brian Pink. The Chairman

of the Australian Securities and Investments Commission (ASIC), Mr Jeffrey Lucy AM, became Commissioner of ASIC and was replaced as Chairman by Mr Tony D'Aloisio.

## 2007-08 outlook

The economy is forecast to continue to operate close to full employment during 2007-08. For the Treasury, this poses challenges in our policy advising role, requiring us to focus more intently on advice that leads to expanded capacity and enhanced flexibility.

Key outputs this coming year will include those associated with our obligations under the Charter of Budget Honesty during the federal election. These include producing a *Pre-Election Economic and Fiscal Outlook* report in conjunction with the Department of Finance and Administration, and costing election commitments upon request from the government and opposition parties. After the election, the Treasury will work closely with the incoming government to expedite the implementation of its election commitments.

The Treasury will continue to take a leading role in developing a carbon emissions trading scheme, including through the provision of advice to government on the macroeconomic, sectoral and distributional implications for Australia of reducing greenhouse gas emissions.

There are, of course, uncertainties that make it difficult to anticipate precisely the full gamut of work that will occupy us over the coming year. However, the flexibility consistently demonstrated by the department in the past gives me great confidence that we will respond rapidly to unanticipated developments as they occur.

I would like to thank all Treasury staff for their professionalism and enthusiasm during the year.

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);

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- 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 East Asia and the 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 the 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 programmes; 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.

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 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; and
- consulting with stakeholders and the community.

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:

- developing and implementing foreign investment and trade policy;
- maintaining a secure and competitive financial system;
- developing sound corporate practices and financial reporting, and regulating corporations and financial services;
- promoting competitive, efficient, well informed and safe markets; and
- assisting all Australians to increase their financial knowledge and better understand the choices they can make in using and managing their money.

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

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

## Treasury support services

To support the Treasury's policy outcomes, the Strategic Communications and Corporate Services Divisions provide key services to assist with systems and facilities which provide essential support and organisational backup to the groups.

Strategic Communications Division is primarily responsible for issues monitoring and management, ministerial support, budget lock-up, coordination of freedom of information requests, evaluation of the development and implementation of policy, advice to the Treasury's Executive on organisational and policy strategy, and general secretariat support for the Secretary, the Executive and the Audit Committee.

Corporate Services Division 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.

## TREASURY PEOPLE VALUES

The Treasury's people values reflect its management approach and these values 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;
- 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:

- opportunity and freedom — so individuals have the capability to lead lives of real value;
- the level of consumption possibilities available to the community over time (including the level of goods and services which are available and non-market goods 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 generations);
- the overall level 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;

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- 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 fulfil its role and deliver outputs are:

- leadership and governance;
- the right people with the right skills, including high-quality analytical strengths; and
- systems to support, and investments to sustain, services.

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

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**

	<b>Budget 2007 \$'000</b>	<b>Actual 2007 \$'000</b>	<b>Budget 2008 \$'000</b>
<b>Administered expenses</b>			
Appropriation Acts No. 1 and 3	5,000	(326)	5,000
Appropriation Acts No. 2 and 4	189,796	170,292	175,603
Special Appropriations	39,374,943	39,587,717	41,887,996
Other expenses	-	197,955	-
<b>Total administered expenses</b>	<b>39,569,739</b>	<b>39,955,638</b>	<b>42,068,599</b>
<b>Revenue from Government</b>			
Output Group 1.1 Macroeconomic	36,142	35,663	28,534
Output Group 2.1 Fiscal	15,783	15,636	17,171
Output Group 3.1 Revenue	42,141	41,994	43,286
Output Group 4.1 Markets	39,470	40,243	49,000
<b>Total revenue from Government contributing to the price of departmental outputs</b>	<b>133,536</b>	<b>133,536</b>	<b>137,991</b>
<b>Revenue from other sources</b>			
Output Group 1.1 Macroeconomic	5,675	4,776	5,795
Output Group 2.1 Fiscal	260	348	320
Output Group 3.1 Revenue	640	881	764
Output Group 4.1 Markets	2,540	2,688	2,429
<b>Total revenue from other sources</b>	<b>9,115</b>	<b>8,693</b>	<b>9,308</b>
<b>Total revenue for departmental outputs (total revenues from Government and other sources)</b>	<b>142,651</b>	<b>142,229</b>	<b>147,299</b>
<b>Price of departmental outputs</b>			
Output Group 1.1 Macroeconomic	41,817	41,112	34,329
Output Group 2.1 Fiscal	16,043	15,445	17,491
Output Group 3.1 Revenue	42,781	41,790	44,050
Output Group 4.1 Markets	53,747	54,292	51,429
<b>Total price of departmental outputs</b>	<b>154,388</b>	<b>152,639</b>	<b>147,299</b>
<b>Total estimated resourcing (Total price of outputs and administered expenses)</b>	<b>39,724,127</b>	<b>40,108,277</b>	<b>42,215,898</b>
Average staffing levels (number)	887	854	853

Notes: The budget for departmental and administered expenses for 2006-07 is as per the *2006-07 Portfolio Additional Estimates Statements*. The budget for departmental and administered expenses for 2007-08 is as per the *2007-08 Portfolio Budget Statements*.

**Figure 1: Treasury top management structure (as at 30 June 2007)**

<b>Secretary: Ken Henry</b>	
<b>Strategic Communications Division</b> General Manager: Frank Di Giorgio	
<b>Macroeconomic Group: Executive Director, David Parker</b> <b>Macroeconomic Group: A/g Executive Director, David Gruen</b>	
Chief Adviser, International: Jim Hagan	<b>Overseas Posts</b>
<b>Domestic Economy Division</b> General Manager: Steven Kennedy	<b>Washington</b> Minister-Counsellor (Economic): Steve Morling
<b>Macroeconomic Policy Division</b> General Manager: Paul O'Mara	<b>Paris</b> Gerry Antioch (OECD) and Damien Dunn (Europe)
<b>International Economy Division</b> General Manager: David Pearl	<b>Tokyo</b> Minister-Counsellor (Economic): Bruce Paine
<b>International Finance Division</b> General Manager: Jan Harris	<b>Beijing</b> Minister-Counsellor (Financial): Irene Sim
<b>Pacific and Assistance Division</b> General Manager: Neil Motteram	<b>Jakarta</b> Counsellor (South East Asia Financial): Vincent Ashcroft
<b>G-20 and APEC Secretariat</b> General Manager: Gordon de Brouwer	
<b>Fiscal and Corporate Services Group: Executive Director, David Tune</b>	
<b>Budget Policy Division</b> General Manager: David Martine	<b>Social Policy Division</b> General Manager: Rob Heferen
<b>Industry, Environment and Defence Division</b> General Manager: Maryanne Mrakovcic	<b>Corporate Services Division</b> General Manager: Deidre Gerathy
<b>Commonwealth-State Relations Division</b> General Manager: Michael Willcock	
<b>Revenue Group: Executive Director, Mike Callaghan</b>	
Chief Adviser, Taxation: Tom Reid	<b>Tax Design Division</b> General Manager: Brenda Berkeley
<b>International Tax and Treaties Division</b> General Manager: Mike Rawstron	<b>Personal and Retirement Income Division</b> General Manager: John Lonsdale
<b>Tax System Review Division</b> General Manager: Paul McCullough	<b>Indirect Tax Division</b> General Manager: Christine Barron
<b>Tax Analysis Division</b> General Manager: Nigel Ray	<b>Board of Taxation Secretariat</b> General Manager: Sue Vroombout
<b>Business Tax Division</b> General Manager: Blair Comley	
<b>Markets Group: Executive Director, Jim Murphy</b>	
Chief Adviser, Competition and Consumer Policy: Frances Perkins	<b>Australian Government Actuary</b> General Manager: Peter Martin
<b>Foreign Investment and Trade Policy Division</b> General Manager: Patrick Colmer	<b>Takeovers Panel</b> Director: Nigel Morris
<b>Financial System Division</b> General Manager: Chris Legg	<b>Financial Literacy Foundation</b> General Manager: Peter McCray
<b>Competition and Consumer Policy Division</b> General Manager: Steve French	<b>Financial Reporting Panel</b> Executive Director: Paul Power
<b>Corporations and Financial Services Division</b> General Manager: Geoff Miller	<b>Standard Business Reporting Management Group</b> Programme Manager: Paul Madden



**Figure 2: Treasury outcome and output structure (as at 30 June 2007)**  
**Strong, sustainable economic growth and the improved wellbeing of Australians**

<b>Outcome 1: Sound macroeconomic environment</b>	
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 G-20 and APEC Secretariat Overseas Posts
<b>Outcome 2: Effective government spending arrangements</b>	
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
<b>Outcome 3: Effective taxation and retirement income arrangements</b>	
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 Tax System Review Division Board of Taxation
3.1.2	Retirement income and saving policy and legislation advice
	Personal and Retirement Income Division
<b>Outcome 4: Well functioning markets</b>	
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
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 2007)**

<p><b>Portfolio Minister — Treasurer</b> The Hon Peter Costello MP</p> <p><b>Minister for Revenue and Assistant Treasurer</b> The Hon Peter Dutton MP</p> <p><b>Parliamentary Secretary to the Treasurer</b> The Hon Chris Pearce MP</p>			
<p><b>Department of the Treasury</b> Secretary: Dr Ken Henry AC</p> <p><b>Strong, sustainable economic growth and the improved wellbeing of Australians</b></p> <table border="0"> <tr> <td style="vertical-align: top;"> <p><b>Outcome 1: Sound macroeconomic environment</b></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><b>Outcome 2: Effective government spending arrangements</b></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><b>Outcome 3: Effective taxation and retirement income arrangements</b></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><b>Outcome 4: Well functioning markets</b></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><b>Outcome 1: Sound macroeconomic environment</b></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><b>Outcome 2: Effective government spending arrangements</b></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><b>Outcome 3: Effective taxation and retirement income arrangements</b></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><b>Outcome 4: Well functioning markets</b></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>
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<p><b>Australian Bureau of Statistics</b> Statistician: Mr Brian Pink</p> <p><b>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</b></p> <p>Output 1.1.1: Economic statistics</p> <p>Output 1.1.2: Population and social statistics</p>			
<p><b>Australian Competition and Consumer Commission</b> Chairman: Mr Graeme Samuel AO</p> <p><b>Outcome 1: To enhance social and economic welfare of the Australian community by fostering competitive, efficient, fair and informed Australian markets</b></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><b>Australian Office of Financial Management</b> Chief Executive Officer: Mr Neil Hyden</p> <p><b>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</b></p> <p>Output 1.1.1: Debt management</p>			
<p><b>Australian Prudential Regulation Authority</b> Chairman: Dr John Laker</p> <p><b>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</b></p> <p>Output 1.1.1: Policy development</p> <p>Output 1.1.2: Surveillance programmes</p> <p>Output 1.1.3: Prudential advice</p>			

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

<p style="text-align: center;"><b>Australian Securities and Investments Commission</b> Chairman: Mr Tony D'Aloisio</p> <p><b>Outcome 1: A fair and efficient market characterised by integrity and transparency and supporting confident and informed participation of investors and consumers</b></p> <p>Output 1.1.1: Policy and guidance about the laws administered by ASIC</p> <p>Output 1.1.2: Comprehensive and accurate information on companies and corporate activity</p> <p>Output 1.1.3: Compliance, monitoring and licensing of participants in the financial system to protect consumer interests and ensure market integrity</p> <p>Output 1.1.4: Enforcement activity to give effect to the laws administered by ASIC</p>
<p style="text-align: center;"><b>Australian Taxation Office</b> Commissioner: Mr Michael D'Ascenzo</p> <p><b>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</b></p> <p>Output 1.1.1: Shape, design and build administrative systems</p> <p>Output 1.1.2: Management of revenue collection and transfers</p> <p>Output 1.1.3: Compliance assurance and support — revenue collection</p> <p>Output 1.1.4: Compliance assurance and support for transfers and regulation of superannuation funds</p> <p>Output 1.1.5: Services to governments and agencies</p>
<p style="text-align: center;"><b>Corporations and Markets Advisory Committee</b> Convenor: Mr Richard St John</p> <p><b>Outcome 1: A fair and efficient market characterised by integrity and transparency and supporting confident and informed participation of investors and consumers</b></p> <p>Output 1.1.1: Annual report and discussion papers</p> <p>Output 1.1.2: Recommendations and reports</p>
<p style="text-align: center;"><b>Inspector General of Taxation</b> Inspector-General: Mr David Vos AM</p> <p><b>Outcome 1: Improved administration of the tax laws for the benefit of all taxpayers</b></p> <p>Output 1.1.1: Identification of issues for review and prioritisation of work programme</p> <p>Output 1.1.2: Provision of independent advice to the Government on the administration of the tax laws</p>
<p style="text-align: center;"><b>National Competition Council</b> President: Mr David Crawford</p> <p><b>Outcome 1: The achievement of effective and fair competition reforms and better use of Australia's infrastructure for the benefit of the community</b></p> <p>Output 1.1.1: Advice provided to governments on competition policy and infrastructure access issues</p> <p>Output 1.1.2: Clear, accessible public information on competition policy</p>
<p style="text-align: center;"><b>Productivity Commission</b> Chairman: Mr Gary Banks</p> <p><b>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</b></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: Regulation review activities</p> <p>Output 1.1.4: Competitive neutrality complaints activities</p> <p>Output 1.1.5: Supporting research and activities and statutory annual reporting</p>
<p style="text-align: center;"><b>Royal Australian Mint</b> Chief Executive Officer: Ms Janine Murphy</p> <p><b>Outcome 1: Satisfy the Reserve Bank of Australia's forecast for circulated coin</b></p> <p>Output 1.1.1: Coin production, associated policy advice and visitors services</p>

