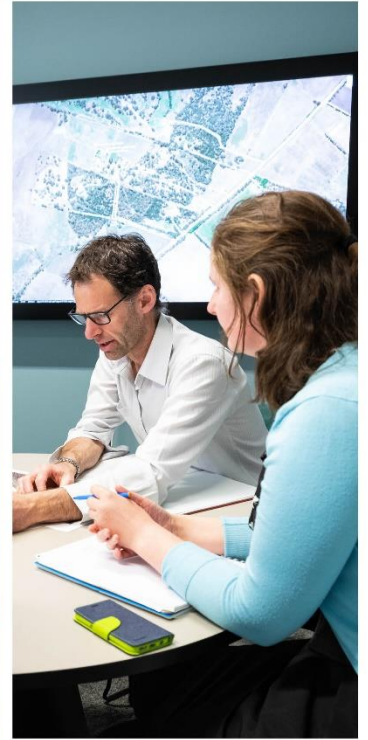
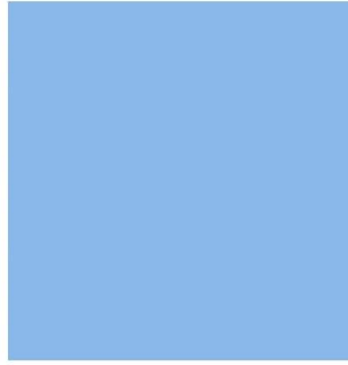


Corporate Plan 2019–22



From the Secretary

We have come a long way since I had the pleasure of presenting the Department of State Growth's first Corporate Plan three years ago. Now in its second iteration, and building on our achievements, shared capacity, values and sense of purpose, I am excited to see our growth as an organisation continue and to ensure that we work together and take advantage of the opportunity this department presents.



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 and cultural communities; responsibly harnessing the natural advantages provided by our resources; providing key services and infrastructure; supporting sustainable development; and facilitating the provision of targeted training and migration programs.

The opportunity this spectrum of services and roles creates is immense and we must take advantage of the full extent of our collective expertise and work collaboratively to deliver a client-centric approach. This will see our community, stakeholders and Ministers benefit from the services we provide as a whole, not just by work group or portfolio area.

For example, when we provide advice to the Minister for State Growth on evolving development opportunities, we have the capacity and expertise in this agency to not only provide advice on the project itself, but also to provide critical context with regard to the region, sector, workforce and capacity of enabling infrastructure.

Before sending off advice, finalising a proposal, or signing an approval, we need to ask: who else needs to know? How does this fit with work happening elsewhere in the agency?

Our clients and their needs, be they Ministers, the community or businesses, should be the focus of our advice and we need to apply insightful and pragmatic policy analysis to reconcile differing interests. A collaborative, coordinated and client-centric approach will ensure we provide the information our stakeholders need to make decisions and to invest in a manner that is implementable and compliant with relevant legislation.

This will require us to work together. It does not mean we need to be experts in everything, but we do need to know when to engage with the relevant specialists.

When we came together to create State Growth, we underwent significant change and faced a number of challenges. Despite this, we have achieved amazing things. I have the privilege of seeing the results of this work. Each of our outputs are valuable – be they visible services and project milestones, or the huge amount of work that goes on behind the scenes making sure we have the tools, support and technology to go about our jobs each day.

I am amazed and energised by not only what we have achieved in the last four years, but 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 our work and to take full advantage of the opportunity State Growth's broad range of services present.

A handwritten signature in black ink, appearing to read 'Kim Evans', with a stylized flourish at the end.

Kim Evans
Secretary

Who we are

Our agency has four core focus areas:

- **Industry and Business** – drives industry capability and regional development for growth including small business support, workforce development, trade, mining, geological survey, forestry, energy, science and technology, advanced manufacturing and defence, international education, business and skilled migration, and Antarctic science and research. It provides whole of agency policy coordination and project leadership and supports major projects initiated by the Coordinator-General, the activities of the Tasmanian Development Board, the Forest Practices Authority and Private Forests Tasmania.
- **Cultural and Tourism** – develops policy and programs to deliver economic and social outcomes through the cultural sector and visitor economy, encompassing Arts Tasmania, the Tasmanian Museum and Art Gallery, Screen Tasmania, Events Tasmania, and the Tourism and Hospitality Supply-side Unit.
- **Transport and Infrastructure** – promotes and enables the safe, reliable and efficient transport of people and goods, in order to connect Tasmanian communities, promote freight efficiency and growth in the Tasmanian economy, and improve the visitor experience; and contributes to national policy, energy security and realising growth opportunities including leading the Battery of the Nation project, progressing Project Marinus and enabling wind-based energy generation.
- **Business Services** – working with our partners to deliver quality financial, communication, human, information, asset management and portfolio services and leading the development of organisational culture and business improvement in the department.

The Department of State Growth also supports and works closely with Infrastructure Tasmania and the Office of the Coordinator-General.

These key offices are important in providing a coordinated approach to the planning and delivery of major economic infrastructure in Tasmania, and in attracting investment to the State, facilitating major projects and cutting red tape.

Our Ministers

State Growth provides support to five Ministers across 11 portfolio areas:

Ministers

The Premier, the Hon Will Hodgman

Deputy Premier, the Hon Jeremy Rockliff

The Hon Michael Ferguson

The Hon Elise Archer

The Hon Guy Barnett

Portfolios

Minister for Tourism, Hospitality and Events

Minister for Trade

Minister for Advanced Manufacturing and
Defence Industries

Minister for Education and Training

Minister for State Growth

Minister for Infrastructure and Transport

Minister for Small Business

Minister for Science and Technology

Minister for the Arts

Minister for Resources

Minister for Energy

Our role

To support economic growth and facilitate the creation of jobs and opportunities for the benefit of our community.

Our approach

We will do this 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.

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.

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.

Innovative and creative

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

Adaptable and agile

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

Efficient

We will make the best use of available resources to give effect to our purpose and to deliver the government's priorities and meet the needs of our community.

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.

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

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

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

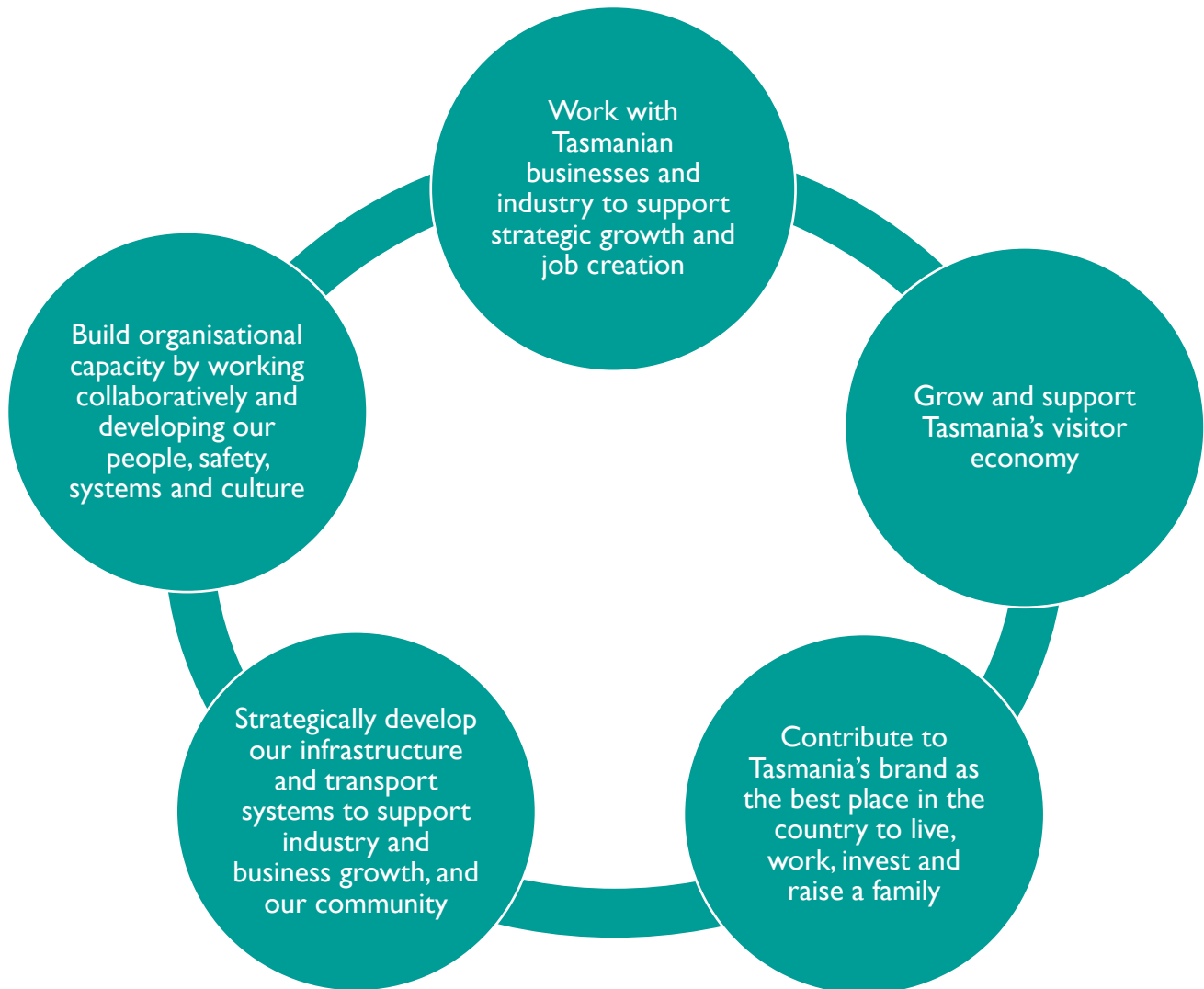
- We create a diverse and inclusive workplace
- We care for the health, safety and wellbeing of each other
- We listen without judgement and seek to understand
- We resolve issues constructively

DEPARTMENT OF STATE GROWTH COURAGE TO MAKE A DIFFERENCE THROUGH:



Our objectives

Our work will be guided by the following five Objectives.



We will:

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

This will include spreading growth opportunities across our regions by supporting the creation of new, and encouraging the growth of existing businesses, investment and opportunities, by:

- facilitating **new opportunities** and **encouraging innovation** and the use of **technology**
- **attracting new businesses** to the State and retaining and increasing **investment** in Tasmania
- delivering **targeted programs and information services**, particularly for small businesses
- developing and implementing targeted action plans and **strategies to drive growth** in key sectors

- actively working to explore options to **best manage and use our forestry and mineral resources** and land
- engaging and partnering with business, industry and the community to support **job creation, pathways to employment** and **access to a skilled workforce**
- **encouraging innovation** and **supporting growth** in the **advanced manufacturing** and **defence** industries
- supporting **market expansion, domestic and international trade** through coordinating Tasmania's whole of government Trade Strategy.

2. Grow and support Tasmania's visitor economy

This will include working alongside industry associations and our tourism and hospitality businesses to:

- encourage and support investment in **quality visitor infrastructure and services**
- **build capability, capacity and career opportunities** in the industry and its workforce
- develop new, enhance existing and support emerging **tourism experiences and destinations** that **reimagine and encourage renewal and visitation to our regions**
- support the **delivery of quality services** and enhance the productivity of our **hospitality industry** as it continues to grow
- **promote Tasmania's creativity and culture**, including by developing our creative industries and cultural attractions and sharing Tasmania's unique stories

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

We will continue to drive growth that complements our brand through strategic land use, maintaining and growing our liveability, supporting the promotion and celebration of our regions, and nurturing our welcoming and supportive community.

This will include:

- being recognised as a **welcoming and supportive community**, focusing our population growth on addressing skills shortages and opportunities in regional areas
- promoting and delivering **programs and events** that celebrate our communities across all seasons, showcase our regions and promote artistic, cultural and sporting excellence and participation
- delivering **support for our creative and cultural industries** to build industry and individual capacity, and provide opportunities for their work 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, including through City Deals

4. Strategically develop our infrastructure and transport systems to support industry and business growth, and our community

This will include:

- managing the **State Road Network** as part of an integrated transport system to serve the community
- providing **access to the transport system, enabling access** to employment, education, services and social participation
- reviewing and **managing our policy and regulatory programs** in accordance with **best practice** principles
- working to **prevent crashes** that result in death or serious injury
- harnessing **our renewable energy capability** to contribute to the national energy market including through the Battery of the Nation project, progressing Project Marinus and enabling wind-based energy generation

5. Build organisational capacity by working collaboratively and 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
- living by our shared **values** to build on our strengths as a department and improve the way we work together
- investing in and supporting the active engagement and **development of our people** and building our **leadership** capability and agility at all levels
- promoting and fostering **collaboration and communication** within the department and across Government, 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**, including emergency management
- through responsible and careful **financial management**, supporting the delivery of priorities and programs
- seeking out and delivering business improvement and ICT services and initiatives to drive **efficient operations and services**, to support a client centric culture

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.





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