

PART ONE

OVERVIEW

SECRETARY'S REVIEW



As the Australian economy recovers from the effects of the global financial crisis, the Treasury has continued to pursue its goal of improving the wellbeing of all Australians through providing quality advice to government and assisting in the implementation of key policy initiatives.

Significant achievements in 2009-10

The Treasury's recent achievements include advising on and implementing the Government's fiscal strategy. The fiscal outlook has significantly improved with the 2010-11 Budget projecting a return to surplus in 2012-13.

The Treasury's work in assisting the Government deliver the 2010 Intergenerational Report, *Australia to 2050*:

Future Challenges, has helped shape the debate on the long term challenges that Australia will face over the next 40 years. The report, released in February 2010, outlined the need to support strong, sustainable economic growth in response to the economic and fiscal pressures of an ageing and growing population.

The Government has begun to address these challenges through a broad agenda that includes investments in infrastructure, skills, education and the health system, and adhering to a disciplined fiscal strategy.

The final report of the Australia's Future Tax System Review was delivered to the Treasurer in December 2009. The Treasury advised the Government on the review's recommendations and helped develop and implement the Government's response, *Stronger, Fairer, Simpler: a tax plan for our future*.

Macroeconomic outcomes

The Treasury continues to consider productivity, population and participation effects in developing policies to promote economic growth. The Treasury's advice and analysis focused on the economic conditions, including business and household development, external trade and financial flows, and on inflation and labour market developments. As the economy strengthens, policy priorities will shift towards improving the productive capacity of the economy to overcome a re-emergence of capacity constraints, particularly through investment in infrastructure and skills development.

The Treasury continued to assist the Government to take an active role in international forums and institutions to manage the transition from crisis to recovery. The G-20 has become the premier forum for international economic cooperation. Through the G-20, the

Treasury has been involved in a number of important reform initiatives, including enhancing global standards for financial regulation and supervision, strengthening the legitimacy, credibility and effectiveness of the international financial institutions, particularly the International Monetary Fund and World Bank, and improving access to financial services amongst the poor.

Reflecting the increasing importance of China and India to Australia's economic performance, the Treasury is increasing the resources devoted to monitoring and understanding these economies. The Treasury continues to advise the Government on Australia's role in key international and regional forums.

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Effective government spending arrangements

Effective government spending arrangements contribute to the overall fiscal outcome, influence strong, sustainable economic growth and improve the wellbeing of Australians.

During 2009-10, the Treasury assisted the Government in delivering the 2010-11 Budget, which showed an improved fiscal outlook. The budget contributed to the implementation of the Government's fiscal strategy.

The Government's fiscal strategy requires that the level of tax receipts be allowed to recover naturally as the economy improves, while taxation is maintained as a share of GDP below the 2007-08 level, on average. Once the economy is growing above trend, real growth in spending will be held to no more than 2 per cent per year until the budget is returned to surplus. It will then be held to 2 per cent, on average, until a surplus of 1 per cent of GDP is achieved. The implementation of the fiscal strategy means that an improved outlook for the Australian economy is associated with a significantly improved fiscal outlook.

In 2009-10, the Treasury played a significant role in contributing to the development of the *National Health and Hospitals Network*, which includes reforms to the financial framework and new health system governance arrangements, through the provision of policy advice and the modelling of healthcare costs.

Effective taxation and retirement income arrangements

During 2009-10, the Treasury continued to provide secretariat services to the Australia's Future Tax System Review. The Government released the final report, together with its initial recommendations, on 2 May 2010. The Treasury provided assistance to the Government in framing its response.

The review considered how Australia could best structure its tax and transfer system to meet the challenges of the 21st century. The review aimed to set the strategic directions for the future development of the Australian tax and transfer system.

The review made 138 recommendations under nine broad themes — concentrating revenue raising on four efficient tax bases; configuring taxes and transfers to support productivity, participation and growth; an equitable, transparent and simplified personal income tax; a fair, adequate, and work supportive transfer system; integrating consumption tax compliance with business systems; efficient land and resource taxation; completing retirement income reform and securing aged care; toward more affordable housing; and a more open, understandable and responsive tax system.

The Treasury also worked with the Australian Financial Centre Forum as it prepared its report, *Australia as a Financial Centre — Building on our Strength*. This was released by the Government in early 2010.

The Treasury actively supports the international tax transparency agenda, with Australia being elected as Chair of the Global Forum on Transparency and Exchange of Information. The Global Forum is a multilateral initiative for the adoption and effective implementation of international standards in the area of transparency and exchange of information for tax purposes.

In 2009-10, 31 bills containing 80 tax and superannuation measures were introduced into the Parliament. These included amendments to tax law to: introduce a new framework for the protection of taxpayer information; introduce a significant step towards achieving a single income tax assessment act; and implement a new tax incentive for research and development activities.

Achieving well functioning markets

Well functioning markets underpin strong, sustainable economic growth and enhanced living standards. The Treasury supports well functioning markets through initiatives that promote competition and efficiency, and reduce the regulatory burden on business. Particular attention has been given to key infrastructure, housing, financial and labour markets.

This includes work to further the reform agenda of the Council of Australian Governments designed to reduce the regulatory burden on business, including developing a national approach to consumer policy and consumer credit; improving housing supply and affordability; and implementing Standard Business Reporting, a multi-agency program led by the Treasury, to reduce the business-to-government reporting burden. Standard Business Reporting is being implemented progressively from July 2010 and the Treasury will continue to lead its ongoing design and continuing enhancement, and report progress to government.

A major focus in 2009-10 was providing policy analysis and advice to improve Australia's productivity and international competitiveness, and deepen the supply potential of the economy, in the wake of the global financial crisis and global recession. These policies focused on promoting economic growth and supporting employment, ensuring the

financial system remained robust and dynamic, and that regulatory frameworks promoted macroeconomic stability and market confidence.

2010-11 outlook

The Australian economy has grown faster than was expected during the global financial crisis. The Treasury's analysis and advice to government on domestic monetary and fiscal stimulatory responses, along with Australia's robust institutional and regulatory systems, has made a contribution to ensuring that our economy has weathered the crisis in good shape.

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Ensuring that our financial system remains robust, competitive and dynamic promotes macroeconomic stability and market confidence. The Treasury will pursue policy advice to the Government aimed at enhancing the frameworks for competition and consumer policy, modernising credit regulation, and removing impediments to the efficient operation of the housing market. Additionally, the Treasury will implement the agreed recommendations from the *Review into the Governance, Efficiency, Structure and Operation of Australia's Superannuation System* (the Cooper Review).

In 2010-11, the Treasury will have a primary role in assisting the Government to implement its tax reform agenda following the release on 2 May 2010 of the Government's response to the final report on the Australia's Future Tax System Review. Key reforms will ensure that Australia can meet both challenges and opportunities arising over the coming decades.

Our organisation

The Treasury is committed to nurturing and strengthening its core organisational capabilities and is constantly seeking better ways of doing business. An organisational review was conducted in 2009-10, to consider how the Treasury could sustain its capacity to contribute to policy outcomes while preserving and reinforcing people management values and principles. The review examined the department's governance arrangements and key organisational systems and behaviours.

As a result, the Treasury made structural changes, including forming a Policy Coordination and Governance Unit (to facilitate high level policy coordination and whole-of-department organisational corporate strategy) and a Ministerial and Communications Division (to provide ministerial, parliamentary, publishing and communication services to the department).

Our effectiveness continues to rest on an ability to anticipate the developments that will affect Australia's economy, and to respond rapidly to those that we do not anticipate. The outcomes of the organisational review will further position us to mobilise resources to those ends.

During 2009-10, the Australian National Audit Office conducted a performance audit of events that occurred in relation to the Treasury's operations in 2008-09. The audit into

Representations to the Department in Relation to Motor Dealer Financing Arrangements did not make any recommendations to the Treasury; however, the Department has reviewed its practices in light of the matters raised in the audit, to strengthen our capabilities in resource allocation, project management and record keeping.

In relation to our financial performance, the Treasury ended 2009-10 with a surplus of \$5.5 million, compared to a \$3.9 million deficit in 2008-09. Employee expenses increased by \$11 million from 2008-09 which was associated with a staffing increase of 71 financed by additional funding provided in budget measures. The Treasury received from the Australian National Audit Office an unqualified audit report on the 2009-10 financial statements.

Several staff received awards and scholarships in the reporting period. Mr Matthew Bowd and Ms Litsa Vavakis were granted Partial Post Graduate Study Awards to complete their Masters of Economics and Masters of Science (Local Economic Development) respectively. Short term Economic Research Projects were also awarded to Ms Ewa Orzechowska-Fischer and Ms Yong Yan under a Memorandum of Understanding with the Australian National University. The Treasury also provided two scholarships for Australian National University economics students who demonstrate an interest in pursuing a career in public policy.

In the past 12 months Treasury staff have demonstrated ongoing commitment to pursuing outcomes that will ensure that the wellbeing of future generations of Australians is at least as high as the wellbeing we enjoy today.

I want to thank all Treasury staff for their continuing professionalism, enthusiasm and adaptability in facing the considerable challenges and opportunities that lie before us.

Ken Henry
Secretary to the Treasury

DEPARTMENTAL OVERVIEW

THE TREASURY'S MISSION

The Treasury's mission is to improve the wellbeing of the Australian people by providing sound and timely advice to the Government, based on objective and thorough analysis of options, and by assisting Treasury ministers in the administration of their responsibilities and the implementation of government decisions.

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CHANGES TO OUTCOME STRUCTURE

From the 2009-10 Budget, the Treasury has reported on a program basis, moving from four outcomes with 12 outputs to a single outcome with 10 programs. In summary:

- all previous departmental outputs now come under Program 1.1;
- administered items previously in Outcome 1 are now included in Program 1.2;
- administered items previously in Outcome 2 are now included as part of Programs 1.4 and 1.10;
- administered items previously in Outcome 4 are now included in Program 1.3; and
- as a result of the new framework for federal financial relations, the Treasury has additional Programs 1.4 to 1.10.

The Treasury's new outcome and program structure is detailed in Figure 2 on page 16.

POLICY OUTCOME

As a result of Operation Sunlight and the Outcomes Statement Review, the Treasury has moved from four outcomes to a single outcome.

In carrying out its mission, the Treasury has responsibility for the following outcome:

- Informed decisions on the development and implementation of policies to improve the wellbeing of the Australian people, including by achieving strong, sustainable economic growth, through the provision of advice to government and the efficient administration of federal financial relations.

The Treasury has four policy groups that contribute to achieving this outcome:

- Macroeconomic Group;
- Fiscal Group;
- Revenue Group; and
- Markets Group.

Macroeconomic Group

Macroeconomic Group provides advice on a sound macroeconomic environment that is an essential foundation for strong, sustainable economic growth and the improved wellbeing of Australians.

Macroeconomic Group contributes to a sound macroeconomic environment by providing careful monitoring and analysis of economic conditions in Australia and overseas which forms the basis of macroeconomic policy advice to portfolio ministers.

Macroeconomic Group also provides advice to government on a range of international economic policy issues, including strengthening multilateral regimes underpinning open trade and capital flows, supporting developing countries' development aspirations and shaping the evolution of regional economic architecture.

Macroeconomic Group is also responsible for payments to international financial institutions as outlined in Program 1.2 on pages 99 to 100.

Fiscal Group

Fiscal Group provides advice on effective government spending arrangements that contribute to the overall fiscal outcome, influence strong sustainable economic growth and improve the wellbeing of Australians.

Effective spending measures should meet their stated objectives, minimise behavioural distortions and deliver significant economic and other benefits compared with costs.

Fiscal Group provides policy advice to portfolio ministers to promote government decisions that further these objectives.

Fiscal Group takes a whole-of-government and whole-of-economy perspective in developing its advice on the fiscal strategy and spending arrangements across and within portfolios.

Fiscal Group is also responsible for the efficient payment to and through the States and Territories of general revenue assistance, National Specific Purpose Payments and National Partnership payments as outlined in Programs 1.4 to 1.10 on pages 102 to 111.

Revenue Group

Revenue Group provides advice on effective taxation and retirement income arrangements that contribute to the overall fiscal outcome, influence strong sustainable economic growth and the improved wellbeing of Australians.

Tax measures should meet revenue or other public policy objectives and have regard to the principles of economic efficiency, horizontal and vertical equity, and transparency whilst minimising compliance and administrative costs. By meeting these objectives, tax measures contribute to wellbeing, either directly or by providing the revenue base to finance government services.

Revenue Group provides policy advice to government to promote government decisions that further these objectives.

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Revenue Group takes a whole-of-government and whole-of-economy perspective in developing its taxation and retirement income policies.

Markets Group

Markets Group provides advice on well functioning markets that contribute to improving national productivity and promoting stronger economic growth, thereby enhancing the living standards of all Australians.

Well functioning markets enable the most efficient use of resources and maximise consumer confidence in markets, thereby enhancing community benefits from economic activity.

Markets Group provides advice on policies that promote competitive, efficient markets that work to enhance consumer wellbeing, a secure financial system and sound corporate practices, and foreign investment consistent with Australia's national interest.

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

Markets Group is also responsible for payments in respect of support for markets and business as outlined in Program 1.3 on page 101.

Treasury support services

To support the Treasury's policy outcomes, Corporate Services Group and the Policy Coordination and Governance Unit provide key services to assist with systems and facilities which provide essential support and organisational backup to the groups.

Corporate Services Group is responsible for providing corporate services, products and advice including accommodation and facilities management; administrative support management; communications advice and support; financial management; human resource management, training and development; information management and technology services; media management and monitoring; ministerial and parliamentary support; procurement; publishing; security and travel.

The Policy Coordination and Governance Unit functions include facilitation of whole-of-department policy discussions; support to the Executive Board and the Audit Committee; coordination of organisational strategy initiatives; departmental governance structures and systems; risk management, quality assurance and policy evaluation frameworks; implementation monitoring and tools; issues management and coordination of freedom of information requests.

TREASURY PEOPLE VALUES

The Treasury's people values reflect its management approach, and these values are within the broader Australian Public Service framework.

The Treasury people management principles:

- stipulate open, two-way communication at all levels;
- clearly define accountabilities;
- use work performance as the basis for remuneration, which is determined by fair and transparent processes; and
- facilitate staff in achieving an appropriate work and private life balance.

Treasury people:

- strive for excellence;
- value teamwork, consultation and sharing of ideas;
- value diversity among its people;
- treat everyone with respect;
- exhibit honesty in all its dealings; and
- treat colleagues with fairness.

THE TREASURY'S ROLE AND CAPABILITIES

The Treasury's mission statement reflects the breadth of its ministers' responsibilities and underscores the key importance for the Treasury of a strong relationship with its ministers, built on trust and effective advice. The Treasury plays a central policy agency role in developing and implementing public policy, and in assisting government in identifying national policy priorities.

In assessing public policy issues, the Treasury applies a broad wellbeing framework comprising five elements:

- the opportunity and freedom that allows individuals to lead lives of real value to them;

- the level of consumption possibilities available to the community over time. This includes both market and non-market goods and services, such as voluntary and community work, the quality of the physical environment, health and leisure;
- the distribution of these consumption possibilities, including among different groups within society, across geographical regions and across generations;
- the overall level and allocation of risk borne by individuals and, in aggregate, by the community; and
- the level of complexity confronting Australians in making decisions about their lives.

The application of the wellbeing framework, along with the scope of policy responsibilities held by Treasury ministers, means that the Treasury brings a whole-of-economy approach to its advice and analysis, taking account of a broad range of issues, such as freedom, opportunity and the natural environment.

To be an effective central policy agency across the full range of activities, the Treasury works to ensure that it:

- effectively focuses its efforts on issues that really matter, based on its understanding of government and its Ministers' interests;
- anticipates policy developments, both inside and outside the Treasury portfolio;
- brings a strong analytical approach to all issues by applying its understanding of economic principles and tools, the framework for understanding wellbeing, its knowledge of Australia and relevant international policy experience, and an understanding of relevant interests;
- provides high-quality policy advice that is compatible with practical realities and ensures that government policy is implemented either by the Treasury or, where appropriate, by others;
- remains relevant over time through an inclusive and participatory involvement in policy processes, domestic and international engagement and continued sensitivity to the changes in community values and the policy environment; and
- consistently achieves results working with the government.

In broad terms, the capabilities the Treasury needs to fulfill its role and deliver programs include:

- a deep understanding of its mission, the economic and policy environment, and stakeholders' views;
- a collaborative approach with internal and external stakeholders to develop effective policy;
- pro-activity and vision, anticipating policy, implementation and organisational issues;

- influence and reputation, building trust with the Government and other stakeholders, and influencing the policy agenda;
- improvement and adaptability, through being flexible, adaptable and innovative; and
- efficiency and productivity, through managing costs, allocating resources and enabling efficiencies.

Production and delivery of the Treasury's programs relies on:

- policy development, through identifying policy issues, shaping policy approaches, managing issues during a process of change and providing up-to-date information;
- quantitative analysis of the economy, of policy options and their impacts, and of government and departmental finances;
- policy implementation and development of legislation and related instruments;
- public consultation and information in developing policy and legislation, and managing issues;
- good working relationships within the Treasury portfolio and with external stakeholders;
- effective and collaborative international engagement; and
- administration of governance arrangements, legislation and programs.

These activities are supported by people, financial and facilities management systems, information and knowledge management systems, communications systems and strategic leadership at several levels in the organisation.

FINANCIAL PERFORMANCE

The Treasury received an unqualified audit report on the 2009-10 financial statements from the Australian National Audit Office. These statements can be found in Part 4 from pages 157 to 266.

Departmental

The Treasury ended 2009-10 with a surplus of \$5.5 million, compared to a \$3.9 million deficit in 2008-09. Employee expenses increased by \$11 million from 2008-09 which was associated with a staffing increase of 71. This was due to additional funding provided in budget measures.

The Treasury's net asset position increased by \$10 million in 2009-10. This is mainly due to an increase in intangible assets of \$16 million, mainly due to the Standard Business Reporting asset which was completed late in 2009-10 and was available for use on 1 July 2010, offset by an increase of \$6 million in liabilities mainly associated with creditors and employee provisions.

The Treasury has sufficient cash reserves to fund liabilities as and when they fall due.

Administered

The Treasury incurred \$88 billion in administered expenses in 2009-10 compared to \$54 billion in 2008-09. The \$34 billion increase predominantly relates to additional payments to the States and Territories that the Treasury provides under the *Intergovernmental Agreement on Federal Financial Relations* which were implemented progressively from 1 January 2009.

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The Treasury's administered net assets reduced by \$10 billion in 2009-10. This is mainly due to a decrease in the value of financial asset investments and an increase in payables due to Australia's International Monetary Fund Special Drawing Rights allocation.

Figure 1: Treasury senior management structure (as at 30 June 2010)

Secretary: Dr Ken Henry AC	
Executive Director (Policy Coordination and Governance): Mr Richard Murray	
<p>Corporate Services Group Group General Manager: Ms Deidre Gerathy</p> <p>Financial and Facilities Management Division General Manager: Mr Rob Donelly</p> <p>Ministerial and Communications Division General Manager: Mr Tony Murray (A/g)</p>	<p>Human Resources Division General Manager: Ms Pamela Henderson</p> <p>Information Management and Technology Services Division General Manager: Ms Alaine King</p>
Macroeconomic Group: Executive Director (Domestic), Dr David Gruen	
Macroeconomic Group: Executive Director (International/Special Envoy), Mr Mike Callaghan	
<p>Domestic Economy Division General Manager: Dr Steve Morling</p> <p>Macroeconomic Policy Division General Manager: Mr Tony McDonald</p> <p>Macroeconomic Modelling Division General Manager: Mr Robert Ewing (A/g)</p> <p>International and G-20 Division General Manager: Mr Bill Brummitt</p> <p>International Finance and Development Division General Manager: Mr Paul Flanagan</p>	<p>Overseas Posts</p> <p>Washington Mr David Pearl</p> <p>Paris Mr Matthew Flavel</p> <p>London Ms Kerstin Wijeyewardene</p> <p>Tokyo Mr Hector Thompson</p> <p>Beijing Ms Irene Sim</p> <p>Jakarta Mr Neil Richardson</p>
Fiscal Group: Executive Director, Mr Nigel Ray	
<p>Budget Policy Division General Manager: Ms Jan Harris</p> <p>Commonwealth-State Relations Division General Manager: Ms Sue Vroombout</p>	<p>Industry, Environment and Defence Division General Manager: Mr Steve French</p> <p>Social Policy Division General Manager: Ms Peta Furnell</p>
Revenue Group: Executive Director, Mr David Parker	
<p>International Tax and Treaties Division General Manager: Mr Mike Rawstron</p> <p>Tax Analysis Division General Manager: Ms Maryanne Mrakovcic</p> <p>Business Tax Division General Manager: Mr Paul McCullough</p> <p>Tax System Division General Manager: Ms Christine Barron</p>	<p>Personal and Retirement Income Division General Manager: Mr Michael Willcock</p> <p>Indirect Tax Division General Manager: Ms Brenda Berkeley</p> <p>Board of Taxation Secretariat Secretary: Ms Brenda Berkeley</p>
Markets Group: Executive Director, Mr Jim Murphy	
<p>Foreign Investment and Trade Policy Division General Manager: Mr Patrick Colmer</p> <p>Financial System Division General Manager: Mr John Lonsdale</p> <p>Infrastructure, Competition and Consumer Policy Division General Manager: Dr Steven Kennedy</p> <p>Corporations and Financial Services Division General Manager: Mr Geoff Miller</p>	<p>Australian Government Actuary General Manager: Mr Peter Martin</p> <p>Takeovers Panel Director: Mr Allan Bulman</p> <p>Standard Business Reporting Management Group Program Director: Mr Paul Madden</p>

Figure 2: Treasury outcome and program structure (as at 30 June 2010)

Outcome 1:	Informed decisions on the development and implementation of policies to improve the wellbeing of the Australian people, including by achieving strong, sustainable economic growth, through the provision of advice to government and the efficient administration of federal financial relations	
Program 1.1: Department of the Treasury		
Macroeconomic Group		Domestic Economy Division Macroeconomic Policy Division Macroeconomic Modelling Division International and G-20 Division International Finance and Development Division Overseas Posts
Fiscal Group		Budget Policy Division Commonwealth-State Relations Division Industry, Environment and Defence Division Social Policy Division
Revenue Group		Business Tax Division Indirect Tax Division International Tax and Treaties Division Personal and Retirement Income Division Tax Analysis Division Tax System Division Board of Taxation Secretariat
Markets Group		Foreign Investment and Trade Policy Division Financial System Division Infrastructure, Competition and Consumer Policy Division Corporations and Financial Services Division Australian Government Actuary Takeovers Panel Standard Business Reporting Management Group
Treasury support services		Corporate Services Group Policy Coordination and Governance Unit
Program 1.2: Payments to International Financial Institutions		
	Macroeconomic Group: International Finance and Development Division	
Program 1.3: Support for Markets and Business		
	Markets Group: Financial System Division	
Program 1.4: General Revenue Assistance		
	Fiscal Group: Commonwealth-State Relations Division	
Program 1.5: Assistance to the States for Healthcare Services		
	Fiscal Group: Commonwealth-State Relations Division	
Program 1.6: Assistance to the States for Government Schools		
	Fiscal Group: Commonwealth-State Relations Division	
Program 1.7: Assistance to the States for Skills and Workforce Development		
	Fiscal Group: Commonwealth-State Relations Division	
Program 1.8: Assistance to the States for Disabilities Services		
	Fiscal Group: Commonwealth-State Relations Division	
Program 1.9: Assistance to the States for Affordable Housing		
	Fiscal Group: Commonwealth-State Relations Division	
Program 1.10: National Partnership Payments to the States		
	Fiscal Group: Commonwealth-State Relations Division	

Figure 3: Treasury portfolio outcome and program structure (as at 30 June 2010)

<p>Portfolio Minister — Treasurer The Hon Wayne Swan MP</p> <p>Assistant Treasurer Senator the Hon Nick Sherry</p> <p>Minister for Financial Services, Superannuation and Corporate Law The Hon Chris Bowen MP</p> <p>Minister for Competition Policy and Consumer Affairs The Hon Dr Craig Emerson MP</p> <p>Minister for Sustainable Population The Hon Tony Burke MP</p>	
<p>Department of the Treasury Secretary: Dr Ken Henry AC</p>	
<p>Outcome 1:</p> <p>Program 1.1:</p> <p>Program 1.2:</p> <p>Program 1.3:</p> <p>Program 1.4:</p> <p>Program 1.5:</p> <p>Program 1.6:</p> <p>Program 1.7:</p> <p>Program 1.8:</p> <p>Program 1.9:</p> <p>Program 1.10:</p>	<p>Informed decisions on the development and implementation of policies to improve the wellbeing of the Australian people, including by achieving strong, sustainable economic growth, through the provision of advice to government and the efficient administration of federal financial relations</p> <p>Department of the Treasury</p> <p>Payments to International Financial Institutions</p> <p>Support for Markets and Business</p> <p>General Revenue Assistance</p> <p>Assistance to the States for Healthcare Services</p> <p>Assistance to the States for Government Schools</p> <p>Assistance to the States for Skills and Workforce Development</p> <p>Assistance to the States for Disabilities Services</p> <p>Assistance to the States for Affordable Housing</p> <p>National Partnership Payments to the States</p>
<p>Australian Bureau of Statistics Statistician: Mr Brian Pink</p>	
<p>Outcome 1:</p> <p>Program 1.1:</p>	<p>Informed decisions, research and discussion within governments and the community by leading the collection, analysis and provision of high quality, objective and relevant statistical information</p> <p>Australian Bureau of Statistics</p>
<p>Australian Competition and Consumer Commission Chairman: Mr Graeme Samuel AC</p>	
<p>Outcome 1:</p> <p>Program 1.1:</p>	<p>Lawful competition, consumer protection, and regulated national infrastructure markets and services through regulation, including enforcement, education, price monitoring and determining the terms of access to infrastructure services</p> <p>Australian Competition and Consumer Commission</p>
<p>Australian Office of Financial Management Chief Executive Officer: Mr Neil Hyden</p>	
<p>Outcome 1:</p> <p>Program 1.1:</p>	<p>The advancement of macroeconomic growth and stability, and the effective operation of financial markets, through issuing debt, investing in financial assets and managing debt, investments and cash for the Australian Government</p> <p>Australian Office of Financial Management</p>

Figure 3: Treasury portfolio outcome and program structure (continued)

<p style="text-align: center;">Australian Prudential Regulation Authority Chairman: Dr John Laker AO</p> <p>Outcome 1: Enhanced public confidence in Australia's financial institutions through a framework of prudential regulation which balances financial safety and efficiency, competition, contestability and competitive neutrality</p> <p>Program 1.1: Australian Prudential Regulation Authority</p>
<p style="text-align: center;">Australian Securities and Investments Commission Chairman: Mr Tony D'Aloisio</p> <p>Outcome 1: Improved confidence in financial market integrity and protection of investors and consumers through research, policy, education, compliance and deterrence that mitigates emerging risks</p> <p>Program 1.1: Research, policy, compliance, education and information initiatives</p> <p>Program 1.2: Enforcement/deterrence</p> <p>Outcome 2: Streamlined and cost-effective interaction and access to information for business and the public, through registry, licensing and business facilitation services</p> <p>Program 2.1: Legal infrastructure for companies and financial services providers</p> <p>Program 2.2: Banking Act and Life Insurance Act, Unclaimed Moneys and Special Accounts</p>
<p style="text-align: center;">Australian Taxation Office Commissioner: Mr Michael D'Ascenzo AO</p> <p>Outcome 1: Confidence in the administration of aspects of Australia's taxation and superannuation systems through helping people understand their rights and obligations, improving ease of compliance and access to benefits, and managing noncompliance with the law</p> <p>Program 1.1: Australian Taxation Office</p> <p>Program 1.2: Tax Practitioners Board</p> <p>Program 1.3: Tax Bonus</p> <p>Program 1.4: Product Stewardship Waste (Oil) Scheme</p> <p>Program 1.5: Cleaner Fuels Grant Scheme</p> <p>Program 1.6: Refundable Film and Television Tax Offset</p> <p>Program 1.7: Research and Development Tax Offset</p> <p>Program 1.8: Private Health Insurance Rebate</p> <p>Program 1.9: Superannuation Coordination Scheme</p> <p>Program 1.10: Superannuation Guarantee Scheme</p> <p>Program 1.11: Fuel Tax Credits Scheme</p> <p>Program 1.12: Education Tax Refund</p> <p>Program 1.13: National Urban Water and Desalination Plan</p> <p>Program 1.14: National Rental Affordability Scheme</p> <p>Program 1.15: First Home Saver Accounts</p> <p>Program 1.16: Baby Bonus</p> <p>Program 1.17: Resource Exploration Rebate</p> <p>Program 1.18: Domestic Ethanol Assistance</p> <p>Program 1.19: Interest on Overpayment and Early Payments of Tax</p> <p>Program 1.20: Bad and Doubtful Debts and Remissions</p>
<p style="text-align: center;">Commonwealth Grants Commission Secretary: Mr John Spasojevic</p> <p>Outcome 1: Informed Government decisions on fiscal equalisation between the States and Territories through advice and recommendations on the distribution of GST revenue and health care grants</p> <p>Program 1.1: Commonwealth Grants Commission</p>

Figure 3: Treasury portfolio outcome and program structure (continued)

Corporations and Markets Advisory Committee Convenor: Ms Joanne Rees	
Outcome 1:	Informed decisions by Government on issues relating to corporations regulation and financial products, services and markets through independent and expert advice
Program 1.1:	Corporations and Markets Advisory Committee
Inspector-General of Taxation Inspector-General: Mr Ali Noroozi	
Outcome 1:	Improved tax administration through community consultation, review and independent advice to Government
Program 1.1:	Inspector-General of Taxation
National Competition Council President: Mr David Crawford	
Outcome 1:	Competition in markets that are dependent on access to nationally significant monopoly infrastructure, through recommendations and decisions promoting the efficient operation of, use of and investment in infrastructure
Program 1.1:	National Competition Council
Office of the Auditing and Assurance Standards Board Chairman: Ms Merran Kelsall	
Outcome 1:	The formulation and making of auditing and assurance standards that are used by auditors of Australian entity financial reports or for other auditing and assurance engagements
Program 1.1:	Auditing and Assurance Standards Board
Office of the Australian Accounting Standards Board Chairman: Mr Kevin Stevenson	
Outcome 1:	The formulation and making of accounting standards that are used by Australian entities to prepare financial reports and enable users of these reports to make informed decisions
Program 1.1:	Australian Accounting Standards Board
Productivity Commission Chairman: Mr Gary Banks AO	
Outcome 1:	Well-informed policy decision-making and public understanding on matters relating to Australia's productivity and living standards, based on independent and transparent analysis from a community-wide perspective
Program 1.1:	Productivity Commission
Royal Australian Mint Chief Executive Officer: Mr Ross MacDiarmid	
Outcome 1:	The coinage needs of the Australian economy, collectors and foreign countries are met through the manufacture and sale of circulating coins, collector coins and other minted like products
Program 1.1:	Royal Australian Mint

