

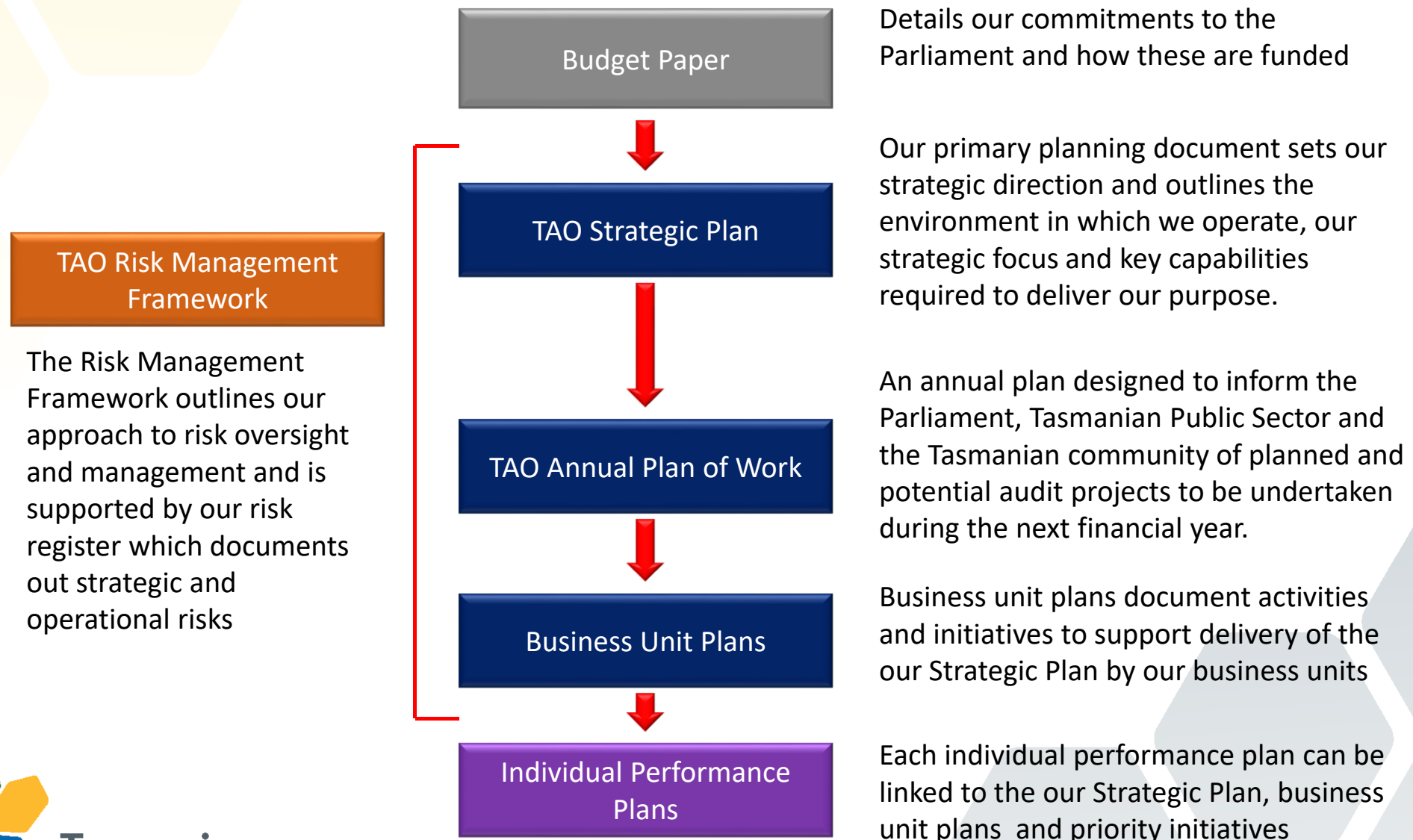


Tasmanian
Audit Office

**Tasmanian Audit Office
Strategic Plan
2021-2024**



Our strategic planning framework



Our purpose and vision

Purpose

To provide independent assurance to the Parliament and Community on the performance and accountability of the Tasmanian Public Sector

Vision

Strive – Lead – Excel / to make a difference

The Auditor-General is appointed under the *Audit Act 2008* to undertake the audit of the financial statements of State entities. The Auditor-General may also undertake performance audits relating to the efficiency, effectiveness and economy of a State entity and examinations or investigations relating to public money or public property.

In delivering this mandate, the Auditor-General is supported by the Tasmanian Audit Office.

Our strategic focus

Three key strategic focus areas provide the framework for our strategies to deliver on our purpose to provide independent assurance to the Parliament and Community on the performance and accountability of the Tasmanian Public Sector.



| Strategy | Success looks like | Immediate actions | Longer term actions |
|---|--|--|---|
| Focus on topics that matter to Tasmanians | Broader input into identification of potential performance audits More targeted annual plan of work | Refine and improve the topic matrix Facilitate wider input into topic selection from across the Office and with stakeholders | Research the impact of our work and how to maximise it Prioritise cross sector audits to provide insights and drive public sector improvement |
| Improve the timeliness of our work | Statutory reporting timeframes met Annual plan of work delivered Performance better than average ACAG benchmarks Timely resolution of referrals | Re-examine resource models and recruit accordingly Implement measures to improve audit efficiency Improve overall management of individual audit engagements | Complete 60% of financial audit work before 30 June One report for outcomes from financial audits Seek legislative change to facilitate achievement of financial audit timeframes |
| Improve the impact of our work | Greater external focus Aware of our audience and those impacted most from our work Diversified, enhanced communication | Identify and improve report format (more graphics, less text) Implement quality writing Smart recommendations Contract editor to improve readability of our reports | Collate data on the status of our recommendations Report on the implementation and impact of our recommendations |



| Strategy | Success looks like | Immediate actions | Longer term actions |
|----------------------------|---|--|---|
| Improve access to our work | Increased sharing of insights and good practice Broader visibility of our work | Produce consolidated report of COVID-19 work program to further the impact of our work Recommence audit committee and financial reporting information sessions Share what 'good' looks like across the public sector | Review use, content and accessibility of our website Enhance use of existing or new technologies and platforms to increase overall accessibility |
| Strengthen our engagement | Stronger productive relationships with public sector bodies and key stakeholders Greater mutual respect Enhanced understanding of respective roles Higher audit feedback assessment scores | Increase engagement with: <ul style="list-style-type: none"> • Heads of agencies • Public Accounts Committee • Integrity agencies • Sector representative bodies Improve engagement with audit committees/panels Increase accountability for required actions arising from audit feedback assessments | |



| Strategy | Success looks like | Immediate actions | Longer term actions |
|--|---|--|--|
| Deliver high quality professional audit services for public sector bodies and the Tasmanian Parliament | <p>Full compliance with professional and ethical standards</p> <p>Continuous improvement embedded in everything we do</p> <p>Learning from our own mistakes</p> | <p>Implement the new AUASB Quality Management Standards</p> <p>Implement the inter-office quality assurance program</p> <p>Implement a financial audit approach for less complex public sector bodies</p> <p>Finalise audit manuals</p> | <p>Embed root cause analysis for quality review findings</p> |
| Modernise our audit approach | <p>Efficient, agile and innovative audit delivery</p> <p>Data driven audits</p> <p>Artificial intelligence enabled audit products</p> | <p>Maximise Caseware functionality</p> <p>Eliminate redundant audit processes and practices</p> <p>Redesign cross-sector and service organisation audit approach</p> <p>Redesign CIS audit approach</p> <p>Streamline information management (reduce duplication)</p> <p>Reset our audit fee model</p> | <p>Embed data analytics into our audit approach</p> <p>Leverage/share good practice with audit service providers</p> <p>Invest in IT people and technologies to increase audit efficiency</p> <p>Data centre access as a depository for public sector data</p> <p>Increase probity audit focus</p> |



| Strategy | Success looks like | Immediate actions | Longer term actions |
|--|--|--|--|
| Support our people to be engaged, highly skilled and strong performers | <p>Effective attraction and retention of highly motivated and skilled people</p> <p>Tangible innovation, flexibility and collaboration across our teams</p> <p>Investment in the development of our people as individuals</p> <p>A flexible work environment, redefining how we work</p> | <p>Dynamic vacancy fulfilment</p> <p>New employee levels to support attraction and retention</p> <p>Revised induction program</p> <p>New learning and development (L&D) framework</p> <p>New auditor L&D program</p> <p>More flexible working arrangements</p> | <p>Comprehensive office-wide skills assessment</p> <p>Align duty statement competencies, personal plans and L&D across levels</p> <p>New L&D program for all levels</p> <p>Grow our future leaders</p> <p>Promotion based on merit</p> <p>Greater accountability for performance</p> |
| Enhance our culture | <p>Aligned view of our strategic direction and how we define success</p> <p>Increased trust and confidence in our leaders</p> <p>No barriers for access to people and communication</p> <p>Aligned view and modelling of our values and desired behaviours</p> | <p>Better articulate the strategy, goals and performance of the Office</p> <p>Clarify staff perspective of what exemplary leadership and culture looks like</p> <p>Embed Executive structure and operating model</p> <p>Enhance communication from the Executive</p> | <p>Redefine and embed our values and desired behaviours</p> <p>Redesigned workplace to promote visibility, access and collaboration</p> |



| Strategy | Success looks like | Immediate actions | Longer term actions |
|--|---|--|--|
| Flexible collaborative corporate structure | Agility in adapting to the environment we operate in A structure that changes quickly and efficiently to meet needs | Structure underpinned by self-directed teams Greater open exchange of information and relationships | Reduce barriers between business units |
| Get the mix right | A workforce composition that positions us to meet future audit and business needs | Assessment of our resourcing needs Prepare a dynamic workforce plan | Review how best to deliver HR support to our people |
| Simplify our business | Policies and practices that support our people Policies and practices that balance risk management and efficient/effective outcomes No unnecessary red tape | Consolidate/reduce and refine existing policies and procedures to better support our people Policies and procedures that are easily understood and accessible | Enhanced use of an intranet as a key communication tool Eliminate non-value adding activities Increase the level of delegation |

03

Efficiency

| Strategy | Success looks like | Immediate actions | Longer term actions |
|----------------------------------|---|---|--------------------------------|
| Refine our performance reporting | Better intelligence driving improved decision making | Develop a comprehensive portfolio of service and audit engagement performance measures | Automate performance reporting |
| Embrace new technology | Increased automation of core business systems Maximise the use of data | Migrate core systems to cloud platforms Better utilise existing data analytics tools | |

Our values

Our values guide us in achieving our vision and in performing our role objectively, with impartiality and in the best interests of the Parliament, the Tasmanian Public Sector and the Tasmanian Community.

01

Professionalism: *How we go about doing our work*

We will, at all times, act with integrity and independence, be ethical, knowledgeable, informed, transparent and work to the highest standards

02

Respect: *How we treat others and expect to be treated*

We will be civil, courteous, credible value others and be valued

03

Client focused: *How we deliver our services*

We will understand our clients' needs, honour our commitments, build long term relationships and foster good communication

04

Camaraderie: *How we work together*

We will create a positive work environment through teamwork, support and good working relationships

05

Continuous improvement: *How we move forward and work better*

We will improve the efficiency and effectiveness of everything we do through innovation, learning and development

