

**VICTOR**  
**SUMMIT**  
**2021**

# Victoria Summit 2021 Playbook

Unlocking Victoria's Potential



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**Acknowledgement of Country**

The Victorian Chamber, on behalf of the Victoria Summit community, acknowledges the Aboriginal and Torres Strait Islander peoples of this nation. We acknowledge the Traditional Custodians, the Wurundjeri people of the Kulin nation, of the lands on which the Victorian Chamber office is located and where we conduct our business and extend this respect to all lands across the state.

We pay our respects to ancestors and elders, past, present and future and the continuation of cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples. Guided by the actions outlined in the Victoria Summit 2021 Playbook, we endeavour to develop stronger and enduring partnerships with First Peoples and work together to achieve economic, social and cultural equity and prosperity across Victoria.

We are committed to honouring Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society.

Throughout this document, the terms First Australians, First Peoples, First Nations, Traditional Owners and Traditional Custodians are used to refer to all Aboriginal and Torres Strait Islander peoples.

Scan the QR code for more information on the Victoria Summit.



Explore more at [victoriasummit.com.au](https://victoriasummit.com.au)



# Foreword

It was in the middle of the COVID-19 crisis when the idea for the Victoria Summit 2021 was born. We didn't know what was in store for us, but we knew that it presented an opportunity to reimagine what we could achieve as a State. Governments alone cannot shoulder the full responsibility for leading the change required. As the saying goes, "every challenge, every adversity, contains within it the seeds of opportunity and growth."

COVID-19 forced us to innovate and imagine a new way of doing things. It highlighted inequalities in our society and vulnerabilities in our economy. COVID-19 also showed us the way we have always done things is not the way things have to be. There can be a better way. A fairer way. A more ambitious way.

With this opportunity to do something different in mind, we brought together the best and brightest individuals from across the state to form our Reference Group and Working Groups. These groups generously gave their time despite their full diaries and it was humbling that such a diverse group of Victoria's leaders – incredibly busy and in-demand people – engaged in this process.

Victoria is the relationship state, and not only did the Summit leverage existing relationships, it also led to new ones developing through a shared love of Victoria and an ambition to create a better future. We did not want the heavy lifting to be left to a few, as we knew that a broader community and business response was needed to provide substantive actions that would help lead Victoria out of the pandemic, while also providing the foundation for future growth.

The Summit articulates a shared vision for "Victoria to be the best place to live, learn, work and operate a business" by 2050.

It may sound simple, but it requires bold action today to set the State up for success over the next 10, 20 and 30 years. Collectively, we need to remove barriers, tackle challenges, seize opportunities, play to our strengths and create our own future.

Overall, there is broad consensus on what Victoria should look like in 2050 and the actions required to get us there. However, due to the involvement of a broad cross-section of stakeholders, not every action is supported by every stakeholder and that is okay. This process showcased the importance of rich discussions containing a range of contestable views. It was about sharing views, not dominating views. There is no one right path to achieve our vision; our challenge is to find the best paths, the most uniquely Victorian paths. This could only be identified through collaboration and we hope that the conversations and actions developed through the Summit process will continue.

We want the Playbook to be a living document. If COVID-19 has taught us anything, it is that we must continuously adapt as the world around us changes. The Playbook needs to evolve too. While the vision, pillars and pathways should remain stable, the actions we need to take now and in the future will change over time.

The Summit and Playbook would not have been possible without the relationships and goodwill of everyone involved. We would particularly like to thank the members of the Reference and Working Groups for their time, insight and respectful debate to help shape and validate the Summit process and the Playbook. We would also like to thank all the guest speakers and attendees at the Summit public forum days, especially the former Premiers and young leaders for their perspectives on Victoria now and in the future. More than 10,000 hours of work from a range of individuals has gone into the Victoria Summit and Playbook,

with the majority committed by our outstanding Reference and Working Group members.

We would also like to thank Carmel Mortell from KPMG, along with the team at KPMG who helped navigate us through the many sessions as we gathered ideas and shaped the Summit.

Thank you to Victorian Chamber President Karyn Sobels, Deputy President Adrian Kloeden, the Chamber Board and Executive Council, who supported the Summit concept from its inception. Thank you also to our Major Partner, Global Victoria and Silver Partner, Pitcher Partners.

Finally, to the team at the Victorian Chamber who drove so much of the collation of ideas and the writing, we could not have produced this document without your focused and tireless dedication.

The Victoria Summit 2021 at times was unnerving, it was intimidating and it was bold. But it was incredibly exhilarating and it will make a difference. As the saying goes, "the best way to predict the future is to create it".

Together, we can unlock the great potential of Victoria.



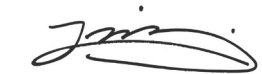
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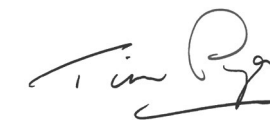
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Executive Director: Growth



# About the Summit

While the COVID-19 pandemic profoundly disrupted businesses, work and lives, it also created an opportunity to define a new vision and way forward for Victoria. This is not to suggest that Victoria was not already on a good path, but we must take stock of the lessons and opportunities that COVID-19 presented. It is not often that an opportunity to change the trajectory of a state presents itself, which is the foundation upon which the Victoria Summit 2021 was born.

The Summit was a unique opportunity for thought leaders from industry, unions, governments, the community and educational institutions to work together to create a shared, bold, compelling and aspirational vision for Victoria and a path for our state's economic recovery and long-term prosperity. While powered by the Victorian Chamber of Commerce and Industry (VCCI), the Summit is owned by the hundreds of participants who contributed along the way.

The Victoria Summit 2021 focused on exploring three fundamental questions:

- What is the vision for Victoria in 10, 20 and 30 years, richly described and aspirational but achievable?
- What are the pathways to securing this vision?
- What actions are needed to ensure Victoria is on the path to developing and realising this vision?

These questions were the focus of three thought-provoking public events in 2021 – a Vision Day, a Pathways Day and the Voices of Tomorrow event – as well as

discussion by the Reference Group and three invitation-only Working Groups.

The Reference Group also provided overarching strategic advice on the Victoria Summit scope, planning, implementation, engagement and activity. The Working Groups then developed and refined the Victoria Summit's vision, pathways and actions using ideas and insights from the public forum days.

It has been a momentous journey that has seen unprecedented collaboration across industry, unions, education institutions, community groups and government, culminating in more than 10,000 hours of work.

The path toward a brighter future has been defined, now is the time to create it.

***“This process was all about creating a brighter, fairer and more prosperous Victoria for each and every one of us. A power of work has gone into it and I hope that our leaders will grab these opportunities with both hands and help make them a reality. They will certainly have the support of the Summit community to do so.”***

**Paul Guerra**

Victorian Chamber of Commerce and Industry | Chief Executive

# About the Playbook

The Playbook is the product of the Victoria Summit 2021. It is a guide, not a concrete plan and the aim of this document is to be 'living' and to evolve over time. While the framework should remain stable, the actions undertaken now and in the future to achieve our vision of making Victoria the best place to live, learn, work and operate a business, will change over time.

The ideas developed as part of the Victoria Summit are ideas that we hope governments and other stakeholders will develop and bring to life to benefit Victoria. We have deliberately not defined them as final policy positions, allowing each Government, Opposition or political party the opportunity to adopt and shape them as part of their vision for Victoria.

We identified six overarching considerations to help guide the Summit process and formulation of the Playbook. While some pathways and actions explicitly acknowledge them, these overarching considerations should be considered when implementing every action to support a fair, inclusive and sustainable path toward the vision.

We distilled stakeholder input into 10 pillars, 46 pathways and 189 actions that outline the bold activity required to set us on a path toward the vision. The 10 pillars – Business, Skilled, Sustainable, Wellbeing, Inclusive, Most Liveable, Innovative, Globally Competitive, Experience and Connected – represent the key areas where action must be undertaken across business and the economy, community, health and wellbeing and the future of work.

While the list of pathways and actions is extensive, we recognise it is not exhaustive and the wide-ranging ideas reflect the

diverse group of stakeholders involved. Taking into consideration the evolution of the Playbook, the actions in this document typically have a shorter focus of 10 years.

We selected 28 of the 189 actions as priority actions due to the impact they will have in achieving the vision and unlocking the potential of Victoria. The priority list represents a mix of overdue and new actions.

Some actions have been identified as more contentious, which reflects the robust debate, diverse views and differing levels of support within the Working Groups and have been marked with an asterisk (\*). Not every action is supported by every stakeholder, including the Victorian Chamber, and the range of opinions also reflects the complexity of the task ahead.

For brevity, only the top-level description of each action has been included in this document. The Victoria Summit website contains a full description of each action and the many ideas put forward to achieve each pathway. Please visit [victoriasummit.com.au](http://victoriasummit.com.au) to learn more.

The Victoria Summit 2021 process highlighted the need for deep and respectful listening, meaningful collaboration, knowledge sharing and diverse perspectives to truly be effective in how we deliver outcomes for Victoria and Victorians. The five Plays in this Playbook aim to encapsulate this approach and keep it front and centre as we move forward and turn the ideas in the Playbook into action.

By putting the Plays into practice and aligning our effort, we will continue the spirit of the Summit process by working together to tackle the challenges and seize the opportunities facing Victoria now and into the future.



## VISION

# Victoria is the best place to live, learn, work and operate a business.

The Victoria Summit 2021 looked beyond immediate economic recovery to envision a bold future for our State. The overarching vision for Victoria is “*Victoria is the best place to live, learn, work and operate a business*” by 2050. Important decisions about the State’s future need to be made now and together. Our shared vision will guide those decisions so we can enjoy economic, cultural, social and environmental prosperity over the coming decades.

At its heart, the Playbook aims to unlock the potential of Victoria and all Victorians so we can achieve this vision. The Playbook will help continue Victoria’s transformation into a modern, highly liveable, resilient, inclusive, thriving and globally integrated economy and society.

The four elements of the vision – live, learn, work and operate a business – are inextricably linked. Promoting sustainable economic growth brings many benefits to all – more jobs, growth in trade and investment, improved liveability and higher standards of living, improved education outcomes, higher paid and more meaningful work, greater social cohesion and connection and enhanced environmental outcomes.

As a state, we have numerous strengths that can be leveraged and multiple challenges that must be addressed to secure a future characterised by renewed business success and sustainable and inclusive growth. We must act now to address challenges including: the skills of our workforce, the need for more secure and satisfying work, imposts holding back business expansion, jobs and innovation, barriers to improved liveability, individual wellbeing and community participation, the damage to our environment and the need for a stronger export culture and performance.

How we respond to these challenges as a state will determine our future, not only in the short-term but in decades to come. The future is in our hands and while we have a solid foundation, we must demonstrate leadership to ensure Victoria is the best place to live, learn, work and operate a business for current and future generations.



## Live

Victoria is an inclusive, supportive, empathetic and diverse community of connection, wellbeing and optimism.

All Victorians feel valued and included in society, enjoy a high standard of wellbeing and fully participate in the community and economy.

Victoria celebrates its unique strengths including our multicultural community, diverse landscapes and vibrant cultural and sporting events.



## Learn

All Victorians embrace lifelong learning and can access quality education and training and contribute to the State’s economy and vibrant society.

Victoria has a high quality, agile, future-focused and accessible education and training system that is a drawcard for students, teachers, researchers, innovators and investors.

Education and training institutions constantly evolve in response to changing student, industry and community needs.



## Work

All Victorians have meaningful and rewarding work and are supported in developing new skills or changing careers.

Victorian employers can tap into a highly skilled, agile and resilient workforce.

Victoria has an inclusive and accessible employment market where government, business and the community work together to ensure there are no barriers to employment.



## Operate a business

Victoria is the destination of choice for businesses to start, grow and thrive and is the leading economy in Australia.

Victoria provides a competitive and supportive business environment that supports local businesses and attracts interstate and international talent and investment.

Entrepreneurs and innovators are celebrated and encouraged.

Victoria is a global leader and home to strong and prosperous industries.



# Victoria is the best place to live, learn, work and operate a business

Vision

Considerations

First Australians

Equality, diversity and inclusion

Existing and emerging industries

Regional development

Climate change

Agility and resilience

Pillars

Business

Skilled

Sustainable

Wellbeing

Inclusive

Most liveable

Innovative

Globally competitive

Experience

Connected

Pathways

- Implement a harmonised and fit-for-purpose tax system
- Remove unnecessary regulatory burden
- Drive economic development
- Support Victorian based businesses to start, operate and grow
- Build capacity and capability in advanced manufacturing
- Simplify Victoria's industrial relations system

- Prepare students for future careers
- Increase on-the-job training opportunities
- Promote customised skills development and lifelong learning
- Support access to education and training
- Identify and address current and future skills shortages
- Match visa requirements and processes to Victoria's skills needs

- Establish Victoria as a world leader in the decarbonised economy
- Encourage all Victorians to be sustainable
- Provide clear government leadership
- Develop a circular economy
- Support healthy air, water and land ecosystems
- Mitigate the impact of climate change on communities

- Promote a wellbeing economy approach
- Provide world-class health and social care systems and services
- Elevate prevention in Victoria's health and social care

- Increase workforce participation
- Increase diversity and community engagement in decision making
- Support self-determination by Victorian Aboriginal and Torres Strait Islander individuals and communities
- Foster a culture of respect, kindness and compassion
- Welcome international students and migrants
- Cultivate community connection and cohesion

- Solve the housing crisis
- Improve the prosperity of Regional Victoria
- Increase the amenity of neighbourhoods
- Ensure Victoria is a safe place to live and visit

- Increase the rate of commercialisation of Victorian intellectual property
- Cultivate a strong entrepreneurial ecosystem
- Embed entrepreneurialism in education and training

- Attract international businesses and talent
- Support Victorian businesses to expand internationally
- Establish Victoria as a global exporter in a broader range of industries
- Foster international connections

- Foster a world-leading experience economy
- Develop a diverse events calendar
- Build Melbourne's reputation as a cultural and creative capital
- Ensure events and experiences are accessible to all

- Reduce the digital divide
- Increase public mobility across Victoria
- Improve the planning and delivery of essential services
- Improve transport and freight connections

Actions

#1-26

#27-51

#52-78

#79-90

#91-117

#118-131

#132-146

#147-159

#160-176

#177-189

Plays

Consider

Collaborate

Co-design

Leverage

Look long-term



# Overarching considerations

The Victoria Summit identified six overarching considerations to help guide the Summit process and formulation of the Playbook. While some pathways and actions explicitly acknowledge them, the overarching considerations should be considered when implementing every action to support a fair, inclusive and sustainable path toward the vision.

1

## First Australians

This consideration recognises the importance of Victoria truly embracing Aboriginal and Torres Strait Islander peoples as First Australians. Victoria cannot become stronger without affirming its culture, history, diversity and deep connection to the land in all facets of government and community policy and practice enabled by self-determination, treaty and truth.

2

## Equality, diversity and inclusion

This consideration recognises the importance of equal opportunity and ensures fair treatment and opportunity for all. It aims to eradicate prejudice and discrimination based on an individual or group of individuals' protected characteristics. Victoria's future prosperity depends on our ability to include and support people from diverse situations and backgrounds.

3

## Existing and emerging industries

This consideration recognises the value of both existing and emerging industry sectors as key drivers for economic and social growth. For example, Victoria's strengths in the tourism and events sector, biomedical, education, manufacturing, retail and agribusiness cannot be taken for granted and their role in employment and growth will continue to be critical as emerging industries are identified and leveraged.

4

## Regional development

This consideration recognises the vitality of regional communities and the need for all Victorians to easily access the essential services of a modern economy. Victoria's regions bring enormous opportunity and people should not be deterred from choosing where they live, work, learn or operate a business. Businesses and communities in Regional Victoria will and must play a strong role in the economic and social prosperity of the State.

5

## Climate change

This consideration recognises that climate change poses the biggest long-term threat to the global economy and the planet. How Victoria responds will be a fundamental driver of opportunities and risks for the State over the next few decades and must be considered in all decision-making.

6

## Agility and resilience

This consideration embraces uncertainty as normal. The ability to adapt and succeed in rapidly changing, ambiguous and turbulent environments are key to Victoria's success. To prosper, it is necessary that the State is responsive and agile.





# PILLARS





## PILLAR 1

# BUSINESS

The Business pillar focuses on providing a competitive and supportive operating environment to allow Victorian businesses to not only thrive, but to be ahead of the curve. Victoria is most successful when our economy is thriving and to have a healthy economy it is essential that business is doing well.

Victoria should be the best place to operate a business in Australia. This requires an efficient and frequently reviewed regulatory environment that does not place unnecessary or additional burden on business. It must be supported by a tax system that is fit-for-purpose and encourages and facilitates business growth, innovation and entrepreneurship. In addition, there needs to be a fair and responsive industrial relations system that provides appropriate protection for employees and employers. This will lead to the right conditions that will attract investment into Victoria and encourage Victorian based businesses to expand.

The right support to encourage growth in established and emerging industries is essential for business. Governments should identify the

industries that it wants to target so that there is certainty for business. The focus should be on both the service and manufacturing sectors with forward looking policies identifying the next growth opportunities and providing appropriate support for businesses to either transition to these next growth opportunities or improve their growth trajectory.

Appropriate taxation, regulation, funding and partnerships will create an environment where all organisations, regardless of size or sector, can fulfill their potential and maximise their economic, employment and social contribution to the State.

## Implement a harmonised and fit-for-purpose tax system

A fit-for-purpose tax system is essential to attract and retain businesses and industry in Victoria. This requires a tax system that encourages investment, innovation and entrepreneurship. Victoria's tax system must be the most competitive not just in Australia, but also compared to similar interstate or overseas jurisdictions. It must also create the right environment where business can take appropriate risk and be rewarded, while still contributing to the overall wellbeing of the community.

### Actions

1	Reform the tax system to ensure Victoria is a globally competitive and efficient place to do business*
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## Remove unnecessary regulatory burden

Improving regulation so that it does not place an unnecessary burden on business is essential to help promote efficiency in the Victorian economy. Too often businesses find themselves dealing with a regulatory environment that is opaque and not proactive in assisting business through the regulatory process. There is an acceptance that regulation must exist, but it should also be efficient and not overly complex, to support compliance and encourage innovation and growth.

### Actions

2	Establish a government concierge to provide a central point for organisations and individuals to interact with the Victorian Government
3	Redesign Victoria's regulatory environment to reduce the cost and burden of compliance for consumers and businesses*
4	Expand the Better Approvals for Business program to simplify business approvals and operations
5	Collaborate with other governments to reduce regulatory complexity and improve the ease of doing business in Victoria's high-growth or enabling sectors*
6	Rationalise laws, judicial arrangements and government machinery to support timely and consistent dispute resolution

## Drive economic development

Governments have a significant role to play in conjunction with business to help drive economic development. Government and business should identify emerging industries and businesses to assist in developing these industries so that Victoria is consistently growing our competitive advantage. Encouraging new businesses with expertise to invest and set-up in Victoria and better leveraging and nurturing established businesses in Victoria, will create the perfect environment for all businesses to thrive.

### Actions

7	Drive more efficient and effective government spending to better leverage taxpayer funds
8	Nurture local capability to support the rapid growth of high-potential industries
9	Empower local governments to lead cluster development to revitalise local economies

**Priority action** - Actions highlighted orange indicates a priority action

\* **Contentious action** - Actions marked with an asterisk indicates an action that is not supported by all stakeholders



## Support Victorian based businesses to start, operate and grow

Creating a supportive environment is essential to help more businesses start up, grow and flourish. Simplifying and improving the process for small and medium enterprises (SMEs) to participate in government procurement will help create this environment. Similarly, providing training and assistance in applying for government support and procurement will help SMEs to grow. Finally, new businesses need the right incentives to start up and grow, especially in areas that align with Victoria's economic priorities.

### Actions

10	Fund a new, statewide procurement access initiative to support SME growth and collaboration
11	Reform national competition policy to open the Australian economy and attract multinational investment*
12	Leverage training, big data and targeted support to unlock SME access to finance
13	Leverage tax incentives to attract the flow of finance and investment to SMEs*
14	Support Aboriginal and Torres Strait Islander-led businesses to develop and grow supply chains
15	Collaborate with community-based peak bodies to improve the accessibility and equity of business support measures
16	Speed up payment times for SMEs to improve cash-flow management and business sustainability

## Build capacity and capability in advanced manufacturing

Victoria should establish itself as an advanced manufacturing centre. The goods produced will provide substantial value add to the economy, while the jobs provided will require a high level of technical skill with commensurate higher wages, requiring both vocational and educational training (VET) and university skilled employees. Developing capacity and capability in advanced manufacturing also provides significant opportunity for spill-over between industries and for more goods to be produced domestically, increasing our sovereign capability.

### Actions

17	Harness policy and commercial options to position Victoria's manufacturing sector as world-leading
18	Develop a highly skilled advanced manufacturing workforce capable of meeting the needs of the future
19	Build the digital capability of SME manufacturers to drive growth and profitability
20	Foster supply chain excellence and knowledge acquisition to confirm Victoria as the logistics hub of Australia
21	Re-design taxation measures to attract new investment and incentivise product development in advanced manufacturing

## Simplify Victoria's industrial relations system

A simplified industrial relations system that provides sufficient protection for employees while still allowing businesses a degree of flexibility will help accelerate economic growth. Businesses should be encouraged and supported to create a 'best practice' approach to workplace health and safety (WHS). Where possible, the Federal and State Governments should work together to harmonise laws so businesses can easily understand and comply with them. A simplified industrial relations system would also help 'future proof' protections in response to the changing nature of work.

### Actions

22	Reform Victoria's industrial relations system to make it fair for workers and employers*
23	Establish a fit-for-purpose framework to support the on-demand workforce and economy*
24	Harmonise Australia's industrial relations system to make it easier for employers and workers to navigate their responsibilities in the workplace*
25	Proactively educate employers about their WHS obligations to drive improved compliance and accountability
26	Harmonise Australia's WHS laws to better protect workers and simplify employer obligations*





## PILLAR 2

# SKILLED

The Skilled pillar is about building and evolving the breadth and depth of Victoria's talent pool to provide individuals and organisations with the requisite skills and human capital required to succeed. There is a strong focus on fostering lifelong learning, which starts in early childhood, continues through school and tertiary education and into the workforce.

To unlock Victoria's potential we need to address Victoria's current and future skills shortages, better match workers with employers and continually develop our skills base. Skills encompasses both the acquisition of new skills and knowledge, as well as upskilling and reskilling through training and education. Focusing on skills will boost the capability and capacity of our workforce and support Victorians to develop the skills they need to fully participate in the economy and society. Supporting access to education and training is critical to boosting participation rates and generating a range of positive outcomes associated with meaningful employment.

Victoria must offer a world class, evidence-based education curriculum to ensure a solid foundation for further skills development. Victoria also requires stronger collaboration between

government, universities and industry to produce more job-ready students. To ensure young people are occupying jobs in key growth areas, students need adequate careers advice and on-the-job training to set them up for success. Continual skill development, lifelong learning and reskilling are also essential to keep the labour force up-to-date and ensure it is prepared for the jobs of the future.

In addition to developing domestic talent, this pillar also considers ways in which Victoria can attract more overseas and interstate talent. Attracting international students and migrant workers is critical to Victoria's economic, social and cultural prosperity. Victoria would benefit from recognising a variety of different skills and qualifications, as well as better facilitating entrance into the State for skilled and unskilled migrant workers.

## Prepare students for future careers

Meaningful and engaging careers advice can kick-start a young person's career. Creating an environment where students can trial potential career opportunities gives them time to reflect on a variety of future career pathways before committing to further education or training. In turn, this will better equip young Victorians with the skills they need to enter the job market and thrive in their chosen career.

### Actions

27	Modernise careers advice in line with current trends to better engage with a range of people
28	Promote different types of qualifications equally to make students aware of multiple career pathways
29	Create a 'Year 13' for students to make informed career choices*
30	Increase collaboration between students and industry to provide more real-world education and training*
31	Elevate science, technology, engineering and math (STEM) in school curriculum to future-proof students*
32	Advance preschool and primary school systems to facilitate access to quality education services for children

## Increase on-the-job training opportunities

On-the-job training bridges the gap between learning and earning. Paid internships, traineeships, apprenticeships or other forms of paid work placement equip students with the necessary skills and experience to enter the workforce. This has multiple benefits. Students receive practical, hands-on training and get to try a sector before committing to further study or training. Business productivity levels increase through producing job-ready recruits. Finally, training providers build stronger relationships with employers, translating into improved student engagement and outcomes.

### Actions

33	Build a culture of paid internships in Victorian businesses to help students become job-ready
34	Promote care economy career pathways to build the care workforce of the future
35	Support work-based learning opportunities for students by simplifying WorkSafe requirements*

## Promote customised skills development and lifelong learning

A lifelong learning approach shifts the culture of learning from earning one-off, formal qualifications to continuously building skills through formal and informal learning and real-world experiences. Lifelong learning encourages transferable skillsets and this can include greater participation in society through volunteering or other means, which provide wider avenues to employment. This approach places more emphasis on producing well-rounded individuals, which benefits both society and employers by increasing an individual's success and broadening Victoria's talent pool.

### Actions

36	Embrace a culture of lifelong learning to encourage continual skills development*
37	Foster quality community education programs to support lifelong learning
38	Accept more skills and different course types in formal assessments to help build global citizens

**Priority action** - Actions highlighted orange indicates a priority action

\* **Contentious action** - Actions marked with an asterisk indicates an action that is not supported by all stakeholders



## Support access to education and training

Education and training are essential to building a skilled state. Reducing costs and removing barriers will enable more people to gain the skills they require to enter the workforce or change sectors. This will make the Victorian workforce more skilled and flexible to adapt to the jobs of the future. Greater access to quality education and training will provide better job opportunities for individuals and benefit society and the economy more broadly.

### Actions

39	Reduce the costs associated with gaining a tertiary education to increase accessibility to education and training
40	Remove barriers to further training, upskilling and reskilling to foster continuous skills development

## Identify and address current and future skills shortages

Identifying future skills now is important to plan for the growth industries of the future. This will ensure that Victoria has enough time to build a sufficient supply of skills to meet growing demand. A proactive approach to addressing skills shortages will in turn boost economic and population growth in the State. Prioritising digital skills will be critical to meet employers' needs, grow local jobs and compete in the global economy.

### Actions

41	Drive collaboration between education and training institutions, government, industry, employers and communities to better match courses with skills needs
42	Set up training centres linked to major infrastructure projects to address specific skills shortages
43	Facilitate growth of key skills to address future job needs
44	Promote employment in Victoria's growth industries to meet future job needs
45	Create a one-stop online platform to collate all information about future skill requirements
46	Prioritise digital skills development to ensure the Victorian workforce is equipped for an increasingly digital world
47	Establish coherent support measures for employers to navigate the Vocational Education and Training (VET) system
48	Build Asian cultural and language skills to foster engagement with the region

## Match visa requirements and processes to Victoria's skills needs

Visas allow migrants to access the Victorian economy and society. Fast tracking migrant entry into the Victorian workforce and enabling migrants to work across sectors where they have transferable skills, would help fill skilled and unskilled worker shortages. Reviewing visa requirements and greater recognition of foreign qualifications would also attract more skilled migrants to Victoria, increasing the State's talent pool in critical skill shortage areas and boosting economic growth.

### Actions

49	Reform the migration system to attract international workers to Victoria
50	Review visa requirements for migrants and international students to address skills shortages*
51	Recognise foreign qualifications to make it easier for migrants to work in Victoria*



## PILLAR 3

# SUSTAINABLE

The Sustainable pillar supports the long-term goal of building a more sustainable state that does not compromise the ability of future generations to meet their needs. Sustainability encompasses the three foundational areas of the environment, society and the economy. This pillar explores sustainable opportunities for Victoria across decarbonisation, a circular economy, climate change and the environment.

The Sustainable pillar focuses on providing tailored and targeted social, environmental and economic outcomes for all Victorians, now and into the future. The United Nations COP26 issued a code red alert for humanity. Bold action must be taken this decade to ensure the Paris Climate Agreement goals to limit warming and achieve net zero before 2050 are met.

Amid growing concerns about climate change, biodiversity loss and pollution, there is a growing shift toward sustainable practices and policies across the world. This includes implementing sustainable business practices, increasing investment in green technology, and improving land and resource management.

Sustainability protects our ecosystems, preserves natural resources for future generations and improves our wellbeing

and quality of life. By recognising that the natural environment is not an inexhaustible resource, we can make choices to ensure we are using resources rationally and protecting the planet for the good of humanity.

It is important to understand that sustainability affects all facets of the community and plays a significant role in the ability for all living things to lead healthy and prosperous lives. This pillar explores how sustainability and sustainable practices affect and can improve the economy, society and the environment. It explores opportunities to mitigate the effects of climate change, improve land and resource use, protect and support biodiversity, air and water quality and reduce waste.



## Establish Victoria as a world-leader in the decarbonised economy

Decarbonisation refers to the removal of carbon dioxide output in the atmosphere. A decarbonised economy will allow Victoria to accelerate the reduction of carbon emissions and deliver increased benefits to the State and its population through jobs, industry growth and improved quality of life. Decarbonised economies present multiple benefits and by prioritising a decarbonised economy we can ensure that the future prosperity of the State is secure with strong environmental, social and economic prospects.

### Actions

52	Support Victorian businesses and not-for-profit organisations to decarbonise their operations and value chains to accelerate progress towards net zero
53	Commit to ambitious emissions targets to accelerate climate action
54	Increase Victoria's Renewable Energy Target to 100 per cent by 2030 to accelerate investment in renewable energy
55	Develop new industries based on the decarbonised economy to unlock opportunities for workers from fossil fuel reliant industries
56	Create clean technology roadmaps to drive the development of cleantech enablers
57	Ensure Victorian First Peoples benefit from renewable industries to support self-determination
58	Further invest in zero emission vehicles technology and infrastructure to accelerate the uptake of electric vehicles
59	Manage the phase out of fossil fuels to support the transition of affected industries and communities*
60	Identify avenues for high emissions industries to transition to net zero
61	Scale new financial products to support the transition to a clean economy

## Encourage all Victorians to be sustainable

Sustainability affects all Victorians, meaning that governments alone cannot shoulder the full responsibility for leading new practices and adaptation. Everyone has a role to play in understanding what sustainability means to us and the actions we can take to ensure our society thrives now and into the future. By encouraging all Victorians to be sustainable we can ensure the State is resilient and prosperous for all generations.

### Actions

62	Foster sustainable homes and consumer habits to help households reduce their planetary impact
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**Priority action** - Actions highlighted orange indicates a priority action

\* **Contentious action** - Actions marked with an asterisk indicates an action that is not supported by all stakeholders

## Provide clear government leadership

Clear government leadership is required to ensure a future for Victoria that achieves sustainable outcomes for the planet and its population. The Victorian Government is proactively implementing climate policies to guide change. While governments have adopted climate and emissions targets, there is opportunity for greater collaboration and advocacy to ensure sustainability is embedded across decision making in government. Government leadership will build momentum and coordinate activity to accelerate progress toward meeting Victoria's sustainability goals.

### Actions

63	Adopt a sustainability lens in government decision making to promote more sustainable outcomes
64	Advocate for a national carbon pricing mechanism to support progress toward net zero
65	Collaborate with other governments and the energy industry to inform the pathway to net carbon zero
66	Improve building standards to increase the sustainability and efficiency of neighbourhoods

## Develop a circular economy

A circular economy redefines production and consumption processes by transforming design, packaging, manufacturing and more. Processes are re-designed to reduce waste and improve recovery of materials that can be reused. Benefits of a circular economy include increased economic opportunities through the creation of new materials, markets and sectors, as well as reduced waste to landfill and environmental degradation.

### Actions

67	Commit to zero waste to landfill by 2035 to support the transition to a circular economy
68	Strengthen markets for recycled products to reduce the reliance on virgin materials
69	Incentivise organic waste reduction and energy recovery to reduce waste in landfill
70	Drive the supply of low carbon circular designed products and services to build market demand



## Support healthy air, water and land ecosystems

Healthy ecosystems are critical for human, animal and plant survival and are critical to the health of the natural environment. These ecosystems play a key role in regulating climate, soil, water and air quality and are essential to mitigate climate change and preserve biodiversity. Implementing sustainable and healthy air, water and land ecosystems requires careful planning and management that considers multiple biophysical, economic, cultural, social and technological conditions.

### Actions

71	Stop the decline of biodiversity to support a healthy natural environment
72	Foster sustainable water supply to ensure a secure water future
73	Increase water flows into rivers to support healthy waterways
74	Embed Traditional Custodians' knowledge and participation in the protection of the natural environment
75	Support carbon sequestration in the natural environment to reduce greenhouse gases
76	Improve measurement of environmental amenity to better monitor and track impact

## Mitigate the impact of climate change on communities

Climate change is a global issue that has widespread effects on the community, economy and environment. Victoria must mitigate the impact on communities and the natural environment from extreme weather events, floods, bushfires, extreme heat and storms. Victoria must also plan for longer-term impacts by evolving many aspects of our daily lives including how we earn a living, move around cities, feed ourselves and enjoy leisure time.

### Actions

77	Implement targeted support to mitigate the impacts of climate change on communities
78	Prioritise inclusion of First Nations people in natural disaster prevention and recovery to incorporate Indigenous knowledge in land management



## PILLAR 4

# WELLBEING

The Wellbeing pillar focuses on providing equitable, world-class health and wellbeing outcomes for all Victorians. Wellbeing is a complex combination of physical, mental, emotional and social health factors and is strongly linked to happiness and life satisfaction. This pillar explores opportunities to improve wellbeing for the State across budgeting, healthcare and social support approaches.

Wellbeing is a key factor in unlocking the potential of all Victorians. It is a fundamental measure of an individual's ability to live a happy, purposeful and fulfilled life. To achieve a high level of wellbeing on a societal level, it is imperative to first achieve a high level of wellbeing on an individual level, ensuring no one is left behind.

Wellbeing is measured through a range of elements that fall within a person's purpose and fulfilment and is a strong benchmark for individual and societal health. Wellbeing equips every person with the ability to thrive and contribute to society in a meaningful and beneficial way. Specifically, a high level of wellbeing provides us all with the ability

to navigate life's challenges, overcome barriers, reduce the risk of physical and mental health problems and increase productivity and creativeness in both personal and professional lives.

Adopting a wellbeing approach prioritises decisions to ensure health, living standards, employment prospects, economic growth and thriving biodiversity and environmental outcomes are achieved. This would enable all Victorians and Victoria to flourish. As wellbeing is a broad concept that focuses on much more than health and social care, this pillar should be read in conjunction with the Sustainable, Inclusive and Most Liveable pillars.



## Promote a wellbeing economy approach

A wellbeing economy redefines how Victoria measures success by introducing a framework of wellbeing indicators, such as environmental, social and health, as well as financial measures. In the past, Gross Domestic Product (GDP) or Gross State Product (GSP) have been the benchmark for measuring success, however, a wellbeing economy provides a more appropriate all-encompassing approach. Wellbeing therefore provides a strong benchmark for individual and societal health to guide decisions for the State.

### Actions

79	Reform State Budget processes to support the wellbeing of every Victorian and drive a wellbeing agenda
80	Realign Victoria's mental health system and funding to support the wellbeing of all Victorians

## Provide world-class health and social care systems and services

Providing world-class health and social care systems is vital to ensuring every Victorian can access appropriate and tailored healthcare and social support. A well-functioning health and social care system should be adaptive, proactive, resilient and optimised to improve access and outcomes for all. Creating a network that centres around the person will empower them to help plan and manage their own care, which reduces the burden on the system and improves individual wellbeing outcomes. Furthermore, supporting local communities to deliver appropriate health and social care services is necessary to drive better outcomes.

### Actions

81	Expand access to healthcare to improve health equity and outcomes for every Victorian
82	Reform the public and private health system to reduce the number of entry points to access services
83	Commit to continuous reform of Victoria's approach to drug and alcohol management to improve health and social outcomes for vulnerable communities
84	Explore opportunities for public-private partnerships to strengthen the accessibility and outcomes of Victoria's health system*
85	Advance the rights of older Victorians to foster lifelong wellbeing
86	Undertake a root and branch review of health funding to achieve better health outcomes for Victorians*
87	Drive digitisation of health and social care systems to support improved service delivery

## Elevate prevention in Victoria's health and social care

Preventative healthcare involves prioritising the prevention of illness to decrease the burden of disease and associated risk factors. By taking a preventative approach, Victoria can reduce the severity and risk of disease to enable people to remain as healthy as possible, for as long as possible. Prevention benefits both the individual and the economy as it improves health and vitality and reduces the need for critical care and social support services.

### Actions

88	Enhance school curriculum and funding to improve health literacy and outcomes for young people
89	Promote the value of social care across private and public sector organisations to reduce stigma for vulnerable Victorians
90	Emphasise the role of preventative health to improve accessibility and reduce the rate of chronic disease

**Priority action** - Actions highlighted orange indicates a priority action

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## PILLAR 5

# INCLUSIVE

The Inclusive pillar focuses on enabling the full participation of all Victorians. Inclusion is about equal access to opportunities and resources and removing discrimination. If all Victorians feel valued and respected, the benefits to the State centre around greater wellbeing, better outcomes for all and a supportive, understanding culture.

Inclusivity improves Victoria's potential by increasing the ability for all Victorians to fully participate in society and the economy. Inclusion goes well beyond diversity, focusing on creating an environment and culture that enables everyone to thrive. Inclusion aims to address conscious and unconscious bias and remove barriers to participation. If an inclusive society is achieved, creativity, innovation and productivity in Victoria increases dramatically.

There are many benefits to an inclusive society. When excluded groups gain greater access to education, employment and business opportunities, poverty and inequality are reduced. More inclusive states are also more peaceful, with a reduction in division. This reduces conflict and increases the capacity for meaningful state projects, including ongoing protection of human rights and lifting of living standards.

This pillar explores how to create a more inclusive, connected and cohesive society, which will in turn create economic, social and cultural benefits. These benefits include more people in the workforce, greater innovation and an improved culture of respect and kindness. The pillar looks at how community engagement can be improved, how to support self-determination of Aboriginal and Torres Strait Islander peoples and how Victoria can change for the better. In an international context of societies experiencing increasing division, Victoria can continue to build on its reputation as a world-class place to live, learn, work and operate a business by deliberately being more inclusive.



## Increase workforce participation

Increasing workforce participation means there are more people and skills available in the labour market. Importantly, more people in the workforce indicates more meaningful work and work opportunities are widely available. Workforce participation not only increases the opportunity for economic mobility of individuals but also enables businesses to grow and improve their performance.

### Actions

91	Commit to a youth guarantee to ensure the Victorian Government prioritises addressing youth unemployment
92	Expand early childcare and education support to address the workforce participation gap between men and women
93	Advocate for equitable parental leave schemes to enable workers to have families and maintain career momentum
94	Evolve Australia's superannuation system so that it delivers a secure retirement for all Australians*
95	Develop training and resources targeted at both employers and employees to navigate discussions on flexible work arrangements
96	Develop a pre-employment training and support program for unemployed workers re-entering the workforce to reduce unemployment
97	Incentivise employment of disadvantaged individuals to increase employment opportunities for those with barriers in the labour market
98	Encourage older workers to stay connected to the workforce to boost the talent pool
99	Explore options to establish a universal basic income (UBI) to lift living standards and provide access to essential services to all*

## Increase diversity and community engagement in decision making

Meaningful consultation and inclusive representation amongst Victoria's decision makers are necessary to ensure diverse views are incorporated in decision making and implementation processes to better serve the community. This will help create fit-for-purpose solutions and better outcomes for impacted individuals, communities and organisations across society and the economy.

### Actions

100	Increase the diversity of Victorian leaders to ensure decision making is representative of the community
101	Embed youth perspectives in decision making to future-proof decisions with a longer-term lens
102	Develop and implement gender equality targets for the Victorian Parliament to increase representation by women
103	Increase community engagement in program and service delivery to ensure the needs of the whole population are met

**Priority action** - Actions highlighted orange indicates a priority action

\* **Contentious action** - Actions marked with an asterisk indicates an action that is not supported by all stakeholders

## Support self-determination by Victorian Aboriginal and Torres Strait Islander individuals and communities

Self-determination of our Aboriginal and Torres Strait Islander community is critical to our social fabric. When Victoria's Aboriginal and Torres Strait Islander peoples feel empowered to make their own choices and determine their own future, progress can be made toward closing the gap. Overall state wellbeing and socio-economic outcomes will subsequently also improve.

### Actions

104	Rethink engagement to move away from consultation and toward Aboriginal and Torres Strait Islander-led processes to support self-determination
105	Ensure the treaty process is Aboriginal and Torres Strait Islander-led to provide meaningful outcomes
106	Create a fund to support access to finance and capital by Aboriginal and Torres Strait Islander individuals, communities and organisations
107	Establish a new mechanism to hold the Victorian Government to account on achieving outcomes for Victorian Aboriginal and Torres Strait Islander peoples
108	Embed First Nations voices in Australian Parliamentary processes to reinforce efforts towards reconciliation

## Foster a culture of respect, kindness and compassion

Victoria's multicultural and diverse community is one of its strengths. An understanding and respectful culture is foundational to living in a modern, internationally connected society. It influences all interactions, communication and expectations in daily life. A culture of respect increases physical and psychological safety for all Victorians, improving wellbeing, liveability and productivity and increasing the attractiveness of the State.

### Actions

109	Change the narrative from diversity to inclusion and belonging to move Victorians' perceptions away from 'box-ticking'
110	Promote understanding of Aboriginal Australia to reduce racism, discrimination and division
111	Incentivise a culture of inclusiveness in workplaces to grow inclusion in business



## Welcome international students and migrants

A welcoming state is one that is more attractive, ensuring that everyone new to Victoria feels valued and that they belong. Ensuring that those who move to Victoria are an active part of society results in an enriched experience for those individuals. Greater social connection, cohesion and inclusion creates benefits for Victoria including a broader range of perspectives and experiences to draw from, more cultural vibrancy and improved perception as an attractive destination to live, learn, work and operate a business.

### Actions

112	Roll out welcome programs to newly arrived international students and migrants to introduce them to the community and support networks
113	Make Victoria an attractive destination for international students to remain competitive in the international education sector
114	Provide international students with employment opportunities to build their networks and gain valuable experience
115	Provide international students a platform to share their perspectives and values

## Cultivate community connection and cohesion

Communities with high levels of social cohesion, including participation by individuals in community organisations and activities, typically have better outcomes than those with less connectivity. People who are socially isolated and excluded are more likely to experience low self-esteem, depressive symptoms and heart disease. Improving social cohesion benefits individuals by increasing happiness and mental health, and society by reducing the strain on healthcare, social and justice systems.

### Actions

116	Encourage volunteering to combat loneliness and social isolation
117	Address fragmentation of government funding to better support diverse communities



## PILLAR 6

# MOST LIVEABLE

The Most Liveable pillar highlights how Victoria can become a better place to live. Liveability is determined by analysing a place's stability, healthcare, culture, environment, education and infrastructure. This pillar explores ways to improve the livelihoods of all Victorians and make society as accessible and safe as possible.

After a seven-year reign as the world's most liveable city, Melbourne gradually dropped to eighth place in the Global Liveability Index 2021 report. Making Victoria more liveable plays a key role in repairing the State's reputation after multiple lockdowns due to the COVID-19 pandemic. It will attract visitors, international students and migrant workers back to the cultural and sports capital of Australia, which will also benefit Regional Victoria.

The Most Liveable pillar addresses the key issues affecting Metropolitan and Regional Victoria's liveability standards. It addresses the current housing supply and affordability crisis. This directly impacts the cost of living in Victoria, which affects both residents and visitors. Reducing the cost of housing and providing more housing options makes Victoria a more attractive place to live, learn, work and operate a business.

Growth in Regional Victoria and the promotion of 'local living' are fundamental components to improving Victoria's liveability. They both result in promoting decentralisation, reducing overdevelopment and congestion in Metropolitan Victoria, boosting local business and creating employment hubs. This makes both cities and regional locations more enjoyable places to live.

Upholding public safety in Victoria is another factor that attracts more people, projects and investment to the State. Addressing public safety improves both physical security and financial stability. Prioritising all these issues unlocks Victoria's ability to achieve a higher standard of living.



## Solve the housing crisis

Housing shortages and affordability are serious problems facing Victoria. Access to good quality, affordable housing is fundamental to wellbeing and is important for both Victorians wanting to buy a home and for those renting. Reforming property tax and zoning laws is vital to address not only the housing shortage, but the worker shortage as well, particularly in Regional Victoria. Without affordable housing, communities will not be able to cater for workers and tourists to support economic activity.

### Actions

118	Ensure all Victorians have access to secure, quality housing to support participation in the economy and society
119	Overhaul Victoria's taxes, charges and levies on property development to improve housing affordability
120	Increase housing options, particularly in Regional Victoria, to address housing shortages
121	Provide more appropriate housing options to meet the needs of older Victorians
122	Integrate housing planning into migration and economic development policies to ensure housing supports population and economic growth

## Improve the prosperity of Regional Victoria

Regional Victoria has experienced significant population growth due to the COVID-19 pandemic. Setting targets for regional population growth raises awareness about the opportunities to live regionally. Ensuring accessibility to facilities and services makes regional locations more attractive places to live and work. Finally, driving decentralisation by improving access to online services enhances opportunities to work remotely, run a business and provide care, education and training, which boosts regional prosperity.

### Actions

123	Foster population growth in Regional Victoria to support decentralisation into the regions
124	Measure liveability to ensure Victoria remains one of the most liveable places in the world
125	Promote Regional Victoria as a tourist destination to drive economic growth

## Increase the amenity of neighbourhoods

Neighbourhoods with a vast selection of quality amenities enable residents to 'live locally.' This minimises traffic congestion in major commercial and economic hubs and improves business in these areas. Being able to walk to all essential services reduces an individual's carbon footprint and provides more opportunities to partake in physical activity outdoors. Increased greening in communities allows people to connect with nature, which lowers stress, anxiety and the risk of depression.

### Actions

126	Base Victoria's overall development plan around 20-minute neighbourhoods to promote local living
127	Improve planning regulations to facilitate development with associated amenity within Metropolitan and Regional Victoria*
128	Use public facilities for multiple purposes to deliver a variety of services to communities
129	Build on existing greening initiatives to help cool densely populated suburbs

## Ensure Victoria is a safe place to live and visit

Safety is a key ingredient to a successful state. Victoria is a harmonious, democratic and safe state where the public respects the rights of all people to have their say and share their views in a respectful way. Victoria continues to drive down crime rates by keeping radical behaviour and criminal activity in check. The provision of a safe environment increases population and economic growth, as well as encourages mobility around the State.

### Actions

130	Minimise public unrest to keep Victoria safe for residents and visitors*
131	Continue to drive down crime to make Victoria the safest state in Australia*

**Priority action** - Actions highlighted orange indicates a priority action

\* **Contentious action** - Actions marked with an asterisk indicates an action that is not supported by all stakeholders





## PILLAR 7

# INNOVATIVE

The Innovative pillar focuses on boosting Victoria's capability to research, develop and commercialise new goods and services to be the heart of entrepreneurship in Australia. This pillar presents ways Victoria can foster collaboration and entrepreneurialism to create solutions to problems faced by business, industry and society and turn more ideas into commercial success stories.

Innovation is a primary driver of Victoria's development and necessary to unlock Victoria's latent capability and potential. It affects all sectors of society and is how Victoria can progress and advance as a state. The Innovation pillar focuses on fostering Research and Development (R&D) projects, nurturing R&D partnerships with sufficient financial support and embedding an entrepreneurial spirit in younger generations to solve the problems of today and the future.

Innovation is critical to the advancement of Victoria relative to the rest of the world. It is the key to entering new markets and competing on the global stage. New technologies are constantly evolving and to achieve a comparative advantage in targeted industry sectors, Victoria must embrace a world-class entrepreneurial ecosystem. This requires an interconnected R&D network that drives entrepreneurship, innovation

and commercialisation, through strengthening links between research institutions and industry.

A culture of innovation enhances the State's capacity to proactively tackle collective and social problems. Creative problem-solving is important to providing solutions to the challenges that modern society faces, particularly around climate change. Government plays a key role in supporting innovation and it must be more commercially oriented to drive market led opportunities.

Cultivating creativity and innovation makes Victoria a stronger global competitor and keeps the state up-to-date with new and emerging products and technologies. Without innovation, Victoria would stagnate. Innovation is the forward-looking tool needed for the advancement of society.

## Increase the rate of commercialisation of Victorian intellectual property

Victoria relies on the commercialisation of intellectual property to fuel economic and societal advancement. Commercialisation is the final stage in the Research and Development (R&D) process and is how research translates into the real world, with commercial benefits. Victoria benefits from nurturing collaboration between research institutions, industry and government to boost the rate and quality of commercialisation. Funding is essential to facilitating access to technologies, strengthening innovation rates and commercialising research projects.

### Actions

132	Establish a Victorian Commercialisation Fund to catalyse early-stage investment in a broad range of industry sectors
133	Strengthen links between research institutions and industry to solve industry-identified problems
134	Incentivise collaboration with research institutions to stimulate private sector investment
135	Increase small and medium enterprise (SME) access to government funding to boost their innovation rate
136	Reform the R&D Tax Incentive (R&DTI) to make it easier for businesses to undertake research and development activity
137	Leverage government procurement policies to foster innovation

## Cultivate a strong entrepreneurial ecosystem

Victoria must cultivate an entrepreneurial ecosystem to compete globally. Entrepreneurs require strong support systems to turn their ideas into commercial realities. Throughout the entire innovation life cycle – ideation and conception, product development and commercialisation – entrepreneurs benefit from government and private sector investment and support. Innovation precincts, accelerators and hubs help connect entrepreneurs with like-minded peers and mentors, helping build meaningful networks. Promoting entrepreneurs also encourages success by increasing their visibility to investors.

### Actions

138	Improve coordination of Victorian Government support to elevate entrepreneurship in the economy
139	Support businesses to start up and scale up to increase their survival rate
140	Encourage private sector investment to support ecosystem growth
141	Encourage knowledge exchange to develop the local talent pool
142	Support innovation hubs and precincts to leverage clustering effects
143	Celebrate and promote Victoria's entrepreneurs to increase their mainstream visibility
144	Improve digital infrastructure that underpins entrepreneurial activity

**Priority action** - Actions highlighted orange indicates a priority action

\* **Contentious action** - Actions marked with an asterisk indicates an action that is not supported by all stakeholders



## Embed entrepreneurialism in education and training

An entrepreneurial spirit is Victoria's key to success. Fostering entrepreneurialism in education and training is vital to building the creative thinkers and problem-solvers of today and the future. Entrepreneurialism is about finding the courage to be creative, follow new ventures and build businesses out of an idea. Victoria benefits from schools and tertiary education institutions that support an entrepreneurial mindset and provide a variety of opportunities to engage in creative problem-solving and other entrepreneurial activities.

### Actions

- |     |   |
|-----|---|
| 145 | Incorporate entrepreneurship into school education to foster an entrepreneurial mindset in young people       |
| 146 | Increase opportunities for entrepreneurship learning in higher education that complements traditional courses |



## PILLAR 8

# GLOBALLY COMPETITIVE

The Globally Competitive pillar focuses on how to maximise the benefits to Victoria from being part of an internationally connected world. Building Victoria's reputation, providing more support for exporters and developing international connections will allow Victoria to capture the benefits of being internationally competitive through economic growth and productivity.

Just as companies compete in the market for customers, market share, capital, investors and value creation, regions compete for investment, trade in goods and services, tourists and more. Victoria's position in the world market and level of connection to other countries depends on its competitive and comparative advantages, relative to other jurisdictions. Understanding the unique advantages and characteristics of Victoria and clearly articulating them to a global audience is critical to carving out a spot in the international economy.

Being globally competitive means that Victoria can attract and retain international investment, businesses, skills and people. When these things come to Victoria growth increases, which lifts incomes and living standards. Competitiveness is related to productivity

and the ability to produce more output with the same level of input. More productive regions can generate more wealth and greater wellbeing, improving economic stability and resilience.

Competitiveness on a global scale is measured through a vast number of indicators, with the World Bank's national competitiveness rankings accounting for more than 150 components. Central to Victoria's approach for the future should be programs and campaigns that lift Victoria's international brand as a place to live and work, support businesses to build export capability and establish Victoria as a global source of quality products and services through leveraging Victoria's internationally connected community.



## Attract international businesses and talent

Attracting international business, investment and talent through relationships and brand building is essential for enhancing Victoria's international standing. The economic gains that accompany the status of being a highly desirable location include job creation, improved local access to goods and services and an improved standard of living. These benefits advance both the reality of what makes Victoria attractive, as well as the perception of Victoria's attractiveness, while substantially value adding to Victoria's growth.

### Actions

147	Create a compelling 'Victoria – The Global State' brand to rebuild, retain and promote Victoria's reputation in international markets
148	Leverage Invest Victoria's connections to attract domestic and foreign investment and companies to Victoria
149	Develop a long-term strategy to attract more international students
150	Better match international jobseekers with employers to improve employment outcomes

## Support Victorian businesses to expand internationally

Supporting Victorian businesses to expand globally by increasing support and advice and reducing barriers helps them benefit from international trade. The capability to sell to new and larger markets speeds up business growth, boosts innovation, increases wages and improves productivity. Trading internationally, in places that may have different business environments, allows businesses to specialise. Specialising can further increase competitive advantages and allow firms to grow into leadership positions in their global industries.

### Actions

151	Increase export support for Victorian small and medium enterprises (SMEs) to grow Victoria's exports in goods and services
152	Improve the process for Victorian businesses to access grants to make it easier to start exporting

## Establish Victoria as a global exporter in a broader range of industries

Building Victoria's capability and reputation as a world-class producer across identified industries through targeted measures increases trade diversification. Trade diversification helps to manage volatility and provides more resilient growth. Diversifying the Victorian industries that succeed as exporters further builds business growth and capability within Victoria, positioning these exporters as leading firms on a global stage.

### Actions

153	Establish Victoria as a global leader in healthcare provision to help grow the healthcare industry
154	Increase private investment in agriculture to support sector growth and innovation
155	Improve the integration and reliability of supply chains in Victoria to help business thrive
156	Improve traceability to build Victoria's reputation for genuine and safe food products
157	Create a bio/med tech specific arm within Global Victoria to improve international market access

**Priority action** - Actions highlighted orange indicates a priority action

\* **Contentious action** - Actions marked with an asterisk indicates an action that is not supported by all stakeholders

## Foster international connections

Relationships and international connections are a powerful business tool, especially in an international context. Fostering international connections through programs that take business to market and take advantage of Victoria's internationally connected community opens doors to new opportunities. Being an internationally connected state means that a broader range of ideas and expertise are shared, Victoria's reputation expands and businesses establish new suppliers and customers to support growth.

### Actions

158	Deliver structured opportunities for Victorian businesses to connect with international markets
159	Tap into Victoria's international communities to facilitate trade and export opportunities





## PILLAR 9

# EXPERIENCE

The Experience pillar covers the events, festivals and activities that give Victoria its unique cultural vibrancy. It stretches across the visitor, night-time and creative economies to cover hospitality, tourism, music, theatre, art, film, sport and other sectors. It includes everything from grassroots, community activities to professional, internationally recognised major events.

Victoria has a rich offering of cultural, sporting and tourism experiences across the entire state. Art, culture and sport are embedded in the fabric of Victorian life. Victoria has a strong reputation for experiences, but more can be done to unlock the full potential of local, interstate and international audience participation, engagement and visitation.

COVID-19 highlighted the irreplaceable value of communal experiences at our beloved venues from the National Gallery of Victoria to the Melbourne Cricket Ground in Melbourne's CBD and local facilities throughout Metropolitan and Regional Victoria. Our Victorian artists, creatives and sporting heroes are celebrated in the books, music, television, films, podcasts and digital games we consume at home. Our food and beverage scene showcases the best of Victorian produce and our

multicultural community from the laneways in Melbourne's CBD to the cellar doors in Regional Victoria. Our diverse natural environment offers something for everyone to enjoy from the coast to desert and river to rainforest.

We must protect, nurture and develop our strengths to ensure Victoria continues to offer unique, quality experiences. This will retain and build our reputation and maximise the cultural, social and economic benefits available from the experience economy.

Developing the experience economy requires ongoing and strategic investment to build the capacity and capability of the sectors within it. Increasing the accessibility of experiences is also critical to ensure all Victorians and all parts of Victoria can contribute to and participate in a rewarding cultural and social life.

## Foster a world-leading experience economy

Victoria is internationally renowned for quality cultural, sporting and tourism events and experiences. This status cannot be taken for granted. Continual effort is required to develop Victoria's experience economy through supporting innovation, strategically planning infrastructure and funding, celebrating and promoting our strengths and building the capability of individual sectors. This will elevate our offering to a world-class standard and retain and maintain Victoria's reputation. As a result, locals and visitors will be able to experience the very best.

### Actions

160	Make it easy to operate businesses or events to encourage innovation and entrepreneurship across the experience economy
161	Develop a detailed 10-year experience economy strategy to leverage Victoria's strengths and reputation for great experiences
162	Develop a long-term infrastructure plan for Victoria's experience economy to ensure appropriate facilities are in place to support future growth
163	Centralise information to make it easier for Victorian residents and tourists to plan and undertake travel across Victoria
164	Build the organisational capability of service providers in the experience economy to improve service delivery and increase industry resilience
165	Enhance the development of Victorian First Peoples' products and experiences to elevate their prominence in the local experience economy offering
166	Support innovation in agritourism to provide fresh food-based experiences across Victoria

## Develop a diverse events calendar

Victoria has a substantial events calendar with major events such as the Australian Open Grand Slam and Melbourne International Comedy Festival setting the rhythm for the visitor and night-time economies. Continually evolving existing events, providing an attractive value proposition to secure new events and addressing gaps in our offering will encourage participation from a broader range of Victorians and interstate and international visitors. This will increase visitation and economic activity and contribute to social connection and cultural vibrancy.

### Actions

167	Empower Visit Victoria to aggressively build Victoria's major events calendar
168	Develop and promote a distinctive brand to celebrate Victoria's unique points of difference
169	Address gaps in Victoria's events calendar to create a strong annual offering across the state
170	Develop a business events plan to showcase local industry capability on a national and international stage
171	Embed technology into event delivery to improve the customer experience

**Priority action** - Actions highlighted orange indicates a priority action

\* **Contentious action** - Actions marked with an asterisk indicates an action that is not supported by all stakeholders



## Build Melbourne's reputation as a cultural and creative capital

Melbourne's status as a cultural and creative city is recognised through titles such as the UNESCO City of Literature and live music capital. Creativity is at the heart of what makes Melbourne unique and protecting the vibrancy of the arts, culture and creative scene is imperative. Retaining this reputation spills into other parts of the economy and society by supporting expenditure in hospitality, attracting visitation to Regional Victoria and promoting wellbeing, liveability and inclusivity.

### Actions

172	Advocate for arts and culture strategies at the national and local government levels to support the development of the broader creative ecosystem
173	Develop sector specific plans to ensure Melbourne maintains its status as a creative city
174	Embed the new NGV Contemporary into Melbourne's broader arts offering to increase cultural visitation

## Ensure events and experiences are accessible to all

Ensuring all Victorians have equal and safe access to a wide range of recreational sport, culture, creative and tourism activities and experiences is necessary to improve participation. Improving participation in low socio-economic, rural and regional areas and in cohorts of the community such as young people, culturally and linguistically diverse communities, or people with a disability creates a more inclusive and cohesive society. Such participation then drives increased social connection and helps combat isolation and loneliness.

### Actions

175	Support access to the experience economy for people living in Regional and Outer-Metropolitan Victoria to increase participation
176	Support equitable access to increase participation in the experience economy



## PILLAR 10

# CONNECTED

The Connected pillar focuses on the infrastructure required to connect Victorians across the state, country and globe. The connectivity of both Metropolitan and Regional Victoria is crucial for the State's success. Improving physical and non-physical connectivity within the State increases standards of living, unlocks productivity and increases opportunity for all Victorians.

Connection to society and access to opportunity are the basis of many positive social and economic outcomes. Technology and digital tools are modern vehicles for social connection and community cohesion, which improves individual and community wellbeing and increases productivity and economic growth. Ensuring the whole state has equal opportunity to benefit from technology is crucial for Victoria to be a fair society and meet the needs of all Victorians.

People who feel more connected to others have lower levels of anxiety and depression. They have higher self-esteem, greater empathy and are more trusting and cooperative. By creating social connection through community participation, community safety and security is enhanced and loneliness and isolation are reduced.

Connection is also related to the flow and ease of movement of people. When people can move around easily, including via efficient public transportation and transport systems, they are provided with greater independence and access to employment, community resources, medical care and recreational opportunities. Ease of movement creates a healthier population and reduces barriers to participation in society, reduces unproductive time spent in transit and reduces inequality.

The efficient flow of goods through reliable delivery and freight movement is essential to economic growth. Ensuring that freight movement is efficient and meets the needs of industry and business will not only reduce delays and congestion, but future-proof supply chains and make them more environmentally sustainable.



## Reduce the digital divide

The digital divide places a brake on productivity and economic mobility in today's world. The internet and mobile technology are no longer nice-to-haves, but necessities for Victorians to fully participate economically and socially. The inability to access digital services can now be a barrier to education, information and employment. Closing the gap on access to technology results in reduced inequality and higher education, which lifts living standards and wellbeing.

### Actions

177	Improve digital access, affordability and literacy to support economic and social participation for all Victorians
178	Improve digital connectivity in Regional Victoria to make Victoria the most connected state

## Increase public mobility across Victoria

The ease with which people can move is key to access employment, education, social connection and health services. A fit and well Victorian population has low barriers to movement and can get to where they need to. If education and employment are only accessible by private vehicle, economic mobility and opportunities are hindered. Public mobility in Metropolitan and Regional Victoria unlocks the sharing of skills and innovation and improvement of wellbeing.

### Actions

179	Improve the accessibility and affordability of public transport to increase connectedness and fairness*
180	Increase train services across Victoria to meet user demand
181	Improve Victoria's bus network to make it more user oriented
182	Reduce traffic congestion to ease mobility across Victoria

## Improve the planning and delivery of essential services

Essential services are the backbone of communities and the State and are the foundation that all other services are built on. They include roads and buildings, medical and emergency services and more. These services have legal, strategic, technological and administration aspects. If services are planned and delivered to the highest possible standard, with planning conducted across domains rather than in isolation and with a forward focus, all other services and outcomes improve.

### Actions

183	Improve essential service delivery for new developments and suburbs to facilitate improved construction times
184	Ensure the <i>Planning and Environment Act 1997 (Vic)</i> is fit-for-purpose and responsive to change to encourage development and support economic growth
185	Invest in the digitisation of essential services to improve service delivery
186	Expand the Thriving Communities Partnership to support access to essential services for vulnerable Victorians

**Priority action** - Actions highlighted orange indicates a priority action

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## Improve transport and freight connections

Infrastructure that facilitates the movement of goods is crucial for Victorians doing business and accessing essentials like food and technology. Improving transport and freight connections requires assessing the needs of their users. Future-proofing infrastructure by modernising stock and adopting green transportation methods will create long-term efficiencies that safeguard the reliable and sustainable movement of goods around Victoria. Doing this means goods can arrive at a destination quicker with less handling and lower costs.

### Actions

187	Improve freight connections to support Victorian business and trade
188	Create green corridors to improve and modernise logistics services
189	Build Victoria's airport connections to support travel and import/export to and from Victoria





# Priority actions

The 189 actions listed across the 10 pillars are not just recommendations to government. We all play a part in implementing these actions, whether it be in a lead or supporting role. There is a lot to do but we do not have to do it all at once. We must choose which actions are most worthy of our time and resources and where to focus our effort.

We identified 28 of the 189 actions included in the Playbook as priority actions because of the impact they will have to achieve the vision and unlock the potential of Victoria. These actions were highlighted orange in the Pillars section.

The priority list represents a mix of actions; some actions are considered well overdue, such as tax and regulatory reform, other actions focus on accelerating progress in areas such as commercialisation, sustainability and

wellbeing, and several actions are new such as the youth guarantee to ensure all young people are set up for success.

These 28 actions cut across all 10 pillars and many are interrelated. For instance, increasing workforce participation has benefits across society and the economy but also goes hand in hand with skills development. Concerted, simultaneous action in these areas will have a strong, collective impact and help accelerate progress toward our shared vision.

## PRIORITY ACTIONS

1	Reform the tax system to ensure Victoria is a globally competitive and efficient place to do business*
2	Establish a government concierge to provide one point for organisations and individuals to interact with the Victorian Government
3	Drive more efficient and effective government spending to better leverage taxpayer funds
4	Build a culture of paid internships in Victorian businesses to help students become job-ready
5	Embrace a culture of lifelong learning to encourage continual skills development*
6	Reduce the costs associated with gaining a tertiary education to increase accessibility to education and training
7	Drive collaboration between education and training institutions, government, industry, employers and communities to better match courses with skills needs
8	Support Victorian businesses and not-for-profit organisations to decarbonise their operations and value chains to accelerate progress towards net zero
9	Commit to zero waste to landfill by 2035 to support the transition to a circular economy
10	Stop the decline of biodiversity to support a healthy natural environment
11	Reform State Budget processes to support the wellbeing of every Victorian and drive a wellbeing agenda
12	Realign Victoria's mental health system and funding to support the wellbeing of all Victorians
13	Commit to a youth guarantee to ensure youth unemployment is prioritised by the government
14	Expand early childcare and education support to address the workforce participation gap between men and women
15	Increase the diversity of Victorian leaders to ensure decision making is representative of the community
16	Embed youth perspectives in decision making to future proof decisions with a longer-term lens
17	Rethink engagement to move away from consultation and toward Aboriginal and Torres Strait Islander-led processes to support self-determination
18	Ensure all Victorians have access to secure, quality housing to support participation in the economy and society
19	Base Victoria's overall development plan around 20-minute neighbourhoods to promote local living
20	Establish a Victorian Commercialisation Fund to catalyse early-stage investment in a broad range of industry sectors
21	Strengthen links between research institutions and industry to solve industry-identified problems
22	Improve coordination of Victorian Government support to elevate entrepreneurship in the economy
23	Create a compelling 'Victoria - The Global State' brand to rebuild, retain and promote Victoria's reputation in international markets
24	Increase export support for Victorian small and medium enterprises (SMEs) to grow Victoria's exports in goods and services
25	Make it easy to operate businesses or events to encourage innovation and entrepreneurship across the experience economy
26	Develop a detailed 10-year experience economy strategy to leverage Victoria's strengths and reputation for great experiences
27	Improve digital access, affordability and literacy to support economic and social participation by all Victorians
28	Improve the accessibility and affordability of public transport to increase connectedness and fairness*

**Priority action** - Actions highlighted orange indicates a priority action

\* **Contentious action** - Actions marked with an asterisk indicates an action that is not supported by all stakeholders





# Plays

We purposely chose to call this document a Playbook as it is different to other kinds of reports or strategies. Rather than a concrete plan, the Playbook guides how we move toward our vision of Victoria in 2050. The Playbook has identified a raft of actions that could be implemented; how these actions are implemented is just as important as which actions are implemented.

In developing the Playbook, it became clear just how much activity is already underway by government, industry, education institutions and the not-for-profit and community sectors to make Victoria the best place to live, learn, work and operate a business. This is both encouraging and disheartening.

It is encouraging because there is already a strong consensus about what needs to be done and lots of great work happening. The Victorian Government is using its levers in policy, regulation and funding to propel our State towards prosperity. Industry and businesses are leading the way on many critical areas such as sustainability. Education institutions are evolving in response to student needs. The not-for-profit and community sectors are working tirelessly to ensure no one is left behind. However, greater collaboration and coordination is required to make strategic choices about where to invest our resources and effort to achieve better outcomes.

The Victoria Summit 2021 process highlighted the need for deep and respectful listening, meaningful collaboration, knowledge sharing and diverse perspectives to truly be effective in how we deliver outcomes for Victoria and Victorians. The five Plays aim to encapsulate this approach and keep it front and centre as we move forward and turn the ideas in the Playbook into action.

By putting the Plays into practice and aligning our effort, we will continue the spirit of the Summit process by working together to tackle the challenges and seize the opportunities facing Victoria now and into the future. Embracing collaboration as inherent to how we do things is key to turning our vision of Victoria into a reality by 2050.

## ▶ FIVE PLAYS

1

**Consider** how your activity aligns to a pillar and pathway and embeds the overarching considerations outlined in the Playbook. Seek and contemplate diverse points of view and expertise to determine the best path forward.

2

**Collaborate** with stakeholders across government, education, public and private sectors to combine know-how and share the cost, responsibility and risk. Learn from each other by sharing best practice and outcomes.

3

**Co-design** with community to ensure a clear understanding of the problem and targeted solutions. Engage with impacted individuals and communities early to support meaningful engagement and participation in the process.

4

**Leverage** the incredible amount of existing research, funding and program activity to build on and enhance, rather than duplicate, progress toward the vision. Consider how existing activity could be better coordinated to reduce complexity, confusion and duplication and maximise outcomes.

5

**Look long-term** by thinking past election and budget cycles to ensure today's decisions create a legacy for Victoria over the next 10, 20 and 30 years. Involve young people in decision making to help future-proof decisions and share responsibility and rewards across generations.





Victoria has a strong foundation on which the Playbook can build. Many of the actions focus on streamlining, accelerating or scaling existing regulation, policy, funding and programs.

By working together and adopting these Plays we can be more than the sum of our parts, have a greater impact and improve our economic and societal trajectory. In this way, we unlock the potential of Victoria and all Victorians and ensure our State is the best place to live, learn, work and operate a business for current and future generations.

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Thank you to everyone that contributed to the Summit process and the development of the Playbook.

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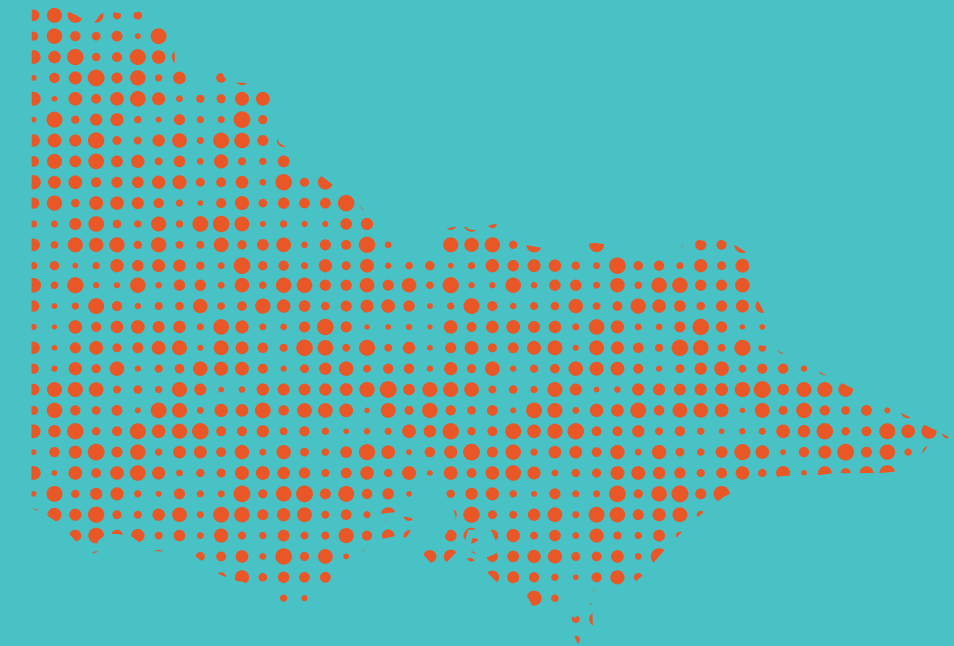
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