



DEPARTMENT OF JOBS, SKILLS,
INDUSTRY AND REGIONS

Strategic Plan 2023–2027



Jobs, Skills,
Industry
and Regions





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Secretary's Foreword

This is a time of significant change and opportunity for the state of Victoria.

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

Established in January 2023, our department brings 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 will 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 business and industry thrive; and
3. creating greater opportunities for Victorians to participate in the economy, the creative industries, sport and recreation.

We recognise that we are in an active sovereign relationship with First Nations and are committed to developing the skills we need to support a fair treaty process that can realise positive outcomes for Victorians.

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.

I am pleased to present our 2023–27 Strategic Plan, and I look forward to leading the department to deliver the outcomes that it promises, for the people of Victoria.



Tim Ada
Secretary

DJSIR Purpose

Our purpose

The Department of Jobs, Skills, Industry and Regions 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, TAFE and training providers, universities 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, resilient suburbs and regions, and encourage participation in the economy, community, the creative industries, sport and recreation. Our tailored, place-based approaches enhance connectedness, boost livability, leverage local economic strengths and opportunities, and improve access to community infrastructure. We're working to support Aboriginal self-determination through employment and economic development. Our relationships across government, communities and businesses aspire to ensure the benefits of a robust economy are available to Victorians – supporting a stronger and fairer society.

Underpinning all our work is our recognition that we are in an active sovereign relationship with First Nations, and we're committed to developing the skills we need to support a fair treaty process that can realise positive outcomes for Victorians.



Who We Are

The Department of Jobs, Skills, Industry and Regions (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 exist to support 8 Ministers to discharge 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.

Our goal as a department is also 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 regional and suburban communities.

We work closely with other Victorian departments and agencies, local governments, the Australian Government, industry, research and training organisations, and community stakeholders.

We engage with First Nations communities and are committed to finding more and better ways to support increased economic outcomes for Aboriginal people, including supporting established and emerging Aboriginal businesses to succeed.

We are also outwardly focused, supporting a large overseas trade and investment network, with points of presence in 15 countries on 6 continents, focused on promoting Victoria abroad, attracting investment to Victoria and supporting export outcomes for Victorian businesses.

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

Operating Context

State of the economy

Victoria is experiencing the strongest labour market conditions in decades.

Since late 2021, Victoria's economy has delivered robust employment growth, low unemployment and high rates of workforce participation. Nearly 265,000 more Victorians are in work today than in March 2020.

Victoria's unemployment rate has averaged 3.7% in 2023 – well below its long-term rate – and almost all cohorts and regions have experienced improved employment outcomes.

With many jobs available, more of Victoria's young people, long-term unemployed and other priority cohorts have been able to find work.

While unemployment is low, there is still work to do to ensure that Victorians benefit from this strong labour market. Higher unemployment and disadvantage persists in some parts of the state, largely as a result of structural factors. Many Victorians have also seen their living standards impacted by a decline in real wages.

Employment growth has been uneven across industries, and concentrated in business services, healthcare and construction. Some consumer-facing industries, such as hospitality and retail, continue to face difficulties filling jobs lost during the pandemic.

Victoria's post-pandemic economy is significantly different to what it has been for some time. With close to full employment, growing the productive capacity of the economy is a key priority.

Delivering inclusive growth amidst a challenging outlook

While the economic context for Victoria's industries, regions and workers is generally positive, the macroeconomic outlook is challenging due to high inflation, higher interest rates and weak global growth.

As a result, economic growth is expected to moderate over the coming period and unemployment is expected to gradually rise, albeit to a level lower than before the pandemic.

Victorian businesses face some ongoing financial pressures, structural change, some economic uncertainty and lower consumer confidence levels.

Workforce shortages remain widespread in some sectors, with only 1.3 unemployed people per job vacancy (in May 2023) and shortages of labour and skills are expected to continue to impact some businesses. The Victorian Skills Plan estimates that 352,000 new workers are anticipated to be required between 2023 and 2026 to meet the needs of the Victorian economy.

Addressing these challenges and supporting sustained growth in wages, incomes and living standards requires a renewed focus on increasing the productive capacity of our industries, regions and workforce. The department is focused on supporting the government to deliver good job opportunities for Victorians and supporting productive, competitive and innovative industries and regions, drawing on the state's competitive strengths.

At DJSIR, we are responding to these challenges and opportunities by:

- identifying and addressing current and future skills needs
- strengthening global connections in trade, investment and people
- helping Victoria's industries become more competitive and productive through the adoption of new technologies and ways of working
- improving job opportunities for disadvantaged cohorts and driving industry development by leveraging government investments in infrastructure, the clean economy and other key sectors
- addressing localised disadvantage and meeting the challenges of growth in our outer suburbs and peri-urban areas
- boosting economic opportunities through targeted, regional and suburban development initiatives
- supporting the ongoing recovery of the experience and creative economies to benefit Victorians.

By delivering the strategies and initiatives detailed in this plan, we will make a significant contribution to responding to these challenges and seizing new opportunities that will emerge in an ever-changing economic landscape.



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 digital ecosystem and its linkages with industry; accelerating the growth and impact of Victoria's research translation and commercialisation capabilities; and 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 safe, secure, fair and sustainable jobs in priority sectors such as the clean economy.

S&E oversees the Victorian Vocational Education and Training (VET) system with a specific focus on ensuring delivery of quality outcomes through TAFEs across the state through the Office of TAFE Coordination and Delivery, 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. Our group partners with universities to meet government priorities, supports the Adult Community and Further Education Board to drive better pathways through pre-accredited training and we 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 to improve skilling outcomes for Aboriginal learners informs and underpins all the work of Skills and Employment.

Sport and Experience Economy (and Creative Victoria) (SEE)

The Sport and Experience Economy group aims to create positive experiences and a sense of belonging through sport, tourism and events that strengthens Victoria's profile as a leader from grassroots to the international stage. We support vibrant and resilient tourism and events sectors that drive sustainable and inclusive economic growth; facilitate innovation and new investment; and strengthen Victoria's reputation and status as a leading destination for tourism and events. Through sport and active recreation, we are also dedicated to inspiring Victorians to get active, drive participation to improve health and wellbeing, build-stronger and more connected communities, deliver-economic growth and jobs and enhance livability for Victorians.

Creative Victoria champions and supports the state's creative industries, growing our \$34 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 embedded in our policies and programs, 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 and Suburban Development (RSD)

The Regional and Suburban Development group leads place-based policy, programs, projects and engagement to deliver prosperous and inclusive communities across regional Victoria, suburban Melbourne 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.

RSD also 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 skills in public policy, strategic planning, program design, modelling, economic data evaluation and project management. Our deep understanding of the Victorian business landscape, extensive network of partnerships and expertise in economic policy gives us the experience and specialist abilities to deliver client-focused services. We work collaboratively using a flexible, project-based approach to best support the department and our ministers.

One of our key areas of focus is driving 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 contribution 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 consists of specialist functions including strategic communications, financial and property services, performance and governance, legal and legislation, people and culture, information services and investment and procurement. These functions enable the department to operate efficiently and effectively and support the Secretary and ministers to meet 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

- Deliver services that provide opportunities for Victorians to build their skills and find good, safe, secure, fair and sustainable employment.
- Facilitate investment, job creation, export and skilling opportunities across regional Victoria and metropolitan Melbourne.
- Support growth industries, sectors and businesses to access the workers they need and benefit from new opportunities.
- Support industries, sectors and businesses to grow, adapt or transition.
- 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 needs

- Address skills shortages across priority Victorian industries. Understand the demand for skills and the issues which impact on employers, industry, communities, and individuals building the skills they need.
- Position TAFE at the centre of the vocational education system and strengthen its role in building new and adaptable skills.
- Review and revise vocational education system settings, including for Free TAFE.
- Increase access to quality pre-accredited and accredited education and skills, and accessible pathways to further and higher education.
- 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 into commercial opportunities.
- Support business to maximise opportunities in the digital economy.

04. Strengthen Victoria's global connections

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



Impact: Increasing participation and supporting vibrant communities and regions

05. Build prosperous and liveable suburbs and regions

- Support Victoria's regions and suburbs with infrastructure, amenity and services they need to thrive.
- Deliver high-quality infrastructure that enables economic development, provides opportunity for innovation and productivity and delivers community benefits.
- Partner with local councils and local communities through innovative and inclusive place-based approaches.
- 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 in 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 more Victorians and visitors to engage in creative, cultural, social, sport and recreational activities in their communities.
- Support public entities to operate effectively and sustainably to deliver on the needs of community.
- Increase and promote opportunities 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

- Proactively drive Aboriginal self-determination through increasing the skills and employment outcomes for Aboriginal people and businesses and strengthening economic development.

08. Contribute to the transition to a net zero economy

- Support communities and businesses to 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 workforces.



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; support upskilling and reskilling in digital 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 and the outer suburbs of Melbourne** – 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 by employing more people, operating sustainably and producing creative products and services.
- **Build a capable, productive and innovative tourism and events industry that delivers sustainable and accessible 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. Together with industry, build a highly capable, local workforce and build resilient and capable tourism businesses that drive and create innovative and new ideas and experiences for visitors.

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 and industry development. • Support economic development, generate new investment and provide insights into key areas such as industry and energy transition, supply chains, and digital technology. Foster stronger partnerships between Victorian universities, industry and government to support investment attraction. • Understand, facilitate and support opportunities for new investment, job creation and exports by developing strong relationships and networks with key stakeholders in place, including business, industry, local government, other government agencies and community groups. • Work with stakeholders and investors on key industry development initiatives with the potential for significant economic outcomes, in sectors such as Advanced Manufacturing, Defence, Food and Fibre and the Clean 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"> • 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 skilled, business and investor migrants. • Based on Australian Government migration settings, 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 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 and the outer suburbs of Melbourne	<ul style="list-style-type: none"> • Work with Metropolitan and Regional Partnerships to better understand the workforce needs of regional Victoria and Melbourne's outer suburbs 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 livability. • Deliver projects through the Latrobe Valley Authority that engage young people, disengaged people, transitioning workers and those experiencing barriers to employment through Ladder Step Up Latrobe, Broadening Horizons, Inclusive Employment Program and the New Energy Jobs Victoria Priority Workforce Project.
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, including the Industry R&D Infrastructure Fund and the Victorian-Israeli Science and Technology R&D Program. • Increase the adoption of digital technologies – including robotics, automation and artificial intelligence applications – across Victorian businesses and industries. • Support the \$2 billion 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.

Portfolio Priority	Key Actions
Deliver targeted employment support	<ul style="list-style-type: none"> • Transition to new settings for the Jobs Victoria Mentors service from October 2023. • Implement Phase Two of 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 Transition Response Service to support retrenched workers.
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 the recovery of 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. • Build Victoria's future creative workforce 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 Arts Centre Melbourne's Tech Connect program. Deliver free professional development opportunities and resources to the sector through the Creative Exchange program.
Invest in creative industry stability and growth	<ul style="list-style-type: none"> • Invest in the recovery and growth of Victoria's contemporary music 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 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.
Build a capable, productive and innovative tourism and events industry that delivers sustainable and accessible 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 helping understand 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. • Connect industry to resources to increase knowledge of, and ability to attract and service, new and emerging markets including CALD visitors and those with accessibility requirements. • Work with existing programs and providers to support businesses to increase sustainability efforts, reduce waste, and adopt nature-positive practices. • Learn from young people to understand the needs and preferences of our emerging workforce. • Attract and retain a skilled sport and active recreation workforce (paid and unpaid). • Promote more financially sustainable sport and active recreation organisations that reduce duplication and inefficiencies in service delivery. • Implement frameworks to create safe and inclusive sport and active recreation settings. • Build insights in sport and active recreation through better use of evidence and data.

02. Identify and address current and future skills needs

This strategy will be delivered through the following priorities:

- **Leverage national reform opportunities to maximise skills outcomes for Victoria**
 - Pursue national reform opportunities aligned with Victoria's interests including through the National Skills Agreement and the Australian Universities Accord.
- **Drive towards the achievement of government priorities by reviewing and revising training system settings, including for Free TAFE**
 - Ensure that training system settings align with the government's stated objectives for the sector.
- **Position TAFE at the centre of VET, and its role in building new and flexible skills** – Ensure market and system settings align with the 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; and TAFE workforce development.
- **Develop skills-focused responses to industry needs** – Deepen analysis and understanding of skill needs; engage with industry and businesses to address skills needs and establish shared responsibilities; deliver a quality, safe apprenticeships and traineeships system; and reform Free TAFE to strengthen training delivery and outcomes.
- **Support access to quality pre-accredited and accredited education and skills, and pathways to further and higher education**
 - Facilitate and support access to education and training at the level that suits learners' circumstances; identify and promote pathways to further and higher education; and build stronger intersections between TAFEs and higher education.

Portfolio Priority	Key Actions
Leverage national reform opportunities to maximise skills outcomes for Victoria	<ul style="list-style-type: none"> Finalise a new National Skills Agreement that enables Victoria to continue driving greater quality and breadth of skills acquisition across the population. Implement the major reforms agreed through the National Skills Agreement, including a national stewardship model, a national data system and reporting requirements. Support the development and implementation of national reviews and strategies, including the foundation skills strategy and VET Workforce Blueprint. Lead interjurisdictional mapping and intelligence to continue driving improvements in training system operation and skills outcomes. Drive national development and coordinate the implementation of reforms to qualifications, quality standards, industry engagement, data collection and standards, and national intelligence. Support the implementation of the Australian Universities Accord, including improved University governance. Lead the pursuit of improved pathways between schools, TAFEs and RTOs and universities through the development and implementation of major reviews and funding agreements. Drive better equity and completion outcomes through national reform of the Apprenticeships program.
Drive towards the achievement of government priorities by reviewing and revising training system settings, including Free TAFE	<ul style="list-style-type: none"> Act upon intelligence to deliver training sector funding arrangements and market design that are consistent with government's policy commitments for a responsive VET system with TAFE at the centre. Maintain and review VET system and market settings, including VET demand and VET subsidies. Implement new VET eligibility settings and monitor impact and student outcomes. Develop improved system stewardship approaches to ensure the effective delivery of both TAFE funding guarantees and the skills needs of the economy, including improved price-setting, investment planning, management of allocations and market commissioning.
Position TAFE at the centre of VET, and its role in building new and flexible skills	<ul style="list-style-type: none"> Deliver the TAFE Reform Bill, including reformed TAFE governance, and legislation of the TAFE Funding Guarantee Election Commitment. 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. Build new areas of TAFE delivery, including Centres of Excellence delivering flexible skills for new industries (such as clean economy), and to support treaty readiness.

Portfolio Priority	Key Actions
Develop skills-focused responses to industry needs	<ul style="list-style-type: none"> • Develop and publicly release an annual Victorian Skills Plan, State of the Victorian Labour Market report and employment dashboard. • Deliver the skills response model to support government priorities and identify opportunities for bespoke skill interventions. • Strengthen industry engagement architecture to ensure contemporary intelligence and workforce planning for future skilling. • Deliver an innovative, quality, safe apprenticeships and traineeship system that increases participation of apprentices and trainees and supports government priorities. • Drive improved participation of women and other underrepresented groups within apprenticeships. • Demonstrate new models of skills acquisition in partnership with industry and training providers. • Combine DJSIR business and industry intelligence sources to deepen data insights and understand business needs regarding skills, training quality, and innovative delivery.
Support access to quality pre-accredited and accredited education and skills, and pathways to further and higher education	<ul style="list-style-type: none"> • Provide hard to reach and priority cohorts with greater access to pre-accredited and accredited education and training, including wrap-around supports. • Increase upskilling and reskilling opportunities and grow participation to meet workforce needs. • Promote pathways to further and higher education that meet learner needs. • Deliver the Adult, Community and Further Education (ACFE) Board's strategic priorities and the Ministerial Statement of Expectations. • Strengthen partnerships with universities to prepare for Victoria's workforce needs, guided by a whole of government strategy to working with universities. • Strategically engage industry-led skilling and employment for innovative solutions, develop a whole of government micro-credentials position and consider further investment in digital jobs. • Deliver a joined-up and place-based approach to supporting industries, communities and workers in transition to other markets with support to re-skill and connect with new employment opportunities. • Drive delivery of the Marrung Aboriginal Education and Training Strategy in partnership with Victorian Aboriginal Education Association Inc (VAEAI) and contribute to the success of <i>Yuma Yirramboi</i>.

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 pro-active, 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 and technology and agri-food sectors, 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.

Portfolio Priority	Key Actions
Increase the ease of doing business, and recognise ethical employers	<ul style="list-style-type: none"> • Support the implementation of reforms from the Better Approvals for Business program, including with councils via the Business Friendly Council Approvals review, to reduce the regulatory burden associated with business approvals processes. • Implement the 2022 Fair Jobs Code election commitment and carry out the 12-month review of the 2018 policy commitment to deliver a Fair Jobs Code that ensures government purchasing power supports fair and safe workplaces. • Support dispute mediation and advocacy through the Victorian Small Business Commission to enable resolution of business disputes and advocate for a fairer business environment for small businesses. • Contribute to government-wide initiatives to reduce the regulatory burden for Victorian SMEs and improve business-related 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.
Build Victoria's sovereign manufacturing capability	<ul style="list-style-type: none"> • Deliver against the Made in Victoria 2030: Manufacturing Statement. • Strengthen Victoria's manufacturing sector by building supply chain resilience and assuring critical capabilities. • Deliver the Digital Jobs for Manufacturing program, Manufacturing and Industry Sovereignty Fund, Low Carbon Manufacturing Grants Program and the Made in Victoria – Manufacturing Growth Program.
Secure the maximum share of Australian Government funding for innovation and economic development	<ul style="list-style-type: none"> • Across Victoria's key sectors, work to secure a large share of the Australian Government's National Reconstruction Fund, 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.

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 Loan Initiative. • Implement the Victorian Venture Growth Fund. • Implement the Equity Investment Attraction Fund. • Implement the Industry R&D Infrastructure Program. • Attract talent (including expats) necessary to support key foreign direct investments, coupled with leveraging the skilled workforce trained in Victoria. • Identify and support innovative local companies in priority sectors to drive innovation and nurture emerging ecosystem.
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 dedicated funding streams across all creative industries grant programs. • Provide creatives working across the creative industries with access to flexible and responsive grants. • Enable creatives to take a major career step by investing in research, innovation and experimentation through the Creators Fund. • Invest in innovative creative content and programming across all creative sectors through the Creative Ventures Program. • Review the approach to investment in festivals, museums, and infrastructure. • Position Victoria as a design leader and promote the use of design.

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 and innovation capabilities across priority sectors and their supply chains through targeted direct investment, strategic investment attraction, and deepen connections between 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 R&D, design, 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 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 harness specialist knowledge in international markets to improve the attractiveness of Victoria as a world-leading destination for trade and international investment, education and innovation.
- **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 abundance of creative talent, ideas, products and services, and the best venues and facilities in the nation to re-connect with audiences 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, interstate and intrastate visitors** – Position Victoria as Australia's number one state for international and interstate visitors by investing in tourism infrastructure and enabling a visitor economy that supports self-determination and capacity-building of First People's communities and businesses, support investment in new tourism product and experiences, focusing on wellness, First Peoples, nature, arts, culture, food and drink.
- **Create an enduring legacy with a connected sport system that generates long-term benefits for the sector and Victoria** – Support Victorians to achieve sporting success at the highest level and maintain a strong pipeline of sporting events within the Victorian events calendar.
- **Support the growth of Victoria's diverse and world-class event 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	<ul style="list-style-type: none"> • Support the growth of Victoria's digital technology sector, including in key segments such as artificial intelligence and cyber security. Leverage strengths in digital technology to facilitate a resilient, future-ready digital economy in Victoria. • Advance Victoria's manufacturing industry by investing in skills and advanced technology adoption in fields such as robotics, automation and digital transformation. • Lift the capability, capacity and competitiveness of Victoria's defence manufacturing industry and supply chain. Secure major defence industry investment opportunities. Support the development and expansion of defence and aerospace businesses, manufacturing and R&D in Victoria. • Build Victoria's Health Technologies sector and MedTech manufacturing capability, grow local content in health procurement, and strengthen collaborations and connections. • Support the development 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 business productivity and growth through global engagement, facilitating trade and attracting foreign direct investment	<ul style="list-style-type: none"> • Operate the Victorian Government's international network and support global engagement across government. • Develop a new trade strategy and programs for Victoria to support exporters and grow Victorian exports, which will empower Victorian exporters to thrive in a dynamic global marketplace through innovative solutions, strategic partnerships and impactful advocacy. • 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.
Influence government policies that impact the state's international competitiveness	<ul style="list-style-type: none"> • Advocate to ensure that State and Australian Government policy, legislation and regulations are designed to promote ease of doing business and support investment attraction efforts. • Work with businesses to navigate the regulatory environment to enable investment and trade outcomes.

Portfolio Priority	Key Actions
Drive recovery and resilience of the international education sector	<ul style="list-style-type: none"> • Empower students to have a positive experience with Victoria through inclusive and responsive student wellbeing support, engagement programs and sector capacity building. • Launch global careers by attracting and nurturing talent, enhancing student employability, entrepreneurship and leadership, and building long-lasting global linkages. • Build Victoria's reputation as an open and inclusive education destination known globally for excellence and innovation, including stronger promotion of regional Victoria's education offering. • Strengthen industry engagement with global partners and support diversification across education markets, products and delivery modes through Victoria's global education, trade and investment network. • Position the international education sector to respond to emerging opportunities and risks through strong government partnerships, engagement and aligned advocacy.
Explore new audiences and markets for creative industries	<ul style="list-style-type: none"> • 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 through the Building Audiences Program. • 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 networking and collaboration between Victoria's four UNESCO Creative Cities of Ballarat, Bendigo, Geelong and Melbourne.
Support and build a thriving and vibrant visitor economy that positions Victoria as a preferred choice for international, interstate and intrastate visitors	<ul style="list-style-type: none"> • Drive visitation, improve visitor experiences and facilitate world-class destinations through catalytic projects and tourism infrastructure. • Deliver contemporary governance, policy and strategic project support for tourism and events entities. • Create a competitive and innovative sector by partnering with industry to implement Experience Victoria 2033, focusing on addressing key opportunities and challenges such as workforce, investment facilitation, capacity and capability building, and sustainability. • Continue implementation of the Visitor Economy Recovery and Reform Plan to ensure Victoria maintains and grows its visitor economy market share. • Optimise the diverse range of tourism offerings, including natural landscapes, creative industries, Aboriginal heritage and emerging agritourism, to strongly position regional Victoria to take advantage of changing domestic visitor trends.

Portfolio Priority	Key Actions
Create an enduring legacy with a connected sport system that generates long-term benefits for the sector and Victoria	<ul style="list-style-type: none"> • Develop a world-leading suite of major stadium and state facilities. • Ensure connected and co-ordinated pathways exist to pursue sport at the highest level. • Invest in state infrastructure that can host regional, national and international events and support event content that boosts the Victorian economy. • Invest in partnerships to maximise leverage from Victoria's major events.
Support the growth of Victoria's diverse and world-class event calendar	<ul style="list-style-type: none"> • Deliver a Major Events Policy Framework and Acquisition Strategy that 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 major and business events infrastructure. • Ensure that the economic benefits of events are distributed across regional Victoria, as well as Melbourne.

STRATEGY

05. Build prosperous and liveable suburbs and regions

This strategy will be delivered through the following priorities:

- **Enable prosperity and drive economic growth in our suburbs and regions** – Advance capability and connection in Victoria's regions and growing suburbs, leveraging existing and emerging strengths, supply chains, and transport infrastructure to drive new and high-value opportunities, develop future-focused industries and unlock new markets.
- **Support the delivery and legacy of the new Regional Package** – Leverage the regional investment and range of housing, tourism, sporting and community initiatives to build healthier, economically and socially connected communities.
- **Connect, engage and activate suburban communities** – Build on the existing success of the regional and metropolitan partnerships and further strengthen the model for all communities to benefit from revitalisation opportunities and investment in community infrastructure in disadvantaged and growing communities. The focus for Metropolitan Partnerships will shift to outer suburbs of Melbourne.
- **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 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.

Portfolio Priority	Key Actions
Enable prosperity and drive economic growth in our suburbs and regions	<ul style="list-style-type: none"> 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 deliver over 600 active regional development projects across all corners of the state.
Support the delivery and legacy of the new Regional Package	<ul style="list-style-type: none"> Work across government and with regional stakeholders and communities to design and deliver the Victorian Government’s \$2 billion regional package including: <ul style="list-style-type: none"> Permanent new and upgraded sporting 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.
Connect, engage and activate suburban communities	<ul style="list-style-type: none"> Reorientate the Metropolitan Partnerships to focus on Melbourne’s outer suburbs. Support the work of Metropolitan Partnerships to ensure that issues important to outer suburban communities are considered in government policy and decision-making. Deliver grant programs to support the revitalisation of communities across Melbourne with a focus on collaboration and co-investment, including the Growing Suburbs Fund and Suburban Revitalisation Boards Grants Program. Deliver and strengthen the Suburban Revitalisation Boards Program to revitalise and provide additional support to those suburbs experiencing the most disadvantage. Facilitate whole-of-government coordination and targeted engagement with local councils, community organisations to ensure the needs of local suburban communities are being considered in government decision-making and the design of place-based policies, reforms and interventions.

Portfolio Priority	• Key Actions
Advise on the priorities of regional communities using a place-based approach, with a focus on addressing key issues and enabling prosperity	<ul style="list-style-type: none"> • Support the work of Regional Partnerships to ensure that issues important to regional communities are considered in government policy and decision-making. • Facilitate whole of government coordination to enable greater engagement and collaboration between regional businesses, communities and government. • Strengthen collaboration with the Australian Government's Regional Development Australia Committees. • Provide linkages and support for stakeholders across relevant portfolio areas such as 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	<ul style="list-style-type: none"> • Advocate for the interests of Victorian border communities by resolving issues and developing common approaches with neighbouring states.
Reduce negative consequences of emergencies	<ul style="list-style-type: none"> • Develop economic recovery frameworks and recovery programs in response to emergencies. • Support the Food and Grocery sector in preparing 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	<ul style="list-style-type: none"> • Contribute to the coordination of the regional energy transition to net zero and deliver improved social and economic benefits for Gippsland. • Co-ordinate 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.

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

This strategy will be delivered through the following priorities:

- **Ensure the Creative State guiding principles are central to design and delivery of support for the creative industries and plan for the future** – Guide the delivery of priorities under the Creative State 2025 strategy are 5 principles that are central to how Creative Victoria designs and delivers support for the creative industries, and plans for the future. These are: First Peoples first; for every Victorian; whole of state; health and wellbeing; and environmental impact.
- **Promote equitable access to creative industries** – Invest in creative opportunities, content and partnerships, ensuring that our regions and outer-metropolitan growth areas are not left behind and can play a leadership role in defining the issues and outcomes most important to them.
- **Build a thriving, inclusive and connected sport and active recreation sector that benefits Victorians** – Ensure all Victorians can access the benefits of sport and recreation through: the delivery of accessible and high-quality sport and recreation infrastructure and participation opportunities; supporting workforce capability to deliver a resilient and well-governed sector that creates safe, positive experiences; and creating a lasting legacy that contributes to job growth, and enhances Victoria's reputation as a destination of choice and investment in Victorian businesses.
- **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
Ensure the Creative State guiding principles are central to design and delivery of support for the creative industries and plan for the future	<ul style="list-style-type: none"> Establish tangible baselines, where possible, against each principle for both Creative Victoria and our funding recipients. Integrate principles into program design and guidelines. Assist state-owned and funded organisations to apply and report on their application of the principles. Take a leadership role and demonstrate good practice. Commit to sector and community partnerships, collaboration and co-design.
Promote equitable access to creative industries	<ul style="list-style-type: none"> Elevate Melbourne's 'cultural capital' status through the Melbourne Arts Precinct Transformation. Enhance regional Victoria's creative infrastructure. 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. Create major new exhibitions and museum experiences.
Build a thriving, inclusive and connected sport and active recreation sector that benefits Victorians	<ul style="list-style-type: none"> Target investment at cohorts and communities that participate less, or that experience barriers to participation. 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. Ensure investment aligns with priorities outlined in the <i>Active Victoria 2022–26 strategic framework</i>.
Build inclusive outdoor recreation opportunities	<ul style="list-style-type: none"> Support the work of the Parliamentary Select Committee Inquiry into native bird hunting arrangements. Oversee completion of projects outlined in the Sustainable Hunting Action Plan 2. 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.
Ensure Victoria's game and fisheries are used sustainably and continue to improve the boating experience across Victoria	<ul style="list-style-type: none"> In partnership with the Game Management Authority, create safe, responsible and sustainable hunting practices that minimise adverse animal welfare outcomes, respect Traditional Owners practice and rely on good science and research based on sound game, conservation and land management principles. Establish holistic partnership approaches to game management, including effective collaboration and partnerships that empower Traditional Owners in decision making and management of state game reserves that values 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.



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	<ul style="list-style-type: none"> • Provide support and connect Aboriginal Victorians with opportunities through career and mentor programs. • 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.
Support growth in the size, scale, diversity and maturity of the Aboriginal business sector	<ul style="list-style-type: none"> • Increase support for Aboriginal entrepreneurs and businesses, including improved access to capital, information and expertise. • Improve engagement with the Aboriginal Community across the department. • Improve outcomes for Aboriginal businesses in the Victorian Social Procurement Framework. • 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. • Help protect Aboriginal cultural and intellectual property. • Support Aboriginal Victorians to commercialise cultural knowledge, language and practices.
Generate Aboriginal jobs and careers to reach employment parity	<ul style="list-style-type: none"> • Champion jobs growth and collaboration across all sectors to advance opportunities for pay parity and career progression. • Use available levers to activate the private sector to increase employment of Aboriginal people. • Sustain and grow the Aboriginal workforce across all sectors including the public sector. • 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 start-ups, leverage low-carbon supply chains and support capabilities growth in the sector.
- **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 and the IPPU sector emission reduction pledge.

Portfolio Priority	Key Actions
Implement the Clean Economy Workforce Development Strategy 2023–2033	<ul style="list-style-type: none"> • Develop a new skilling approach that supports the development of transferable and technical skills required by the clean economy in parallel to the emergence of technologies and workforce demands. • Ensure training products can support multidisciplinary and 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.
Contribute to Victoria's decarbonisation and transition to net zero emissions	<ul style="list-style-type: none"> • Work with investors seeking to use the state's resources in an environmentally responsible manner that provides economic opportunities for regions in transition. • 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. • Assist investors to locate 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. • 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.
Collaborate with Victorian Government departments/agencies for net zero transition policy initiatives	<ul style="list-style-type: none"> • Collaborate with DEECA regarding Gas Substitution Roadmap implementation; develop alternative gas supplies (e.g., hydrogen, biomethane) and development of a carbon sequestration service (including the CarbonNet Project). • 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: <ul style="list-style-type: none"> – the establishment of the State Electricity Commission – development of the Victorian Energy Jobs Plan – development of offshore wind and new transmission infrastructure to support the rollout of new renewable energy projects – 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 2023–24 was delivered on Tuesday, 23 May 2023.

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)			
	2023-24	2024-25	2025-26	2026-27
Creative Industries Access, Development and Innovation				
Creative experience package	0.4	–	–	–
Victorian music and community broadcasting	17.8	11.6	3.1	3.1
Victorian Music Development Office and Music Market	1.0	1.1	–	–
Creative Industries Portfolio Agencies				
Cultural and creative agencies operations ^(a)	21.7	–	–	–
Digital games and visual effects rebate	10.0	–	–	–
Fishing, Boating and Game Management				
Go Fishing Victoria	7.0	6.8	1.6	1.6
Recreational boating infrastructure improvements	6.0	5.5	5.5	5.5
Safe and sustainable recreational game hunting	2.3	–	–	–
Industry, Innovation and Small Business				
Delivering Victoria's mRNA industry	7.0	4.1	1.2	–
Made in Victoria – supporting industry through R&D infrastructure	15.0	–	–	–
Made in Victoria – supporting the growth of Victoria's manufacturing sector	10.3	10.9	–	–
Made in Victoria – supporting Victoria's defence manufacturing industry	1.5	2.5	–	–
Supporting our multicultural traders and precincts	3.1	6.4	6.0	1.5
Supporting the innovation ecosystem	5.0	–	–	–
Jobs				
Delivering the government's commitment to an expanded migration program	1.6	1.6	–	–
Jobs Victoria	25.1	10.0	–	–
Promoting fair employment in industry	3.0	1.0	1.0	1.0

Output Initiatives	(\$ million)			
	2023-24	2024-25	2025-26	2026-27
Regional Development				
Bendigo Art Gallery redevelopment	2.0	–	–	19.0
Bendigo Regional Employment Precinct	2.0	4.0	–	–
Doing what matters for local communities – regions	0.3	–	–	–
Latrobe Valley Authority	7.2	–	–	–
Tiny Towns Fund	2.5	2.5	2.5	2.5
Sport and Recreation				
Community sport and active recreation participation programs	6.0	2.0	2.0	2.0
Essential regulation of the Victorian professional boxing and combat sports sector	1.6	–	–	–
Investment into community sport and active recreation infrastructure	58.7	47.5	47.5	47.5
Sporting trusts support	7.5	–	–	–
Stawell Gift 2024 – 2027	0.4	0.4	0.4	0.4
Suburban Development				
Growing Suburbs Fund	10.0	–	–	–
Support for our suburbs	8.4	0.5	–	–
Tourism and Major Events				
Destination Victoria	32.5	–	–	–
Major Events Fund	–	23.0	–	–
Trade and Investment				
Boosting Victorian exports	6.0	6.0	–	–
Productivity enhancing international investment attraction	10.0	10.0	–	–
Training, Higher Education and Workforce Development				
Apprentice mental health training program	0.7	1.1	1.1	1.0
Apprenticeships Taskforce	1.5	–	–	–
Backing TAFE for the skills Victoria needs	91.8	51.9	–	–
Better TAFE teaching and learning	1.7	2.1	–	–
Free TAFE and skills demand	30.9	59.6	–	–
Supporting TAFEs to meet priority skills demand	47.4	42.3	–	–
Total output initiatives^(b)	466.8	314.5	71.9	85.0

Notes:

(a) Further funding will be considered as required, consistent with previous practice for maintaining service levels.

(b) Table may not add due to rounding.

DJSIR 2023–24 Budget Paper 3 Output Costs by Departmental Objectives

Departmental Objectives and Outputs	(\$ million) 2023-24 budget
Create and maintain jobs	
Jobs	173
Foster a competitive business environment	
Industry, Innovation and Small Business	369
Economic growth through trade and investment attraction	
Trade and Investment	159.5
Build prosperous and liveable suburbs and regions, and manage and promote outdoor recreation	
Fishing, Boating and Game Management	82.8
Suburban Development	13.8
Regional Development	106.6
Grow vibrant, active and creative communities	
Creative Industries Access, Development and Innovation	35.2
Creative Industries Portfolio Agencies	405.1
Cultural Infrastructure and Facilities	54
Sport and Recreation	297.3
Tourism and Major Events	247.7
Deliver high-quality training and skills to meet industry needs and jobs for a growing economy	
Training, Higher Education and Workforce Development	2,462.4
Total^(c)	4,406.5

Notes:

(c) 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 following asset initiatives published as part of 2023-24 Budget.

DJSIR New Asset Initiatives (\$185 million)

Asset Initiatives	(\$ million)				
	2023-24	2024-25	2025-26	2026-27	TEI ^(d)
Fishing, Boating and Game Management					
Go Fishing Victoria	2.5	12.5	–	–	15.0
Training, Higher Education and Workforce Development					
Building Better TAFE Fund	26.1	107.1	33.8	3.1	170.0
Total new asset initiatives	28.6	119.6	33.8	3.1	185.0

Notes:

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

DJSIR Existing Asset Initiatives (\$537.2 million)

Asset Initiatives	(\$ million)			
	Estimated expenditure to 30.06.2023	Estimated expenditure 2023-24	Remaining expenditure	TEI ^(e)
Bendigo Kangan Institute's Broadmeadows Campus Redevelopment 2021-22 (Broadmeadows)	34.2	24.6	1.2	60.0
<i>This initiative moved from the former Department of Education and Training to the Department of Jobs, Skills, Industry and Regions due to machinery of government changes.</i>				
Cultural Facilities Maintenance Fund (statewide)	13.7	6.0	–	19.7
<i>The TEI has decreased by \$0.220 million due to budgeted amounts being reclassified as operating instead of capital expenditure, in line with accounting standards.</i>				
Geelong City Deal (Geelong)	90.1	92.7	224.1	406.8
<i>There has been a net decrease in TEI of \$7250 million, resulting from a \$17100 million reduction in TEI due to budgeted amounts being reclassified as operating instead of capital expenditure, in line with accounting standards, and a \$9.850 million increase in TEI due to additional funding to meet forecast capital costs to deliver the Geelong Convention and Exhibition Centre. The TEI includes \$156.000 million of Commonwealth Government funding.</i>				
GOTAFE's Archer Street Campus Redevelopment 2021-22 (Shepparton)	6.1	4.4	0.2	10.7
<i>This initiative moved from the former Department of Education and Training to the Department of Jobs, Skills, Industry and Regions due to machinery of government changes.</i>				
Melbourne Polytechnic Collingwood Campus Redevelopment 2020-21 (Collingwood)	31.2	8.8	–	40.0
<i>This initiative moved from the former Department of Education and Training to the Department of Jobs, Skills, Industry and Regions due to machinery of government changes.</i>				
Total existing asset initiatives	175.3	136.5	225.5	537.2

Notes:

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

DJSIR Portfolio Agencies' Existing Asset Initiatives (\$1,702.9 million)

Asset Initiatives	(\$ million)			
	Estimated expenditure to 30.06.2023	Estimated expenditure 2023-24	Remaining expenditure	TEI ^(f)
Melbourne Arts Precinct Transformation Phase One (Melbourne)	79.5	136.0	1,358.9	1,574.4
<i>The TEI has increased by \$2.614 million due to budgeted amounts being reclassified as capital instead of operating expenditure, in line with accounting standards.</i>				
State Basketball Centre redevelopment (Knox)	123.1	5.4	–	128.5
Total existing asset initiatives (portfolio agencies)	202.6	141.4	1,358.9	1,702.9

Notes:

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

Source: Service Delivery: Budget Paper No. 3 2023-24

