



DEPARTMENT OF JOBS, SKILLS,
INDUSTRY AND REGIONS

Strategic Plan 2023–2027 (2025 update)



Jobs, Skills,
Industry
and Regions





Contents

Secretary's Foreword	5
DJSIR Purpose	6
Who We Are	7
Our People	8
Operating Context	9
Our Groups	11
Industry, Trade and Investment	11
Skills and TAFE	11
Sport and Experience Economy	12
Creative Victoria	12
Regional Development Victoria	13
Economic Policy, Programs and Services	13
Corporate Services	14
Strategic Communications	14
Strategies and Departmental Focus Areas	15
Portfolio Priorities and Key actions	17
Strategy 01. Create jobs and attract investment	18
Strategy 02. Identify and address current and future skills and workforce needs	22
Strategy 03. Strengthen the business environment and develop key industries	25
Strategy 04. Strengthen Victoria's global connections	28
Strategy 05. Build prosperous and liveable regions	32
Strategy 06. Enhance participation in the creative industries, sport and recreation	35
Strategy 07. Support First Peoples economic development	38
Strategy 08. Contribute to the transition to a net zero economy	41
Financial Outlook and Assets	44

Secretary's Foreword

Victoria's economy is growing.

In 2024, business investment increased by 2.5%¹, faster than the national average, and the value of exports climbed 11.9%², more than any other state, to a record \$73 billion.

Jobs growth is strong. Supported by Victoria's high-performing skills and TAFE network, employment increased by 410,000 people over the five years to 2024–25³.

At the Department of Jobs, Skills, Industry and Regions (DJSIR), we support economic development across industries and communities around Victoria.

In 2025–26, our work is guided by a shared determination to build a stronger, more inclusive and sustainable economy with tangible benefits for every Victorian.

To do this, we will focus on three areas:

1. Fostering skills development to support jobs across the whole economy
2. Supporting businesses and industries to invest and grow, including our creative and tourism sectors
3. Supporting regional and community development to deliver long-term economic growth and liveability.

This annual update to the 2023–2027 Strategic Plan reflects current government priorities, including the *Economic Growth Statement*, released in December 2024, and the *Victorian Industry Policy*, released in June 2025.

Throughout this plan, you'll see how the department is enabling Victorian businesses, regions and communities to grow and seek new opportunities, through the delivery of services, policy, programs and advice that support a dynamic and growing economy.

At DJSIR, our people are critical to achieving outcomes for Victorians. We are highly-skilled, proudly diverse and committed to public sector excellence.

With our partners across industry, government and the community, we are working together to make Victoria the best place to live, work, stay, experience, invest and study.



Matt Carrick
Secretary

¹ 2024 total, change from 2023 total. ABS National Accounts, March 2025.

² 2024 total, change from 2023 total. ABS Balance of Payments, March 2025.

³ 2024–25 average employment, change from 2019–20 average. ABS Labour Force, Australia, July 2025.

DJSIR Purpose

Our purpose

The Department of Jobs, Skills, Industry and Regions (DJSIR) is dedicated to fostering economic development and creating opportunities for growth – by supporting businesses and industries to invest and grow, including our creative and tourism sectors; fostering skills development to support jobs across the whole economy; and supporting regional and community development to deliver long-term economic growth and liveability across the State.

For Victoria, this means:



Fostering skills development to support jobs across the whole economy

To meet the growing demand for skilled workers in Victoria, the department is focused on helping people access the training, support and skills they need to succeed in the workforce.

As Victoria's demand for skilled workers increases, we're bringing employers, workers, Victoria's TAFE network, universities, and other training and education providers together so businesses and industries have access to a highly-skilled workforce and more Victorians can achieve their education and career aspirations.



Supporting businesses and industries to invest and grow, including our creative and tourism sectors

The department is helping businesses and industries grow, adapt and transition by strengthening Victoria's business environment and global connections, attracting investment, fostering new industries and supporting the expansion of Victorian businesses into international markets.

We're driving research, innovation and commercialisation, digital and creative economies, and advanced manufacturing, and working to cement Victoria's position as a tourism and major events destination.



Supporting regional and community development to deliver long-term economic growth and liveability

The department is supporting the conditions that create vibrant and resilient regional cities and towns, encouraging participation in the economy, community, creative industries, sport and recreation.

Our place-based approaches enhance connectedness, boost liveability, leverage local economic strengths and opportunities, and improve access to community infrastructure and outdoor recreation.

We're supporting First Peoples self-determination across Victoria through employment, education and training, and economic development. Our relationships across government, communities and businesses aspire to ensure the benefits of a robust economy are available to all Victorians – supporting a stronger and fairer society.



Who We Are

DJSIR was established in January 2023, bringing together government portfolios focused on growing the economy and enabling the state, its people, communities and regions to reach their full potential. Our portfolios are Community Sport; Creative Industries; Economic Growth and Jobs; Industry and Advanced Manufacturing; Outdoor Recreation; Regional Development; Skills and TAFE; Small Business and Employment; Tourism, Sport and Major Events.

We support 7 Ministers to deliver on their responsibilities and serve the people of Victoria.

We deliver policies and programs that help businesses and industries to grow, create jobs and opportunities, attract investment and visitors, and enrich communities across the state. To enable our people to undertake this important work, we have robust corporate governance and departmental corporate services that support our people.

Our people are key to our success.

The department is made up of professionals from all walks of life, committed to serving the people of Victoria.

Our work is guided by our departmental values. We are accountable for what we do and how we do it, act with integrity, show respect and value diversity.

Importantly, we pride ourselves on outcomes that make a positive difference to Victorians and Victorian businesses.

With a strong sense of place, we respond to the needs of local communities across Victoria.

Achieving our goals is done by working closely with partners from other Victorian departments and agencies, local governments, the Commonwealth, industries and businesses, research and training organisations and community stakeholders.

We contribute to the Victorian Government's climate and emission reduction commitments through active identification of climate risks and opportunities across the department through operational and policy-based initiatives.

Through engagement and partnership with First Peoples communities, we are committed to delivering self-determined approaches that lead to stronger economic outcomes. This includes helping established and emerging First Peoples businesses to thrive, expanding their access to government procurement opportunities, and connecting more First Peoples in Victoria with skills training and employment pathways.

Our global network of 23 international trade and investment offices promote Victoria abroad, attract investment to the state and support export outcomes for Victorian businesses.

While our remit is broad, we are united by a shared focus on building a stronger economy and a better future for Victorians.

Our People

DJSIR celebrates our diverse workforce and strives for equality and fairness for all our people. We value the different experiences and perspectives diversity brings to our department.

We take pride in building and retaining a workplace culture of respect, inclusion and flexibility, where individual differences are valued, and people can perform at their best to deliver on our strategic objectives.

Through the annual People Matter Survey we listen to our people and use the feedback to build on strengths and address areas that require development, with a goal of achieving high levels of employee engagement, satisfaction and wellbeing.

DJSIR is proud to have a number of employee-led networks, which are open for all employees to join and are formed and managed by our people for our people. Staff-led networks provide insight and advice to the department's executive, as well as peer support and increase awareness regarding matters of importance for our people and workforce.

We remain committed to providing and maintaining workplaces that are safe and healthy, without risks to mental or physical health, and where, if an injury does occur, we provide effective return to work pathways.

We continue to invest in the development of strategies and frameworks that support cultural safety and build and retain a diverse workforce representing the community we serve. Our investment includes supporting personal and professional growth through capability and development offerings.

Through employment programs, such as graduate programs, internships, and traineeships, we aim to attract a broad range of individuals from diverse backgrounds. These programs play an integral role in building sustainable talent pipelines and maintaining a diverse and inclusive workforce.

Operating Context

State of the economy and labour market

Victoria's economy continues to grow, and the labour market remains healthy. Employment in Victoria increased by 94,200 people (2.6%) in 2024-25⁴, with growth recorded across most population cohorts and regions. The state's unemployment rate averaged 4.4% in 2024-25⁵ – which was below its long-term average – and the share of Victoria's working-age population who were employed hit a record high.

Victoria has recorded strong business investment in recent years, that supports the state's economic capacity and future productivity growth. International exports have grown rapidly, outpacing all other states in 2024⁶. The state's population grew by 132,600 people in 2024⁷ – more than any other state – reflecting Victoria's position as a great place to live, work and study.

While these are positive outcomes, the Victorian economy has faced several national and global challenges. The lingering impacts of high inflation, high interest rates and global disruptions have weighed on conditions and confidence for households, businesses and industries. Cost pressures have been particularly challenging in some industries – including construction and manufacturing – while softer consumer demand has been challenging for hospitality, tourism and retail trade.

Victoria's regions have recorded strong employment growth, but also faced unique challenges, including persistent workforce shortages and industry transition.

Shifts in technology, geopolitics, and the global policy landscape have created uncertainty but also new opportunities to increase productivity and economic growth.

Despite these challenges, Victoria's economic fundamentals are strong, and the outlook is positive. Economic growth is forecast to strengthen in the next few years, with expected lower interest rates, moderate inflation, and stronger income growth likely to support increased levels of spending, elevated rates of investment and more favourable conditions for Victorian business.

DJSIR will continue to play a key role in driving economic growth and better living standards

The department is dedicated to fostering economic development and creating opportunities for growth and jobs, building on the state's strengths to drive prosperity.

We will achieve this by:

- creating and maintaining jobs, including supporting First Peoples economic inclusion
- fostering a competitive business environment
- supporting economic growth through trade and investment attraction
- building prosperous and liveable regions, and managing and promoting outdoor recreation
- growing vibrant, active and creative communities, including by increasing the economic, social and cultural value of the creative, sport, tourism and recreation industries to Victoria
- delivering high-quality training and skills to meet industry needs and support Victorians to participate in employment opportunities within a growing economy.

4 2024-25 average, change from 2023-24 average. ABS Labour Force, Australia, July 2025.

5 ABS Labour Force, Australia, July 2025.

6 2024 total, change from 2023 total. ABS Balance of Payments, March 2025.

7 Change from December 2023 to December 2024, ABS National, State and Territory Population.

We are playing a key role in delivering the Government's *Economic Growth Statement*, making it easier, simpler and faster to do business and invest in Victoria.

The department is responsible for delivering more than half of the statement's initiatives, including several major initiatives – a new *investment front door*, *Investment Coordinator-General*, *Future of Housing Construction Centre of Excellence*, *Boosting Victorian Exports Package*, and *Trunk infrastructure to unlock regional economic growth*.

Through the *Victorian Industry Policy*, the department has a strong commitment and clear direction for priority sectors, placing industry at the core of the state's prosperity.

By delivering the strategies and initiatives detailed in this plan, we will make a significant contribution to building a more productive, globally competitive, inclusive and resilient Victorian economy and better living standards.

Our Groups

Industry, Trade and Investment

The Industry, Trade and Investment (ITI) group works closely with businesses both locally and globally, to grow Victorian jobs, by supporting international competitiveness, productivity and economic resilience.

We champion Victoria as a destination of choice for trade and investment, international education and innovation. ITI harnesses specialist knowledge of key industries and global markets to develop policies and programs that advance Victoria's priority sectors, boost trade activity, enhance productivity and contribute to long-term economic growth.

We do this by:

- forming trust-based relationships with businesses – from global enterprises to local industry and startups connecting the state to global opportunities through the Victorian Government Trade and Investment (VGTI) network and strategic international partnerships facilitating new investment and business expansion, including defence-related industry growth and supply chain capabilities
- advocating for a competitive, fair and inclusive business environment
- overseeing priority project investments undergoing regulatory approvals, reducing delays and enhancing accountability across government
- supporting agencies, regulators and statutory authorities to meet approval timeframes
- managing key government venues to support business engagement and host government events
- developing, attracting and supporting world-class talent, including skilled migrants and international students
- supporting Victoria's priority industry sectors, including advanced manufacturing and defence, health technologies and medical research, digital technologies, circular economy and agribusiness
- strengthening the innovation and start-up ecosystem through research translation, commercialisation and departmental programs.

Skills and TAFE

The Skills and TAFE (S&T) group works to give Victorians access to the knowledge, skills and attributes they need to participate in today's workforce, prepare for future jobs, and achieve their educational aspirations.

Working in close partnership with the Victorian Skills Authority (VSA), S&T provides leadership and stewardship of a responsive, high-quality vocational education and training (VET) system. This includes oversight of the Victorian TAFE Network, led by the Office of TAFE Coordination and Delivery (OTCD), and the apprenticeships system through Apprenticeships Victoria.

S&T focuses on aligning training with industry needs and strengthening pathways into the workforce.

We also support inclusive and lifelong learning through Adult, Community and Further Education (ACFE) and the Learn Local network, helping adult learners progress into further study. S&T collaborates across government, industry, education providers and communities to:

- deliver skills-focused solutions
- improve workforce outcomes
- ensure businesses can access a skilled workforce
- create inclusive job opportunities, particularly in priority sectors such as the clean economy, care economy, and construction industry.

S&T works with universities and collaborates with other Australian jurisdictions to advance national training, higher education reforms, and innovation.

S&T is committed to First Peoples self-determination and improving education outcomes. Through a strong partnership with the Victorian Aboriginal Education Association Inc (VAEAI), we support the Marrung Aboriginal Education Plan 2016–2026 and contribute to Yuma Yirramboi, Victoria's Aboriginal Employment and Economic Strategy. We support the First Nations VET Alliance to deliver self-determined training solutions and improve outcomes towards the Closing the Gap strategy.

By utilising integrated functions and strategic partnerships, we are building a more inclusive, agile and future-ready skills ecosystem for Victorians.

Sport and Experience Economy

The Sport and Experience Economy (SEE) group supports thriving sport, outdoor recreation, tourism and event sectors to grow a strong and resilient sport and experience economy.

We drive sustainable economic growth in the visitor economy and facilitate innovative investment, making Victoria a leader in delivering exceptional, diverse, and connected experiences. Through sport and recreation, we support Victorians to be active, which enhances health and wellbeing and builds stronger and more connected communities. We also ensure licenced activities such as fishing, hunting and boating are managed sustainably.

SEE oversees investment in the delivery and management of the state's premier sport and entertainment facilities to help deliver economic growth, create jobs, and enhance liveability for Victorians.

Creative Victoria

Creative Victoria supports the growth and impact of the state's \$41.4 billion creative economy for the benefit of Victorians, wherever they live. The *Creative Victoria Act 2017* (Vic) sets out the legislative principles including recognising the social, cultural and economic value of the creative industries.

The creative industries span areas such as design, screen, music, performing and visual arts, fashion, digital media, publishing, and advertising. These industries generate intellectual property, support skilled jobs, stimulate tourism and exports, and drive cross-sector innovation.

Creative Victoria develops and delivers whole-of-government strategies to grow these sectors and increase their contribution to the state's cultural, economic, and social prosperity.

Our major cultural infrastructure projects – such as the landmark \$1.7 billion Melbourne Arts Precinct Transformation – will shape the future of the city, create 11,000 jobs during construction and deliver long-term economic benefits.

We also oversee a \$9 billion-plus portfolio of state-owned creative and cultural assets, including iconic public institutions that collectively attract more than 11 million visitors annually.

Underpinned by the principle of 'First Peoples first', Creative Victoria is guided by the First Peoples Directions Circle to embed self-determination in policy and program design, elevate First Peoples creative leadership and practice, and support the growth of a strong First Peoples creative sector in Victoria.

Regional Development Victoria

Regional Development Victoria (RDV) is the state's dedicated economic development agency for regional Victoria, established under the *Regional Development Victoria Act 2002*. RDV promotes shared prosperity across regional Victoria and cross border areas.

RDV drives transformative investment by identifying and prioritising opportunities that reflect the unique economic strengths of each region. Grounded in robust data, insights, and place-based intelligence, we target priority sectors and deliver tailored programs to maximise regional investment impact.

A key focus is delivering a diverse range of projects including 32 projects worth over \$676 million across the Geelong and Great Ocean Road region as part of the Geelong City Deal. We are also delivering key initiatives under the Victorian Government's \$2 billion Regional Package, including the Regional Worker Accommodation Fund, Tiny Towns Fund, and Council Support Package grants.

Working in close collaboration with regional businesses, we foster enduring partnerships that support region-specific economic initiatives. Our network of economic development professionals operates in 5 regions, collaborating with 9 Regional Partnerships and 6 Regional Development Australia committees.

We align our work with Commonwealth and state government policy to deliver strategic investments with lasting impact. We also partner with New South Wales and South Australia to streamline cross-border operations and to strengthen economic growth and wellbeing in border communities. Victoria's Cross Border Commissioner provides a point of situational awareness between the state, border communities, and other jurisdictions.

As a trusted partner, RDV facilitates collaboration between government and regional stakeholders and Traditional Owners to unlock the full potential of Victoria's regions. RDV's Regional Directors serve as the Department's key point of contact for Traditional Owner Corporations and Aboriginal Community-Controlled Organisations in regional Victoria.

Economic Policy, Programs and Services

Economic Policy, Programs and Services (EPPS) group drives sustainable economic development and employment growth across Victoria. EPPS supports DJSIR's strategic priorities through the entirety of the policy and project lifecycle, by providing leadership and expertise in policy design, research, analysis and advice, project management, delivery and evaluation.

We lead the delivery of the Small Business and Employment portfolios, including:

- helping Victorian small businesses thrive
- improving sustainable employment and economic inclusion
- increasing economic opportunities for First Peoples in Victoria in a self-determined way.

EPPS works collaboratively across DJSIR groups and with other departments, stakeholders, and Ministers to deliver integrated, high-impact solutions.

EPPS brings together a range of specialist functions, including in-house professional services which integrates data and analytics, design and evaluation and priority projects to support evidence-based decision-making, program design and delivery. Other key areas include Aboriginal economic development, economic policy, grants and delivery coordination, and small business and employment.

Corporate Services

The Corporate Services (CS) group is a key enabler of the department's ability to deliver on government priorities efficiently, effectively, and with integrity. With expertise spanning people and culture, finance, investment and procurement, information technology and workplace services, integrity services, legal and legislation and emergency management, CS delivers essential whole-of-department services. These functions support a high-performing workforce, strengthen governance frameworks and enable innovative and data-informed decision-making.

CS also plays a pivotal role in enhancing efficiency, risk management and improving organisational outcomes. Our work ensures compliance with legislative obligations while aligning resources, systems, and policies to the strategic objectives of the department. Our emergency management capability ensures preparedness and responsiveness in times of crises, supporting continuity of critical services and protecting communities.

As a cornerstone of operational excellence, CS enables the department to meet stakeholder expectations while continuously improving service delivery and organisational performance.

Strategic Communications

Strategic Communications is focused on building our department's reputation and delivering on the DJSIR purpose by raising the profile of our key initiatives, investments and programs. The branch is responsible for:

- the department's communications policy, governance and advice
- communications strategy and issues management
- communications support for DJSIR inclusive of internal, corporate and emergency communications.

Strategies and Departmental Focus Areas

Strategies:

1. Create jobs and attract investment
2. Identify and address current and future skills and workforce needs
3. Strengthen the business environment and develop key industries
4. Strengthen Victoria's global connections
5. Build prosperous and liveable regions
6. Enhance participation in the creative industries, sport and recreation
7. Support First Peoples economic development
8. Contribute to the transition to a net zero economy

Strategies	Departmental Focus Areas
 Impact: Fostering skills development to support jobs across the whole economy	
01. Create jobs and attract investment	<ul style="list-style-type: none"> • Support industries, sectors and businesses to innovate, adapt and grow in line with the <i>Victorian Industry Policy</i> and the <i>Economic Growth Statement</i>. • Facilitate investment, job creation, export and skilling opportunities across regional Victoria and metropolitan Melbourne through the delivery of the Victorian Investment Fund. • Deliver services and activities that provide opportunities for Victorians to build their skills and find good, safe, secure, fair and sustainable employment. • Support growth industries, sectors and businesses to access the workers they need and benefit from new opportunities. • Support the start-up ecosystem through departmental programs and engagement. • Build capability and supply chain resilience to support industry and sector growth.
02. Identify and address current and future skills and workforce needs	<ul style="list-style-type: none"> • Understand and align Government funded training with demand for current and future skills. • Improve labour supply in priority areas through increased course completions in Government funded training. • Boost economic participation by supporting disadvantaged and under-represented cohorts through provision of VET learner supports and pathways that are accessible and effective and meet the diversity of learner needs. • Drive innovation through a joined-up tertiary system including stronger links between employment services, pre-accredited training, VET, schools, industry and higher education. • Address skill shortages through a responsive VET system, backing the establishment of fit for purpose, accredited training and strong system stewardship. • Support TAFE in its critical role at the centre of the VET system through network reforms that further build capacity, coordination, innovation and quality. • Support improved higher education access and outcomes for Victoria and strengthen university governance.
 Impact: Supporting businesses and industries to invest and grow, including our creative and tourism sectors	
03. Strengthen the business environment and develop key industries	<p>In line with the <i>Victorian Industry Policy</i> and the <i>Economic Growth Statement</i>:</p> <ul style="list-style-type: none"> • Leverage Victoria's competitive strengths and continually improve regulatory systems and practices to support the long-term success of our industries and businesses. • Invest in innovation capabilities, grow our startup ecosystem and translate ideas and research into commercial opportunities. • Foster business creation and growth, supporting businesses to maximise opportunities in priority sectors. • Strengthen the department's analytical capabilities, evidence base and industry intelligence to support better economic outcomes for Victorians.

Strategies	Departmental Focus Areas
04. Strengthen Victoria's global connections	<ul style="list-style-type: none"> • Grow and maintain Victoria's position as a state of choice for international investment, the creative industries, talent, visitors and students. • Empower and position Victorian businesses and organisations to trade with international markets and promote Victorian industry capability. • Maintain a strong pipeline of global sport, industry and creative events within the Victorian events calendar.
 Impact: Supporting regional and community development to deliver long-term economic growth and liveability	
05. Build prosperous and liveable regions	<ul style="list-style-type: none"> • Support Victoria's regions with infrastructure, amenity, activities and services they need to thrive, including access to training. • Deliver high-quality, fit for purpose infrastructure, investment and jobs that enable economic development, provide opportunities for innovation, creativity and productivity and deliver community benefits. • Partner with local councils and local communities through innovative and inclusive place-based approaches and activities. • Support Victorians in response, relief and recovery from natural disasters and emergencies and anticipate and lessen the negative impacts and consequences of emergencies. • Support regional industries and communities to grow and transition.
06. Enhance participation in the creative industries, sport and recreation	<ul style="list-style-type: none"> • Further strengthen community resilience by working with Victorians in anticipating, preparing for and responding to chronic shocks and acute stresses. • Support and motivate more Victorians and visitors to engage in creative, social, sport and active recreation activities in their communities and to ensure these sectors are inclusive. • Support public entities to operate effectively and sustainably to deliver on the needs of community. • Increase and promote new opportunities in the sector so Victorians can participate in sport and active recreation in ways that suit them. • Ensure Victoria's game and fisheries are used sustainably and continue to improve the boating experience across Victoria. • Attract and retain a skilled sport and active recreation workforce (paid and unpaid).
07. Support First Peoples economic development	<ul style="list-style-type: none"> • Grow and develop the domestic and export capability of Traditional Owner corporations and First Peoples businesses across urban and regional-based sectors and industries. • Support leadership, career advancement, training, employment and skill development opportunities for First Peoples in Victoria. • Proactively drive and prioritise First Peoples self-determination across the department's work, and support Truth-telling and Treaty processes. • Partner with the First Peoples Directions Circle, a group of esteemed First Peoples leaders and professionals working across the creative industries, education, community and philanthropic sectors, to ensure a thriving future shaped by Community and culture.
08. Contribute to the transition to a net zero economy	<ul style="list-style-type: none"> • Support communities and businesses to design, adapt to, transition and realise opportunities and economic benefits from decarbonisation of the economy. • Provide solutions for hard to abate industries to contribute to climate change goals (net zero emissions by 2045), for example, by progressing the CarbonNet Project. • Reduce emissions from government operations to contribute to the Whole of Victorian Government emissions reduction pledge (net zero emissions by 2045) by preparing and delivering on a Portfolio Emissions Reduction Plan. • Provide skills and workforce development leadership across government to drive the provision and acquisition of skills required for the clean economy workforce.



Portfolio Priorities and Key actions

STRATEGY

01. Create jobs and attract investment

This strategy will be delivered through the following priorities:

- **Create higher value, secure jobs for Victorians**
 - Engage with industry, including small businesses, local government and communities; support industries and businesses across regional Victoria and metropolitan Melbourne to be productive, competitive and resilient; and attract and facilitate new private and public investment and exports that support jobs growth, industry and community development – in line with the *Victorian Industry Policy*.
- **Ensure the workforce has the skills needed for our priority industries** – Develop and attract world-class talent; provide opportunities for skills acquisition – including through apprenticeships, traineeships, upskilling and reskilling – in key areas including housing construction, clean economy transition, digital technologies and the care economy; foster innovation in teaching and learning for new and emerging skills; and leverage public procurement as a pathway into skilled jobs.
- **Foster better integration and participation of workforces to meet the future needs of regional Victoria** – Enable stronger integration across jobs ecosystem, education providers, industry, research, employers and students, including in the growing health care and social services sectors in the regions, to grow the workforce and support employers find appropriately skilled workers and drive more inclusive employment.
- **Accelerate and support innovation, startups and commercialisation as drivers of growth**
 - Support increased business innovation; strengthen the state's medical research, innovation and digital ecosystem and its linkages with industry; make strategic innovation investments in line with the *Victorian Industry Policy*; and support key agencies, including Breakthrough Victoria and LaunchVic.
- **Deliver targeted employment support**
 - Provide tailored services for people facing barriers to work and continue testing interventions to improve service outcomes.
- **Promote more and better creative job opportunities and pathways in the economy** – Strengthen First Peoples leadership and practice in line with the principles of self-determination; support career development, employment pathways and training; and help to develop a more sustainable, equitable and culturally safe sector and add to Victoria's cultural and creative vibrancy.
- **Invest in creative industry growth** – Enable stronger organisations, businesses and enterprises through creating more jobs, supporting sustainable operations and investing in new creative products and services.
- **Build a strong, skilled and resilient tourism and events industry that delivers innovative and outstanding experiences for visitors** – Aspiring to be Australia's number one state for domestic and international visitors, work with industry to ensure the right conditions and settings are in place for growth and success. Together with industry, build a highly skilled and diverse local workforce and strong, resilient businesses that can create richer, more meaningful experiences for all visitors.
- **Develop a sport and active recreation sector that delivers safe and positive experiences for all Victorians** – Cultivate a highly skilled sport and active recreation workforce that leads a safe, sustainable, and inclusive sector that everyone can benefit from.
- **Position Victoria as a state where business can invest, expand and innovate with certainty**
 - Enhance existing facilitation services to open doors for businesses to invest in Victoria, in line with the *Economic Growth Statement*.

Portfolio Priority	Key Actions
Create higher value, secure jobs for Victorians	<p>In line with the <i>Victorian Industry Policy</i>:</p> <ul style="list-style-type: none"> • Attract and facilitate investment in priority sectors and locations, supporting strategic jobs growth, innovation and industry development. • Develop strong relationships with key stakeholders, including businesses, intermediaries, local governments, and community groups, to provide key industry insights and identify and support opportunities for new investment, job creation, and exports. • Foster stronger partnerships between Victorian universities, TAFEs, research institutes, industry and government to address skills gaps to enable jobs growth. • Work with stakeholders and investors on key industry development initiatives with the potential for significant economic outcomes, in sectors such as advanced manufacturing, construction, defence, food and fibre, clean economy, creative economy, medical research, health and life sciences, and digital economy. • Attract international air services (passenger and freight) from Victoria's key source markets to facilitate tourism, trade, international education and business connections. • Strengthen industry networks and inform people about Victoria's industry capabilities and key programs.
Ensure the workforce has the skills needed for our priority industries	<ul style="list-style-type: none"> • Progress strategic Victorian TAFE Network reforms to help TAFEs to align their planning with the skills needs highlighted in the Victorian Skills Plan and to develop common learning materials to support excellent and consistent TAFE teaching. • Support the TAFE Network to provide increased and coordinated training opportunities in housing construction and to respond with the collective expertise and resources of the Network to meeting skill needs in priority areas like transitioning to renewable energy and supporting the health and community care sectors. • Address skills gaps in priority sectors by supporting collaboration through Skills Solutions Partnerships. These partnerships bring together industry, TAFEs, and universities to co-design and pilot new short courses and on-the-job training programs, aligning with the Victorian Industry Policy. • Continue to support apprentices, trainees and their employers through Apprenticeships Victoria to meet Victoria's workforce priorities, including delivery of the Priority Apprenticeship Model. • Upskill business leaders and employees in the advanced manufacturing and construction sectors, through Digital Jobs, in cutting-edge and in-demand digital skills that are critical for innovation and technology adoption. • In line with the Victorian Industry Policy, invest in a Future of Housing Construction Centre of Excellence at Melbourne Polytechnic to train workers in modern construction technologies and ensure Victoria remains at the forefront of new approaches to construction such as prefabricated and modular. • Attract world-class talent to Victoria to support industry, workforce and regional development through targeted marketing and migration programs. • Leverage public procurement and Victoria's investment in infrastructure, goods and services to create opportunities for local workers and businesses through the Local Jobs First Policy and the Major Projects Skills Guarantee, including maximising outcomes achieved on strategic projects by setting additional requirements that support key sectors. • Deliver on the Victorian Government's commitment to strengthen the <i>Local Jobs First Act 2003 (the Act)</i> to further maximise opportunities for local workers and businesses. • In partnership with the Victorian TAFE Network, pilot the use of Artificial Intelligence (AI) to improve recognition of prior learning to help skilled workers avoid unnecessary training and fast-track learning for students, per the Victorian Industry Policy.

Portfolio Priority	Key Actions
Foster better integration and participation of workforces to meet the future needs of regional Victoria	<ul style="list-style-type: none"> • Work with Regional Partnerships to better understand the workforce needs of regional Victoria and foster partnerships between employers, education providers and employment organisations. • Implement the Regional Worker Accommodation Fund to unlock economic benefits for regional communities and support job creation, economic growth and liveability. • Align TAFE infrastructure with the skills needs of Victorian regions, including outer metropolitan growth corridors, through strategic asset planning.
Accelerate and support innovation, startups and commercialisation as drivers of growth	<ul style="list-style-type: none"> • Make strategic innovation investments and deliver increased support for innovation through targeted programs in line with the <i>Victorian Industry Policy</i>. • Increase the adoption of digital technologies – including robotics, automation and artificial intelligence applications – across Victorian businesses and industries. • Support and grow Victoria’s innovation ecosystem and the commercialisation of ideas, including through supporting the effective operation of entities such as Breakthrough Victoria and LaunchVic and undertaking a review of Victoria’s commercialisation and innovation ecosystem. • Support local translation of medical research and health technologies pipeline into health and economic outcomes for Victorians through programs such as Victorian Medical Research Acceleration Fund and the Operational Infrastructure Support Program. • Establish dedicated economic hubs for First Peoples entrepreneurs, providing access to state-of-the-art facilities, resources, and support networks.
Deliver targeted employment support	<ul style="list-style-type: none"> • Support local employment outcomes, including through operation of Thrive Hubs in Broadmeadows and Frankston. • Continue delivery of the Work and Learning Centres and Youth Employment Scheme. • Work in partnership with Traditional Owner Corporations and the First Peoples on the delivery of employment programs to improve training and employment outcomes for First Peoples. • Advocate to the Australian Government to shape the national employment system and services and provide a better safety net for casual and contract workers.
Promote more and better creative job opportunities and pathways in the economy	<ul style="list-style-type: none"> • Develop and promote First Peoples creative leadership and practice. • Support Victoria’s state-owned cultural agencies. • Improve access to employment opportunities for creatives who are deaf or have a disability by incorporating lived experience in program design and offering dedicated funding streams. • Deliver investment programs that provide opportunities for creatives to create and commercialise their intellectual property, by making and presenting new creative content. • Build Victoria’s future creative workforce, including by providing development opportunities for young leaders and more inclusive representation on creative industries’ boards. • Increase access to creative career opportunities and awareness for children and young people through programs like Creative Learning Partnerships. • Seek opportunities to identify and build capabilities so that First Peoples owned and led businesses flourish. • Support the development of demand for Victorian creative industries goods, services and experiences.

Portfolio Priority	Key Actions
Invest in creative industry growth	<ul style="list-style-type: none"> • Develop and deliver the whole of government creative industries strategy to grow this vital industry sector and harness opportunities. • Invest in the development, growth and adaptation of Victoria's creative sector. • Position Victoria as a screen industry leader through delivery of the VICSCREEN Strategy. • Sustain a high level of creative achievement, growth and state-wide employment opportunities through investment in flagship creative institutions including the Creative Industries portfolio agencies, and streams such as the Creative Enterprises Program and National Performing Arts Partnership Framework. • Support the capability of Victoria's major institutions to collect, store and preserve art and cultural items. • Investigate future sector and audience needs and identify strategies to address these changes to maximise opportunities for all Victorians. • Support further development of business skills to commercialise and scale up creative businesses, in response to demand.
Build a strong, skilled and resilient tourism and events industry that delivers innovative and outstanding experiences for visitors	<ul style="list-style-type: none"> • Make the visitor economy a more valued employer by connecting employers to employment support programs, improving working conditions and addressing the needs and preferences of the emerging workforce. • Work with the education and training sector to ensure tourism, event and hospitality businesses and workers have access to the skills they need to succeed in the modern visitor economy. • Learn from our young people to understand the needs, preferences and motivations of our emerging workforce. • Connect industry to resources to increase knowledge of, and ability to attract and service, and expand their offering to CALD visitors and those with accessibility requirements, and to new and emerging markets. • Support businesses and events to invest in climate resilience, increase sustainability efforts, reduce waste, and adopt nature-positive practices.
Develop a sport and active recreation sector that delivers safe and positive experiences for all Victorians	<ul style="list-style-type: none"> • Attract and retain a skilled sport and active recreation workforce (paid and unpaid), that: <ul style="list-style-type: none"> – supports an industry-led plan that addresses current and future workforce trends (paid and unpaid) – facilitates development opportunities that help a variety of sporting and active recreation organisations engage, retain, build capability, and alleviate burden on volunteers – supports sport and recreation to reduce duplication and inefficiency in service delivery and become more financially sustainable. • Support the sector's implementation of frameworks to create and maintain safe and inclusive sport and active recreation settings.
Position Victoria as a state where business can invest, expand and innovate with certainty	<ul style="list-style-type: none"> • Deliver initiatives announced in the <i>Economic Growth Statement</i> and 2025–26 State Budget that will make it easier to do business in Victoria, including: <ul style="list-style-type: none"> – the investment front door – the Investment Coordinator-General – Victorian Investment Fund – priority assessment teams to fast-track approvals.

STRATEGY

02. Identify and address current and future skills and workforce needs

This strategy will be delivered through the following priorities:

- **Improve labour supply in priority areas through increased course completion rates in Government funded training** – Increase the number of learners completing training (including through apprenticeships and traineeships), with a focus on training that is aligned with skills needs.
- **Boost economic participation by supporting disadvantaged and under-represented cohorts in the tertiary system through targeted supports** – Increase training participation and completion rates for disadvantaged and under-represented cohorts, through targeted supports, foundation skills, a strong Adult, Community and Further Education (ACFE) sector and improved pathways between school and the tertiary system.
- **Drive innovation through a joined-up tertiary system** – Enable strong links between employment services, pre-accredited training, VET, schools, industry and higher education to support delivery and innovation.
- **Address skill shortages through a responsive VET system and strong system stewardship** – Effective design of Victoria's funded VET market and maximising National Skills Agreement investment to direct training supply towards greatest public benefits.
- **Support TAFE in its critical role at the centre of the VET system through network reforms that further build capacity, coordination, innovation and quality** – Ensure market and system settings align with the Victorian Government's policy objectives for TAFE and grow TAFE training through a TAFE Network approach to delivery; invest in the TAFE Network's facilities, common technology platforms, shared best practice curriculum; workforce development; and student support services, inclusion and wellbeing programs.

Portfolio Priority	Key Actions
Improve labour supply in priority areas through increased course completion rates in Government funded training	<ul style="list-style-type: none"> • Improve completion rates in priority areas, including in apprenticeships, to drive economic productivity and maximise returns on existing investment in Skills First. • Improve retention, completion and success in VET across the learner lifecycle including from point of enrolment through to completion and employment outcomes. • Deliver an innovative, quality, safe apprenticeships and traineeship system that increases participation and completion rates and supports the skills needed to deliver government priorities such as Big Build, Housing Statement, clean economy, care economy and other initiatives. • Deliver the Apprentice Mental Health Training Program.
Boost economic participation by supporting disadvantaged and under-represented cohorts in the tertiary system through targeted supports	<ul style="list-style-type: none"> • Increase training participation and completion rates among disadvantaged and under-represented cohorts. • Strengthen pathways between school and VET. • Support and promote pathways between ACFE, further education training that meet learner needs. • Improve foundation skills. • Ensure system settings support access, including through Free TAFE, by maintaining expanded training eligibility and through investment in the TAFE Services Fund. • Deliver a strong ACFE sector and support the ACFE Board's achievements against the six-year goals and aspirations of the <i>Ministerial Statement on the Future of Adult Community Education in Victoria 2020–25</i> and the annual Ministerial Statement of Expectations. • Drive delivery of the <i>Marrung Aboriginal Education Plan 2016–26</i> in partnership with VAEAI and contribute to the success of the <i>Yuma Yirramboi Strategy</i>. • Drive improved participation of women in traditional trades and other under-represented groups within apprenticeships.
Drive innovation through a joined-up tertiary system	<ul style="list-style-type: none"> • Lead the pursuit of improved pathways between schools, Learn Locals, TAFEs, RTOs and universities, including by supporting the implementation of senior secondary reform actions. • Support the implementation of the Australian Universities Accord to enable a more joined-up tertiary system, including a greater role for future skills and TAFE. • Deliver TAFE Centres of Excellence to drive innovation and partnerships with higher education and industry and contribute to the National TAFE Network (a National Skills Agreement initiative). • Support pathways between VET in schools and apprenticeships. • Deliver micro-credentials to address specific skills needs.

Portfolio Priority	Key Actions
Address skill shortages through a responsive VET system and strong system stewardship	<ul style="list-style-type: none"> • Understand the demand for current and future skills and the issues which impact employers, industry, communities, and individuals building the skills they need. • Strengthen industry engagement architecture to ensure contemporary intelligence and workforce planning for future skilling. • Develop and publicly release an annual <i>Victorian Skills Plan, State of the Victorian Labour Market Report</i> and employment dashboard. • Act on intelligence to deliver training sector funding arrangements, market design and TAFE delivery that are consistent with the Victorian Government's policy commitments for a responsive VET system with TAFE at the centre. • Provision training with a focus on place, quality, sustainability and to support the central role of TAFEs and meet Victoria's commitment to the TAFE Funding Guarantee. • Deliver the ACFE pre-accredited training systems, settings and provisioning on behalf of the ACFE Board. • Improve quality and safety in the apprenticeship and traineeship system, including by providing comprehensive and holistic supports through the Apprenticeship Support Officer program, Apprentice Helpdesk, Apprentice Mental Health Program and Employee Assistance Program as well as delivering legislative reform, as recommended by the Apprenticeships Taskforce. • Maximise National Skills Agreement investment and priorities to strengthen VET system stewardship and direct training supply towards greatest public benefits. • Maximise opportunities for the Victorian TAFE Network by the Australian Government also placing TAFE at the centre of its skills reform agenda, such as through the development of a National TAFE Network and TAFE Centres of Excellence. • Implement skills responses to deliver the skills and workforce needed now and in the future in government priority areas and industries through programs such as Skills Solutions Partnerships.
Support TAFE in its critical role at the centre of the VET system through network reforms that further build capacity, coordination, innovation and quality	<ul style="list-style-type: none"> • Deliver the TAFE Reform Bill, including reformed TAFE governance, and legislation of the TAFE Funding Guarantee Election Commitment. • Support TAFE in its critical role at the centre of the vocational education system through reforms that build capacity, coordination and creative and innovative ways of thinking across the Network to deliver benefits for students, employers and communities wherever they are. • Progress strategic TAFE Network reforms to help TAFEs focus their expertise and resources and respond as a Network to industry needs and align their planning with the skills needs highlighted in the <i>Victorian Skills Plan</i>. • Enable TAFE workforce growth and development. • Advance key TAFE Network reforms and investments, including new and modernised facilities, common technology platforms, and shared best-practice curriculum. • Provide robust guidance – through the TAFE Network Asset Strategy – for future investment in the TAFE asset portfolio by taking a 'whole of State', TAFE Network view, informed by a clear understanding of existing assets and the advice of the <i>Victorian Skills Plan</i>. • Support increased industry partnerships and specialisation, including through Centres of Excellence and delivering flexible skills for new industries (such as clean economy). • Modernise TAFE to support teachers by planning and developing a human resources system that is purpose-built for TAFE teachers and support staff across the TAFE Network. • Support Treaty preparedness and First Peoples self-determination in Victorian TAFEs.

STRATEGY

03. Strengthen the business environment and develop key industries

This strategy will be delivered through the following priorities:

- **Increase the ease of doing business, and support a competitive, fair and inclusive business environment** – Create more and fairer jobs; implement targeted programs and initiatives that address pressure points for businesses.
- **Support the growth and resilience of Victoria's key industries** – Implement the *Victorian Industry Policy* and *Economic Growth Statement* initiatives to drive industry competitiveness, productivity and economic resilience.
- **Secure the maximum share of possible Australian Government funding for innovation and economic development** – Employ proactive, targeted and well-informed advocacy and engagement.
- **Support the growth of emerging and innovative industries to achieve government priorities** – Support research and innovation, broaden alternative finance instruments and improve access to talent, expand key industries – such as advanced manufacturing and defence, digital technologies, agribusiness, clean and circular economy, health technologies and medical research and drive productivity improvements to support economic growth.
- **Foster innovative and creative products and experiences** – Build creative capabilities and support experimentation, risk and innovation that result in new products, fresh ways of working and contemporary service delivery.
- **Strengthen the department's analytical capabilities, evidence base and industry intelligence** to support better economic outcomes for Victorians.
- **Drive Victoria's global reputation for healthtech and medical research** to improve health and economic outcomes for Victorians.

Portfolio Priority	Key Actions
Increase the ease of doing business, and support a competitive, fair and inclusive business environment	<ul style="list-style-type: none"> • Deliver the Fair Jobs Code to ensure that suppliers tendering for Victorian Government contracts and businesses applying for business expansion grants provide fair and safe workplaces. • Support dispute mediation and advocacy through the Victorian Small Business Commission to enable resolution of business disputes and advocate for a fairer business environment for small businesses. • Contribute to government-wide initiatives to reduce regulatory burden for Victorian businesses, including by delivering programs to accelerate and streamline permit approvals processes. • Support Ethical Clothing Australia administer its voluntary label accreditation that promotes textile, clothing and footwear businesses and manufacturers to ensure their operations and supply chains provide correct wages, legal entitlements and safe working conditions for workers. • Support First Peoples self-determination in business and industry activities.
Support the growth and resilience of Victoria's key industries	<ul style="list-style-type: none"> • Deliver the <i>Victorian Industry Policy</i> and DJSIR led <i>Economic Growth Statement</i> initiatives. • Strengthen Victoria's manufacturing and construction sectors by fostering industry competitiveness, productivity and economic resilience, with a focus on innovation and technology adoption.
Secure the maximum share of possible Australian Government funding for innovation and economic development	<ul style="list-style-type: none"> • Across Victoria's key sectors, work to secure a large share of the Australian Government's National Reconstruction Fund, National Cultural Policy: Revive, Future Made in Australia package, as well as its investment in uplifting Australia's defence industry capability. • Attract a significant share of other key Australian Government programs and business opportunities to Victoria. • Attract a significant share of national medical research contested grant funding enhancing Victoria's competitive advantage. • Attract a significant share of funding available nationally to advance the uptake of modern methods of construction, such as prefabricated and modular.
Support the growth of emerging and innovative industries to achieve government priorities	<ul style="list-style-type: none"> • Stimulate growth through the provision of strategic investment support, including through the oversight and delivery of industry investment funds and investment facilitation support. • Manage projects supported by the Industry R&D Infrastructure Fund. • Enhance the Victorian RNA industry through new investments in research and manufacturing for RNA technology applications in the agriculture sector. • Attract talent (including expats) necessary to support key foreign direct investments, coupled with leveraging the skilled workforce trained in Victoria. • Identify and support creative and innovative local companies in priority sectors to drive innovation and nurture emerging ecosystem. • Build Cremorne as a digital tech precinct through the Cremorne Digital Hub and Australian Sports Innovation Centre of Excellence.

Portfolio Priority	Key Actions
Foster innovative and creative products and experiences	<ul style="list-style-type: none"> Enhance the development of Victorian First Peoples creative product and experiences through strategic initiatives and dedicated funding streams across all creative industries. Provide creative workers and projects with access to flexible and responsive grants; invest in research and innovation to allow for innovative creative content and programming. Develop and deliver a whole of government strategy to strengthen the creative sector based on contemporary research and trends to maximise the impact of sector investment.
Strengthen the department's analytical capabilities, evidence base and industry intelligence	<ul style="list-style-type: none"> Continue to improve the department's data, modelling, program oversight and evaluation capability, including assessing potential gendered impacts of policy proposals. Support continuous improvement by undertaking strategic evaluations and reviews, enhancing the department's impact through better program design and delivery. Ensure the department's business intelligence and rigorous economic analysis underpins the department's policy development.
Drive Victoria's global reputation for healthtech and medical research	<ul style="list-style-type: none"> Develop Victoria's health technologies and medical research innovation precincts. Grow Victoria's end-to-end healthtech and medical research capabilities, including opportunities for translation of local IP into health and economic outcomes. Develop the healthtech and medical research workforce. Boost Victoria's clinical trials capabilities. Support the Victorian Aboriginal Community Controlled Health Organisation to implement <i>marra ngarrgoo, marra goorri</i>: the Victorian Aboriginal, Health, Medical and Wellbeing Research Accord. Implement Victoria's Health and Medical Research Strategy 2022-32 including the development of action plans for delivery.

04. Strengthen Victoria's global connections

This strategy will be delivered through the following priorities:

- **Develop globally competitive industry sectors in Victoria** – Support advanced manufacturing, innovation, and trade capabilities across priority sectors and their supply chains through targeted direct investment, strategic investment attraction, and deeper connections between Victoria's strengths, including our diverse and globally-connected community, in line with the *Victorian Industry Policy*.
- **Support business productivity and growth through global engagement, facilitating trade and attracting foreign direct investment** – Leverage world-class products, services and capabilities in research and development, design, creativity, engineering, supply chain management and, logistics to secure new export opportunities and attract and secure critical investment through the Victorian Investment Fund. Strengthen Victoria's economic growth through facilitating private sector investment and helping Victorian businesses successfully trade locally and into global markets.
- **Influence government policies that impact the state's international competitiveness** – Advocate for policy settings that support Victoria to be globally competitive and improve the attractiveness of Victoria as a world-leading destination for trade and international investment, education and innovation.
- **Drive sustainability and resilience of the international education sector** – Consolidate Victoria's reputation as a global education partner, recognised for quality, innovation and inclusion.
- **Explore new audiences and markets for creative industries** – Leverage Victoria's strengths of abundant, diverse and networked creative talent, ideas, products and services, and the best venues and facilities in the nation and continue to develop evolving audiences, business models and pathways to market to sharpen Victoria's competitive edge on the national and global stage.
- **Support and build a thriving and vibrant visitor economy that positions Victoria as a preferred choice for international and domestic visitors** – Position Victoria as Australia's number one state for international and domestic visitors by investing in high-quality tourism infrastructure and experiences across 5 product priorities: First Peoples-led experiences, Wellness, Arts and Culture, Food and Drink, and Nature. Enhance Victoria's profile of First Peoples tourism, ensuring our visitor economy supports the self-determination and capacity building of First Peoples communities and businesses.
- **Create an enduring legacy for Victoria by building an integrated sport system that delivers lasting value to the sector and the State** – Support more Victorians to achieve success through sport and maintain a strong pipeline of sporting events in the Victorian events calendar that helps to deliver local and global opportunities.
- **Support the growth of Victoria's diverse and world-class events calendar** – Ensure that major, regional and business event support achieves the greatest return for government investment and maintain Victoria's reputation as the events capital of Australia. Leverage these events to drive visitation across the state.

Portfolio Priority	Key Actions
Develop globally competitive industry sectors in Victoria	<p>In line with the <i>Victorian Industry Policy</i>:</p> <ul style="list-style-type: none"> • Support the growth of Victoria's digital technology sector, including in key segments such as artificial intelligence and cyber security. Leverage strengths in digital technology to facilitate a resilient, future-ready digital economy in Victoria. • Advance Victoria's manufacturing industry by investing in skills and advanced technology adoption in fields such as robotics, automation and digital transformation. • Lift the capability, capacity and competitiveness of Victoria's defence manufacturing industry and supply chain. Secure major defence industry investment opportunities. Support the development and expansion of defence and aerospace businesses, manufacturing and R&D in Victoria. • Build Victoria's Health Technologies sector and MedTech manufacturing capability, grow local content in health procurement, and strengthen collaborations and connections. • Support the development, commercialisation and global impact of mRNA and RNA research, grow Victoria's mRNA and RNA manufacturing industry and invest in innovation. • Support the development of food manufacturing technology, capability and capacity to grow sales of high-value-added food products for local and export markets. • Support the development, commercialisation and global impact of Victoria's medical research sector, in areas such as workforce, clinical trials and precinct development. • Support the growth, global impact and commercialisation of the creative industries by supporting innovative new creative products, and the creation and protection of intellectual property. • Manage and support medical research projects of global significance, including the Australian Institute for Infectious Disease, the Cumming Global Centre for Pandemic Therapeutics and the Children's Cancer CoLab.
Support business productivity and growth through global engagement, facilitating trade and attracting foreign direct investment	<ul style="list-style-type: none"> • Operate the Victorian Government's Trade and Investment international network and support global engagement by Victorian businesses and government agencies. • Implement support to grow Victorian exports and empower Victorian exporters to thrive in a dynamic global marketplace. • Support exporters to access global opportunities in identified priority sectors – advanced manufacturing and defence, digital technologies, agribusiness, clean and circular economy, health technologies and medical research. • Undertake impactful advocacy to the Australian Government and other parties to ensure optimal policy settings to support exporters and to minimise non-tariff barriers. • Promote Victorian industry capability in international markets to position key sectors as globally competitive. • Strengthen collaboration with strategic partners globally to unlock new trade and investment opportunities for Victoria. • Develop and convert a pipeline of investment projects. • Deliver initiatives announced in the <i>Economic Growth Statement</i> and 2025–26 State Budget: the investment front door, the Investment Coordinator General, priority assessment teams to fast-track approvals and the Victorian Investment Fund. • Continue to progress development of the CarbonNet Project. • Promote Victoria's brand as an investment destination and exporter of high-quality goods and services.

Portfolio Priority	Key Actions
Influence government policies that impact the state's international competitiveness	<ul style="list-style-type: none"> • Advocate to ensure that Victorian and Australian Government policy, legislation and regulations are designed to promote ease of doing business and support investment attraction and trade efforts. • Work with businesses to navigate the regulatory environment to enable investment and trade outcomes.
Drive sustainability and resilience of the international education sector	<ul style="list-style-type: none"> • Empower students to have a positive experience with Victoria through inclusive and responsive student wellbeing support, engagement programs and sector capacity building. • Launch global careers by attracting and nurturing talent, enhancing student employability, entrepreneurship and leadership, and building long-lasting global linkages. • Build Victoria's reputation as an open and inclusive education destination known globally for excellence and innovation, including stronger promotion of regional Victoria's education offering. • Strengthen industry engagement with global partners and support diversification across education markets, products and delivery modes through Victoria's global education, trade and investment network and industry support programs such as the Yes to International Students Fund. • Position the international education sector to respond to emerging opportunities and risks through strong government partnerships, engagement and aligned advocacy.
Explore new audiences and markets for creative industries	<ul style="list-style-type: none"> • Assist creatives to meet demand, grow audiences and access new markets. • Promote more investment and trade in Victorian creative products and services. • Facilitate access to international markets.
Support and build a thriving and vibrant visitor economy that positions Victoria as a preferred choice for international and domestic visitors	<ul style="list-style-type: none"> • Drive visitation, enhance visitor experiences and facilitate world-class destinations through catalytic projects and tourism infrastructure. • Deliver contemporary governance, policy, legislative reform and strategic project support for tourism and events entities. • Create a competitive and innovative sector by partnering with industry and businesses to implement <i>Experience Victoria 2033</i>, focusing on addressing key opportunities and challenges such as workforce growth, investment facilitation, sustainability, and skills and capability development. • Complete implementation of the <i>Visitor Economy Recovery and Reform Plan</i> to ensure Victoria maintains and grows its visitor economy market share, including the reform of Victoria's regional tourism network. • Leverage visitor trends, industry innovation and the strength of Victoria's regional brands to optimise our diverse range of tourism offerings and cultural activities.

Portfolio Priority	Key Actions
Create an enduring legacy for Victoria by building an integrated sport system that delivers lasting value to the sector and the State	<ul style="list-style-type: none"> • Develop a world-leading suite of major stadia and state facilities, which can host regional, national and international events, providing an uplift across the Victorian economy. • Ensure connected and coordinated pathways exist so Victorians can pursue sport at the highest level. • Partner with Visit Victoria and the sport sector to build a pipeline of sporting events that better leverages Victoria's sporting infrastructure. • Work with Global Victoria and other agencies to improve opportunities for Victorian sport businesses to access global markets.
Support the growth of Victoria's diverse and world-class events calendar	<ul style="list-style-type: none"> • Deliver a Major Events Acquisition Framework to guide government decision-making to maximise the value that Victoria's events calendar brings to the state. • Strengthen the state's position as a global major events destination by capitalising on Victoria's excellent sporting, creative, cultural and business events infrastructure. • Ensure that the economic benefits of events are distributed across regional Victoria as well as metropolitan Melbourne.

STRATEGY

05. Build prosperous and liveable regions

This strategy will be delivered through the following priorities:

- **Enable prosperity and drive economic growth in our regions** – Advance capability and connection in Victoria's regions, leveraging existing and emerging strengths, supply chains, and transport infrastructure to drive new and high-value opportunities, develop future-focused industries, support community cohesion and unlock new markets.
- **Support the delivery and legacy of the Regional Package** – Leverage the regional investment and range of housing, tourism, sporting and community initiatives to build healthier, economically and socially connected communities.
- **Advise on the priorities of regional communities using a place-based approach, with a focus on addressing key issues and enabling prosperity** – Identify and communicate regional priorities directly to the Government. Inform government decision-making and regional investment opportunities with advice based on regional knowledge and lived experiences and create opportunities for regions to have a greater say about the issues of importance to them.
- **Support Victoria's cross border communities** – Victoria's Cross Border Commissioner works with border communities and businesses to identify and advocate for change along Victoria's borders. This involves working with Victorian government's departments and agencies, as well as interstate counterparts and other jurisdictions. Making it easier to do business across state borders has economic benefit, while addressing practical and regulatory barriers to people accessing various services improves health and social outcomes in border communities – making our border areas better places to live, work and study.
- **Reduce negative consequences of emergencies** – Work with Victorian communities and businesses to ensure the negative consequences of emergencies are reduced. We do this by preparing for emergencies, working with the food and grocery sector to minimise supply chain disruptions, and implementing economic recovery and community connection programs for businesses and the broader economy to recover and become more resilient to future emergencies.

Portfolio Priority	Key Actions
Enable prosperity and drive economic growth in our regions	<ul style="list-style-type: none"> • Facilitate and support new and high-value place-based opportunities identified through the <i>Regional Economic Development Strategies</i>. • Deliver the Regional Investment Attraction Project – Food and Fibre Value Add to facilitate investment in Victoria’s food and fibre industries. • Implement the Tiny Towns Fund and “Doing what matters for local communities” initiatives. • Deliver the Bendigo Regional Employment Precinct and Bendigo Art Gallery projects. • Deliver the Geelong City Deal in partnership with First Peoples including the Nyaal Banyul – Geelong Convention and Exhibition Centre and Twelve Apostles Precinct projects. • Deliver the Regional Car Parks Fund initiative in partnership with local government and other delivery partners. • Work in partnership with regional councils and stakeholders to develop and deliver over 700 active regional development projects. • Design fit for purpose investment streams to back regional and outer metropolitan creative touring and activity. • Invest in regional, council owned creative venues to support programming and activities that deliver economic outcomes. • Ensure TAFE service delivery planning supports access for students to the right training in the right places, enriching communities and responding to local industry skills needs. • Deliver destination marketing campaigns to boost the promotion of Victoria’s regional tourism businesses. • Deliver the Regional Events Fund to attract and support events in regional Victoria.
Support the delivery and legacy of the Regional Package	<ul style="list-style-type: none"> • Work across government and with regional stakeholders and communities to design and deliver the Victorian Government’s regional investment including: <ul style="list-style-type: none"> – Regional Sport Infrastructure Program (RSIP) – Regional Community Sport Development Fund – All Abilities Sport Fund – Regional Tourism Industry Development – Regional Events Fund – Regional Business Events Program – Enabling Tourism Fund – Regional Tourism Investment Fund – Regional Tourism Marketing – Regional Worker Accommodation Fund – Aboriginal Economic Development Fund Council Support Package – Regional Tourism Marketing – Tiny Towns extension – Victorian Investment Fund

Portfolio Priority	Key Actions
Advise on the priorities of regional communities using a place-based approach, with a focus on addressing key issues and enabling prosperity	<ul style="list-style-type: none"> • Support the work of Regional Partnerships to focus more sharply on economic growth and prosperity and ensure that issues important to regional communities are considered in government policy and decision-making. • Facilitate whole of government coordination to enable greater engagement and collaboration between regional businesses, communities and government. • Strengthen collaboration with the Australian Government's Regional Development Australia Committees. • Provide linkages and support for stakeholders across relevant portfolio areas such as Industry and Advanced Manufacturing, Economic Growth and Jobs, Training and Skills and connections into relevant programs and opportunities to help facilitate investment, job creation and export opportunities.
Support Victoria's cross border communities	<ul style="list-style-type: none"> • Advocate for the interests of Victorian border communities by resolving issues and developing common approaches with neighbouring states.
Reduce negative consequences of emergencies	<ul style="list-style-type: none"> • Develop economic recovery frameworks and recovery programs in response to emergencies. • Support the Food and Grocery sector in preparing for and responding to supply chain disruptions. • Lead the department's coordination of emergency management activities and representation at senior level in the whole of Victorian Government emergency arrangements. • Ensure the department has the capability to maintain a 24/7 operational response capability in State and Regional Control Centres as required.

06. Enhance participation in the creative industries, sport and recreation

This strategy will be delivered through the following priorities:

- **Support Victorian creative industries to grow sustainably with diverse and original outputs, and more people accessing culture and creativity in Victoria** – Invest in creative opportunities, content and partnerships, including ensuring that the creative workforce and audiences and consumers represent the diversity of the Victorian community and ensuring that our regions and outer-metropolitan areas can play a leadership role in defining the issues and outcomes most important to them.
- **Ensure all Victorians have access to high-quality environments and appropriate participation opportunities for sport and active recreation** – Facilitate equitable participation opportunities alongside inclusive, accessible, and respectful places and spaces for sport and active recreation.
- **Build inclusive outdoor recreation opportunities** – Work with government departments, agencies and members of the Victorian community to better coordinate, make more inclusive and expand opportunities for outdoor recreation initiatives to maximise the benefits of outdoor recreation for all Victorians.
- **Ensure Victoria's game and fisheries are used sustainably and continue to improve the boating experience across Victoria** – Leverage the combined impact of the Outdoor Recreation portfolio to enable fishing, boating and hunting to contribute to the economic and social capital of Victoria.

Portfolio Priority	Key Actions
Support Victorian creative industries to grow sustainably with diverse and original outputs, and more people accessing culture and creativity in Victoria	<ul style="list-style-type: none"> • Support Victorian creative industries and cultural organisations to: <ul style="list-style-type: none"> – have a greater diversity of investment and revenue – be financially resilient and more productive. • Remove barriers so that more Victorian creative workers build sustainable careers. • Ensure Victorian cultural facilities and agencies are, widely accessed, fit for purpose and well utilised. • Prioritise investment in activity, businesses and organisations that make the creative industries more inclusive and representative of the Victorian community. Build the audience and market for Victorian creative events and experiences in both scale and diversity. • Ensure continued access to high-quality creative experiences across Victoria through regional and outer metropolitan touring. • Provide Victorian students and teachers with access to a diverse range of creative learning programs and opportunities. • Elevate Melbourne’s ‘cultural capital’ status through the Melbourne Arts Precinct Transformation. • Ensure the creative workforce audiences and consumers represent the diversity of the Victorian community (including regions and outer metropolitan) to provide leadership in defining the issues and outcomes most important to them.
Ensure all Victorians have access to high-quality environments and appropriate participation opportunities for sport and active recreation	<ul style="list-style-type: none"> • Increase and promote opportunities, by working in partnership, so Victorians can participate in sport and recreation in a way that suits them. • Target efforts towards individuals and communities that participate less, and/or that experience barriers to participation. • Enable a First Peoples community-led and self-determining approach to sport and active recreation. • Improve community sport and active recreation infrastructure coordination to better meet demand, with a focus on areas and populations that need it most. • Deliver inclusive, multi-use and sustainable community sport and active recreation infrastructure. • Support the state-wide transition to gender equitable access to, and use of, community sport infrastructure for women and girls. • Ensure investment aligns with priorities outlined in the <i>Active Victoria 2022–26 Strategic Framework</i>.
Build inclusive outdoor recreation opportunities	<ul style="list-style-type: none"> • Work with the Department of Energy, Environment and Climate Action and other agencies to grow participation in outdoor recreation. • Implement the government’s response to the Parliamentary Select Committee Inquiry into native bird hunting arrangements. • Undertake a study of the economic contribution of hunting to Victoria made under the <i>Sustainable Hunting Action Plan 2021–2024</i>.

Portfolio Priority	Key Actions
<p>Ensure Victoria's game and fisheries are used sustainably and continue to improve the boating experience across Victoria</p>	<ul style="list-style-type: none"> • In partnership with the Game Management Authority, create safe, responsible and sustainable hunting practices that minimise adverse animal welfare outcomes, respect Traditional Owners' practice and rely on good science and research based on sound game, conservation and land management principles. • Establish holistic partnership approaches to game management, including effective collaboration and partnerships that empower Traditional Owners in decision-making and management of state game reserves that value regional and cultural landscape context. • In partnership with Better Boating Victoria, enhance Victorian boating experiences by investing in boating facilities, destination locations, improved access and navigation and improving waterway and boating safety. • In partnership with the Victorian Fisheries Authority, improve recreational fishing and aquaculture. Leverage the success of the <i>Go Fishing Victoria</i> plan and implement phase 3 with a focus on expanding hatcheries and fish habitats and attracting more Victorians to recreation fishing.

07. Support First Peoples economic development

This strategy will be delivered through the following priorities:

- **Nurture a strong and ready First Peoples talent pool** – Support First Peoples in Victoria by nurturing diverse talent pools across the state, recognising their skills, interests and aspirations, and support First Peoples throughout their careers.
- **Support growth in the size, scale, diversity and maturity of the First Peoples business sector** – First Peoples economic success is vital to growing Victoria's economic success. The Victorian First Peoples business sector is in the early stages of maturity with great opportunity for growth, via new and expanded markets, procurement targets, entrepreneurship, business development and capability development. Take a coordinated, consistent, and long-term approach to supporting First Peoples business growth and economic development, underpinned by the principles of self-determination and supported by the Koori Caucus guiding our work.
- **Generate First Peoples jobs and careers to reach employment parity** – First Peoples should have a genuine choice of employment pathways, and we play a key role in promoting opportunity through both direct employment within the public sector and across the private and community sectors using targeted policies and other incentives.
- **Work alongside First Peoples to deliver self-determined reforms** – These reforms should respect, recognise and empower First Peoples participation in, and contribution to, Victoria's economy as employees and employers, consumers and suppliers, investors and investees, creators and contributors.

Portfolio Priority	Key Actions
Nurture a strong and ready First Peoples talent pool	<ul style="list-style-type: none"> • Enable First Peoples in Victoria to develop their own leadership, management and professional development capabilities in a culturally safe environment in the spirit of self-determination. • Redesign employment readiness programs that provide more enabling environments. • Support the development of First Peoples within the department to grow and develop their skills and careers. • Increase opportunities for board management and company directorships. • Advance First Peoples self-determination through the Skills and TAFE system and through employment opportunities to deliver the priorities of Closing the Gap; deliver on the <i>Marrung Aboriginal Education Plan 2016–2026</i> and embed best practice across the Learn Local sector. • Celebrate the successes and achievements of the Victorian First Peoples business sector.
Support growth in the size, scale, diversity and maturity of the First Peoples business sector	<ul style="list-style-type: none"> • Boost opportunity for and capacity of Traditional Owner Corporations and First Peoples communities in regional areas. • Unlock new business development opportunities for First Peoples businesses and entrepreneurs in local and international markets, including improved access to capital, information and expertise. • Implement a robust engagement strategy with First Peoples communities, ensuring active participation and feedback loops to guide departmental initiatives. Improve outcomes for First Peoples businesses through the department's procurement activities, and by introducing increased targets for procurement from Victorian First Peoples businesses, specifically 3% of the department's procurements by supplier volume, and at least 1% of the department's total procurement spend by mid-2026. • Create partnerships with research institutions, business and industry to develop innovation and best practice models tailored to the needs of First Peoples enterprises. • Support First Peoples in Victoria to commercialise cultural knowledge, language, creativity and practices. • Leverage opportunities created through Local Jobs First to ensure that First Peoples -owned and operated businesses are given a full and fair opportunity to compete for both large and small government contracts. • Deliver the <i>First People's Tourism Plan 2025 to 2030</i> to support the establishment and growth of sustainable First Peoples tourism businesses. • Partner with the First Peoples Directions Circle, a group of esteemed First Peoples leaders and professionals working across the creative industries, education, community and philanthropic sectors, to ensure self-determination is at the heart of the creative industries portfolio's work and help ensure a thriving future shaped by Community and culture.

Portfolio Priority	Key Actions
Generate First Peoples jobs and careers to reach employment parity	<ul style="list-style-type: none"> • Champion jobs growth and collaboration across all sectors to advance opportunities for pay parity and career progression. • Use available levers to activate the private sector to increase employment and employment experiences of First Peoples. • Support the growth of First Peoples in the workforce across all sectors and increase the number of First Peoples staff within the department. • Embed cultural safety to ensure staff, stakeholders and partners feel safe.
Work alongside First Peoples to deliver self-determined reforms	<ul style="list-style-type: none"> • Support and enable self-determination in the design, delivery and evaluation of programs for First Peoples. • Help protect First Peoples cultural and intellectual property, including data sovereignty. • Carry out Treaty preparedness activities to ensure the State meets its obligations under the Guiding Principles set out in the Treaty Act, in readiness for Treaty negotiations.

08. Contribute to the transition to a net zero economy

This strategy will be delivered through the following priorities:

- **Implement the Clean Economy Workforce Development Strategy 2023–2033**
 - Ensure Victoria has the skilled workforce it needs to support the transition to a net zero economy. Bring together government, industry and educational institutions to plan and invest to prepare the future workforce needed for the circular economy, renewable energy sector and climate change adaptation and mitigation.
- **Contribute to Victoria’s decarbonisation and transition to net zero emissions**
 - Support transition to a net zero economy and decarbonisation through global engagement to attract environmentally sustainable business opportunities, invest in innovative startups, leverage low-carbon supply chains support capabilities growth in the sector and progress the CarbonNet project.
- **Collaborate with Victorian Government departments/agencies for net zero transition policy initiatives** – Engage with DEECA and other Victorian Government departments/agencies on policy measures to support the transition to net zero contributing to the development and implementation of collaborative initiatives including the *Gas Substitution Roadmap*, the strategic review of the Victorian Energy Upgrades Program and deliver the Industrial Processes and Product Use (IPPU) sector emission reduction pledge.

Portfolio Priority	Key Actions
Implement the Clean Economy Workforce Development Strategy 2023–2033	<ul style="list-style-type: none"> • Develop a new skilling approach that supports the development of transferable and technical skills required by the clean economy in parallel to the emergence of technologies and workforce demands. • Ensure training products can support multidisciplinary and cross-cutting clean economy skills. • Increase the capacity and capability of clean economy education and training for both known and emerging skills. • Actively plan for and support supply of critical roles across the clean economy. • Create the SEC Centre of Training Excellence to function as a facilitator of a coordinated and collaborative system-wide implementation of the <i>Clean Economy Workforce Development Strategy 2023–2033</i> and the skills response to the <i>Victorian Energy Jobs Plan</i>.
Contribute to Victoria's decarbonisation and transition to net zero emissions	<ul style="list-style-type: none"> • Work with investors seeking to use the state's resources in an environmentally responsible manner that provides economic opportunities for regions in transition. • Support businesses seeking to establish access to minerals and resources in the state that are critical supply chain elements to support the transition to a low carbon economy. • Commercialise CarbonNet to provide a transport and storage solution to support industry transition to a low emissions economy. • Ensure the SEC Centre of Training Excellence is focused on optimisation of the skills development required for the energy transition that will achieve Victoria's net zero targets. • Assist investors to locate the talent required for the establishment of businesses that facilitate the transition to a net zero economy. • Support businesses to engage with local universities and research institutions to commercialise new energy and low carbon technologies. • Lead the coordination of the Renewable Jobs Taskforce to further coordinate industry engagement and participation across offshore wind projects, including with unions, industry associations, businesses and the community. • Provide support for business infrastructure that reduces emissions and improves business sustainability. • Ensure that insights regarding skills needs of businesses inform the annual <i>Victorian Skills Plan</i>. • Engage with Traditional Owners and First Peoples communities to identify specific needs and opportunities within the clean economy.

Portfolio Priority	Key Actions
Collaborate with Victorian Government departments/agencies for net zero transition policy initiatives	<ul style="list-style-type: none"> • Collaborate with DEECA regarding <i>Gas Substitution Roadmap</i> implementation, including: <ul style="list-style-type: none"> – development of policy options to address projected gas supply shortfalls and support the development of the alternative gas sector in Victoria (e.g. hydrogen, biomethane) – supporting the development of future Roadmap Updates, and development of carbon sequestration services (including the CarbonNet Project) to support new and existing industries that require carbon abatement, delivering jobs and economic growth to Victoria. • Partner with the SEC to establish the SEC Centre of Training Excellence and ensuring alignment with the SEC strategic direction. • Deliver the 2026–2030 Industrial Processes and Product Use (IPPU) Sector strategy to reduce IPPU emissions, in line with the broader reforms to the Safeguard Mechanism and Australia’s phase-down of hydrofluorocarbons. • Work across government to support: <ul style="list-style-type: none"> – development and delivery of the <i>Victorian Energy Jobs Plan</i> – the strategic review of the Victorian Energy Upgrades Program – development of offshore wind and new transmission infrastructure to support the rollout of new renewable energy projects – development and delivery of Portfolio Emissions Reduction Plan to support implementation of the 2026-30 Whole of Victorian Government emissions reduction pledge – the Victorian TAFE Clean Economy Prospectus – supporting the uptake of zero emissions vehicles, and – analysis regarding implications for Victorian business arising from national and international policy measures (e.g., Safeguard Mechanism, <i>US Inflation Reduction Act</i>).

Financial Outlook and Assets

The Victorian State Budget 2025–26 was delivered on Tuesday, 20 May 2025.

The following budget commitments will enable the department to:

- fostering skills development to support jobs across the whole economy
- supporting businesses and industries to invest and grow including our creative and tourism sectors
- supporting regional and community development to deliver long-term economic growth and liveability.

New Output Initiatives over the next four years

Output Initiatives	(\$ million)			
	2025–26	2026–27	2027–28	2028–29
Economic Growth Statement				
Boosting Business Skills Mentoring	0.8	–	–	–
Boosting Victorian Exports Package	11.4	10.7	6.0	6.0
Creating a First Peoples Leadership Academy	1.5	1.5	1.6	–
Delivering a Future of Housing Construction TAFE Centre of Excellence ^(b)	12.6	7.5	2.3	2.6
Driving growth in clinical trials to boost medical research	1.0	1.4	2.6	–
Establishing an investment front door	2.3	1.8	–	–
Extending the Digital Jobs program	1.9	2.2	–	–
Extending Skills Solutions Partnerships	4.6	–	–	–
Investment Coordinator-General	1.2	0.6	–	–
New priority assessment teams to fast-track the assessment of priority projects	1.2	1.1	0.2	–
Piloting the use of AI to support the recognition of prior learning	0.4	–	–	–
Regional Launching Pad	0.4	–	–	–
Supporting more Aboriginal business to compete locally and globally	2.2	2.4	–	–
Supporting the delivery of agriculture mRNA research programs	1.7	1.3	1.3	–
Supporting Victoria's defence-oriented supply chain	1.3	1.3	1.3	–
Trunk infrastructure to unlock regional economic growth	2.5	3.8	3.8	–
Victorian Industry Development Fund	0.3	0.4	0.4	–
Yes to International Students Fund	3.0	–	–	–

Output Initiatives	(\$ million)			
	2025–26	2026–27	2027–28	2028–29
Creative Industries Access, Development and Innovation				
Creative State Initiatives	6.1	5.0	3.0	3.0
Creative Industries Portfolio Agencies				
Supporting our creative agencies for success	118.4	109.7	103.1	104.6
Supporting Victoria's screen economy	27.6	22.6	–	–
Fishing, Boating and Game Management				
Delivering outdoor recreation and tourism	0.7	–	–	–
Go Fishing Victoria	5.2	–	–	–
Kangaroo Harvesting Program	1.1	1.1	–	–
Industry, Small Business and Medical Research				
Addressing recovery needs from the Western Victoria Bushfires ^(a)	3.1	0.4	–	–
Boosting support for Victoria's independent medical research institutes	12.2	12.4	–	–
Ensuring Victorian workers and businesses continue to benefit from the Government's investment in infrastructure, goods and services	6.3	–	–	–
Supporting Victoria's Small Business	2.4	2.5	–	–
Victorian Defence Vision	2.3	2.9	2.1	–
Jobs				
Attracting new talent to Victoria	1.2	–	–	–
Business Approvals Incentive Scheme	2.0	–	–	–
Targeted Global Talent Attraction Fund	3.0	–	–	–
Unlocking potential: building a skilled workforce and inclusive employment initiatives	2.5	2.5	–	–
Regional Development				
Place-based partnerships	1.0	1.0	1.0	1.0
Sport and Recreation				
Combat sports registrations, licences and permits	1.2	–	–	–
Delivering community sports infrastructure	20.0	–	–	–
Improving access to community sport and recreation	11.8	8.5	–	–
Tourism and Major Events				
Business events support	4.3	3.2	–	–
Support for Nyaal Banyul Geelong Convention and Event Centre	3.5	4.0	–	–
Visitor Economy Partnerships	5.5	5.5	–	–

Output Initiatives	(\$ million)			
	2025–26	2026–27	2027–28	2028–29
Trade and Investment				
International Education and Study Melbourne	9.3	9.3	–	–
Victorian Government Trade and Investment network	9.4	9.4	–	–
Victorian Investment Fund	37.5	37.5	37.5	37.5
Whole of Victorian Government venues and event services	3.9	–	–	–
Training, Higher Education and Workforce Development				
Backing Apprentices, Boosting Skills ^(b)	11.5	11.3	–	–
Boosting access to Free TAFE and training services ^(b)	26.8	144.5	–	–
Building Foundation Skills for improved education participation ^(b)	12.3	12.3	12.3	6.9
Strengthening the TAFE and ACFE Teacher Workforce ^(b)	2.7	2.5	2.4	1.7
TAFE Asset Strategy	1.2	4.3	0.6	–
TAFE Services Fund ^(b)	50.3	57.8	8.6	4.3
VET Data Streamlining ^(b)	1.6	2.8	2.8	2.3
Total output initiatives^(c)	458.2	509.0	192.9	169.9

Notes:

(a) Some of the initiatives included may be cost-shared with the Commonwealth under Disaster Recovery Funding Arrangements.

(b) These initiatives are partly funded from the National Skills Agreement (NSA) Commonwealth Revenue.

(c) Table may not add due to rounding.

DJSIR 2025–26 Output Costs by Departmental Objectives

Departmental Objectives and Outputs	(\$ million) 2025–26 budget
Create and maintain jobs	
Jobs	30.9
Foster a competitive business environment	
Industry, Small Business and Medical Research	413.3
Economic growth through trade and investment attraction	
Trade and Investment	162.8
Build prosperous and liveable suburbs and regions, and manage and promote outdoor recreation	
Regional Development	245.6
Fishing, Boating and Game Management	94.1
Grow vibrant, active and creative communities	
Creative Industries Access, Development and Innovation	70.4
Creative Industries Portfolio Agencies	471.5
Cultural Infrastructure and Facilities	57.9
Sport and Recreation	563.8
Tourism and Major Events	220.4
Deliver high-quality training and skills to meet industry needs and jobs for a growing economy	
Training, Higher Education and Workforce Development	2,502.7
Total^(a)	4,833.4

Notes:

(a) Table may not add due to rounding.

Asset initiatives over the next four years

DJSIR has oversight and accountability for a diverse asset portfolio. This includes heritage assets, creative and cultural assets, property, buildings and facilities, intangible assets, information and communication technology assets, business systems and organisational structures that support our portfolios and service delivery needs.

DJSIR's Asset Management Framework enables the department to demonstrate alignment of its asset portfolio to service delivery demands (current and future), and to examine the performance and need for assets.

The Standing Directions of the Minister for Finance also mandates the requirement to apply the Asset Management Accountability Framework (AMAF). The AMAF assists Victorian Public Sector departments and agencies to manage their asset portfolios and provide better services for Victorians.

DJSIR will continue to implement the requirements of AMAF across its asset portfolio and deliver on the following asset initiatives published as part of 2025–26 Budget.

DJSIR New Asset Initiatives (\$46 million)

Asset Initiatives	(\$ million)				
	2025–26	2026–27	2027–28	2028–29	TEI ^(a)
Economic Growth Statement					
Delivering a Future of Housing Construction TAFE Centre of Excellence (Heidelberg)	0.5	6.5	18.0	–	25.0
Victorian Industry Development Fund (statewide)	0.5	1.5	3.0	–	5.0
Cultural Infrastructure and Facilities					
Conserving the Royal Exhibition Building (Melbourne)	5.0	4.6	–	–	9.6
Trade and Investment					
Research and development cash flow loans (statewide) ^(b)	–	–	–	–	1.5
Training, Higher Education and Workforce Development					
TAFE Asset Strategy (statewide)	2.0	2.9	–	–	4.9
Total Asset Initiatives	8.0	15.5	21.0	0.0	46.0

Notes:

(a) Total Expected Investment (TEI) is calculated at the end of the 4-year period.

(b) TEI includes \$1.5 million expenditures in 2024–25.

DJSIR Existing Asset Initiatives (\$763.7 million)

Asset Initiatives	(\$ million)			
	Estimated expenditure to 30.06.2025	Estimated expenditure 2025–26	Remaining expenditure	TEI ^(a)
Building Better TAFE Fund – Bendigo Kangan Institute (Castlemaine – Community Health and Learning Hub) (Castlemaine)	4.0	–	–	4.0
Building Better TAFE Fund – Clean Energy TAFE Fund (statewide)	11.8	17.0	17.0	45.8
Building Better TAFE Fund – Melton (New TAFE Campus) (Melton)	14.1	28.2	12.7	55.0
Building Better TAFE Fund – Sunbury (New TAFE Campus) (Sunbury)	7.2	10.6	7.2	25.0
Building Better TAFE Fund – The Gordon TAFE (Geelong – Disability Services Hub and Student Hub Redevelopment) (Geelong)	20.5	15.5	–	36.0
Creative Industries Portfolio Agencies Recovery (metropolitan)	3.3	1.0	–	4.3
Cultural Facilities Maintenance Fund (statewide)	4.0	4.0	8.0	16.0
Geelong City Deal (regional)	30.1	59.4	20.1	109.5
Go Fishing Victoria (regional various)	10.3	4.7	–	15.0
Nyaal Banyul Geelong Convention and Event Centre (Geelong)	362.7	86.4	–	449.1
Recreational boating infrastructure improvements (Neerim South)	–	3.9	–	3.9
Total existing asset initiatives^(b)	468.1	230.6	65.0	763.7

Notes:

(a) Total Expected Investment (TEI) is calculated at the end of the 4-year period.

(b) Table may not add due to rounding.

DJSIR Portfolio Agencies' New Asset Initiatives (\$0.0 million)

DJSIR's Portfolio Agencies had no new asset initiatives in the 2025–26 State Budget.

DJSIR Portfolio Agencies' Existing Asset Initiatives (\$1,594.5 million)

Asset Initiatives	(\$ million)			
	Estimated expenditure to 30.06.2025	Estimated expenditure 2025–26	Remaining expenditure	TEI ^(a)
Albert Park Pit Building Redevelopment (Albert Park)	tbc	tbc	tbc	tbc
Melbourne Arts Precinct Transformation Phase One (Melbourne)	469.3	369.2	735.9	1,574.4
Sports Trust Asset Maintenance and Renewal Fund (statewide)	12.1	8.0	–	20.1
Total existing asset initiatives (portfolio agencies)^(b)	481.4	377.2	735.9	1,594.5

Notes:

(a) Total Expected Investment (TEI) is calculated at the end of the 4 year period.

(b) Totals exclude expenditure for projects with 'tbc' TEIs and cash flows.

Source: Service Delivery: Budget Paper No. 3 and State Capital Program: Budget Paper No. 4 and Department Performance Statement 2025–26.

