



DEPARTMENT OF JOBS, SKILLS,
INDUSTRY AND REGIONS

Strategic Plan 2023–2027 (2024 update)



Jobs, Skills,
Industry
and Regions

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Contents

- Secretary's Foreword 5
- DJSIR Purpose 6
- Who We Are. 7
- Our People 8
- Operating Context 9
- Our Groups 10
 - Industry, Trade and Investment (ITI). 10
 - Skills and Employment (S&E) 10
 - Sport and Experience Economy (SEE) 11
 - Creative Victoria (CV) 11
 - Regional Development and Outdoor Recreation (RDOR) 12
 - Economic Policy, Projects and Coordination (EPPC). 12
 - Corporate Services (CS) 13
- Strategies and Departmental Focus Areas 14
- Portfolio Priorities and Key actions 16
 - 01. Create jobs and attract investment 17
 - 02. Identify and address current and future skills and workforce needs 21
 - 03. Strengthen the business environment and develop key industries 24
 - 04. Strengthen Victoria's global connections 27
 - 05. Build prosperous and liveable regions 31
 - 06. Enhance participation in the creative industries, sport and recreation 34
 - 07. Support Aboriginal economic development. 37
 - 08. Contribute to the transition to a net zero economy 39
- Financial Outlook and Assets 42

Secretary's Foreword

Our department brings together government portfolios focused on building a prosperous future for our state and its people.

In presenting the Department of Jobs, Skills, Industry and Regions' 2023–2027 Strategic Plan, I commit to Victorians that the department will continue to work purposefully to help our state reach its full potential.

Over the past year we have, and will continue to, focus our resources and energy on 3 key areas:

1. growing prosperity by creating more opportunities for people through skills and jobs
2. building the productive capacity of our economy to help businesses and industries thrive, and
3. creating greater opportunities for Victorians to participate in the economy, the creative industries, sport and recreation.

We are also working in partnership with First Peoples' communities and Traditional Owners, taking active steps to embed principles of self-determination and guided by the *Yuma Yirramboi Strategy's* goal of achieving economic equality for First Nations People in Victoria within a generation.

Our department is made up of professionals from all walks of life, committed to serving the people of Victoria. We are invested in our purpose and passionate about making a difference across the Victorian community and economy.

This Strategic Plan was developed in 2023, and the 2024 update primarily reflects changes to the department reflecting current government priorities.

The department will work hard to deliver the outcomes set out in this Plan, for the people of Victoria.



Tim Ada
Secretary

DJSIR Purpose

Our purpose

The Department of Jobs, Skills, Industry and Regions (DJSIR) is focused on growing Victoria's prosperity, building the productive capacity of our economy and increasing participation – by creating more opportunities for people through skills and jobs; helping businesses and industries to thrive; and building vibrant communities and regions.

For Victoria, this means:



Growing prosperity by creating more opportunities for people through skills and jobs

We're helping people access training, and get the support and skills they need to find and succeed in work. And as Victoria's demand for skilled workers increases, we're bringing employers, Victoria's TAFE Network, universities, other training and education providers and employment services together so businesses and industries have access to a world-class workforce and more Victorians can achieve their education and career aspirations.



Building the productive capacity of our economy to help businesses and industries thrive

We're helping businesses and industries grow, adapt and transition. By strengthening Victoria's business environment and global connections, we're attracting investment, helping build new industries and supporting the expansion of Victorian businesses into international markets. We're fostering research, innovation and commercialisation, digital and creative economies, and advanced manufacturing. We're also working to cement Victoria's position as Australia's leading tourism and major events destination.



Increasing participation and supporting vibrant communities and regions

We're creating the conditions that support vibrant and resilient regions, and encourage participation in the economy, community, the creative industries, sport and recreation. Our tailored, place-based approaches enhance connectedness, boost liveability, leverage local economic strengths and opportunities, and improve access to community infrastructure. We're working to support Aboriginal self-determination 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.

We are committed to incorporating self-determination into how we work as a department.

Who We Are

DJSIR was established in January 2023, bringing together government portfolios focused on building a prosperous future for our state and its people, our businesses and industries, and our communities and regions.

We support 9 Ministers to deliver on their responsibilities and serve the people of Victoria.

Everything we do is guided by our ambition to drive a strong pathway from skills to jobs, grow the productive capacity of our economy and help Victorians to participate in the economy, the creative industries, sport and recreation.

We want Victoria to be the best state to live, work, invest, study and visit.

The department's people are key to our success – their talents, skills, commitment and engagement. We are passionate about making a difference and determined to help Victoria reach its full potential.

We take accountability for what we do and the way we do it, we act with integrity to build and keep trust, and we show respect and value diversity – these are our core departmental values.

We aspire to be a welcoming, rewarding and inspiring place to work.

We collaborate within the department to capture connections and efficiencies and deliver programs and services that make a positive difference to Victorians and Victorian businesses. We bring a strong sense of place to our work, responding to the needs of communities across Victoria.

We work closely with other Victorian departments and agencies, local governments, the Australian Government, industry, 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.

We engage with First Peoples' communities and are committed to finding more and better ways to support increased economic outcomes, including supporting established and emerging Aboriginal businesses to succeed, increasing opportunities for First Nations businesses in government procurement, and connecting more Aboriginal Victorians with skills training.

We are also outwardly focused, supporting a global network of 23 international trade and investment offices that promote Victoria abroad, attract investment to Victoria and support export outcomes for Victorian businesses.

Together, DJSIR's people are working to help create a more prosperous future for Victoria.

Our People

DJSIR celebrates our diverse workforce and strives for equality and fairness for all of our people. We value the different experiences and perspectives this 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.

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

Investing in the development and training of our people and providing opportunities to grow and develop is key to continuing to build capabilities and leadership across the department.

Through employment programs, such as graduate programs, internships, and traineeships, the department aims 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 labour market has been strong in recent years.

In 2023–24, employment in Victoria grew by 129,000 people or 3.6%. The unemployment rate averaged 4.0% in 2023–24 – well below its long-term average – and the number of people in employment grew for most cohorts and regions. More Victorians than ever are participating in the workforce, driven by a big uplift in the participation of women.

While total employment growth remains robust, it has varied across industries, and concentrated in healthcare and social assistance. Some consumer-facing industries – such as hospitality and retail – continue to face difficulties from softer consumer demand.

Cost of living pressures resulting from high inflation and rising interest rates have reduced households' purchasing power and disposable incomes. This is currently weighing on consumer spending and business conditions.

While Victoria's labour market conditions remain positive, these cost of living pressures and lower spending – occurring both here and globally – resulted in an easing in labour market conditions and economic growth in 2023–24.

Delivering growth and productivity amidst challenging conditions

As was expected, domestic and global economic growth has slowed due to the impacts of high inflation, rising interest rates and global disruptions.

While the Victorian economy has proven resilient, Victorian businesses face financial pressures, structural change, and lower consumer demand. Businesses in some industries are facing particularly tough conditions including construction, hospitality, and retail trade.

Widespread workforce shortages have eased, but remain acute, particularly in the care economy. The *Victorian Skills Plan for 2023 into 2024* estimates that 352,000 new workers are anticipated to be required between 2023 and 2026 to meet the needs of the Victorian economy.

The department is focused on supporting more people into high-paid, secure jobs and growing workers' wages and incomes.

To deliver on this, we have a comprehensive, multi-faceted approach to economic development focused on:

- fostering a competitive and dynamic business environment
- driving innovation and better ways of working
- addressing current and future skills and labour needs
- strengthening global connections in trade, investment and people
- developing strategically-important industries (including manufacturing, construction, tourism and creative industries) and harnessing new opportunities in emerging industries (including the clean economy)
- leveraging economic opportunities from government investment and service delivery (including in the care economy, clean economy and housing)
- building prosperous, liveable and resilient communities
- addressing barriers to employment and economic opportunity for priority cohorts, including First Nations people and women.

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

Our Groups

Industry, Trade and Investment (ITI)

The Industry, Trade and Investment group works closely with businesses, locally and globally, to grow Victorian jobs, drive innovation and increase Victoria's international competitiveness. We champion Victoria as a destination of choice for trade and international investment, international education and innovation. ITI harnesses specialist knowledge of key industries and global markets to develop Victoria's priority sectors, boost trade activities, enhance productivity and contribute to economic growth.

We do this by:


- forming trust-based relationships with businesses – from global enterprises to small businesses and startups
- connecting the state to global opportunities, including through the Victorian Government Trade and Investment (VGTI) network
- facilitating new investment and business expansion; developing and attracting world-class talent
- supporting key industry and manufacturing capabilities
- supporting Victorian businesses to excel in global markets
- strengthening the state's medical research and digital ecosystems and its linkages with industry
- accelerating the growth and impact of Victoria's research translation and commercialisation capabilities
- advocating for a competitive, fair and inclusive business environment.

Skills and Employment (S&E)

The Skills and Employment group works to give Victorians the opportunity to access the knowledge, skills and attributes they need to participate in today's workforce, prepare for the jobs of the future and achieve their educational and employment aspirations. We work with businesses to ensure they have access to the skilled workers they need, and we partner with local community organisations to encourage innovative ways to create inclusive job opportunities. Our responsibilities include making sure that Victorians are supported to seek training and obtain safe, secure, fair and sustainable jobs in priority sectors, such as the clean economy, care economy, and construction industry.

S&E oversees the Victorian Vocational Education and Training (VET) system with a specific focus on ensuring delivery of quality training aligned with skilled workforce needs, thereby improving outcomes for learners and industry. S&E has stewardship of the Victorian TAFE Network, which serves as the heart of Victoria's training system. This work is led by the Office of TAFE Coordination and Delivery, and informed by our partnership with the Victorian Skills Authority. We collaborate with other governments across Australia to steward a national quality training system including apprenticeships and drive better outcomes through the higher education system. We also partner with universities to meet government priorities, support the Adult, Community and Further Education (ACFE) Board to drive better pathways through pre-accredited training and lead employment-related program delivery with a focus on the people and places that need the most support.

Our strong working partnership with the Victorian Aboriginal Education Association Inc (VAEAI) aims to improve skilling outcomes for Aboriginal learners and is guided by the *Marrung Aboriginal Education Plan 2016–2026*. It underpins the work of Aboriginal self-determination in S&E and will be supported by the Closing the Gap policy initiative within the National Skills Agreement.



Sport and Experience Economy (SEE)

The Sport and Experience Economy group works to create a thriving and inclusive sport and active recreation sector and helps to build a strong visitor economy for Victoria. We support vibrant and resilient tourism and events sectors that attract both domestic and international visitors to stay longer and spend more. We drive sustainable economic growth in the visitor economy and facilitate innovative investment to make Victoria a leader in exceptional, diverse, and connected experiences. Through sport and active recreation, we are dedicated to inspiring all Victorians to get active to improve health and wellbeing outcomes and build stronger and more connected communities. This work is supported by Australia's only dedicated Office for Women in Sport and Recreation. SEE also oversees significant investment in the sector and management of Melbourne's key sports and entertainment facilities to help deliver economic growth, jobs and enhance liveability for Victorians.

Creative Victoria (CV)

Creative Victoria supports the state's creative industries, growing our \$40.3 billion creative economy for the benefit of Victorians. We invest in the people, organisations, events and projects that make Victoria the creative state. We back the career development of creative workers, support the sustainability of creative organisations, and ensure that Victorians have access to creative and cultural opportunities, wherever they live.

Underpinned by the principle of 'First Peoples first', and with self-determination as a key feature of our policy and program design, we help platform First Peoples creative leadership and support the growth of a strong First Peoples creative sector. Creative Victoria also oversees the state's \$7 billion plus portfolio of creative and cultural facilities, assets and collections, including Victoria's iconic public cultural institutions which welcome more than 10 million visitors a year.

Regional Development and Outdoor Recreation (RDOR)

The Regional Development and Outdoor Recreation group leads place-based policy, programs, projects and engagement to deliver prosperous and inclusive communities across regional Victoria, and in cross border areas. We have a strong role in activating networks, building partnerships, realising outcomes that boost local economic and community resilience, and bringing the lived experience of communities into government decision-making. We work with community stakeholders, industry and all levels of government to facilitate economic opportunities and job creation, help navigate population growth, and support coordinated responses to industry transitions including those related to energy and forestry.

RDOR coordinates the department's emergency management preparedness, response and recovery activities and seeks to build resilience to natural disasters and emergencies. We also coordinate outdoor recreation functions including related to game hunting, fishing and boating, working closely with the Victorian Fisheries Authority and the Game Management Authority.

Economic Policy, Projects and Coordination (EPPC)

The Economic Policy, Projects and Coordination group brings together advanced capabilities in economics and public policy, data and modelling, program design and evaluation, project management, delivery and assurance. We work in partnership across the department, bringing our deep understanding of the Victorian economy, expertise in policy, program design and continuous improvement to provide a sound platform for new initiatives. EPPC provides leadership in economic policy, including input to the Victorian Government's economic strategy. We also play a significant coordination role, providing central line-of-sight to enable crosscutting initiatives to be developed and delivered successfully.

EPPC has portfolio responsibilities for Aboriginal economic development. We drive the implementation of the *Yuma Yirramboi Strategy* – a coordinated plan to support parity in economic opportunities, prosperity and social outcomes for Victoria's Aboriginal communities. Aboriginal culture and language are central to the strategy's aspirations, and we work to strengthen these through structured investment and capacity building. Our commitment to the Treaty process, including work to get the department Treaty ready, will enable valuable contributions to state-wide Treaty negotiations. The work we perform supports the department's priority objectives and provides a pathway to operational success.



Corporate Services (CS)

The Corporate Services group partners with and advises the department on corporate operational matters, enhancing the department's ability to deliver on government priorities effectively and efficiently.

We harness expertise across multiple disciplines, including people and culture, finance, investment and procurement, strategic communications, legal and legislation, strategy, performance and governance, and information technology and workplace services. Our collective knowledge supports the department's strategic objectives and compliance with our legislative obligations and responsibilities.

Strategies and Departmental Focus Areas

Strategies

Departmental Focus Areas



Impact: Growing prosperity by creating more opportunities for people through skills and jobs

01. Create jobs and attract investment

- Facilitate investment, job creation, export and skilling opportunities across regional Victoria and metropolitan Melbourne.
- 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 industries, sectors and businesses to innovate, adapt and grow.
- Build capability and supply chain resilience to support industry and sector growth.
- Attract and retain a skilled sport and active recreation workforce (paid and unpaid).

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

- 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 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: Building the productive capacity of our economy to help businesses and industries thrive

03. Strengthen the business environment and develop key industries

- 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.
- Support 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.

04. Strengthen Victoria's global connections

- Grow and maintain Victoria's position as a state of choice for international investment, creativity, talent, visitors and students.
- Empower and position Victorian businesses and organisations to trade with and build Victoria's brand in international markets.
- Maintain a strong pipeline of global sport, industry and creative events within the Victorian events calendar.



Impact: Increasing participation and supporting vibrant communities and regions

05. Build prosperous and liveable regions

- 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

- 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, cultural, social, sport and active recreation activities in their communities.
- 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.

07. Support Aboriginal economic development

- Grow and develop the domestic and export capability of Aboriginal businesses and Traditional Owner corporations across urban and regional-based sectors and industries.
- Support career advancement, training, employment and skill development opportunities for Aboriginal Victorians.
- Proactively drive and prioritise Aboriginal self-determination across the department's work, and support Truth-telling and Treaty processes.

08. Contribute to the transition to a net zero economy

- 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) by, for example, progressing the CarbonNet Project.
- 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 and competitive; and attract and facilitate new private and public investment and exports that support jobs growth and industry and community development.
- **Ensure the workforce has the skills needed for our priority industries** – Develop and attract world-class talent; provide opportunities for skills acquisition – including upskilling and reskilling – in key areas including housing construction, clean economy transition 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 innovation and digital ecosystem and its linkages with industry; make strategic innovation investments; and support key agencies, Breakthrough Victoria and LaunchVic.
- **Deliver targeted employment support** – Transition employment services to stabilise and sustain programs for people facing barriers to work and continue testing interventions to improve secure work across multiple industries.
- **Promote more and better job opportunities and pathways in the creative 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 stability and 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.

Portfolio Priority	Key Actions
Create higher value, secure jobs for Victorians	<ul style="list-style-type: none"> • Attract and facilitate investment in priority sectors and locations that supports 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, medical research, health and life sciences, and digital economy. • Attract and re-establish 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. • Support industry transition, for example, through the delivery of the Timber Supply Chain Resilience Package, to support impacted businesses to transition and plan for the future.
Ensure the workforce has the skills needed for our priority industries	<ul style="list-style-type: none"> • Progress strategic TAFE Network reforms to help TAFEs to align their planning with the skills needs highlighted in the <i>Victorian Skills Plan</i> 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 skill needs in priority areas like transitioning to renewable energy and supporting the health and community care sectors. • Equip mid-career Victorians with up-to-date digital skills and support them find paid digital roles to retrain and reimagine their career and lift critical skills for industry through targeted programs. • Attract world-class talent to Victoria to support industry, workforce and regional development through targeted marketing and migration programs. • Support overseas qualified professionals to gain employment in key segments of Victoria's labour market through assessment of their overseas qualifications. • Leverage public procurement and Victoria's record infrastructure investment 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</i> to further maximise opportunities for local jobs and businesses.
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. • Deliver projects for the Latrobe Valley that engage young people, disengaged people, transitioning workers and those experiencing barriers to employment through Ladder Step Up and the Inclusive Employment Worker Transition Program and the Latrobe Youth Space. • Align TAFE infrastructure with the skills needs of Victorian regions, including outer metropolitan growth corridors, through strategic asset planning.

Portfolio Priority	Key Actions
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 in priority sectors through targeted programs. • Increase the adoption of digital technologies – including robotics, automation and artificial intelligence applications – across Victorian businesses and industries. • Support the Breakthrough Victoria Fund to accelerate the growth and impact of Victoria’s research translation and commercialisation capabilities. • Support LaunchVic to strengthen Victoria’s startup ecosystem and grow the number and scale of Victorian startups. • Support the local commercial translation of medical research into health and economic outcomes for Victorians, including via delivery of the Victorian Medical Research Acceleration Fund, and the Operational Infrastructure Support Program. • Establish dedicated innovation hubs for First Nations entrepreneurs, providing access to state-of-the-art facilities, resources, and support networks.
Deliver targeted employment support	<ul style="list-style-type: none"> • Continue delivery of the Jobs Victoria Mentors, Community Revitalisation, Work and Learning Centres and Youth Employment Scheme. • Close and evaluate the Sick Pay Guarantee. • Advocate to the Australian Government to shape the national employment system and services and provide a better safety net for casual and contract workers. • Facilitate the Local Employment Transition Service to support retrenched workers. • Continue delivery, and review of, social enterprise programs and strategy. • Collaborate with Aboriginal Community Controlled Organisations with an interest and expertise in employment services to enhance training and employment outcomes for First Peoples.
Promote more and better job opportunities and pathways in the creative economy	<ul style="list-style-type: none"> • Develop and promote First Peoples’ leadership and practice through annual forums, continued investment in flagship events and developing a proposal for a dedicated First Peoples’ Creative Hub. • 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 co-designed investment programs that provide opportunities for creatives to secure paid work, 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 training hubs and accredited training programs through programs such as Arts Centre Melbourne’s Tech Connect program and Creative Learning Partnerships. • Seek opportunities to identify and build capabilities so that Aboriginal-owned and -led businesses flourish.

Portfolio Priority	Key Actions
Invest in creative industry stability and growth	<ul style="list-style-type: none"> • Invest in the development, growth and adaptation of Victoria’s creative sector. • Position Victoria as a global powerhouse for the screen industry through delivery of the VICSCREEN Strategy. • Sustain a high level of creative achievement, growth and state-wide employment opportunities through investment streams such as the Creative Enterprises Program and National Performing Arts Partnership Framework. • Provide more spaces for creatives to develop and present their work through the Creative Spaces and Places program. • Enhance 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.
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 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 and preferences 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 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 and education opportunities, with a particular focus on women and girls. • Support 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.

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 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 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
<p>Improve labour supply in priority areas through increased course completion rates in Government funded training</p>	<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 outcome. • 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.
<p>Boost economic participation by supporting disadvantaged and under-represented cohorts in the tertiary system through targeted supports</p>	<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 pathways between ACFE and VET. • Promote pathways to further and higher education that meet learner needs. • Improve foundation skills. • Ensure that 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 <i>Yuma Yirramboi Strategy</i>. • Drive improved participation of women in traditional trades and other under-represented groups within apprenticeships.
<p>Drive innovation through a joined-up tertiary system</p>	<ul style="list-style-type: none"> • Lead the pursuit of improved pathways between schools, TAFEs and 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
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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 on 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 apprenticeships and traineeships system, including by delivering on the Victorian Government's Response to 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.
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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 Aboriginal self-determination in Victorian TAFEs.
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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 recognise ethical employers** – Advocate for a competitive, fair and inclusive business environment that creates more and fairer jobs; implement targeted programs and initiatives that address pressure points for businesses and recognise and encourage ethical employers.
- **Build Victoria's sovereign manufacturing capability** – Implement a clear policy vision for sovereign manufacturing; help attract and maintain sovereign capabilities; and support local manufacturers to thrive, including through improved access to skilled workers.
- **Secure the maximum share of 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, defence, digital technology, agri-food, health and life sciences – 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.

Portfolio Priority	Key Actions
<p>Increase the ease of doing business, and recognise ethical employers</p>	<ul style="list-style-type: none"> • Continue implementation of the 2022 Fair Jobs Code election commitment and deliver the communications and stakeholder implementation plan to inform businesses and agencies of their obligations under the strengthened Fair Jobs Code and new threshold requirements. • 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.
<p>Build Victoria's sovereign manufacturing capability</p>	<ul style="list-style-type: none"> • Deliver against the <i>Made in Victoria 2030: Manufacturing Statement</i>. • Strengthen Victoria's manufacturing and construction sectors by building supply chain resilience, fostering innovation and assuring critical capabilities. • Deliver the Manufacturing and Industry Sovereignty Fund, Low Carbon Manufacturing Grant Program and the Made in Victoria – Manufacturing Growth Program.
<p>Secure the maximum share of Australian Government funding for innovation and economic development</p>	<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, 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 which enhances Victoria's competitive advantage.

Portfolio Priority	Key Actions
Support the growth of emerging and innovative industries to achieve government priorities	<ul style="list-style-type: none"> • Implement the R&D Cash Flow Loans Initiative. • Implement the Victorian Venture Growth Fund. • Implement the Equity Investment Attraction Fund. • Implement the Industry R&D Infrastructure Fund. • Implement the <i>Health and Medical Research Strategy 2022–32</i>, including the development of action plans for delivery. • Implement <i>marra ngarrgoo, marra goorri</i>: The Victorian Aboriginal Health, Medical and Wellbeing Research Accord. • 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.
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 creatives working across the creative industries with access to flexible and responsive grants; invest in research and innovation to allow for innovative creative content and programming. • Develop a strategic plan based on contemporary research and trends to maximise the impact of sector investment. • Position Victoria as a design leader and promote the use of design.
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 activities. • Ensure the department's business intelligence and rigorous economic analysis underpins the department's policy development.

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, embedded creativity, strategic investment attraction, and deeper connections between Victoria's strengths, including our diverse and globally-connected community, priority sectors and Victoria's innovation system.
- **Support business productivity and growth through global engagement, facilitating trade and attracting foreign direct investment** – Leverage world-class products and capabilities in research and development, design, creativity, engineering, supply chain management, logistics, and client services to secure new export opportunities and attract critical investment. 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 to incubate and harness specialist knowledge in priority areas and of international markets to improve the attractiveness of Victoria as a world-leading destination for trade and international investment, education and innovation, recognising the role culture plays in this.
- **Drive recovery and resilience of the international education sector** – Establish Victoria as a global leader in education, 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 and 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 across criteria 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

- 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 and commercialisation of mRNA research, grow a local mRNA manufacturing industry and invest in targeted skills and training programs.
- 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.
- 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 Victorian Paediatric Cancer Consortium.

Support business productivity and growth through global engagement, facilitating trade and attracting foreign direct investment

- Operate the Victorian Government's Trade and Investment international network and support global engagement across government.
- Implement a new trade strategy and programs for Victoria to support and grow Victorian exports, which will empower Victorian exporters to thrive in a dynamic global marketplace through innovative solutions and strategic partnerships.
- Support exporters to access global opportunities in identified priority sectors including food and agribusiness, health and life sciences, digital technologies, manufacturing and engineering solutions and clean technology and renewables.
- 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 global markets to position key sectors as globally competitive.
- Refresh the *International Investment Strategy* to strengthen Victoria's competitiveness to attract international investments.
- Develop and convert a pipeline of investment projects that align with the *International Investment Strategy*.
- Proactively target strategic reinvestment opportunities in priority sectors.
- 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

- 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 recovery and resilience of the international education sector

- 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.
- 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

- Promote and build the market for Victorian First Peoples cultural products by developing and piloting a Victorian First Peoples Art and Design Fair.
- Assist creatives to build demand, audiences and markets.
- Promote more investment and trade in Victorian creative products and services.
- Increase access to international markets by continuing to grow Victoria's platform of trade events.

Support and build a thriving and vibrant visitor economy that positions Victoria as a preferred choice for international and domestic visitors

- 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 *Experience Victoria 2033*, focusing on addressing key opportunities and challenges such as workforce growth, investment facilitation, sustainability, and skills and capability development.
- Continue the implementation of the *Visitor Economy Recovery and Reform Plan* 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

- Develop a world-leading suite of major stadium 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 (including through development of legacy initiatives).
- 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

- Deliver a Major Events Policy Framework and 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 Victoria’s departments and agencies, as well as interstate counterparts and other jurisdictions. Making it easier to do business across our borders has economic benefit, while addressing practice 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.
- **Support regional industries and communities in transition** – Draw on the knowledge and expertise of the Latrobe Valley Authority and Regional Development Victoria to support Victorian regions as they navigate changing conditions through place-based partnerships and shared leadership between government, industry, business and community. Design and deliver support for communities and businesses impacted by significant transition, including in the energy and forestry sectors, such as the success of creative interventions in Latrobe Valley.

Portfolio Priority**Key Actions**

Enable prosperity and drive economic growth in our regions

- Facilitate and support new and high-value place-based opportunities identified through the *Regional Economic Development Strategies*.
- 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 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 across all corners of the state.
- Ensure TAFE service delivery planning is informed by the *Victorian Skills Plan* and state-wide TAFE infrastructure planning supports access for students to the right training in the right places, enriching communities and responding to local industry skills needs.

Support the delivery and legacy of the Regional Package

- Work across government and with regional stakeholders and communities to design and deliver the Victorian Government’s regional investment including:
 - Permanent new and upgraded sporting and cultural infrastructure projects
 - Regional Worker Accommodation Fund
 - Regional Community Sport Development Fund
 - All Abilities Sport Fund
 - Council Support Package
 - Regional Tourism Marketing
 - Aboriginal Economic Development Fund
 - Tiny Towns extension
 - Regional Events
 - Regional Tourism Industry Development Program
 - Regional Marketing
 - International Business Accelerator Program
 - Enabling Tourism Fund
 - Regional Tourism 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

- 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.
- Implement the refreshed recruitment of Regional Partnerships to ensure the diversity of skills, experience and representation of regional issues are captured.
- 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 Manufacturing Sovereignty, Trade and Investment, 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

- Advocate for the interests of Victorian border communities by resolving issues and developing common approaches with neighbouring states.

Reduce negative consequences of emergencies

- 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.

Support regional industries and communities in transition

- Contribute to the coordination of the regional energy transition to net zero and deliver improved social and economic benefits for Gippsland.
- Coordinate and monitor the implementation of the Latrobe Valley and Gippsland Transition Plan in partnership with the community, industry and all levels of government.
- Support transition of the Victorian forestry industry including the delivery of the transition support package to timber impacted communities and businesses.
- Support the delivery of the Opal Worker Support Service to workers, their families and supply chain businesses impacted by the forestry industry and the reduction in Maryvale Mill operations.
- Support the development and delivery of *Local Economic Development Strategies* to mitigate local risks and to capture opportunities.

STRATEGY

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, ensuring that our regions and outer-metropolitan growth areas are equitably supported and 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

- Support Victorian creative industries and cultural and creative organisations to:
 - have a greater diversity of investment and revenue
 - be financially resilient and more productive.
- Remove barriers so that more Victorian creative professionals have jobs and sustainable careers.
- Ensure Victorian cultural facilities and agencies are reputable, widely accessed, fit for purpose and fully utilised.
- Develop greater and increasingly diverse audiences and ensure consumers have a high regard for Victoria’s cultural and creative outputs.
- Prioritise more and increasingly diverse audiences and consumers discovering cultural and creative outputs that meet their needs.
- Ensure more Victorians can access cultural and creative output.
- 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 all Victorians have access to high-quality environments and appropriate participation opportunities for sport and active recreation

- 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 an Aboriginal 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 *Active Victoria 2022–26 Strategic Framework*.

Build inclusive outdoor recreation opportunities

- Implement the government’s response to the Parliamentary Select Committee Inquiry into native bird hunting arrangements.
- Oversee completion of projects outlined in the *Sustainable Hunting Action Plan 2021–2024*.
- Work with the Department of Energy, Environment and Climate Action (DEECA) to determine opportunities for outdoor recreation as a part of forestry transition and to identify and address barriers to public land recreational use.
- Lead establishment of the Outdoor Recreation portfolio in collaboration with other government departments and agencies.

Portfolio Priority

Key Actions

Ensure Victoria's game and fisheries are used sustainably and continue to improve the boating experience across Victoria

- 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 *Go Fishing Victoria* plan and implement phase 3 with a focus on expanding hatcheries and fish habitats and attracting more Victorians to recreation fishing.
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STRATEGY

07. Support Aboriginal economic development

This strategy will be delivered through the following priorities:

- **Nurture a strong and ready Aboriginal talent pool** – Support Aboriginal Victorians by nurturing diverse talent pools across the state, recognising their skills, interests and aspirations, and support Aboriginal Victorians throughout their careers.
- **Support growth in the size, scale, diversity and maturity of the Aboriginal business sector** – The Victorian Aboriginal 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 Aboriginal business growth and economic development, underpinned by the principles of self-determination and supported by a Koori Caucus guiding our work.
- **Generate Aboriginal jobs and careers to reach employment parity** – Aboriginal people 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, targets and other incentives. Help generate more jobs and meaningful careers, working with the public, private and community sectors.

Portfolio Priority**Key Actions**

Nurture a strong and ready Aboriginal talent pool

- Support and enable self-determination in the design, delivery and evaluation of programs for First Peoples.
- Provide support and connect Aboriginal Victorians with opportunities through career and mentor programs designed to meet the diverse needs and aspirations of Aboriginal Victorians.
- Redesign employment readiness programs that provide more enabling environments.
- Develop succession plans for Aboriginal Victorians in the VPS that provide meaningful career pathways, increasing skills and qualifications.
- Increase opportunities for board management and company directorships.
- Advance Aboriginal self-determination through the Skills and TAFE and employment system to deliver the priorities of Closing the Gap; deliver on the *Marrung Aboriginal Education Plan 2016–2026* and embed best practice across the Learn Local sector.

Support growth in the size, scale, diversity and maturity of the Aboriginal business sector

- Increase support for Aboriginal entrepreneurs and businesses, including improved access to capital, information and expertise.
- Implement a robust engagement strategy with Aboriginal communities, ensuring active participation and feedback loops to guide departmental initiatives. Improve outcomes for Aboriginal businesses through department's Social Procurement Strategy, and by introducing increased targets for procurement from Victorian Aboriginal 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.
- Celebrate the successes and achievements of the Victorian Aboriginal business sector.
- Create partnerships with research institutions, business and industry to develop innovation and best practice models tailored to the needs of Aboriginal enterprises.
- Help protect Aboriginal cultural and intellectual property, including Aboriginal data sovereignty.
- Support Aboriginal Victorians to commercialise cultural knowledge, language, creativity and practices.
- Leverage opportunities created through Local Jobs First to ensure that Aboriginal-owned and operated businesses are given a full and fair opportunity to compete for both large and small government contracts.

Generate Aboriginal jobs and careers to reach employment parity

- 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 Aboriginal people.
- Support the growth the Aboriginal workforce across all sectors and increase the number of First Nations staff within the department.
- Set an expectation of cultural safety and actively eliminating racism.

STRATEGY

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 the Industrial Processes and Product Use (IPPU) sector emission reduction pledge.

Portfolio Priority**Key Actions**

Implement the Clean Economy Workforce Development Strategy 2023–2033

- 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 crosscutting 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.
- Drive the technical and cultural transformation of the skills system through whole of government coordination and monitoring.
- Create the SEC Centre of Training Excellence to function as a facilitator of a coordinated and collaborative system-wide implementation of the *Clean Economy Workforce Development Strategy 2023–2033* and the skills response to the *Victorian Energy Jobs Plan*.

Contribute to Victoria's decarbonisation and transition to net zero emissions

- Work with investors seeking to use the state's resources in an environmentally responsible manner that provides economic opportunities for regions in transition.
- Provide equity investment capital to startups directly through the department's Equity Investment Attraction Fund or in partnership with Breakthrough Victoria to enterprises that support the transition to a net zero economy.
- Leverage opportunities arising from transformational global investment in the net zero transition to strengthen Local Jobs First requirements to enhance Victoria's workforce capabilities.
- 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 carbon capture and storage (CCS) 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 *Victorian Skills Plan*.
- Engage with First Nations 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

- Collaborate with DEECA regarding *Gas Substitution Roadmap* implementation, including:
 - 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, including identification of industry and supply chain impacts arising from further policy measures to phase out gas use and promote electrification, and
 - development of a carbon sequestration service (including the CarbonNet Project) to support new clean energy and carbon abatement industries.
 - 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 support businesses and industries 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:
 - development and delivery of the *Victorian Energy Jobs Plan*
 - 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
 - the Victorian TAFE Prospectus
 - supporting the uptake of zero emissions vehicles, and
 - implications for Victorian business arising from national and international policy measures (e.g., Safeguard Mechanism, US *Inflation Reduction Act*).
-

Financial Outlook and Assets

The Victorian State Budget 2024–25 was delivered on Tuesday, 07 May 2024.

The following budget commitments will enable the department to continue to focus on growing Victoria's prosperity, building the productive capacity of the economy and increasing participation.

New Output Initiatives over the next four years

Output Initiatives	(\$ million)			
	2024–25	2025–26	2026–27	2027–28
Creative Industries Access, Development and Innovation				
Music Works	1.0	–	–	–
National Performing Arts Partnerships Framework	–	1.5	1.5	1.5
Victorian Festivals Package	2.7	1.7	1.8	0.3
Creative Industries Portfolio Agencies				
Supporting our creative agencies and cultural institutions	82.1	–	–	–
Victorian Screen Rebate	5.0	–	–	–
Fishing, Boating and Game Management				
Safe and sustainable recreational game hunting	2.3	2.3	2.3	–
Supporting sustainable hunting reform	1.7	1.7	1.3	–
Industry, Small Business and Medical Research				
Developing a thriving digital economy	4.4	–	–	–
Supporting Victoria's small businesses	2.3	–	–	–
Supporting Victoria's thriving startup ecosystem	10.0	9.9	9.9	10.1
The BioNTech mRNA ecosystem investment project ^(a)	–	–	–	–
Implementation of marra ngarrgoo, marra goorri: the Victorian Aboriginal Health, Medical and Wellbeing Research Accord	1.1	1.1	1.1	1.1
Jobs				
Strengthening the Fair Jobs Code	1.9	1.9	–	–
EPPC Yuma Yirramboi – Stage 1	2.9	2.9	2.9	–
Regional Development				
Place-based partnerships	1.0	–	–	–
Regional economic transition	6.3	0.3	0.2	–

Output Initiatives	(\$ million)			
	2024–25	2025–26	2026–27	2027–28
Sport and Recreation				
Delivering community sports infrastructure and basketball hubs	14.7	1.4	1.4	–
Excellence in sport	8.3	8.2	8.2	8.2
Get Active Kids Voucher Program	6.0	–	–	–
Sending Victorian athletes to Paris 2024	1.5	–	–	–
Sporting and events centres	31.6	26.1	–	–
Tourism and Major Events				
Destination marketing	6.0	6.0	3.5	–
Supporting Victorian Events	3.2	4.2	1.0	1.0
Visitor economy partnerships	3.3	–	–	–
Trade and Investment				
Boosting trade through engagement	6.7	0.6	–	–
Training, Higher Education and Workforce Development				
Boosting access to Free TAFE and training services	131.4	205.2	–	–
Modernising TAFE to support teachers	4.6	–	–	–
More apprenticeships for workforce priorities	11.4	–	–	–
Retraining for high-priority industries	15.8	15.8	–	–
TAFE Services Fund	82.6	30.1	–	–
Total output initiatives^(b)	451.8	320.9	35.1	22.1

Notes:

(a) Funding allocation is not reported at this time as arrangements are commercial in confidence.

(b) Table may not add due to rounding.

DJSIR 2024–25 Output Costs by Departmental Objectives

Departmental Objectives and Outputs	(\$ million) 2024–25 budget
Create and maintain jobs	
Jobs	51.0
Foster a competitive business environment	
Industry, Small Business and Medical Research	476.0
Economic growth through trade and investment attraction	
Trade and Investment	198.8
Build prosperous and liveable suburbs and regions, and manage and promote outdoor recreation	
Fishing, Boating and Game Management	106.4
Regional Development	296.7
Grow vibrant, active and creative communities	
Creative Industries Access, Development and Innovation	77.8
Creative Industries Portfolio Agencies	410.6
Cultural Infrastructure and Facilities	52.8
Sport and Recreation	429.3
Tourism and Major Events	183.8
Deliver high-quality training and skills to meet industry needs and jobs for a growing economy	
Training, Higher Education and Workforce Development	2,502.5
Total^(a)	4,785.7

Notes:

(a) Table may not add due to rounding.

Asset initiatives over the next four years

DJSIR has oversight, authority 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 those 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 2024–25 Budget.

DJSIR New Asset Initiatives (\$16 million)

Asset Initiatives					(\$ million)
	2024–25	2025–26	2026–27	2027–28	TEI ^(a)
Cultural Infrastructure and Facilities					
Cultural Facilities Maintenance Fund (state-wide)	4.0	4.0	4.0	4.0	16.0
Total asset initiatives	4.0	4.0	4.0	4.0	16.0

Notes:

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

DJSIR Existing Asset Initiatives (\$823.4 million)

Asset Initiatives	(\$ million)			
	Estimated expenditure to 30.06.2024	Estimated expenditure 2024–25	Remaining expenditure	TEI ^(a)
Bendigo Kangan Institute's Broadmeadows Campus Redevelopment 2021–22 (Broadmeadows)	58.8	1.2	–	60.0
Building Better TAFE Fund – Bendigo Kangan Institute (Castlemaine – Community Health and Learning Hub) (Castlemaine)	2.0	2.0	–	4.0
Building Better TAFE Fund – Clean Energy TAFE Fund (state-wide)	6.3	26.7	17.0	50.0
Building Better TAFE Fund – Melton (New TAFE Campus) (Melton)	0.5	41.8	12.7	55.0
Building Better TAFE Fund – Sunbury (New TAFE Campus) (Sunbury)	0.5	17.3	7.2	25.0
Building Better TAFE Fund – The Gordon TAFE (Geelong – Disability Services Hub and Student Hub Redevelopment) (Geelong)	1.5	34.5	–	36.0
Creative Industries Portfolio Agencies Recovery (metropolitan)	2.3	1.0	–	3.3
Geelong City Deal (regional)	27.4	77.4	6.6	111.3
Go Fishing Victoria (regional various)	2.5	12.5	–	15.0
GOTAFE's Archer Street Campus Redevelopment 2021/22 (Shepparton)	10.5	0.2	–	10.7
Nyaal Banyul Geelong Convention and Event Centre (Geelong)	144.2	190.2	114.7	449.1
Recreational boating infrastructure improvements (Neerim South)	–	–	3.9	3.9
Total existing asset initiatives ^(b)	256.5	404.9	162.0	823.4

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 (\$20.1 million)

Asset Initiatives	(\$ million)				
	2024–25	2025–26	2026–27	2027–28	TEI ^(a)
Cultural Infrastructure and Facilities					
Sports Trusts Asset Maintenance (state-wide)	9.1	8.0	-	-	20.1 ^(b)
Total asset initiatives	9.1	8.0	0.0	0.0	20.1

Notes:

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

(b) TEI includes \$3 million budget in 2023-24.

DJSIR Portfolio Agencies' Existing Asset Initiatives (\$1,703.1 million)

Asset Initiatives	(\$ million)			
	Estimated expenditure to 30.06.2024	Estimated expenditure 2024–25	Remaining expenditure	TEI ^(a)
Melbourne Arts Precinct Transformation Phase One (Melbourne)	221.2	307.3	1,045.8	1,574.4
State Basketball Centre redevelopment (Knox)	128.5	0.2	-	128.7
Total existing asset initiatives (portfolio agencies)	349.7	307.5	1,045.8	1,703.1

Notes:

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

Source: Service Delivery; Budget Paper No. 3 and No. 4 2024–25.

