Corporate Plan
2015–16
2015–16 to 2018–19
## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secretary’s foreword</td>
<td>4</td>
</tr>
<tr>
<td>1. Introduction</td>
<td>5</td>
</tr>
<tr>
<td>2. Aspiration</td>
<td>6</td>
</tr>
<tr>
<td>3. Values</td>
<td>7</td>
</tr>
<tr>
<td>4. Purposes</td>
<td>8</td>
</tr>
<tr>
<td>5. 2015–16 priorities</td>
<td>9</td>
</tr>
<tr>
<td>6. Environment</td>
<td>10</td>
</tr>
<tr>
<td>7. Performance</td>
<td>11</td>
</tr>
<tr>
<td>8. Capability</td>
<td>19</td>
</tr>
<tr>
<td>9. Finances</td>
<td>23</td>
</tr>
<tr>
<td>Appendix</td>
<td>25</td>
</tr>
</tbody>
</table>
Secretary’s foreword

I am pleased to present the Department of Finance Corporate Plan 2015–16 for the 2015–16 to 2018–19 reporting periods.

This corporate plan sets out what we do, our plans for the next four years and how we will measure our success. Over the coming year, the Department of Finance (Finance) will build on its capabilities, not only as a department that delivers on the priorities of the Australian Government, but as one that is a valued and trusted adviser, and a public sector leader.

This corporate plan is a first, not just for Finance, but as the centrepiece of the Enhanced Commonwealth Performance Framework. It is also the start of a new era in measuring performance and accountability across the Australian public sector. In this context, the process of planning and reporting under the framework will allow improvements to be made over time.

Given the diversity of Finance’s responsibilities across the business of government, our focus for the coming year will be to use this broad perspective as a basis for continuing positive change. While Finance has always performed strongly in supporting the business of government, 2015–16 provides an opportunity to collaborate more easily in a new building, adopt new and improved systems and technology to better support staff and organise people more flexibly, to help manage the work pressures at critical times. Over this corporate planning period, Finance will become a more modern, agile and connected organisation.

We will support the government’s ongoing priorities through the Budget process and foster leading practice through the public sector resource management, governance and accountability frameworks. Finance will also continue to play a lead role in advising the government on many of its strategic priorities, including advancing public sector reform through the Smaller Government Agenda and providing advice to the government on optimal arrangements for the management and ownership of public assets. We will do this through our professional and considered approach to providing advice, developing policy, delivering services and engaging with our clients and stakeholders.

At Finance, our people are valued for the work they do—for the policy and business advice they provide to government and the outstanding service they deliver to both government and the public sector. This corporate plan outlines how we will focus our efforts on achieving excellence in meeting our purposes, providing exceptional support to government and fulfilling our role as exemplars in Australian public sector reform.

I look forward to a challenging and exciting year ahead.

Jane Halton AO PSM
Secretary
I, Jane Halton, Secretary of the Department of Finance, present the Department of Finance Corporate Plan 2015–16, for the 2015–16 to 2018–19 reporting periods, as required under section 35(1)(b) of the Public Governance, Performance and Accountability Act 2013.
Leading the public sector in delivering excellence and value in the business of government.

Aspiration
Values

We are impartial, committed to service, accountable, respectful and ethical.
To achieve our aspiration, Finance works collaboratively with the Department of the Prime Minister and Cabinet, the Treasury and the Australian Public Service Commission, setting the legislative, resource management and employment frameworks within which the Australian public sector operates.

Finance also plays a central role in providing policy advice to support the Australian Government’s decision-making to meet its fiscal and other policy objectives and increasingly, to provide leadership in public sector reform. It also has a key role in supporting the government’s agenda to maximise the potential of public assets to the benefit of taxpayers.

Finance’s purposes are:

- **budget and financial advice, management and reporting**—support the government to deliver its fiscal targets and policy objectives
- **governance**—foster leading public sector practice
- **transformation**—innovate and improve public sector operations and reform the management and operations of public assets
- **services**—manage efficient, cost-effective services to, and for, the government.

In working to deliver our purposes, Finance seeks to be a valued and trusted adviser to government on matters of policy and business, offering innovative and value for money solutions. We also seek to embody our public sector leadership role by adopting modern management practices, being agile and responsive to government needs, and engaging effectively and collaboratively with other entities and stakeholders.

A mapping of Finance’s purposes to the outcome statements, programmes and sub-programmes in the Finance Portfolio Budget Statements 2015–16 is provided in the appendix to this corporate plan.
In 2015–16, Finance’s key priorities include:

- supporting the government to deliver its fiscal policy objectives through the Budget and financial advice, management and reporting, as required by the Charter of Budget Honesty Act 1998 and the Public Governance, Performance and Accountability Act 2013.

- supporting the Smaller Government Agenda and ensuring public sector operations are cost-effective, including rationalising surplus office leases and expanding the reform of back-office IT systems and coordinated procurement arrangements for ICT products and services.

- supporting the government’s agenda to modernise approaches for the efficient delivery and management of publicly funded services and assets, including:
  - delivering key projects such as completing the negotiation on the long-term arrangements for the Air Warfare Destroyer and the strategic review of ASC Pty Ltd’s mandate, corporate and capital structure and governance.
  - undertaking reviews and scoping studies to assess optimal arrangements for delivery and ownership options for identified assets, such as the Australian Rail Track Corporation Ltd and the Intra-Government Communications Network (ICON).

In 2015–16, Finance also has the opportunity to achieve a longstanding operational objective by co-locating most Canberra-based staff (currently accommodated across several separate tenancies) into one building. The new building creates the opportunity for Finance to collaborate more easily across the organisation, and improved technology and work practices will make operations more agile and better connected, and help organise people more flexibly in response to work pressures.
Finance’s central role in supporting government decision-making, particularly around meeting the government’s fiscal policy objectives and broader reform agenda, means it has a complex operating environment.

Finance’s operating environment is influenced by:

- global and national issues that both drive and impact on government fiscal policy decision-making
- policy frameworks that position the public sector to meet government and community expectations, including an agile and efficient public sector that delivers programmes and services efficiently and effectively
- a complex legislative and legal environment that affects the design and passage of legislation, and the delivery of the government’s objectives
- continuing public sector reform within a constrained fiscal environment
- the opportunities created by an adaptable and professional workforce, changes in technology, and improved cross-entity and cross-government collaboration.

To meet the challenges of this environment, Finance works with other Commonwealth entities and engages with a range of external stakeholders to support the government.

- As the manager of the Budget and financial reporting process and rules, Finance will engage collaboratively with other entities to ensure the government has the policy advice and costing information it needs to make key decisions.
- As steward of the government’s key assets (including sovereign wealth funds, shareholdings in Commonwealth companies and real property) and public sector governance frameworks, Finance will work to ensure:
  - public sector compliance with legislative requirements
  - asset management that optimises value
  - efficient service delivery
  - management and mitigation of key risks
  - improved reporting on the performance of the public sector
  - frameworks, policies and services that facilitate modern management practices to allow Commonwealth entities to be agile, flexible and responsive.
- As a public sector leader, Finance will drive public sector excellence and innovation through initiatives such as the Smaller Government Agenda and the Public Management Reform Agenda, and the improvement of government financial sustainability and public sector governance.

Finance will itself undergo a major change to become more efficient, more agile and better connected. This will be assisted by the co-location of most Canberra-based staff into one building, improved, modern technology and collaboration tools.
Performance

**Purpose:** Budget and financial advice, management and reporting—support the government to deliver its fiscal targets and policy objectives

**Activities**
- As manager of the Budget process and rules, assist the government to develop and meet its fiscal targets, policy objectives and legislative obligations.
- Maintain the government's financial reporting framework to enhance public sector management and accountability.

**Delivery strategies**
- Providing policy advice and costings assurance to the Finance Minister and the Expenditure Review Committee of Cabinet on fiscal, economic and related matters.
- Coordinating, preparing, advising on and delivering the Budget and related updates, including appropriations legislation and the government’s financial statements.
- Developing and maintaining sound legal, financial and policy settings, and implementing processes, that improve fiscal accountability and the quality of information provided to the parliament and the public.

**Intended results**
- The Budget, appropriation and financial reporting frameworks effectively support government decision-making and provide meaningful information to government, the parliament and the public on government resource allocation, expenditure and non-tax revenue activities.
- The Budget, related updates and appropriation bills are delivered, and the government's financial statements are complete and accurate.
- Assurance is provided on Budget estimates and new policy costings.
- Well-targeted policies result in ongoing improvements in Commonwealth entities and companies’ accountability.
- Budget and financial reporting processes are undertaken using modern management practices that ensure the processes are continuously improved, including through the smarter use of technology and simplified reporting practices.
Key legislation

- Annual appropriation acts
- *Charter of Budget Honesty Act 1998*
- *Public Governance, Performance and Accountability Act 2013*

Measuring performance—annual

- Analysis, policy advice and costing information provided to the Finance Minister and the Expenditure Review Committee of Cabinet as part of Budget and financial reporting processes are relevant, accurate, evidence-based and timely.

- The Budget, related updates and the government’s financial statements are accurate (taking into account, to the fullest extent possible, all government decisions and other circumstances that may have a material effect) and delivered within required timeframes, and meet the government’s legislative obligations.

- The government’s cash requirements are met on a daily basis, ensuring the ongoing operations of government.

Measuring performance—2018–19

- The redeveloped Central Budget Management System delivers a stable technology platform that supports process improvement and delivers functional efficiencies in respect of the Budget and financial management of the government.

Purpose: Governance—foster leading public sector practice

Activities

- As steward of the government’s public sector governance, performance and accountability framework and key assets:
  - contribute to, and foster, leading practice in public sector resource management, governance and accountability, encompassing:
    - the public governance, performance and accountability framework and related oversight frameworks, incorporating procurement, grants, charging and risk frameworks
    - the Commonwealth land, public works and property management frameworks
    - government advertising policies
  - oversee the government’s investment funds, including the Future Fund, and the stability of the government’s unfunded superannuation liabilities
  - provide performance assessments and strategic advice to support shareholder oversight of the performance of corporate Commonwealth entities and Commonwealth companies.
- Provide support and advice to the government on Australian electoral matters.
Delivery strategies

- Developing and maintaining sound legal and policy settings, and modern management practices to improve public sector:
  - standards of resource management, governance and accountability
  - delivery of government programmes and services
  - agility, flexibility and responsiveness.
- Undertaking assurance reviews on major projects and programmes over their life cycle, to provide independent implementation assessments and recommendations to Commonwealth entities regarding delivery and implementation.
- Providing advice to the government on legislative, investment and policy mandates and governance arrangements for the government’s:
  - investment funds
  - corporate Commonwealth entities and Commonwealth companies
  - civilian superannuation schemes
  - management of the stability of the government’s unfunded superannuation liabilities.
- Providing advice to the government on policy and reform relating to electoral activity, including through responding to parliamentary reports.

Intended results

- Governance policy frameworks and modern management practices embody best practice public sector leadership and support efficient, effective, ethical and economical public sector administration.
- Property is used efficiently and effectively, and informed decisions are made about the government’s property portfolio, construction and land remediation projects.
- Government advertising is conducted in accordance with the government’s policy, Guidelines on information and advertising campaigns by non-corporate Commonwealth entities.
- The government’s investment funds, corporate Commonwealth entities and Commonwealth companies, and superannuation schemes achieve their objectives, including legislative, policy and investment mandates.
- Australia’s electoral framework enables the Australian Electoral Commission to conduct elections and referendums in an efficient, effective, ethical and economical manner.

Key legislation

- Public Governance, Performance and Accountability Act 2013
- Lands Acquisition Act 1989
- Future Fund Act 2006 and other investment fund acts
- Public Works Committee Act 1969
• Superannuation acts

• Commonwealth Electoral Act 1918

• Referendum (Machinery Provisions) Act 1984

Measuring performance—annual
• Delivery of significant government initiatives improves, with:
  ◦ 90 per cent of senior responsible officials identifying that gateway reviews have contributed constructively to their project
  ◦ 90 per cent of gateway review report recommendations actioned or being actioned by entities.

• Advice, analysis and support to the government on public sector superannuation policy and governance, investment fund policy, and governance matters, is provided in a timely manner, and is assessed as high quality and robust, supporting the delivery of the government’s objectives and investment mandates.

Measuring performance—2015–16
• The Australian Government Office Occupancy Report (to be published in 2015–16) demonstrates that Commonwealth entities are working towards best practice in property management and planning.

Measuring performance—2016–17 and beyond
• An independent review of the Public Governance, Performance and Accountability Act 2013 and its rules, to be conducted under section 112 of the Act after 1 July 2017, demonstrates that the legislation, as an integrated resource management framework for entities, promotes high standards of governance, performance and public accountability.

• The review of electoral legislation leads to a demonstrably more consistent, coherent and streamlined legislative framework for the conduct of elections.
Purpose: Transformation—innovate and improve public sector operations and reform the management and operations of public assets

Activities

- As a public sector leader, stimulate and drive public sector efficiency, excellence and innovation, and support the government in reforming and improving the governance, performance and accountability of the public sector and public assets.

Delivery strategies

- Supporting the government’s reform agenda, including the Smaller Government Agenda, through key projects, including:
  - co-designing the public sector transformation strategy to drive and deliver strategic, organisational and operational public sector reform, with a particular focus on digital policy
  - identifying opportunities and advising the government on delivering savings under the Smaller Government Agenda, which aims to reduce the size of government and to ensure that its services are as efficient and well targeted as possible
  - working with Commonwealth entities under the Efficiency through Contestability Programme in order to identify and enhance centres of excellence in the public sector and improve the private sector’s contribution to public outcomes, eliminating waste and duplication of effort
  - undertaking reviews and scoping studies on select business activities and services to determine whether they can be provided more efficiently or effectively by other means
  - reforming public sector resource management, including through the shared and common services project and other transformational reforms.

Intended results

- The Efficiency through Contestability Programme supports entities to focus on the core responsibilities of government and ensures that government activities are being delivered in the most efficient way by the most appropriate organisations.
- Reviews and scoping studies inform government decision-making on the reform or improvement of the delivery of services, assets and businesses.
- Public sector excellence, efficiencies and savings are achieved through the use of shared and common services models, and other transformational reforms.

Key legislation

- Asset sales acts
- Lands Acquisition Act 1989
- Public Governance, Performance and Accountability Act 2013
Measuring performance—2015–16

- Contestability reviews and functional and efficiency reviews are completed to support decisions about Commonwealth entities strategically realigning and reprioritising functions to meet the core objectives of government.

- Reviews and scoping studies meet the government’s targeted outcomes, including for the Air Warfare Destroyer project, ASC Pty Ltd and the Australian Rail Track Corporation Ltd.

Measuring performance—2016–17 and beyond

- The recommendations implemented from the Independent Review of Whole of Government Internal Regulations, relevant to the resource management framework, policies, guidance and rules, are appropriately calibrated to cut red tape.

- The functional rollout of a leading public sector grants information system (grants.gov.au) is completed by June 2017 to improve transparency of Commonwealth grants.

- Market testing of Commonwealth-owned buildings (ANZAC Park East, ANZAC Park West, East Block and West Block) and other assets identified by the government is completed to inform government decision-making for the future of these assets.

- Reform of back-office IT systems, including business applications used to manage and integrate transactional business processes within Commonwealth entities, achieves the government’s agenda of a smaller, more efficient and better connected public sector.

Purpose: Services—manage efficient, cost-effective services to, and for, the government

Activities

- As steward of the government’s key assets (including sovereign wealth funds and government non-defence real property) and public sector governance, administer:
  - government superannuation arrangements
  - government general insurance and risk management services (Comcover)
  - government non-defence property services
  - key Whole of Australian Government (WoAG) ICT services (including communications networks, online services and ICT apprentice programmes)
  - government purchasing arrangements for common goods and services.

- Administer entitlements and services to ministers, office-holders, senators, members and their staff.
Delivery strategies

- Administering and managing superannuation arrangements for parliamentarians, as well as governors-general, federal judges and federal circuit court judges.

- Managing the general insurance fund and promoting and supporting improved risk management practices by Commonwealth entities.

- Achieving value for money in the management of the Finance-managed property portfolio and undertaking significant government divestment, construction and land remediation projects.

- Providing public sector leadership in delivering and supporting key WoAG ICT services and initiatives, such as the communications networks and online services (including the govCMS platform as the website hosting service for Commonwealth entities), the WoAG ICT entry-level programmes, and the digital transformation agenda.

- Managing ICT investment and assurance processes to improve the capability and capacity of Commonwealth entities to effectively deliver government services and programmes.

- Managing innovative and value for money solutions for WoAG arrangements for the procurement of common goods and services.

- Administering and providing advice on entitlements and services to ministers, office-holders, senators, members and their staff.

Intended results

- Proper use and management of public resources is achieved through:
  - accurate, timely, efficient and effective administration of the relevant superannuation schemes
  - efficient and effective delivery of insurance and risk services that protect Commonwealth interests against the impact and volatility of insurable losses
  - improved awareness, capability and performance of Commonwealth entities in managing risk
  - efficient and effective administration of the Finance-managed property portfolio and major capital works programme
  - increased productivity and more effective delivery of WoAG ICT arrangements
  - more efficient, effective and secure ICT investment and implementation across government
  - cost-effective WoAG purchasing arrangements for common goods and services
  - efficient, effective and transparent administration of parliamentary and post-parliamentary entitlements.

Key legislation

- Superannuation acts

- Parliamentary Entitlements Act 1990

- Members of Parliament (Staff) Act 1984
Measuring performance—annual

• The government’s non-defence property portfolio is actively managed, with 80 per cent of actions required to address extreme or high operational risks being programmed, in progress or completed within a given quarter, facilitating the more efficient and effective administration of the Finance-managed property portfolio.

• WoAG coordinated arrangements meet the government’s objectives for the relevant reporting period.

• ICT capability in participating Commonwealth entities increases, as demonstrated by 70 per cent of students annually accepted for the ICT entry-level programmes remaining in the government after one year, and 50 per cent remaining after two years.

• Services to ministers, office-holders, senators, members and their staff meet agreed service standards.

Measuring performance—2015–16

• Coordinated procurement arrangements are expanded for ICT products and services, establishing cost-effective WoAG purchasing arrangements for these items.

• The scoping study on the online delivery of parliamentary entitlements is completed to inform government decision-making.

Measuring performance—2016–17

• Commonwealth entities find govCMS an innovative and value for money cloud-based website hosting service, as demonstrated by 30 to 45 websites using the platform by 30 June 2016.

• The government’s heritage objectives for its property portfolio are achieved, with the completion of the Department of Finance Heritage Strategy commitments by 2017.

Measuring performance—2017–18 and beyond

• An independent review of the management and performance of the Comcover fund is undertaken in 2018 to inform government decision making on insurance and risk services for the Commonwealth.

• By 30 June 2019, 80 per cent of Comcover fund members achieve their identified level of risk maturity, as measured by the Comcover Benchmarking Programme.
Finance strives to be agile, responsive and actively engaged in collaboration with our stakeholders, and to achieve excellence in the delivery of policy advice and services.

Finance’s capability will be improved in 2015–16 by:

- deploying our people more flexibly and collaboratively
- co-locating into one building and implementing a new electronic work environment
- developing our workforce to enhance performance
- better managing risk.

**Our people**

Finance’s key asset is our people. They are integral to our success and are highly valued for the work they do to meet our purposes. Finance seeks to provide a challenging environment in which our people are inspired to provide the public sector and the wider community with the best service possible.

Finance has identified a number of capabilities and behaviours that reflect the type of organisation we want to be, and help inform our recruitment, development and retention strategies. Our workforce strategy, which aims to build capabilities and behaviours, has three streams:

- **leadership and management**—leadership, people management, policy and thought leadership, stakeholder relationship management, resource management and judgement
- **change management**—strategic and innovative thinking, creativity and innovation, flexibility and adaptability, and resilience
- **collaboration and delivery**—collaboration, communicating with influence, analysis, research skills, results orientation and client service.

**Deploying people more flexibly**

Our people are mainly located in Canberra, with outposts to support ministers, parliamentarians and their staff in state capitals and the Northern Territory. Co-locating most Canberra-based staff to one building will be integral to increased flexibility in the deployment of resources.

The following elements inform Finance’s staff deployment strategy:

- **workforce planning**—drawing on the capabilities and behaviours outlined above, Finance’s workforce planning activity ensures we recruit and develop people for our future needs. It will also ensure that staff are well managed, have clear performance expectations and are recognised for high performance. The process will also inform resource allocation and more dynamic deployment of our people—having the right people, at the right time, in the right place.
• **safe and dynamic workplace**—designing a flexible fit-out for the new building, that is supported by new technology and staff management practices, will enable Finance to provide our people with a safe and dynamic workplace—now and into the future.

• **budgeting and reporting**—internal budgeting and reporting processes and systems will be enhanced and adapted to support a more flexible way of working.

### Working collaboratively

Many of Finance’s activities have an impact on other Commonwealth entities. Effective communication and collaboration is vital to our success, whether that be developing budget advice to the government or communicating about governance frameworks.

Finance seeks to collaborate:

• internally to ensure that advice, policies and services are coherent and aligned

• externally to ensure that policies and services are fit for purpose and that stakeholders are engaged in policy and service development.

Collaboration is achieved through:

• joint projects

• consultation on the development of initiatives using various tools, including workshops and online forums

• leveraging subject matter experts

• regular communication and capacity-building activities

• coordinated procurements

• forums, networks and communities of practice.

### Planning and reporting performance

Finance has developed an approach to performance planning and reporting that will become an integral part of business practice (see Figure 1). The approach aligns with the aim of the Enhanced Commonwealth Performance Framework, providing a clear line of sight across planning and reporting activities.
Leveraging technology

Technology is a key foundation to support Finance’s operations and the achievement of our purposes. Enabling access to secure information and leading technology, to ensure a more agile, flexible, responsive and connected environment, will be a strategic focus in the reporting period.

In 2015–16, Finance will begin implementing a new electronic work environment. This will enable our people to access the technology and tools they need to do their jobs efficiently and effectively, and work the way they need to in delivering Finance’s purposes.

In implementing this new technology, Finance will seek to better use information. The ability to find, access and share critical business knowledge will enable a more dynamic working environment and more comprehensive analysis and advice to government. This change will also be fundamental in moving to an environment that is less paper-based.

Leveraging technology in these ways will ensure that Finance is a smart, technology-enabled department, improving information and data flows to allow resources to be directed to high-end analysis and policy advice in the achievement of our purposes.
Managing risk

Risk management is an essential element of good corporate governance.


In 2015–16, Finance will be focused on integrating risk management practices into all aspects of our business. This will include delegating appropriate levels of responsibility and accountability to managers to ensure a consistent approach to managing risk across Finance.

This approach will enhance the visibility and management of risk by the Executive, the Risk Sub-Committee and the Audit Committee, and ensure that managers at all levels identify, monitor and actively manage Finance’s significant risks and opportunities.

Better integration of risk management into Finance’s business and decision-making processes will assist us to:

• successfully implement the government’s priorities and achieve our purposes
• evaluate performance and respond to findings
• consult, collaborate and cooperate
• plan and adapt for the future
• effectively manage resources—people, finances, knowledge, technology and workplace.
Finance has financial governance arrangements in place, including a financial reporting regime and internal controls to support achieving our purposes. These are designed to support Finance’s complex financial requirements, the effectiveness and efficiency of our operations, and compliance with legislative requirements.

In 2015–16, Finance has a total departmental budget of $847 million, of which $216 million relates to ordinary operating activities, and an administered budget of $9,411 million, including administered expenses, capital expenditure and equity payments. The multifaceted nature of Finance’s activities is clearly demonstrated by how our activities are resourced (see Figure 2).

**Figure 2: 2015–16 Department of Finance estimates (includes Operating and Capital)**
Departmental costs are forecast to decrease over the forward estimates, primarily due to the completion of major one-off projects, such as the new post-quarantine entry facility in Victoria. Underlying operating appropriation funding (once one-off items are removed) is forecast to rise by less than the consumer price index over the forward estimates, consistent with the constrained fiscal environment. This illustrates the need for Finance to do more with our resources, including improving efficiency by being more agile and better connected.

Administered estimates are forecast to increase over the budget and forward estimates, primarily due to increased expenditure from the Australian Government investment funds, which is in line with government decisions for projects to be funded from them. Other administered estimates are largely demand-driven, and are forecast to rise more slowly.

Details of Finance’s budget estimates, average departmental staffing levels and financial statements for the reporting periods are set out in the Finance Portfolio Budget Statements 2015–16.
### Mapping of Finance's Portfolio Budget Statements 2015–16 to Corporate Plan 2015–16

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<thead>
<tr>
<th>Outcome statement</th>
<th>Delivered by:</th>
<th>Linked PBS programmes and sub-programmes</th>
</tr>
</thead>
</table>
| 1. Support sustainable Australian Government finances through providing high quality policy advice and operational support to the government and Commonwealth entities to maintain effective and efficient use of public resources | Budget Group, GaRM (those areas directly involved in Budget, financial reporting and framework) | Programme 1.1—Budget, Financial Management  
1.1.1 Budget Advice (D)  
1.1.2 Financial Reporting (D) |
| 2. Support an efficient and high-performing public sector through providing leadership to Commonwealth entities in ongoing improvement to public sector governance, including through systems, frameworks, policy, advice and service delivery | BPAM—Property, Comcover, Special Financial Claims and Government Business Enterprises  
GaRM excepting those in Outcome 1 above | Programme 2.1—Public Sector Governance  
2.1.1 Financial Framework (D)  
2.1.2 Procurement Framework (D)  
2.1.3 Government Shareholder Oversight (A)*, (D)  
2.1.4 Special Financial Claims (D)  
2.1.5 Grants in Aid Payments (A)  
2.1.6 Loans to States and Territories (A)*  
2.1.7 Business Services Special Account (D)  
Programme 2.2—Transforming Government  
2.2.1 Transforming the Public Sector (D)  
2.2.2 Digital Transformation Agenda (D)  
Programme 2.3—Property and Construction  
2.3.1 Property Special Account (D)  
Programme 2.4—Insurance and Risk Management  
2.4.1 Comcover Special Account (D)  
Programme 2.5—Procurement Services  
2.5.1 Coordinated Procurement Contracting Special Account (D)  
Programme 2.6—Public Sector Superannuation  
2.6.1 Superannuation activities (A)  
2.6.2 Programme support (D)  
Programme 2.7—Australian Government Investment Funds  
2.7.1 DisabilityCare Australia Fund (A)  
2.7.2 Medical Research Future Fund (A)  
2.7.3 Asset Recycling Fund (A)  
2.7.4 Nation-Building Funds (A) |
| 3. Support for Parliamentarians and others as required by the Australian Government through the delivery of, and advice on, entitlements and targeted assistance | COOG—M&PS, BPAM—Ministerial Communications Network, TelePresence, ICON  
GaRM = Governance and Resource Management; BPAM = Business, Procurement and Asset Management; COOG = Chief Operating Officer Group; M&PS = Ministerial and Parliamentary Services; ICON = Intra-Government Communications Network | Programme 3.1—Ministerial and Parliamentary Services  
3.1.1 Electorate and Ministerial Support Costs (including COMCAR) (A)  
3.1.2 Political Exchange Programme (A)  
3.1.3 Special appropriations provided to meet costs of parliamentary entitlements (A)  
3.1.4 Services to Senators, Members and their staff (D)  
3.1.5 Car-with-driver and associated transport services (D)  
Programme 3.2—Comcover Special Account (D)  
Programme 3.3—Government Business Enterprises, property, Comcover, special financial claims, procurement and risk GaRM frameworks  
Programme 3.4—Government Shareholder Oversight (A)*, (D)  
Programme 3.5—Property Special Account (D) |

_A = administered; (D) = departmental. Items marked * do not involve any government expenses. They do not appear in the Portfolio Budget Statements programme tables, as those tables deal with expenses only._

**Purpose** | **Delivered by:** | **Outcome** | **Linked PBS programmes and sub-programmes** |
|------------------------------------------------|-----------------|-----------------|------------------------------------------|
| Budget and financial advice, management and reporting | Budget Group, GaRM (financial reporting) | Programme 1.1—Budget, Financial Management  
1.1.1 Budget Advice (D)  
1.1.2 Financial Reporting (D) |
| Governance | BPAM—Government Business Enterprises, property, Comcover, special financial claims, procurement and risk GaRM frameworks | Programme 2.1—Public Sector Governance  
2.1.1 Financial Framework (D)  
2.1.2 Procurement Framework (D)  
2.1.3 Government Shareholder Oversight (A)*, (D)  
2.1.4 Special Financial Claims (D)  
2.1.5 Grants in Aid Payments (A)  
2.1.6 Loans to States and Territories (A)*  
2.1.7 Business Services Special Account (D)  
Programme 2.3—Property and Construction (policy)  
2.3.1 Property Special Account (D)  
Programme 2.4—Insurance and Risk Management  
2.4.1 Comcover Special Account (D)  
Programme 2.7—Australian Government Investment Funds  
2.7.1 DisabilityCare Australia Fund (A)  
2.7.2 Medical Research Future Fund (A)  
2.7.3 Asset Recycling Fund (A)  
2.7.4 Nation-Building Funds (A) |
| Transformation | BPAM—ICT, government efficiency, BPAM and GaRM—smaller govt, reviews and scoping studies | Programme 2.2—Transforming Government  
2.2.1 Transforming the Public Sector(D)  
2.2.2 Digital Transformation Agenda (D) |
| Services | BPAM—ICT, property, Comcover, and GaRM superannuation and funds | Programme 2.1—Public Sector Governance  
2.1.1 Financial Framework (D)  
2.1.2 Procurement Framework (D)  
2.1.3 Government Shareholder Oversight (A)*, (D)  
2.1.4 Special Financial Claims (D)  
2.1.5 Grants in Aid Payments (A)  
2.1.6 Loans to States and Territories (A)*  
2.1.7 Business Services Special Account (D)  
Programme 2.4—Insurance and Risk Management  
2.4.1 Comcover Special Account (D)  
Programme 2.7—Australian Government Investment Funds  
2.7.1 DisabilityCare Australia Fund (A)  
2.7.2 Medical Research Future Fund (A)  
2.7.3 Asset Recycling Fund (A)  
2.7.4 Nation-Building Funds (A) |
| Services | | Programme 2.6—Public Sector Superannuation  
2.6.1 Superannuation activities (A)  
2.6.2 Programme support (D)  
Programme 2.7—Australian Government Investment Funds  
2.7.1 DisabilityCare Australia Fund (A)  
2.7.2 Medical Research Future Fund (A)  
2.7.3 Asset Recycling Fund (A)  
2.7.4 Nation-Building Funds (A) |

| 3. Support for Parliamentarians and others as required by the Australian Government through the delivery of, and advice on, entitlements and targeted assistance | COOG—M&PS, BPAM—Ministerial Communications Network, TelePresence, ICON  
GaRM = Governance and Resource Management; BPAM = Business, Procurement and Asset Management; COOG = Chief Operating Officer Group; M&PS = Ministerial and Parliamentary Services; ICON = Intra-Government Communications Network | Programme 3.1—Ministerial and Parliamentary Services  
3.1.1 Electorate and Ministerial Support Costs (including COMCAR) (A)  
3.1.2 Political Exchange Programme (A)  
3.1.3 Special appropriations provided to meet costs of parliamentary entitlements (A)  
3.1.4 Services to Senators, Members and their staff (D)  
3.1.5 Car-with-driver and associated transport services (D)  
Programme 3.2—Comcover Special Account (D)  
Programme 3.3—Government Business Enterprises, property, Comcover, special financial claims, procurement and risk GaRM frameworks  
Programme 3.4—Government Shareholder Oversight (A)*, (D)  
Programme 3.5—Property Special Account (D) |

**Appendix**