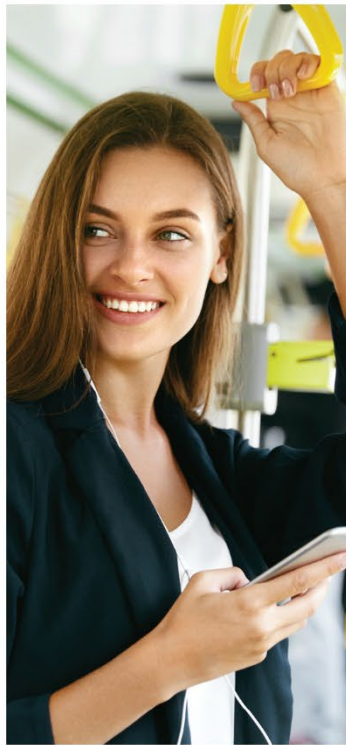


Corporate Plan 2023–26



We acknowledge the Tasmanian Aboriginal people as the original owners and continuing custodians of lutruwita (Tasmania). We pay our deepest respects to their Elders, past and present. We honour the care and connection to their land, sea, waterways and sky which was never ceded. We value the history, culture and strength of the Tasmanian Aboriginal community, and commit to listen deeply to their story and be respectful of Country in our collaborations with them.

Image credit:
Photo by Michael Gissing of Felicity Bott, as part of Deborah Wace's Arts and Screen Digital Production Fund Project.

From the Secretary



It is my pleasure to present the Department of State Growth's Corporate Plan 2023-26. I am excited to keep building on our achievements, shared capacity, values and sense of purpose.

As our organisation evolves, it is vital we work together and take advantage of the opportunity this department presents. The resilience and dedication shown by the State Growth team since the start of the COVID-19 pandemic has been amazing, and together we can carry this energy forward.

State Growth provides a broad range of services to the Tasmanian community: building and keeping us safe on our roads; working with and supporting growth in our businesses and industries; supporting our vibrant

arts, tourism, sporting and cultural communities; responsibly harnessing the natural advantages provided by our mineral resources; providing key services and infrastructure; supporting sustainable development; delivering future-focused energy policy; and facilitating the provision of targeted training and migration programs.

This spectrum of services and roles creates immense opportunity. Our response to the COVID-19 pandemic and subsequent support of our community and economy's recovery, shows we can take advantage of our collective expertise to collaborate and deliver a client-centric approach. The Corporate Plan for 2023-26 builds on this momentum and seeks to ensure we continue to perform at the high level expected of us by the government of the day and the Tasmanian community.

Our clients and their needs – be they Ministers, the community, or businesses – are the focus of our advice and we need to apply insightful and pragmatic policy analysis to reconcile differing interests. Our approach ensures we provide the information our diverse stakeholders need to make decisions and to invest in a manner that is implementable and compliant with relevant legislation.

Each of our outputs are valuable and contribute to the wellbeing of Tasmanians and the liveability of our cities and regions. Our work is aspirational and focused on delivering better outcomes for Tasmanians, harnessing the competitive advantages that set us apart from the rest of the world. We will ensure our organisation has the right culture, tools, support and technology in place to drive these results and take full advantage of new opportunities.

Being able to deliver our objectives starts with our people and ensuring we are an organisation that values and supports the individual to thrive. This means creating a workplace culture where people feel supported, valued, included and empowered to do their best work and be their best selves. Our Corporate Plan recognises the importance of working together and being united in the same goal. When we get this right, our people feel better, they perform better, and the organisation achieves great outcomes.

The Corporate Plan 2023-26 responds to key cultural, environmental and economic shifts since the last version. We have renewed our focus on sustainability and how our work supports liveability and vibrancy in our community and economy. We also turn our attention to how we can respond to and build resilience against the impacts of climate change and other emergencies and disruptions, both internally and externally across Tasmania.

I am proud of what we have achieved in the four years since the 2019-22 Corporate Plan, and how we have gone about it together. As we embark on this next chapter, I am confident we have the tools, environment and team to continue to take full advantage of the opportunity State Growth's broad range of services present.

Kim Evans
Secretary

Our role

To support diverse and sustainable economic growth and facilitate the creation of job opportunities for the benefit of our community.

Who we are

Our agency has the following core focus areas:

- **Business and Jobs** – drives industry capability and regional development for growth including small business support, workforce development, trade, science and technology, advanced manufacturing and defence, international education, business and skilled migration, and tourism and hospitality support.
- **Resources, Strategy and Policy** – provides whole-of-agency strategic policy, project and coordination functions including Antarctic science and research, population strategy, and urban renewal and growth initiatives that build on urban transformation. This area also provides strategic advice on Tasmania’s mining policies and resource industries, and is responsible for the sustainable management of mineral resources in Tasmania.
- **Culture, Arts and Sport** – develops policy and programs to deliver economic and social outcomes by supporting development, delivering services, providing funding and stimulating demand for the cultural, creative and sporting sectors in Tasmania.
- **Transport and Infrastructure** – promotes and enables the safe, reliable and efficient transport of people and goods, to connect Tasmanian communities, promote freight efficiency and growth in the Tasmanian economy, and improve the visitor experience. This group also supports state-wide planning and coordination of major stadium projects and infrastructure delivery.
- **Business Services** – working with our partners, Business Services leads the development of organisational culture, business improvement and emergency management in the department through delivery of quality financial, communication, human, information, spatial, asset management and portfolio services.

Our agency also supports and works closely with the following areas:

- **The Office of the Coordinator-General** – the principal entity in Tasmania to attract and support investment in the state, facilitate major projects and reduce red tape.
- **Renewables, Climate and Future Industries Tasmania (ReCFIT)** – is responsible for providing advice on the state’s strategic direction on climate change, renewable energy growth and emissions reduction to help shape Tasmania’s future while maintaining a secure, sustainable and affordable energy system.
- **The Tasmanian Development Board** – the board’s primary focus is the creation of investment and associated employment through working closely with State Growth to implement government policies.

Our approach

We will be guided by the following principles:

Client-centric

We will provide integrated advice and services that are informed by the full range of services our agency provides and the needs of our clients.

Collaborative and coordinated

We will work together and across portfolios to provide informed whole-of-agency advice and services. This will be supported by the strong relationships we will build and maintain with our partners across all three levels of government, business, industry and the community.

Results driven

In keeping with our purpose, we will strategically manage risks to deliver the big and small tasks that support the delivery of the government's priorities and meet the needs of the community.

Efficient

We will make the best use of available resources to give effect to our purpose.

Innovative and creative

We will support innovation and creativity in the work we do and the activities we encourage and promote.

Diverse and supportive

We will encourage and demonstrate leadership as a welcoming, supportive and inclusive organisation. We will continue our investment in driving diversity and building an inclusive workplace as well as continuing to prioritise the accessibility of our services.

Values based

We are a values-based organisation. We will live by, exemplify and demonstrate our values in the way we work with and support each other, and our clients.

Adaptable and agile

We will respond quickly and effectively to changing demands and emerging challenges and opportunities.

Our values

At State Growth, we live by the following values. **Courage** to make a difference through:

Teamwork

Our teams are diverse, caring and productive

- We listen, learn and share.
- We support each other by stepping up and sharing the load.
- We bring out the best in people through strong and supportive leadership.
- We collaborate to get the best outcome.

Integrity

We are ethical and accountable in all we do

- We are transparent and consistent in our decision making.
- We take responsibility for our actions.
- We speak up when things aren't right.
- We do what we say we are going to do.

Respect

We are fair, trusting and appreciative

- We create a diverse and inclusive workplace.
- We care for the health, safety and wellbeing of each other.
- We listen without judgement and seek to understand.
- We resolve issues constructively.

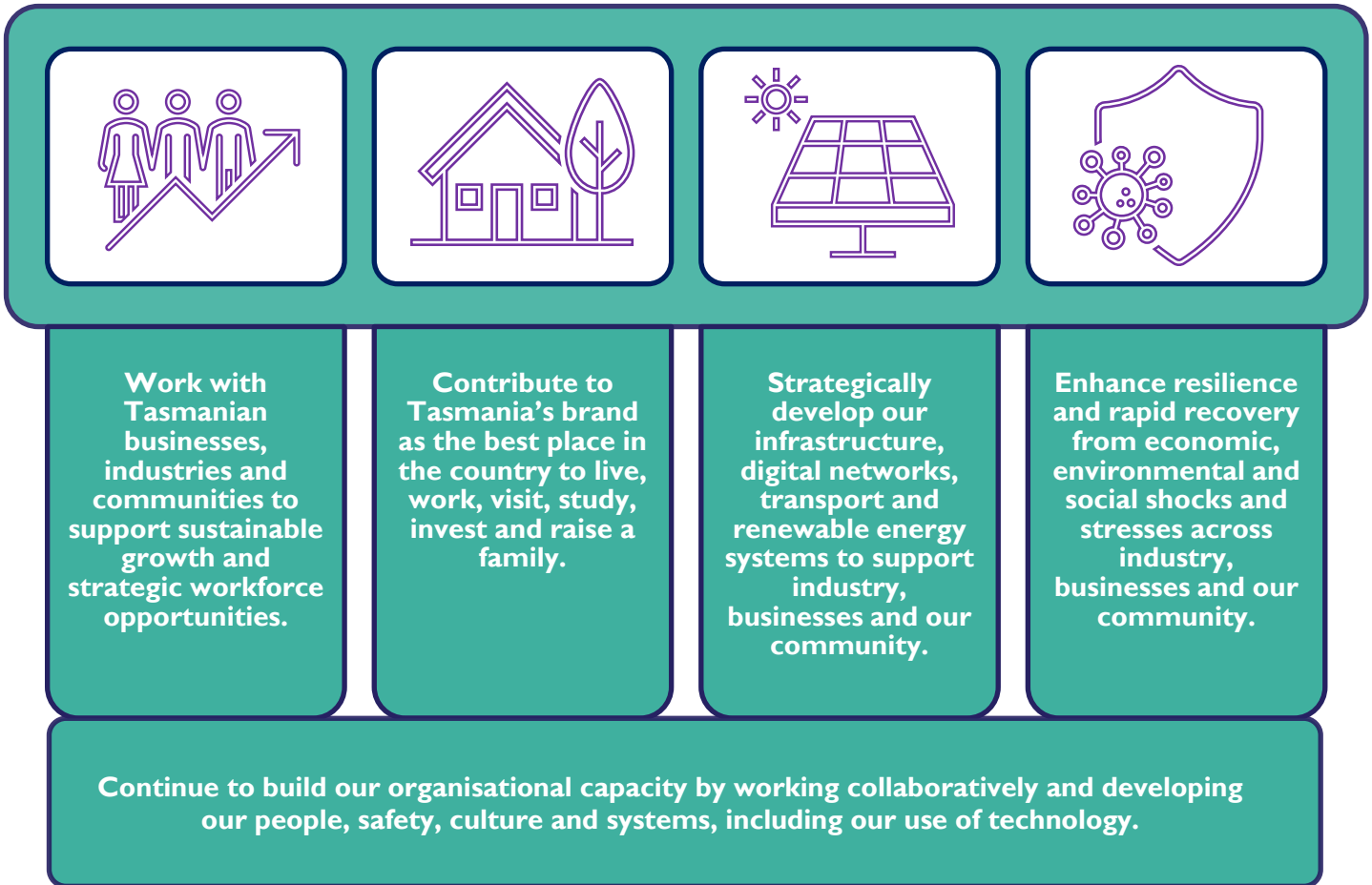
Excellence

We take pride in our work and encourage new ideas to deliver public value

- We innovate, adapt and set ambitious goals.
- We seek continuous improvement and learn from experience.
- We actively engage with our stakeholders, clients and the community.
- We promote sensible risk taking.

Our objectives

Our work will be guided by the following five objectives. In addressing these objectives, the Department will work with businesses, industries and communities to reduce Tasmania's greenhouse gas emissions and build resilience to the effects of climate change.



We will:

Work with Tasmanian businesses, industries and communities to support sustainable growth and strategic workforce opportunities

This will include:

- leveraging partnerships and engaging the community to **build the workforce of the future** by supporting training, job opportunities, pathways to employment and access to a skilled workforce.
- encouraging innovation and facilitating new opportunities in **technology use and digital transformation.**
- **attracting new businesses** to the state and **retaining and promoting investment** in Tasmania.
- **delivering targeted programs and accessible information services**, particularly for small businesses.
- exploring options to **best manage and use our mineral resources and land.**
- encouraging innovation and supporting growth in the **advanced manufacturing, defence and future industries.**

- supporting market expansion, and domestic and international trade through **coordinating Tasmania's whole-of-government Trade Strategy**.
- supporting and facilitating **Tasmania's tourism, hospitality and events industry**.
- **reducing the regulatory burden** for small business and the wider Tasmania community to **make doing business in our state easier**.
- delivering our statutory functions by **adopting best practice methodology and principles to effectively regulate** the laws we are responsible for.
- identifying opportunities to **reduce our emissions and build resilience to the impacts of climate change** in the transition to a low carbon economy.

Contribute to Tasmania's brand as the best place in the country to live, work, visit, study, invest and raise a family

This will include:

- **being recognised as a diverse, welcoming and supportive community**, focusing our population growth on addressing skills shortages and embracing opportunities in regional areas.
- developing new, enhancing existing and supporting emerging **tourism experiences and destinations** that reimagine and encourage investment, renewal and visitation to our regions.
- promoting and delivering **programs, events and activities** that celebrate our communities across all seasons, showcase our regions and **promote artistic, cultural, hospitality and sporting excellence and participation**.
- promoting and delivering support for our **creative and cultural industries** to build industry and individual capacity, and provide opportunities to **drive local investment** and to **build on our brand**.
- **promoting and growing business-related events** hosted in Tasmania.
- working with Brand Tasmania to **promote the state's strengths, brand and opportunities**.
- working in partnership with all levels of government and businesses to **maintain and enhance Tasmania's liveability**, harness opportunities and **drive strategic land use decisions** that support sustainable growth.

Strategically develop our infrastructure, digital networks, transport and renewable energy systems to support industry, businesses and our community

This will include:

- ensuring the right **infrastructure** is built at the right time, in the right place, as efficiently as possible, and with resilience to the impacts of climate change, to **support urban renewal and liveability** for our growing population.
- **managing the State Road Network** as part of an integrated transport system to serve the community, business and industry, including our tourism sector.
- **providing access to the transport system**, enabling access to employment, education, services and social participation.
- **promoting road safe behaviours and working to prevent crashes** that result in death or serious injury.
- boosting our capacity to **host international arts, entertainment, cultural and sporting events** through the development and promotion of our major stadiums.

- **harnessing our renewable energy capability and monitoring Tasmania’s energy security** by providing strategic advice on energy policy, regulatory arrangements, climate change and emissions reduction.
- delivering programs that **support renewable energy related industry development** such as Battery of the Nation, Marinus Link and future industries such as green hydrogen production.
- investing in becoming the **Tasmanian Government’s leading digital agency** by making strategic improvements to our digital networks and how we use them.
- **ensuring our policy and regulatory programs align** and support these outcomes, including encouraging the uptake of new technology to reduce transport emissions.

Enhance resilience and rapid recovery from economic, environmental and social shocks and stresses across industry, businesses and our community

This will include:

- identifying how short-term disruptions and long-term systemic stresses impact our ability to provide support to Tasmanians, and **proactively building resilience within businesses, the community and State Growth.**
- **building climate change adaptation and mitigation** into our long-term planning so that business, industry and our community are **prepared for the impacts of climate change.**
- **developing thorough and robust emergency management procedures** to enhance our responsiveness and coordination in times of crisis.
- incorporating our learnings from responding to the COVID-19 pandemic and other emergencies into our **business support and community assistance strategies and protocols.**

Continue to build our organisational capacity by working collaboratively and developing our people, safety, culture and systems, including our use of technology

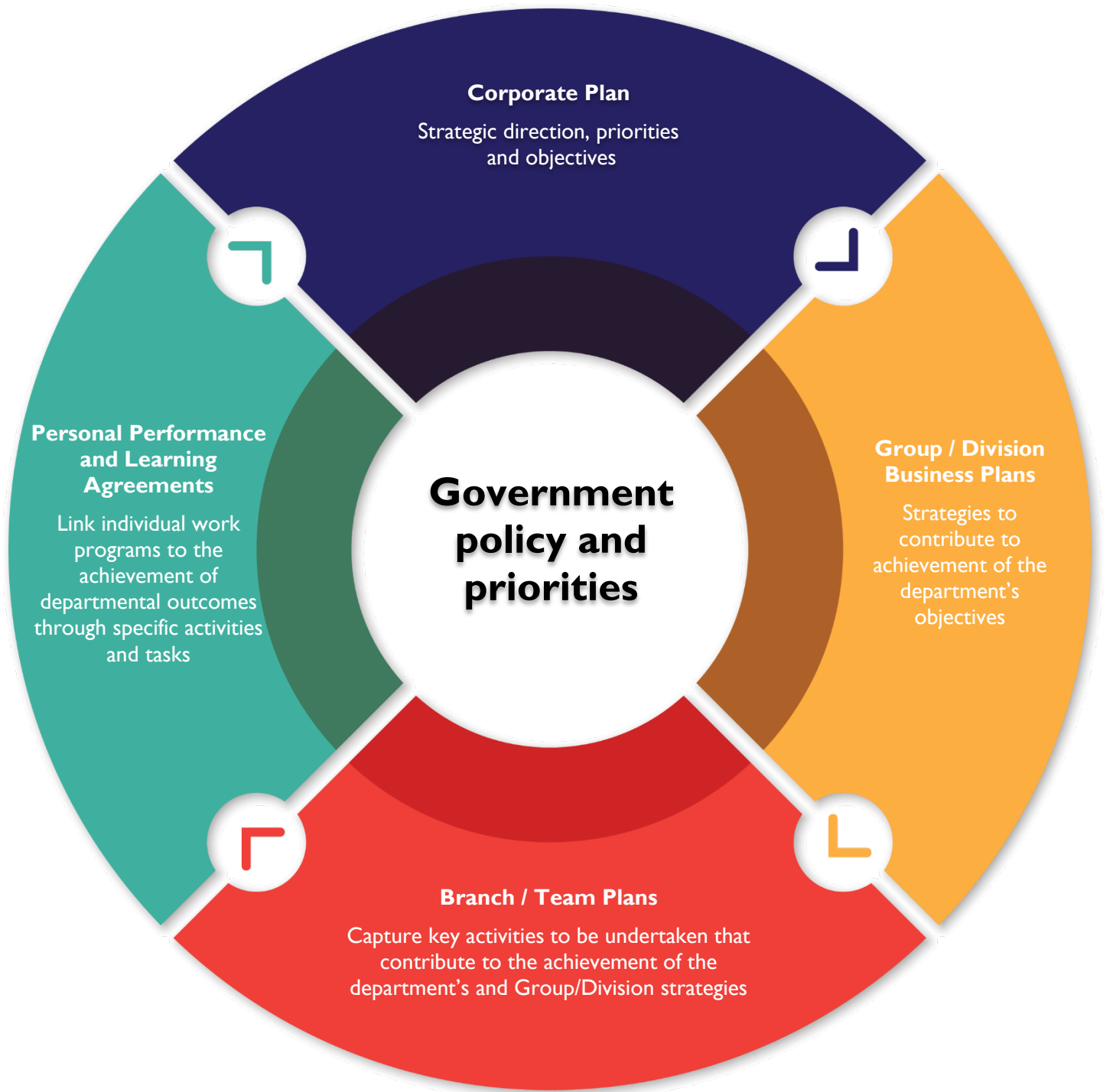
This will include:

- ensuring that the **health, safety and wellbeing of our people** is paramount in all that we do.
- making **collaboration and communication** central to how we work within the department and across government at all levels, breaking down silos to **deliver integrated outcomes.**
- investing in and supporting the **active engagement and development of our people** and building our leadership capability and agility at all levels.
- building an **inclusive workplace** that promotes and supports a **diverse workforce.**
- **strengthening our governance and accountability frameworks**, promoting leadership in good decision making and a culture of risk management.
- through **responsible and careful financial management**, supporting the delivery of priorities and programs.
- **delivering business improvement initiatives that embrace the latest technology**, enhance digital literacy and support flexible and efficient work solutions.
- **upholding a client-centric culture** by being dependable and collaborative, communicating clearly, building trust and working with pace and probity.
- **living by our shared values** to build on our strengths as a department to improve the way we work together and **drive success across all other objectives.**

Our Corporate Plan in action

Our Corporate Plan is part of our planning and strategic framework. Our purpose, objectives and approach inform our planning at a whole-of-agency level, guide our Group and Division Business Plans and inform branch, team and individual work programs.

To support this planning framework, the Executive Committee will review our Corporate Plan on an annual basis and update it as necessary. This review will be informed by our ongoing work and engagement with our people, Ministers and stakeholders and will also consider our effectiveness in delivering on our roles, responsibilities and priorities. Managers should consider the objectives of this Plan in work program discussions with their teams.





Department of State Growth