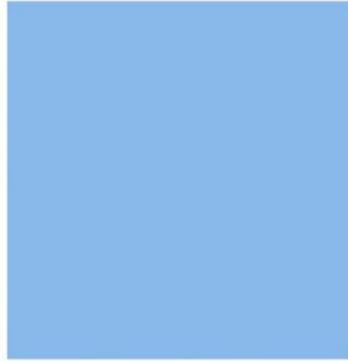


Corporate Plan 2015-2018



Our shared future

I am pleased to present the Corporate Plan 2015-2018 for the Department of State Growth, outlining the strategic framework that will guide our activities over the next three years.

The Corporate Plan provides us with a way forward – it outlines the objectives we are trying to achieve and the priorities that we will deliver.

Over the next three years, we will continue to focus on delivering outcomes for our Ministers and the Tasmanian community, in particular delivering commitments identified through Tasmanian budgets and in *Our Plan for the Next 365 Days*.

The Corporate Plan is a plan for our people – it acknowledges the diversity of our activities and provides us with common objectives that we all contribute to.

Our people are key to our success and to effectively delivering on all of our corporate objectives. We will support and develop our people, build our shared culture and values and strive to make the department a place where people want to work.

The Corporate Plan focuses on our relationships with, and the services we provide to, our clients, both within and outside the public sector. We recognise the importance of these relationships and aim to work collaboratively in the development and delivery of our services and programs.

Achieving our role is dependent on having a strategic approach; productive, capable and engaged people; sufficient resources and a willingness to be innovative and collaborative. Fortunately, we have all of these elements at hand.

This is an exciting time for Tasmania and for the department. While we have challenges ahead, we have a clear mandate, clear priorities and a firm commitment to supporting the growth of our state.

I take this opportunity to acknowledge the commitment and professionalism of our staff whose contribution is vital to the effective implementation of this Corporate Plan. When I look back on the last twelve months, I am very proud of our achievements and am looking forward to continuing to build on this great work in the years ahead.



Kim Evans

Our role

The department's role is to support economic growth and facilitate the creation of jobs and opportunities for Tasmanians.

Our approach

In delivering services to Tasmania and growing our state, we will be:

Client centric

As a client centric agency, we will put client needs first and integrate our service delivery by providing assistance and advice from a whole of agency perspective. Using a client management approach, we will actively engage with our clients and the community to understand their challenges and expectations, build effective relationships and improve our services. We will be ambassadors for Tasmania and our agency, we will be open and honest with our clients and follow through on our commitments.

Collaborative

Recognising that we can achieve more working together than on our own, we aim to build strong relationships with government, business and with the community. We seek to make the most of opportunities as they arise to work collaboratively across the department and with organisations and individuals in achieving our purpose.

Values based

We will create a positive, productive and respectful culture across the department. This includes acting with integrity and professionalism; respecting, collaborating and communicating with each other; and supporting and developing our people.

Results driven

Delivering Tasmanian Government priorities and maximising opportunities to drive economic growth and facilitate job creation, will be our focus. An agile and flexible project management approach will ensure delivery of outcomes and we will work collaboratively across different business units to capitalise on our diverse knowledge and expertise. In some cases, we will need to accept an increased level of risk to enable delivery of outcomes and to reduce red tape.

Innovative and creative

We will be creative and support innovation internally, by continually looking for new and better ways to deliver our services and achieve desired outcomes. We aim to better manage risks, leverage opportunities to transform business processes and improve productivity.

Adaptable

We recognise that the environment in which we and our clients operate is constantly changing. We aim to respond quickly and effectively to changing demands and to be well positioned to make the most of new opportunities as they arise.

Efficient

With a focus on value for money, we aim to make the best use of available resources to deliver the desired outcomes. In allocating our resources, we will take account of the priorities outlined in this Plan and the key activities contributing to the achievement of our objectives. We will also identify, at the earliest opportunity, any functions and actions that cannot be undertaken within available resources.

Our objectives

We will deliver against the following five objectives for the department. For each of the five objectives, the priority actions to be implemented throughout life of the Plan are identified below, with more specific actions listed later in the Plan, including many that will be completed within the first 12 months.

1. Work with Tasmanian businesses and industry to support growth and job creation.

This will include:

- supporting job creation by attracting new businesses to Tasmania and facilitating business growth
- supporting **small business** growth through targeted **programs** and information services
- developing **targeted action plans and strategies** to drive growth in key **sectors** and across the economy
- actively supporting the Coordinator-General in **attracting new investment** to Tasmania and facilitating development
- assisting businesses to grow domestic and international **trade** through brand and market development and by building relationships
- building a skilled **workforce** that meets the needs of employers and positions industry for strategic growth
- facilitating, encouraging and enabling others to pursue opportunities to harness our **energy and resources** (forestry and mineral)
- creating a policy and regulatory environment that is supportive of growth and reduces **red tape**.

2. Grow and support Tasmania's visitor economy.

This will include:

- creating quality visitor experiences, by strategically investing in priority public and private **tourism infrastructure and products**
- developing the hospitality and tourism **workforce** to ensure quality visitor experiences
- promoting Tasmania's creativity and culture, including by developing our **creative industries and cultural attractions**
- supporting delivery of an **events** portfolio that enhances Tasmania's reputation as a tourism destination
- supporting Tasmanian **businesses** to deliver quality services for visitors and locals
- strategically investing in **public infrastructure and transport** systems that enhance visitor experiences.

3. Build Tasmania's brand as the best place in the country to live, work, invest and raise a family.

This will include:

- supporting Tasmanian businesses and industry to **create jobs** and provide opportunities for Tasmanians
- building and promoting Tasmania's **brand**, to market our state to visitors and potential migrants and to differentiate our products
- growing Tasmania's **population** by facilitating **migration**, promoting our liveability and creating jobs
- enhancing the lifestyle of Tasmanians through community **events**, managing **cultural attractions** and supporting our **creative industries**
- providing an efficient, safe and reliable **transport** system to connect people.

4. Support industry and business growth by strategically managing our infrastructure and transport systems.

This will include:

- ensuring investment in **infrastructure** is strategic, customer-driven and supports state growth and liveability
- providing efficient, safe and reliable **transport and logistics** systems to support state growth
- ensuring government's social and economic objectives for ownership of **government businesses** are delivered.

5. Build organisational capacity by developing our people, safety, systems and culture.

This will include:

- ensuring that the **health and safety** of our people is paramount in all that we do
- developing a shared **culture and values** to build on our strengths as a department and improve the way we work together
- investing in, supporting and **developing our people** and building our **leadership** capability at all levels
- promoting and fostering **collaboration and communication** within the department and across government, at all levels
- developing systems and process to embed a **client centric** approach, including providing integrated service delivery, advice and support
- strengthening our **governance and accountability** frameworks, promoting leadership in good **decision making** and a culture of **risk management**
- strengthening our **financial management** capability to deliver financial results in a climate of **continuous improvement**.

Objective one

Work with Tasmanian businesses and industry to support growth and job creation.

The Tasmanian Government is committed to growing Tasmania and its economy. Government has set a number of targets with respect to growing our state, including reducing Tasmania's unemployment rate to the national average, increasing Tasmania's population to 650 000 by 2050 and securing 1.5 million visitors per year by 2020.

The Tasmanian Government has identified key reforms and major initiatives to drive economic growth in food and agriculture, tourism, advanced manufacturing, forestry and mining, as well as other sectors of our economy. Government is also positioning to take advantage of the projected growth in the service, knowledge and information sectors of the economy.

The Department of State Growth has an important role in enabling growth and facilitating job creation. Working closely with the Coordinator-General, we act as ambassadors for the state, assist to attract new investment to Tasmania and facilitate development. We also work with both traditional and emerging industries to leverage their competitive strengths and develop targeted action plans and strategies to drive growth. This includes supporting science and research as sectors, as enablers for growth, innovation and improved productivity and to underpin decision making.

In pursuing economic development, the department supports the Tasmanian Development Board to actively assess and manage requests for financial and business assistance.

We are also committed to supporting small businesses (with less than 20 employees) and deliver a number of targeted programs to assist businesses to develop and create jobs. We also assist businesses to grow domestic and international trade through brand and market development.

A skilled labour force underpins Tasmania's economy and drives productivity. The department strategically plans and invests in workforce skills to help Tasmanian businesses and industry be more productive, to innovate and to position for strategic growth.

Our priorities

- 1.1 Support **job creation**, including through implementing the Business, Jobs and Population Attraction package to encourage businesses to move to Tasmania or recruit employees.
- 1.2 Facilitate **significant projects** across Tasmania, including through the \$17 million Regional Revival Fund initiative.
- 1.3 Support **small business growth**, through implementing targeted programs and information services.
- 1.4 Engage with **significant businesses** to assist them to access finance and create or retain jobs.
- 1.5 Actively support the Coordinator-General in **attracting new investment** to Tasmania and facilitating development.

- I.6 Build Tasmania's **international relationships**, including through active engagement with China and other key trade and investment partners, including India.
- I.7 Assist businesses to grow domestic and international **trade** through **brand** and **market development**.
- I.8 Develop **targeted action plans and strategies** to drive growth in key sectors and across the economy, including developing an **Advanced Manufacturing** Action Plan.
- I.9 Work with the Department of Primary Industries, Parks, Water and the Environment to grow the value of the **agricultural** sector in Tasmania tenfold to \$10 billion per year by 2050.
- I.10 Enhance Tasmania's position as a gateway to the **Antarctic** and launch the Antarctic Gateway Strategy.
- I.11 Optimise **science** and **research** economic opportunities and support the provision of science and research as enablers for growth, innovation and improved productivity.
- I.12 Position Tasmania to secure an increased share of the national **defence** spend, through development of Our Fair Share of Defence Spending Strategy and facilitating Tasmanian tenders for major defence contracts.
- I.13 Promote opportunities for mineral exploration and sustainable **mining** investment in Tasmania.
- I.14 Work with Forestry Tasmania and the industry to transition the **forestry** sector to a sustainable, private industry-led, future.
- I.15 Restore **energy** as a competitive advantage for the state, by implementing the Tasmanian Energy Strategy.
- I.16 Build a **skilled workforce** that meets the needs of employers and positions industry for strategic growth, through implementation of the Investing in Skills for Growth Strategy.
- I.17 Ensure that government's investment in **training and workforce development** directly supports the economy and grow the capability of the state's training providers to respond to industry demand and deliver quality outcomes.
- I.18 Work closely with the Planning Reform Taskforce and other Tasmanian Government departments to ensure the single statewide **planning** scheme being developed for Tasmania facilitates and encourages economic growth.
- I.19 Work with business and industry to understand barriers to growth and pursue opportunities to reduce **red tape**, in collaboration with the Office of the Coordinator-General and the Regulation Reduction Coordinator.

Objective two

Grow and support Tasmania's visitor economy.

The Tasmanian Government is committed to growing and strengthening the visitor economy. The visitor economy is about more than just holiday makers, it includes visiting businesses, friends and relatives, students and those attending sport and leisure events.

The Tasmanian Government has a target to attract 1.5 million visitors per year to Tasmania by 2020, generating an additional 8 000 tourism jobs and a further \$1 billion in annual visitor spending.

The Department of State Growth is critical to achieving this target. While Tourism Tasmania focuses on marketing Tasmania to the world, the department helps to ensure we have quality products and infrastructure in Tasmania to meet demand and encourage repeat visitation.

We work with tourism businesses and the hospitality/tourism workforce to ensure quality experiences for visitors and locals. We also promote our culture and creativity and support delivery of a diverse and exciting events portfolio, with the state increasingly recognised as a highly desirable and outstanding global destination.

Our priorities

- 2.1. Coordinate tourism industry, product and workforce development activities, through the **Tourism Supply** Steering Committee and refreshing T21 – Tasmania's Visitor Economy Strategy.
- 2.2. Support creation of quality visitor experiences by strategically investing in priority public and private **tourism infrastructure and products**, through the Tourism Demand Driver Infrastructure Program and Regional Tourism Infrastructure and Innovation Fund.
- 2.3. Work with the Tasmanian Hospitality Association to develop the **hospitality workforce**, including by supporting implementation of the Tasmanian Hospitality Strategic Plan, the Customer Experience Program and the Hospitality Workforce Development Program.
- 2.4. Promote and support Tasmania's creativity and culture, including by developing our **creative industries and cultural attractions**.
- 2.5. Support delivery of an **events** portfolio that enhances Tasmania's reputation as a tourism destination, including by implementing the Regional Events Start-Up Program.
- 2.6. Support Tasmanian **businesses** to deliver quality services for visitors and locals, including by implementing targeted **programs** and information services.
- 2.7. Work with the University of Tasmania and the education and training sector to develop an approach to increasing **international education** in Tasmania.
- 2.8. Strategically invest in public **infrastructure and transport** systems that enhance visitor experiences.

Objective three

Build Tasmania's brand as the best place in the country to live, work, invest and raise a family.

The Tasmanian Government has a vision of making Tasmania the best place in the country to live, work, invest and raise a family. Tasmania's liveability is one of its key strengths. We market our state as a place that offers rewarding career opportunities, an enviable lifestyle and vibrant, welcoming communities. Balancing work, family life and recreation is easier in Tasmania where housing is affordable, good schooling and services are available and commute times are among the shortest in the nation. Tasmania also offers a stunning natural environment and cultural, creative and sporting attractions and events that are world-class.

The Department of State Growth is not just about growing Tasmania's economy and creating quality experiences for visitors, it is also about servicing Tasmanians and enhancing the lifestyle of Tasmanians. The department supports a diverse array of events, manages cultural attractions, promotes our creative talent, protects our natural and cultural history and supports our creative industries. The department also works to provide Tasmania's youth with opportunities to stay in the state – including to study and to build their careers.

We also provide efficient, safe and reliable transport systems to connect Tasmanians and to enable Tasmanians to experience what the state has to offer.

Building and promoting Tasmania's brand is important to growing Tasmania's population. Vibrant and culturally diverse cities and towns attract people and businesses, which in turn creates economic growth and employment opportunities. Building and promoting Tasmania's brand is also critical to supporting our visitor economy and in marketing our products to the world.

Our priorities

- 3.1 Support Tasmanian businesses and industry to **create jobs** and provide opportunities for Tasmanians.
- 3.2 Connect Tasmanians, including young people and transitioning workers, to a working future, by building their vocational, employability and entrepreneurial **skills**.
- 3.3 Build and promote Tasmania's **brand**, to market our state to visitors and potential migrants and to differentiate our products.
- 3.4 Grow Tasmania's **population** by facilitating **migration**, promoting our liveability and creating jobs, and through implementation of actions identified in the Population Growth Strategy.
- 3.5 Enhance the **lifestyle** of Tasmanians, through supporting the delivery of **events** across Tasmania and managing **cultural attractions**, such as the Tasmanian Museum and Art Gallery.
- 3.6 Promote our creative talent and support growth of our **creative industries**, including by developing a strategic plan for jobs growth and investment in the creative industries.
- 3.7 Respond to current and emerging **community infrastructure** needs and support delivery of key projects.
- 3.8 Support the provision of competitive, efficient and integrated **public transport** services.
- 3.9 Achieve significant on-going improvements in **road safety**, including through developing the Tasmanian Road Safety Strategy for 2017-2026.

Objective four

Support industry and business growth by strategically managing our infrastructure and transport systems.

Tasmania's transport and infrastructure networks represent major government assets, and underpin Tasmania's economy. Without infrastructure and essential services (like energy), business and industry can't grow and new projects can't occur.

Without effective transport systems, we can't get Tasmanians to their workplaces and Tasmanian products to market. We need to ensure that we invest Tasmanian Government resources strategically, and that we make decisions that are in the best interests of our businesses, industries and people.

Led by Infrastructure Tasmania, the Department of State Growth provides a coordinated approach to investment in, and delivery of, infrastructure across the state. This includes working with a number of government businesses that are responsible for key infrastructure and transport services in Tasmania.

In addition, we manage and regulate the state's transport infrastructure system, including focusing on road safety; managing public transport systems; registering vehicles and licensing drivers. We also administer targeted transport assistance schemes and subsidies for students, the unemployed, aged pensioners and persons living with disability.

Our priorities

- 4.1 Through Infrastructure Tasmania, ensure investment in **infrastructure** is strategic, customer-driven and supports state growth and liveability, including by developing an Integrated Freight Strategy.
- 4.2 Sustainably invest in and maintain **road infrastructure** to enable defined levels of services for road users, including completing the 10-year investment plan.
- 4.3 Efficiently and effectively deliver all scheduled **capital road projects**, including 2015-16 Midland Highway projects and the Elwick Road/Brooker Highway upgrade.
- 4.4 Ensure transport **regulation** is appropriate, outcome focused and helps to remove **red tape**, including through implementation of the National Heavy Vehicle Regulator and Heavy Vehicle National Law.
- 4.5 Ensure that **motor registration and licencing processes and systems** are responsive to changing customer requirements.
- 4.6 Ensure government's social and economic objectives for ownership of **government businesses** are delivered.

Objective five

Build organisational capacity by developing our people, safety, systems and culture.

Our people are key to our success and to effectively delivering on all of our corporate objectives.

It is critical that we support and develop our people, not only to ensure we can deliver, but to recognise our people for their efforts, to assist our people in progressing their careers and to make the department a place where people want to work.

Over the past twelve months, we have worked hard to build the Department of State Growth, while maintaining service delivery. In the coming years, we will focus on developing a positive, productive and respectful culture across the department. This includes developing shared values and acting with integrity and professionalism; respecting, collaborating and communicating with each other; and supporting and developing our people.

We will also implement systems and processes to ensure the department is strategic, effective and efficient.

Our priorities

- 5.1 Ensure that the **health and safety** of our people is paramount in all that we do.
- 5.2 Develop a shared **culture and values** to build on our strengths as a department and improve the way we work together.
- 5.3 Invest in, support and **develop our people** to increase **capability** to meet current and future business needs, through our performance management system.
- 5.4 Develop our **leadership** capability at all levels and strive to provide **opportunities** for our staff.
- 5.5 Promote and foster **collaboration** within the department and across government, at all levels.
- 5.6 Continually seek to improve and enhance **internal communication** through greater levels of interaction across the department.
- 5.7 Develop systems and process to embed a **client centric** approach, including providing integrated service delivery, advice and support and developing an agency-wide client management system.
- 5.8 Support the department's people and work, through effective **systems, policies and processes**.
- 5.9 Strengthen our **financial management** capability to deliver financial results in a climate of **continuous improvement**.
- 5.10 Undertake **business improvement** projects that deliver capability through systems, **better management of information** and **innovative** ways of working.
- 5.11 Strengthen our **governance and accountability** frameworks, promote leadership in good **decision making** and a culture of **risk management**.

The planning framework

It is critical that the core objectives and priorities of this Plan are cascaded clearly through all levels of the department, as outlined below. The aim of the planning framework is to align the directions of the department to the functions and activities at all levels, right through to individuals.

The Executive Committee of the Department of State Growth will review this Plan annually and update it as necessary. This annual review will be informed by working with our staff and Ministers and monitoring of our progress in achieving priority actions identified in this Corporate Plan and in the various divisional, branch and individual plans.

Over the coming months, the Executive Committee will develop quantitative and qualitative performance indicators to enable measurement of the department's progress in achieving our objectives and implementing this Plan.





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