

2021–2025 Strategic Plan

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Secretary's foreword

I am pleased to deliver the 2021 to 2025 Strategic Plan for the Department of Jobs, Precincts and Regions (DJPR). Here you will find an overview of our priorities as we work to recharge our economy and help communities and businesses adapt and build resilience.

Since our formation in 2019, we've supported Victorians through COVID-19, bushfires, drought, severe weather, avian influenza and more. Our role has spanned from on-the-ground emergency response, to creating and protecting jobs, to supporting the hardest-hit businesses and industries to navigate COVID-19 restrictions. United in our efforts, our people have worked incredibly hard to deliver the significant range of programs and initiatives aimed at helping Victoria recover and thrive.

Looking ahead, we're firmly focused on Victoria's economic recovery and growth, ensuring it benefits all Victorians — by creating more jobs for more people, building thriving places and regions, and supporting inclusive communities.

Our work will empower more Victorians to fill the jobs of the future, and kickstart meaningful careers. And through our investments in state-wide infrastructure projects and key industries — such as creative, sport, tourism, international education, medical research and agriculture — we will further accelerate Victoria's economic recovery and growth. These investments will deliver community facilities across Victoria's suburbs as well as projects and programs aimed at making our regional communities even better places to live, work and invest.

Our ambition is supported by a talented team located across the state and in 23 international locations. This positions us to capture the best ideas from around the globe and develop strong networks with local communities and businesses.

It is a privilege to lead such a dedicated team and I look forward to working together to deliver what is set out in this plan.



Simon Phemister
Secretary

DJPR's purpose

Here at the Department of Jobs, Precincts and Regions, we're firmly focused on Victoria's economic recovery and growth, ensuring it benefits all Victorians — by creating more jobs for more people, building thriving places and regions, and supporting inclusive communities.

For Victoria, this means:

MORE JOBS FOR MORE PEOPLE

We're helping to recharge the economy by working with businesses to maintain and create jobs, so more people have safe and secure work. We're supporting workers and helping businesses, industries and communities to grow, adapt, recover or transition. We're fostering innovation, research and the digital economy, and creating jobs by leveraging and securing our natural assets and regional strengths. We're also strengthening Victoria's global connections by attracting investment and talent, and helping Victorian businesses successfully trade into international markets.

THRIVING PLACES AND REGIONS

We're building vibrant and resilient precincts, suburbs and regions that help drive economic growth and opportunities. Our geographic focus on innovation and sector activity is helping attract investment. We're ensuring Victorian regions and suburbs have the infrastructure and services they need for a liveable and sustainable future. We're also helping our visitor economy and creative industries to bounce back, and cementing Victoria's position as Australia's leading destination for culture, sport, tourism and events.

INCLUSIVE COMMUNITIES

We're working across government and with councils, communities and business to ensure the benefits of economic recovery and prosperity are available for all Victorians — supporting a stronger and fairer society. We're also supporting Aboriginal self-determination through employment and economic development, and working to grow Victoria's social economy.

Operating context

DJPR is responsive to emerging local, national and international challenges to — and opportunities for — Victoria’s economic outlook.

State of the economy

In June 2021, Victoria’s economic recovery was looking strong and employment levels had recovered to their pre-COVID level. However, new COVID variants, circuit-breaker restrictions and lockdowns are weighing on Victoria’s economic recovery.

The economic recovery from COVID-19 is likely to be uneven across industries, regions and population groups, and the economy will continue to be challenged by the pandemic for the short-medium term. Service-based industries like tourism, hospitality, international education, transport and retail will continue to be hard-hit.

Victoria’s economic recovery has been driven by strong growth in household consumption and government spending. Gross State Product (GSP) fell by an estimated 2 per cent in 2020–21, but is forecast to grow strongly by 6.5 per cent in 2021–22. GSP is forecast to grow by 3.25 per cent in 2022–23, and then at its trend rate of 2.75 per cent from 2023–24.

Looking further ahead, overall employment is forecast to grow by 2.5 per cent (around 85,000 jobs) in 2021–22 and return to annual growth of 1.75 per cent from 2023–24. Victoria’s unemployment rate is forecast to continue to decrease in the next few years but remain above 5 per cent.

Victoria’s population growth has stalled temporarily due to a net outflow of people overseas and interstate. Over the next few years, population is forecast to grow at a weaker pace than experienced pre-COVID-19, due mainly to lower overseas migration.

Victoria’s overseas exports were hit hard by the pandemic, although goods exports have gradually recovered in recent months. Services exports (in particular, tourism and international education) are unlikely to recover to pre-COVID-19 levels before 2023–24.

Challenges in Victoria’s economic outlook

Victoria’s economy is forecast to grow strongly in 2021–22. However, the state faces short-term challenges in its economic recovery from the COVID-19 pandemic and longer-term challenges to grow a more resilient and inclusive economy.

The most immediate challenge for Victoria is the risk of further COVID-19 outbreaks, requiring restrictions to contain the virus and minimise health impacts on Victorians. This will remain a risk until a significant proportion of the population is vaccinated. Pending the opening of Australia’s borders, some sectors will continue to face the challenge of constrained global flows of tourists, students and trade. Other short-term challenges to Victoria’s economic outlook include:

- **the impact of international border restrictions on some industries.** The most exposed sectors include international education, tourism, hospitality, major events and transport.
- **skills and labour shortages in key industries, occupations and places.** Significant labour shortages are being experienced in sectors reliant on foreign workers, such as hospitality and agriculture, and in construction. Rural and regional areas face additional challenges due to their smaller labour pools and increased difficulties in attracting and retaining skilled workers.

Medium- and longer-term challenges to Victoria’s economic outlook include:

- **a challenging global environment, with regional trade tensions and intense global competition for people and capital.** Victoria faces a challenging global environment due to trade restrictions, COVID-19-related disruptions in key markets, patchy rates of recovery and other geopolitical developments. Supply chain issues are expected to

persist in the medium-term, including constraints in air freight. As major economies such as the US, Europe and China progressively open up from COVID-19, there will be intense competition for tourists, international students, skilled workers and investment capital.

- **the impact of slower population growth on population-dependent sectors**, such as construction, tourism and hospitality. Forecast weaker population growth will weigh on Victoria's medium-term economic growth, including through lower demand for housing, travel, retail and other population-dependent services.
- **maintaining Victoria's economic competitiveness and resilience and addressing structural inequality**. The COVID-19 pandemic has exposed vulnerabilities in critical supply chains and sovereign capabilities. Improving the competitiveness and resilience of the Victorian economy through the Government's jobs and growth agenda is critical to the future prosperity of all Victorians. Reducing inequality and fostering greater economic inclusion is important for both better social outcomes and to improve economic growth.
- **building thriving places and regions that are well adapted to a changing climate**. The ongoing drought is placing further pressure on the economy, particularly on Victorian farmers. Summer bushfires have devastated some regional communities and DJPR has a crucial role in summer preparedness and other emergency response activities.

By delivering the strategies and initiatives detailed in our strategic plan, DJPR is well placed to respond to these challenges and take advantage of new opportunities for growth.

Creating opportunities for particular cohorts

Although Greater Melbourne experienced a larger employment loss compared to regional Victoria in 2020, employment rates across Victoria have returned to around their pre-COVID-19 levels as at June 2021. However, areas with high rates of pre-existing disadvantage and a reliance on tourism continue to have the highest rates of unemployment.

Victorian population groups that continue to be a key priority for our department include women, young people, people with disability and the longer-term unemployed.

Many employers are struggling to find staff. Jobs Victoria is working with Victorian businesses to help them secure the labour they need to recover and grow.

We are taking a proactive and systematic approach to help ensure no Victorian is left behind in the economic recovery and to ensure Victorian employers can find the right candidates for their business.

Our groups

Jobs, Innovation and Business Engagement

Achieving job outcomes that strengthen our economy

The Jobs, Innovation and Business Engagement group works to build trust-based relationships with Victorian businesses — from global enterprises to small businesses, universities and start-ups — to achieve job outcomes that strengthen our economy. The group does this by facilitating and enabling new investments, developing and attracting world-class talent, supporting key industry capabilities, planning and delivering precincts with significant economic and renewal potential, building on the state's reputation for innovation and medical research, and advocating for a competitive and fair business environment that creates more and fairer jobs.

Global Victoria

Connecting Victoria to the world

The Global Victoria group connects Victoria to global opportunities by building the export capability of Victorian businesses and connecting them to global trade opportunities through its international network of 23 offices. The group promotes the state's world-class industry and education capabilities to international audiences, and quality student experience to international students. It takes a leadership role for global engagement across government and advocates for the best policy settings to support the international competitiveness of Victorian businesses.

Creative, Sport and Visitor Economy

Making Victoria a creative, sporting, tourism and events leader

The Creative, Sport and Visitor Economy group works to strengthen Victoria's status as Australia's leading cultural, sport, racing, recreational, tourism and events destination. The group also works to ensure the best cultural and sporting experiences are accessible to everyone. It does this by building the resilience of the experience economy to adapt to change and to provide more secure jobs and diverse experiences for Victorians and visitors. The group incorporates Creative Victoria, Sport and Recreation Victoria (including the Office for Women in Sport and Recreation, and the Office of Racing) and the Tourism and Events branch (including Tourism, Events and Visitor Economy, and Public Events).

Local Government and Suburban Development

Helping Victorian local communities connect and thrive towards a liveable, prosperous and sustainable future

The Local Government and Suburban Development group helps Victoria's local communities to connect and thrive. The group works to ensure Melbourne's suburbs have the infrastructure and services they need for a liveable and sustainable future. It works across government to bring a place-based approach to respond to the needs and priorities of communities at a local, regional and city-wide level. This includes a focus on revitalising the inner city, which has been particularly impacted by the COVID-19 pandemic. Working with councils to ensure Victorians enjoy a responsive, accountable, efficient, and contemporary system of local government, it also delivers grant programs for community infrastructure and recurrent funding for services such as public libraries. The group leads the coordination and implementation of DJPR's emergency management and disaster resilience to support the capability of individuals, communities, councils, institutions, businesses and systems to survive, adapt and grow.

Forestry and Climate Change

Supporting Victorian communities to optimally transition to a carbon neutral economy

The Forestry and Climate Change group leads the implementation and delivery of the Victorian Forestry Plan and provides technical and policy advice for the sustainable management and use of forest and game resources. This includes working with businesses, local government and communities in industry transition, and collaborating with Victoria's Traditional Owner communities to support their aspirations. The Climate Change in Industry Transition team works to deliver the government's obligations under the *Climate Change Act 2017* and supports whole-of-government work on climate change and energy reform across DJPR portfolios. The team is focused on helping Victoria's industries, businesses and communities take advantage of the shift to a carbon-neutral economy and build thriving places and regions that are well adapted to a changing climate.

Rural and Regional Victoria

Working with industry and local communities to build a stronger economy and better future for rural and regional Victorians

The Rural and Regional Victoria group works to support rural and regional communities and economies to be vibrant, thriving and inclusive. The group does this by working with communities and businesses to develop policies and programs that target job creation, infrastructure, regional planning, population and investment attraction, and balanced supply and demand of natural resources. The group aims to build on rural and regional Victoria's existing strengths as its communities and economies continually change. It works with its partners and across government to improve the social and economic wellbeing of rural and regional Victorians for the benefit of the entire state. Targeting the development of new infrastructure and initiatives that will act as a stimulus for our regions to grow and thrive, the group's current emphasis is on economic resilience and recovery related to the impacts of COVID-19 and other recent challenges such as drought, bushfires, floods and storms.

Agriculture Victoria

Securing a strong future for Victoria's agriculture industries

Agriculture Victoria supports an agriculture, food and fibre sector that is strong, innovative and sustainable. It does this by working with community and industry to enhance productivity, improve animal welfare, connect the sector with international markets, create jobs, support growth and maintain effective biosecurity. Agriculture Victoria is helping the sector to recover from the impacts of drought, bushfires and other challenges to help drive growth for the rest of the economy. The group delivers programs, services and technical advice to the agriculture sector to increase resilience and sustainably grow the value and output of agriculture through increased exports, investment, greater diversification and new products. Agriculture Victoria delivers education and compliance services for agriculture and animal welfare. The team also works alongside industry and research institutions to modernise Victorian agriculture through research, innovation, investment and education.

Employment and Inclusion

Championing fair access to employment and economic participation for all Victorians

The Employment and Inclusion group supports people into employment, boosts labour supply and helps to build a more economically- and socially-inclusive Victoria. Through Jobs Victoria, the group supports people looking for work and helps employers find the staff they need to grow their businesses. The Aboriginal Economic Development branch partners with Aboriginal communities to support self-determination and economic prosperity. The Social Procurement and Enterprise branch works across government and industry to maximise the social and economic impact of government procurement and to support growth of Victoria's social economy. The Place-based Reform and Development branch supports place-based approaches that are strengthening communities, by facilitating local community participation, leadership and ownership of actions. The Policy and Strategy branch ensures all our work is underpinned by evidence-based policy and is well aligned with government's employment and inclusion priorities.

Industry Coordination and Recovery

Facilitating a timely and coordinated response to evolving COVID-19 challenges

The Industry Coordination and Recovery group leads work that enables Victorian industries and businesses to adapt and recover during the COVID-19 pandemic. It serves as a bridge between government and industry, helping businesses and industry to comply with public health requirements and to resolve key industry concerns as we respond to immediate COVID-19 challenges. The group also collaborates across government and industry to help shape Victoria's economic recovery agenda and related initiatives.

In delivering its outcomes, the department is supported by cross-portfolio functions:

Corporate Services

Helping DJPR people to do what they do best for Victorians

The Corporate Services group works to build a safe, high-performing organisation where DJPR people are supported to perform at their best. The group does this by providing strategic, operational and program delivery support services in creative and innovative ways.

Strategy and Priority Projects

Supporting policy teams in DJPR to succeed

Strategy and Priority Projects (SPP) supports DJPR with cross-portfolio priorities and policy development. SPP brings together advanced skills in public policy, strategy, program design, economics, modelling, data, evaluation and project management. The team uses these skills to provide a client-focused service offering to each group through a collaborative and flexible project-based approach.

The department partners with:

Melbourne Arts Precinct Board

The Melbourne Arts Precinct Board oversees the development and governance of the \$1.4 billion Melbourne Arts Precinct Transformation. This once-in-a-generation project will deliver 18,000 square metres of new and renewed public space and a new contemporary gallery, the biggest in Australia.

Strategies and priorities

IMPACT	STRATEGIES	PRIORITIES
MORE JOBS FOR MORE PEOPLE	 <p>Create and maintain jobs</p>	Create opportunities for Victorians to build their skills and find safe, secure and fair employment
		Support growth industries, sectors and businesses to access the workers they need and benefit from new opportunities
		Support industries, sectors and businesses facing challenges to recover, grow, adapt or transition
	 <p>Foster a competitive and fair business environment</p>	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 research and innovation capabilities and translate ideas into commercial opportunities
		Support businesses to maximise opportunities in the digital economy
 <p>Strengthen Victoria's global connections</p>	Grow and maintain Victoria's position as a state of choice for international investment, talent, visitors and students	
	Empower Victorian businesses and organisations to trade and engage successfully with international markets	
THRIVING PLACES AND REGIONS	 <p>Build prosperous and liveable precincts, suburbs and regions</p>	Support Victoria's regions and suburbs to have the infrastructure, services and workforce they need to thrive
		Invest in creating high-quality precincts to drive productivity, innovation and growth
	 <p>Grow vibrant, active and creative communities</p>	Build community resilience by anticipating, preparing for and responding to shocks and opportunities
		Support more Victorians and visitors to engage in cultural, social and recreational activities in their communities
	 <p>Support the transition to a sustainable economy</p>	Ensure Victoria's natural resources are used sustainably and managed productively
Support communities and businesses to adapt to and realise opportunities from environmental and climate change		
INCLUSIVE COMMUNITIES	 <p>Facilitate resilience and shared economic prosperity</p>	Ensure there are opportunities for all Victorians to benefit from a resilient and growing economy
		Remove barriers that may prevent Victorians from sharing in the state's recovery and prosperity
	 <p>Foster a fair and inclusive society</p>	Make Victoria a more inclusive and sustainable place to live, work and do business
Support Aboriginal self-determination through employment and economic development		

Portfolio priorities and key actions

The department supports 15 portfolios across six ministers. This table provides a thematic overview of Victorian Government priorities by portfolio, which are driving the department's overarching strategies and priorities.

More details of priorities and programs can be found in each year's Budget and Budget Paper 3 performance measures.

INDUSTRY SUPPORT AND RECOVERY

Support Victorian industries and businesses to adapt, recover and thrive during and after the COVID-19 pandemic



Create and maintain jobs

Support industries, sectors and businesses facing challenges to recover, grow, adapt or transition

COVID-19 engagement — Facilitate two-way engagement with industry on COVID-19 issues across multiple channels — on-the-ground, via roundtables, call centre and social media, through tailored industry guidelines and with Culturally and Linguistically Diverse businesses— to support and enhance industry collaboration on COVIDSafe practises.

COVID-19 coordination — Serve as a central coordination point for industry on COVID-19 issues and collaborate across government to triage and resolve issues in a COVIDSafe way.

COVID-19 recovery — Support the development, refinement and delivery of Victoria’s COVID-19 economic recovery framework, leveraging close partnerships across government and industry.

MORE JOBS
FOR MORE
PEOPLE

Support the capability, competitiveness and growth of key industry sectors, including advanced manufacturing and defence, aviation and air freight, food and MedTech



Create and maintain jobs

Support growth industries, sectors and businesses to access the workers they need and benefit from new opportunities



Foster a competitive and fair business environment

Leverage Victoria’s competitive strengths and continually improve regulatory systems and practices to support the long-term success of our industries and businesses

Defence capture plan — Support economic growth in Victoria by uplifting the capability, capacity and competitiveness of Victoria’s defence manufacturing industry supply chain and securing investment opportunities.

Airfreight plan for Victoria — Position Victoria as an airfreight hub by supporting the expansion of air freight transhipment for South East Australia.

Australian MedTech manufacturing centre — Enable Victoria to seize opportunities to grow MedTech manufacturing in Victoria.

MORE JOBS
FOR MORE
PEOPLE

Maximise opportunities for local businesses and workers



Create and maintain jobs

Support growth industries, sectors and businesses to access the workers they need and benefit from new opportunities

Support industries, sectors and businesses facing challenges to recover, grow, adapt or transition

Local Jobs First Policy and Fair Jobs Code — Seek to maximise opportunities for local businesses and workers to benefit from Victoria’s record infrastructure spending by supporting local jobs and local content.

MORE JOBS
FOR MORE
PEOPLE

PORTFOLIO PRIORITIES	DJPR STRATEGY	DJPR PRIORITIES	KEY ACTIONS	IMPACT
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INDUSTRY SUPPORT AND RECOVERY cont.

Secure investment opportunities	 Create and maintain jobs	<p>Support growth industries, sectors and businesses to access the workers they need and benefit from new opportunities</p> <p>Support industries, sectors and businesses facing challenges to recover, grow, adapt or transition</p>	<p>Business investment projects — Secure business projects that will benefit Victoria through direct financial assistance and facilitation activities that support business investment.</p>	MORE JOBS FOR MORE PEOPLE
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BUSINESS PRECINCTS

Create the foundations for the Fishermans Bend Innovation Precinct	 Build prosperous and liveable precincts, suburbs and regions	Invest in creating high-quality precincts to drive productivity, innovation and growth	<p>Stage one of Fishermans Bend Innovation Precinct — Develop the foundations of a world-leading precinct that will create many high-value jobs in advanced manufacturing, engineering and design on the CBD's doorstep and assist in Victoria's transition to a future economy.</p>	THRIVING PLACES AND REGIONS
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Plan for the Footscray Business Precinct	 Build prosperous and liveable precincts, suburbs and regions	Invest in creating high-quality precincts to drive productivity, innovation and growth	<p>Footscray Business Precinct Strategy — Deliver short- and long-term actions to achieve the vision for the precinct and provide a Whole of Victorian Government coordinating framework to support this.</p>	THRIVING PLACES AND REGIONS
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TRADE

Drive recovery and growth of our international education sector	 Create and maintain jobs	Support industries, sectors and businesses facing challenges to recover, grow, adapt or transition	<p>International education recovery and growth — Deliver a new international education strategy for Victoria and the safe return of international students to drive long-term recovery of the state's largest services export following the significant impacts of COVID-19.</p>	MORE JOBS FOR MORE PEOPLE
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Strengthen Victoria's international network to support exporters and global engagement	 Strengthen Victoria's global connections	Grow and maintain Victoria's position as a state of choice for international investment, talent, visitors and students	<p>Strengthening Victoria's international network — Strengthen Victoria's international network to be inclusive of Whole of Victorian Government, deepen and diversify global connections, and support exporters to build their economic and global engagement across markets.</p>	MORE JOBS FOR MORE PEOPLE
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Develop a new Trade Strategy and Programs for Victoria to support exporters and grow Victorian exports	 Strengthen Victoria's global connections	Empower Victorian businesses and organisations to trade and engage successfully with international markets	<p>Trade strategy and programs — Grow the value of Victorian exports by empowering companies to build connections to market, deepen and diversify their export base, and build partnerships with sectors and communities. In 2021-22, work with industry and the community to ensure our exporters can continue to successfully engage in international markets.</p>	MORE JOBS FOR MORE PEOPLE
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TOURISM, SPORT AND MAJOR EVENTS

Support the visitor economy sector to maintain and grow market share through and beyond recovery, including delivery of the Visitor Economy Recovery and Reform Plan (VERRP)



Support industries, sectors and businesses facing challenges to recover, grow, adapt or transition

Visitor Economy Recovery and Reform Plan — Provide a whole-of-state strategy to ensure Victoria maintains and grows its visitor economy market share through and beyond recovery, increasing economic activity via short-, medium- and long-term recovery initiatives.

Flagship tourism infrastructure projects — Deliver flagship projects across Victoria that can create a halo effect and spur private investment and new products in surrounding areas.

Regional Tourism Investment Fund — Provide support for enabling infrastructure, priority private-led projects and nature-based products on public land. In 2021-22, commence construction of 30 smaller-scale shovel ready tourism products as part of the Regional Tourism Investment Fund — Stimulus Round.

Regional and Melbourne Travel Voucher Schemes — Provide support to encourage travel across the state.

Transition to Visitor Economy Partnerships — Support the transition of Regional Tourism Boards to Visitor Economy Partnerships and build their capability to support destination planning, product development and industry development.

State-wide destination masterplan — Develop a masterplan underpinned by priority sector plans for key experience pillars such as nature-focused, epicurean and First Peoples-led tourism experiences.

Revive the major events calendar — Revive Victoria’s calendar of world-class events and drive demand by strengthening the state’s position as a global events destination.

Destination marketing — Rebuild demand so Victoria becomes the top choice for tourists as the industry recovers from the impacts of COVID-19.

**MORE JOBS
FOR MORE
PEOPLE**

TOURISM, SPORT AND MAJOR EVENTS cont.

Support the tourism and events sector to recover from the impacts of COVID-19



Create and maintain jobs

Support industries, sectors and businesses facing challenges to recover, grow, adapt or transition

COVIDSafe restart and recovery of events — Drive the development of policy and protocols to support the staging of COVIDSafe events through strong engagement with the sector and government partners.

Victorian Events Support Package — Support event organisers, hosts and suppliers as they manage the ongoing impacts of COVID-19.

Regional Tourism Support Package — Support regional tourism via the Business Costs Assistance Program Tourism Supplement, Alpine Support Program and expansion of the Regional Travel Voucher Scheme.

Support entities to adapt operations — Support portfolio entities Visit Victoria, Melbourne Convention and Exhibition Trust, Emerald Tourist Railway Board and Australian Grand Prix Corporation to adapt operations in response to COVID-19.

Support businesses to navigate restrictions — Support tourism and events businesses to navigate COVID-19 restrictions, COVIDSafe settings and lockdowns.

**MORE JOBS
FOR MORE
PEOPLE**

Provide COVID-19 support for professional, high-performance and community sport and recreation sectors



Create and maintain jobs

Support industries, sectors and businesses facing challenges to recover, grow, adapt or transition

Support sport and recreation sector recovery — Assist the professional, semi-professional, high-performance and community sport and recreation sector to recover from the impacts of COVID-19. Support organisational solvency and assist with costs of delivering COVIDSafe events. Initiatives include the Professional Sport Teams Coronavirus (COVID-19) Recovery Program and Strengthening Victoria's AFL Development Pathways Program.

**MORE JOBS
FOR MORE
PEOPLE**

Invest in state sporting facilities to grow international event capability



Strengthen Victoria's global connections

Grow and maintain Victoria's position as a state of choice for international investment, talent, visitors and students

Investment in state-level facilities includes:

Melbourne Park redevelopment — Complete the 10-year redevelopment.

2023 Women's World Cup preparation — Prepare AAMI Park for the 2023 Women's World Cup and deliver The Home of the Matildas at La Trobe University.

State Basketball Centre transformation — Transform the State Basketball Centre to become Australia's largest basketball facility, serving grassroots and elite players.

Marvel Stadium Upgrade — Revitalise Marvel Stadium and better connect Melbourne's CBD to Docklands.

**MORE JOBS
FOR MORE
PEOPLE**

PORTFOLIO PRIORITIES	DJPR STRATEGY	DJPR PRIORITIES	KEY ACTIONS	IMPACT
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RACING

Support the transformation of the racing industry


Create and maintain jobs

Support industries, sectors and businesses facing challenges to recover, grow, adapt or transition

Harness Racing in Victoria transformation program — Support the transition strategy being developed by Harness Racing Victoria to ensure their financial sustainability.

MORE JOBS FOR MORE PEOPLE

EMPLOYMENT

Create jobs and deliver employment support through Jobs Victoria


Create and maintain jobs

Create opportunities for Victorians to build their skills and find safe, secure and fair employment

Support industries, sectors and businesses facing challenges to recover, grow, adapt or transition

Jobs for Victorians — Put workers and small businesses front and centre as the economy rebounds, with a \$619 million investment to create jobs and deliver employment support across Victoria. This includes practical, targeted and proactive outreach support for people looking for work and working in partnership with business and the community sector to connect employers with the staff they need.

MORE JOBS FOR MORE PEOPLE


Facilitate resilience and shared economic prosperity

Ensure there are opportunities for all Victorians to benefit from a resilient and growing economy

INCLUSIVE COMMUNITIES

Employment and economic participation interventions to ensure social and economic recovery is as inclusive as possible


Facilitate resilience and shared economic prosperity

Remove barriers that may prevent Victorians from sharing in the state's recovery and prosperity

Ensure there are opportunities for all Victorians to benefit from a resilient and growing economy

Getting Victorians back to work — Ensure social and economic recovery is as inclusive as possible by using employment and economic participation to support the state's early intervention agenda. Key programs include community revitalisation, supporting social enterprises to grow, including by capitalising on the Social Procurement Framework, and a Local Transition Response Service to support retrenched workers.

INCLUSIVE COMMUNITIES

Strategy and interventions to support Aboriginal prosperity


Foster a fair and inclusive society

Support Aboriginal self-determination through employment and economic development

Pathway to Aboriginal prosperity — capacity building for self-determination — Support the development of a new Victorian Aboriginal Employment and Economic Strategy, the enhancement of public and private sector employment and increased economic development within a self-determined framework.

INCLUSIVE COMMUNITIES

PORTFOLIO PRIORITIES	DJPR STRATEGY	DJPR PRIORITIES	KEY ACTIONS	IMPACT
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INNOVATION, MEDICAL RESEARCH AND THE DIGITAL ECONOMY

Secure and scale mRNA vaccine manufacturing capability in Victoria	 Foster a competitive and fair business environment	Invest in research and innovation capabilities and translate ideas into commercial opportunities	mRNA manufacturing capability stage one — Establish the first mRNA manufacturing capability in the Southern Hemisphere, creating greater certainty of new vaccine supply and lifesaving treatments in Australia.	MORE JOBS FOR MORE PEOPLE
Build digital capabilities in Victorians and invest in accessible digital infrastructure	 Create and maintain jobs	Create opportunities for Victorians to build their skills and find safe, secure and fair employment	Digital Jobs — Equip mid-career Victorians with up-to-date digital skills and place them in paid, short-term digital roles to retrain and reimagine their career.	MORE JOBS FOR MORE PEOPLE
	 Foster a competitive and fair business environment	Support businesses to maximise opportunities in the digital economy	Victoria's Digital Future Now — Support all Victorians to access digital infrastructure and skills by improving mobile coverage and broadband access in regional areas, while supporting businesses and creating new jobs.	
Grow Victoria's medical research sector	 Foster a competitive and fair business environment	Invest in research and innovation capabilities and translate ideas into commercial opportunities	Competitive medical research sector and commercialisation capabilities — Enhance the competitiveness of Victoria's clinical trials capabilities and support research translation and commercialisation capabilities.	MORE JOBS FOR MORE PEOPLE

SMALL BUSINESS

Support business growth	 Create and maintain jobs	Support industries, sectors and businesses facing challenges to recover, grow, adapt or transition	Small business information access — Ensure small businesses will have the resources and information they need to start, grow, and thrive, and to recover from disruptions such as the COVID-19 pandemic, bushfires, and severe weather events.	MORE JOBS FOR MORE PEOPLE
Advocate for a competitive and fair business environment	 Foster a competitive and fair business environment	Leverage Victoria's competitive strengths and continually improve regulatory systems and practices to support the long-term success of our industries and businesses	Support dispute mediation for small businesses — 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.	MORE JOBS FOR MORE PEOPLE
	 Create and maintain jobs	Support industries, sectors and businesses facing challenges to recover, grow, adapt or transition		

PORTFOLIO PRIORITIES	DJPR STRATEGY	DJPR PRIORITIES	KEY ACTIONS	IMPACT
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SMALL BUSINESS cont.

Build digital capabilities of SMEs to support recovery, growth and resilience	 Foster a competitive and fair business environment	Support businesses to maximise opportunities in the digital economy	Small Business Digital Adaptation Program and supporting resources — Support recovery, growth and resilience of small to medium enterprises (SMEs) by upskilling their digital capabilities through the Business Victoria website, the Small Business Digital Adaptation Program, Small Business Support Toolkits and mentoring.	MORE JOBS FOR MORE PEOPLE
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Reform government processes to make it easier to do business in Victoria	 Create and maintain jobs	Support industries, sectors and businesses facing challenges to recover, grow, adapt or transition	Reduce regulatory burden for SMEs — Contribute to Whole of Victorian Government regulation reform initiatives to reduce regulatory burdens for Victorian SMEs and support economic recovery and jobs by improving business-related approvals processes. Reforms will target priority issues identified by business and industry and be co-designed by businesses, industry and government.	MORE JOBS FOR MORE PEOPLE
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RESOURCES

Minimise risks from rehabilitation of mines and quarries	 Support the transition to a sustainable economy	Ensure Victoria's natural resources are used sustainably and managed productively	Long-term rehabilitation of mines and quarries — Support the rehabilitation of mines and quarries to protect the environment, meet community expectations and reduce financial risks to the state.	THRIVING PLACES AND REGIONS
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Secure the resources for Victoria's economic recovery and 'Big Build'	 Foster a competitive and fair business environment	Leverage Victoria's competitive strengths and continually improve regulatory systems and practices to support the long-term success of our industries and businesses	Resources for recovery — Maintain internal capacity and capability for core service delivery to continue to support resource sector growth. Extractive Resources Strategy — Continue to deliver key actions from this strategy, to support Victoria's 'Big Build' by securing competitive sand, stone and gravel materials.	MORE JOBS FOR MORE PEOPLE
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AGRICULTURE

Create a stronger, more innovative and sustainable agriculture industry with a new ten-year strategy	 Create and maintain jobs	Support growth industries, sectors and businesses to access the workers they need and benefit from new opportunities	Agriculture strategy — Support the transformation of the agriculture sector via this 10-year strategy, released in December 2020, and via actions to help the sector recover from COVID-19 and bolster the economy, including: <ul style="list-style-type: none"> • developing Victoria's AgTech sector • promoting innovation and the commercialisation of research, and • modernising Victoria's agricultural traceability systems. 	MORE JOBS FOR MORE PEOPLE
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Ensure the sector has the workforce it needs now and into the future	 Create and maintain jobs	Support growth industries, sectors and businesses to access the workers they need and benefit from new opportunities	Build agriculture and workforce skills — Deliver priority initiatives including the Agricultural College and Modernisation Program, Smarter Safer Farms Program and initiatives to attract international and local workers into agriculture, securing a consistent seasonal workforce.	MORE JOBS FOR MORE PEOPLE
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PORTFOLIO PRIORITIES	DJPR STRATEGY	DJPR PRIORITIES	KEY ACTIONS	IMPACT
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AGRICULTURE cont.

Strengthen the resilience of Victoria's agricultural sector


Grow vibrant, active and creative communities

Build community resilience by anticipating, preparing for and responding to shocks and opportunities

Increased sector resilience — Strengthen Victoria's biosecurity system, including through biosecurity reform. Deliver a new animal welfare act to improve animal welfare outcomes. Invest in reducing and responding to agriculture's energy use and impact on climate change through the Agriculture Climate Change Pledge and Primary Production Adaptation Action Plan. Assist communities to prepare for and recover from emergencies.

THRIVING PLACES AND REGIONS

FORESTRY AND CLIMATE CHANGE

Support the transition of the forestry sector through the Victorian Forestry Plan


Create and maintain jobs

Support industries, sectors and businesses facing challenges to recover, grow, adapt or transition

Victorian Forestry Plan — Support the effective implementation of the Victorian Forestry Plan and transition to a plantation-based sector, while ensuring ongoing, adaptive management of Victoria's native forest resources for a broad range of forest values. Support the Minister for Agriculture to acquit her governance responsibilities and oversight of VicForests.

MORE JOBS FOR MORE PEOPLE

Implement safe, responsible, and sustainable hunting and kangaroo harvesting


Build prosperous and liveable precincts, suburbs and regions

Ensure Victoria's natural resources are used sustainably and managed productively

Sustainable Hunting Action Plan 2.0, Game Management Authority and Kangaroo Harvesting Program — Support the implementation of the Sustainable Hunting Action Plan 2.0, provide ongoing support to the Game Management Authority and facilitate the sustainable and humane management of Victoria's kangaroo population. This includes supporting the Minister for Agriculture to acquit her governance responsibilities and oversight of the Game Management Authority.

THRIVING PLACES AND REGIONS

Support the Victorian Government's climate change strategy and adaptation for primary industries


Support the transition to a sustainable economy

Support communities and businesses to adapt to and realise opportunities from environmental and climate change

Climate Change Strategy and Greenhouse gas emission reduction pledges — Support the Victorian Government's Climate Change Strategy to help lead Victoria to a net zero emissions future by 2050 in a way that enhances our economy, creates jobs and encourages investment. The Industrial Process and Product Use and Agriculture emission reduction pledges will support achieving Victoria's interim targets to cut greenhouse gas emissions by 28-33 per cent by 2025, and 45-50 per cent by 2030, compared to 2005 levels.

THRIVING PLACES AND REGIONS

Primary Production Climate Change Adaptation Action Plan — Support primary industries to adapt to the changing climate. Facilitate decisive action to adapt now, to reduce current and future risks, build social and economic resilience, and ensure Victoria's primary industries are best placed to take advantage of opportunities.

PORTFOLIO PRIORITIES	DJPR STRATEGY	DJPR PRIORITIES	KEY ACTIONS	IMPACT
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REGIONAL DEVELOPMENT

Deliver transformative local place-based initiatives		Create opportunities for Victorians to build their skills and find safe, secure and fair employment	Seymour Revitalisation — Support delivery of the Hildene Employment Precinct which aims to support the establishment of new business.	MORE JOBS FOR MORE PEOPLE
		Support growth industries, sectors and businesses to access the workers they need and benefit from new opportunities	North Central Victorian Goldfields release — Attract new minerals exploration to the state to build industry growth and create jobs.	MORE JOBS FOR MORE PEOPLE
		Support industries, sectors and businesses facing challenges to recover, grow, adapt or transition	Portland Economic Diversification Plan — Facilitate economic diversification, growth and resilience in the Portland/Glenelg Shire economy. Latrobe Valley transition and transformation — Support transformative place-based projects in the Latrobe Valley, including the Activate Food Manufacturing Precinct.	MORE JOBS FOR MORE PEOPLE
		Remove barriers that may prevent Victorians from sharing in the state's recovery and prosperity	A thriving Central Goldfields Shire — Enable continued delivery of Go Goldfields' Every Child, Every Chance Program which supports children from pregnancy to 8 years of age.	INCLUSIVE COMMUNITIES
Support regional population growth		Support Victoria's regions and suburbs to have the infrastructure, services and workforce they need to thrive	Ready to grow — supporting regional population growth — Support continuation of the Growing Regional Opportunities for Work Program and the Community Leadership Program. Regional Workforce Pilots — Deliver a series of pilot programs that work closely with local communities to improve existing housing interventions and introduce new initiatives to fill gaps in the housing solution. Apply the approaches refined in these pilots to benefit other regional areas.	THRIVING PLACES AND REGIONS

PORTFOLIO PRIORITIES	DJPR STRATEGY	DJPR PRIORITIES	KEY ACTIONS	IMPACT
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REGIONAL DEVELOPMENT cont.

Facilitate future development across Victoria's regions		Build prosperous and liveable precincts, suburbs and regions	Support Victoria's regions and suburbs to have the infrastructure, services and workforce they need to thrive	Regional Economic Development Strategies — Deliver a comprehensive evidence base for each region's unique characteristics and guide the strategic planning of economic development activities. Document existing strengths and advantages, shine a light on regional potential and help connect local communities to new investment and development opportunities.	THRIVING PLACES AND REGIONS
		Facilitate resilience and shared economic prosperity	Ensure there are opportunities for all Victorians to benefit from a resilient and growing economy	Regional Partnerships phase two — Implement a strengthened model that ensures regional communities' priorities are central to the government's policymaking and program delivery.	INCLUSIVE COMMUNITIES

SUBURBAN DEVELOPMENT

Support recovery of Melbourne's suburbs		Build prosperous and liveable precincts, suburbs and regions	Support Victoria's regions and suburbs to have the infrastructure, services and workforce they need to thrive	Suburban recovery and revitalisation — Provide place-based support for economic and community development, including COVID-19 recovery, across 47 suburban sites, including 20-Minute Neighbourhoods, shopping strip revitalisation and suburban activity centres.	THRIVING PLACES AND REGIONS
Revitalise Melbourne's city centre		Build prosperous and liveable precincts, suburbs and regions	Support Victoria's regions and suburbs to have the infrastructure, services and workforce they need to thrive	Melbourne City Revitalisation — Support economic recovery via this joint initiative with the City of Melbourne to reshape the CBD and inner city as a place where people come to collaborate, do business, live, study and enjoy our world-class cafes, restaurants and sporting, arts and cultural events.	THRIVING PLACES AND REGIONS
Connect, engage and activate suburban communities		Facilitate resilience and shared economic prosperity	Remove barriers that may prevent Victorians from sharing in the state's recovery and prosperity	Regional and Metropolitan Partnerships Program — Build on existing success and further strengthen the model to enable a targeted, place-based approach.	INCLUSIVE COMMUNITIES

PORTFOLIO PRIORITIES	DJPR STRATEGY	DJPR PRIORITIES	KEY ACTIONS	IMPACT
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LOCAL GOVERNMENT

Deliver critical infrastructure and services to local areas



Build prosperous and liveable precincts, suburbs and regions

Support Victoria's regions and suburbs to have the infrastructure, services and workforce they need to thrive

Growing Suburbs Fund — Deliver critical local infrastructure that supports local social and economic participation and recovery for interface and peri-urban councils in Melbourne's fast growing outer suburbs.

Roadside Weeds and Pests Program — Extend this program to safeguard Victoria's agriculture sector and environment and support jobs in regional Victoria.

Rural roads support package — Assist small rural councils to maintain critical local roads required to support freight movement and tourism.

Public Libraries Infrastructure Fund — Deliver significant, continued improvement in Victoria's public library services and programs and support public libraries in their vital role in Victorian communities.

THRIVING PLACES AND REGIONS

Build a responsive, accountable, efficient and contemporary system of local government across Victoria



Facilitate resilience and shared economic prosperity

Remove barriers that may prevent Victorians from sharing in the state's recovery and prosperity

Local Government Act 2020 — Support implementation of the Act to improve service delivery, integrity, innovation, collaboration and sustainable futures for local communities.

Rates reform — Implement the government's response to the Local Government Rating System Review, to ensure rates are fair and equitable.

Jobs and leadership for women in local government — Support the local government sector to increase diversity and inclusion and deliver the benefits of the Victorian Government's gender equality targets.

INCLUSIVE COMMUNITIES

Strengthen emergency management and disaster resilience



Facilitate resilience and shared economic prosperity

Remove barriers that may prevent Victorians from sharing in the state's recovery and prosperity

Councils and Emergencies phase three — Support local government to continue to develop its capability and capacity to meet emergency management responsibilities.

Critical infrastructure planning — Deliver critical infrastructure planning for the food and grocery and communications sectors under the Victorian Critical Infrastructure Resilience Strategy (2015).

INCLUSIVE COMMUNITIES

PORTFOLIO PRIORITIES	DJPR STRATEGY	DJPR PRIORITIES	KEY ACTIONS	IMPACT
CREATIVE INDUSTRIES				

<p>Enhance creative infrastructure, including delivery of the Melbourne Arts Precinct Transformation</p>	 Create and maintain jobs	<p>Support growth industries, sectors and businesses to access the workers they need and benefit from new opportunities</p>	<p>Melbourne Arts Precinct Transformation — Deliver Australia’s biggest cultural infrastructure project to establish a new landmark gallery, the NGV Contemporary, and 18,000 square metres of vibrant new gardens in the heart of the city.</p> <p>Melbourne’s museums — Invest in Melbourne’s museums to deliver new immersive exhibitions, including a Gondwana Garden palaeontological adventure and a gallery housing a 67-million-year-old Triceratops, and to safeguard our museums and collections.</p> <p>Geelong Arts Centre stage three — Invest in Geelong Arts Centre to transform the only state-owned regional cultural venue to cater for the fast-growing audience demand, with upgraded performance spaces and modern administration and food and beverage offerings.</p>	<p>MORE JOBS FOR MORE PEOPLE</p>
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<p>Support creative industries to recover and reform, including the delivery of Creative State 2021-25</p>	 Create and maintain jobs	<p>Support industries, sectors and businesses facing challenges to recover, grow, adapt or transition</p>	<p>Creative State 2021–25 — Accelerate the creative industries’ COVID-19 recovery and position it as a catalyst for the state’s future economic growth and social wellbeing. Support the survival, recovery, reform and ongoing resilience of state-owned creative industries agencies as major employers in the sector, including a new approach to multi-year investment in a diverse selection of creative enterprises, venues and festivals.</p> <p>Embed Aboriginal self-determination in delivering Creative State 2021-2025 through the First People’s Direction Circle, comprising esteemed First Peoples artists, curators, programmers, educators and academics.</p>	<p>MORE JOBS FOR MORE PEOPLE</p>
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<p>Strengthen and grow Victoria’s screen industry through the VICSCREEN 2021-25 strategy</p>	 Foster a competitive and fair business environment	<p>Leverage Victoria’s competitive strengths and continually improve regulatory systems and practices to support the long-term success of our industries and businesses</p>	<p>VICSCREEN — Victoria’s Screen Industry Strategy 2021–25 — Put Victoria at the forefront in attracting a pipeline of local and international projects, from high-end film and television productions to growth areas like digital games, to bring Victorian content to screens worldwide and foster local talent and storytelling.</p> <p>Invest in a new sound stage at Docklands Studios Melbourne, expanding capacity by 60 per cent and enabling it to host more domestic and international productions.</p>	<p>MORE JOBS FOR MORE PEOPLE</p>
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PORTFOLIO PRIORITIES	DJPR STRATEGY	DJPR PRIORITIES	KEY ACTIONS	IMPACT
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COMMUNITY SPORT

<p>Strengthen the sport and recreation sector</p>	 <p>Foster a competitive and fair business environment</p>	<p>Leverage Victoria's competitive strengths and continually improve regulatory systems and practices to support the long-term success of our industries and businesses</p>	<p>Active Victoria refresh — Update the strategic framework for sport and recreation, providing the vision and strategic directions to guide Sport and Recreation Victoria (SRV)'s activities and investments to support the sector.</p>	<p>MORE JOBS FOR MORE PEOPLE</p>
<p>Invest in local sports infrastructure to meet demand for community sport</p>	 <p>Grow vibrant, active and creative communities</p>	<p>Support more Victorians and visitors to engage in cultural, social and recreational activities in their communities</p>	<p>Community sport and active recreation infrastructure programs — Fund these SRV programs to deliver new and improved infrastructure, ensuring Victoria can meet current and future demand for community sport across the state. Prioritise investment in communities experiencing socio-economic disadvantage, lower participation in sport and active recreation, geographic isolation or population growth.</p>	<p>THRIVING PLACES AND REGIONS</p>
<p>Increase the equity, diversity and inclusiveness of the sport and active recreation industry by removing barriers to participation</p>	 <p>Grow vibrant, active and creative communities</p>	<p>Support more Victorians and visitors to engage in cultural, social and recreational activities in their communities</p>	<p>Reduce barriers to participation in sport and active recreation — Support the sector to create more participation opportunities for all Victorians and for priority groups, (including Aboriginal Victorians, LGBTQ+, people with disability) through targeted programs:</p> <ul style="list-style-type: none"> • Get Active Victoria • Together More Active • Sporting Club Grants • Athlete Pathway Grants • Get Active Kids Vouchers • Aboriginal Sporting Program Grant • Change Our Game initiatives • Discretionary grants. 	<p>THRIVING PLACES AND REGIONS</p>

“Our work will empower more Victorians to fill the jobs of the future, and kickstart meaningful careers. And through our investments in state-wide infrastructure projects and key industries — such as creative, sport, tourism, international education, medical research and agriculture — we will further accelerate Victoria’s economic recovery and growth.”

Simon Phemister
Secretary

