



VICTORIAN VISITOR ECONOMY STRATEGY ACTION PLAN 2016–2020

MAY 2017



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May 2017

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CONTEXT AND OVERVIEW

The Victorian Visitor Economy Strategy, released by the Victorian Government on 26 July 2016, sets the overall direction and framework to grow Victoria's visitor economy over the next ten years. It sets a goal of increasing visitor spending to \$36.5 billion by 2024-25 and identifies the following nine priorities to achieve:

- more private sector investment;
- build on the potential of regional and rural Victoria;
- improved branding and marketing;
- maximise the benefits of events;
- improved experiences for visitors from Asia;
- better tourism infrastructure;
- improved access into and around Victoria;
- a skilled and capable sector; and
- more effective coordination.

This Action Plan has been developed to outline the key actions required to implement the Strategy over the short to medium term. It includes 1 year actions and 4 year actions.

The document sets out existing financial and policy commitments identified in the Visitor Economy Strategy. Implementation of these actions is largely the responsibility of the Victorian Government and will be monitored by the Visitor Economy Ministerial Advisory Committee. This document will provide the basis for the Visitor Economy Ministerial Advisory Committee to provide advice to the Minister for Tourism and Major Events on priorities and opportunities for growing the visitor economy going forward. The Plan focuses on collaboration and communication between key stakeholders. Accordingly, it has been developed in consultation with various State Government portfolios, Regional Tourism Boards and other stakeholders.

The ultimate goal of the Strategy and this action plan is that Victoria has a diverse range of outstanding experiences that attracts more visitors and drives jobs and investment across the state (for more information on key outcomes, refer to the Implementation and Evaluation section of this action plan).





Victorian Government Strategies

The actions included in this plan are aligned with Victorian Government policies and strategies related to the visitor economy, being implemented across a range of Government portfolios. These include:

- Victoria's Visitor Economy Strategy
- Victoria's *Regional Statement*
- *Creative State: Victoria's First Creative Industries Strategy 2016–2020*, a \$115 million investment to grow Victoria's creative and cultural economy.
- International Education Sector Strategy, allocated \$31 million in the 2016–17 State Budget over four years for its implementation.
- Victoria's new China Strategy, Partnerships for Prosperity
- Regional Network Development Plan
- *Active Transport Victoria*
- *Food and Fibre Sector Strategy*
- *Victorian State Disability Plan 2017–2020*
- *Jobs for Victoria*

Each of these strategies includes actions directly relevant to supporting and growing the visitor economy in Victoria. Individual actions from these strategies are referenced in the Priorities and Medium Term actions section of this action plan.

State Budget

This action plan reflects the Victorian Government's priorities related to the visitor economy, as reflected in State Budget commitments. In particular, the 2016–17 Victorian State Budget makes the following commitments directly relevant to the visitor economy:

- The Regional Tourism Infrastructure Fund will provide \$101 million to support regional tourism infrastructure initiatives and boost jobs, including a \$42.8 million allocation to the Phillip Island Nature Parks Penguin Parade redevelopment project.
- The Government will invest \$38 million over 2 years in Visit Victoria for international, interstate and intrastate campaigns highlighting Melbourne and regional Victoria.
- A \$20 million Regional Events Fund will support a strong calendar of events to attract visitors to the regions.
- \$9 million for the Business Events Fund.

The 2016–17 Victorian State Budget makes the following commitments also relevant to the visitor economy:

- \$7 million to further establish Bendigo as a regional cultural hub.
- \$7 million for the upgrade of the Geelong Performing Arts Centre (in addition to \$30 million in the 2015–16 Budget).
- \$10 million for a gallery in Shepparton.
- \$10 million for a creative hub in the Latrobe Valley.
- \$8 million to implement stages 1 and 2 of the Budj Bim master plan and progress World Heritage Listing (including \$4 million from the Regional Jobs and Infrastructure Fund).
- \$31.5 million for the development of a sports precinct in Ballarat, including the upgrade of Eureka Stadium to host AFL games.
- \$20 million for Parks Victoria for the management of forests, parks and public land.
- \$70 million (in the 2015–16 budget) for the redevelopment of Simonds Stadium in Geelong.
- \$13.4 million (in the 2015–16 Budget) for the upgrade of the Palais theatre in St Kilda.

Organisational context

There is a range of State government departments and agencies which play a key role in supporting and growing the visitor economy.

Within the Department of Economic Development, Jobs, Transport & Resources (DEDJTR), Regional Development Victoria, the Transport Group, International Education sector branch, Trade Victoria, Invest Victoria and Creative Victoria have significant roles to play. Within DEDJTR, a dedicated Tourism, Events and Visitor Economy Branch has been established which is responsible for strengthening the profile of tourism and events across government and influencing strategic reforms and economic outcomes of the sector. Key portfolio entities include Visit Victoria, the Australian Grand Prix Corporation; the Emerald Tourist Railway Board (Puffing Billy); Fed Square Pty Ltd (Federation Square); and the Melbourne Convention and Exhibition Trust.

Other departments and agencies with responsibilities impacting on the visitor economy include the Department of Environment, Land, Water and Planning, Parks Victoria, Sport and Recreation Victoria, Heritage Victoria and Aboriginal Victoria.

Collaboration with Industry

There is a range of key industry players in the visitor economy sector, including, but not limited to: Regional Tourism Boards, Destination Melbourne, Victoria Tourism Industry Council, Tourism and Transport Forum and Visit Victoria. Local governments also play an important role in the visitor economy, and provide a key funding stream into the delivery of RTB Business Plans. All these entities are undertaking a range of activities to grow the visitor economy in Victoria which complement the Victorian Visitor Economy Strategy.

Operational since 1 July 2016, Visit Victoria is the Victorian Government's destination marketing and events procurement company, bringing together Tourism Victoria's marketing functions, the Victorian Major Events Company and the Melbourne Convention Bureau. Visit Victoria is responsible for tourism marketing and event attraction. It is therefore a key partner in implementing actions within the Visitor Economy Strategy, including international, interstate and intrastate marketing, and major, regional and business events. Visit Victoria is also responsible for the continued implementation of the Wander Victoria campaign, launched in February 2016.

The Victoria Tourism Industry Council (VTIC), a member of the Victorian Chamber of Commerce and Industry, is a peak tourism association and plays a key role in providing advocacy and business advice for its members.

VTIC partners with the Victorian Government to deliver the RACV Victorian Tourism Awards, the Australian Tourism Accreditation Program (Victoria) and the accredited Visitor Information Centre Program. VTIC also engages with industry to increase industry participation in programs such as the Victorian Tourism Awards and Australian Tourism Accreditation Program (ATAP).

Industry has developed and is now delivering a range of training and business facilitation programs, designed to educate business on Chinese consumer behaviours and preferences, and develop business networks and ties. Proponents of such programs include Destination Melbourne (Check into China) and the Victorian Chamber of Commerce and Industry (Victoria-Jiangsu Business Placement Program, and Free Trade Support Programs and Workshops).



Business Events Victoria (BEV) also plays an important role in growing the visitor economy. BEV delivers the Regional Business Events Program (funded by the Victorian Government) which aims to facilitate and attract business events to the regions.

Regional Tourism Boards are independent entities and peak tourism organisations for each region. RTBs set the strategic direction for their region and act as a link between industry and State and local governments.

RTBs are undertaking numerous activities which complement the Victorian Visitor Economy Strategy, including strategic planning for the region, marketing on a regional basis, and supporting industry development and product development.

RTBs are responsible for developing Destination Management Plans, which identify regional tourism investment priorities for the region and which are a key tool for regional tourism development. The Strategy identifies the need to collaborate with RTBs to improve the quality and consistency of Destination Management Plans over the short to medium term, including the identification of projects of State and regional significance. RTBs will play a lead role in the delivery of this action.

RTBs are playing a key role in the delivery of Victoria's Regional Statement through the provision of advice on the development of a pipeline of iconic regional tourism investment opportunities to ensure alignment with key regional and state priorities. RTBs will continue to be closely involved in the process, as stated in the Strategy.

RTBs also assist in the development of State marketing campaigns. The strategy identifies the need to collaborate closely with RTBs in the development of a marketing plan designed to get more Victorians, including Victoria's multicultural communities, to holiday in regional and rural Victoria.

Collaboration between key industry stakeholders as well as across Government is crucial in implementing the Action Plan and achieving the goals set out in the Victorian Visitor Economy Strategy. Working together to successfully implement the Visitor Economy Strategy and associated Action Plan cannot be understated.

There is a range of activities that will occur in the next 12 months to four years that will require engagement and collaboration with all visitor economy stakeholders. These include, but are not limited to: regional marketing campaigns targeting intrastate visitors; the development of regional event strategies and business event strategies; and the identification of infrastructure priorities.

In order to implement the Action Plan, all parties must commit to regular engagement, close consultation and ongoing collaboration.

Government will work with industry to identify opportunities for further government and industry partnerships and collaboration.



Risk

If the Victorian Government is to achieve the targets set out in the Victorian Visitor Economy Strategy, it is vital that we continue to monitor the environment for external shocks, including broader economic conditions in Australia and in our core visitor markets, as well as a range of other factors which have the potential to affect the visitor economy such as crises and climate change. It will be vital to adequately monitor and respond rapidly to any external shocks in order to minimise their impact on the visitor economy.

The Victorian Government and the Visitor Economy Ministerial Advisory Committee will review the action plan annually to ensure its delivery remains on track.

Abbreviations and Definitions

VV	Visit Victoria
DEDJTR	Department of Economic Development, Jobs, Transport and Resources
TEVE	Tourism, Events and Visitor Economy Branch, Sector Development, DEDJTR
IE	International Education Branch, Creative and Visitor Economies, DEDJTR
PTV	Public Transport Victoria
HV	Heritage Victoria
RDV	Regional Development Victoria
PV	Parks Victoria
DELWP	Department of Environment, Land Water and Planning
IV	Infrastructure Victoria
AV	Aboriginal Victoria
SRV	Sport and Recreation Victoria
CV	Creative Victoria
DET	Department of Education and Training
RTBs	Regional Tourism Boards
I&EP	Investment and Economic Projects Branch, DEDJTR
VTIC	Victoria Tourism Industry Council
TTF	Tourism and Transport Forum Australia

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PRIORITIES AND MEDIUM TERM ACTIONS

The tables following identify visitor related activities being undertaken by the Victorian Government over the next three to four years, categorised by the nine priorities identified in the Victorian Visitor Economy Strategy. It is important to note that there are linkages between those nine priorities and many individual actions are relevant to more than one priority.

Broad outcomes have been identified in the following tables for each visitor economy related action being undertaken by Government. More specific Key Performance Indicators have, or will be, developed by lead agencies as actions are further developed and these will be reported on in the review process.



Priority: More Private Sector Investment

The goal of this priority is to deliver, by 2025, significant private sector investment in visitor attractions and accommodation, particularly in regional Victoria. The following actions will begin to deliver on this desired outcome over the short to medium term.

Priority: More Private Sector Investment				
Long term action identified in the Victorian Visitor Economy Strategy	Actions for the next 12 months	Actions for the next 3–4 years	Lead	Output
In partnership with Regional Tourism Boards, identify and actively facilitate 10 iconic regional tourism products. A \$1.8 million package has been announced to help develop plans and business cases for these and other significant tourism products across the State.	In partnership with Regional Tourism Boards, RDV and Local Government Associations, identify a pipeline of tourism investment opportunities, including the most iconic and most significant regional tourism projects. Ensure alignment of projects with key regional and state priorities.	Actively facilitate the development of projects identified in the pipeline of the most significant regional tourism projects. State Government to continue to discuss investment pipeline options with Regional Tourism Boards and LGAs, to identify regional priorities.	RDV Support TEVE, CV, PV	Pipeline developed and development commenced. Value and number of investments facilitated.
	In conjunction with the above, deliver the \$1.8 million grant program to help the industry develop plans and business cases for significant regional tourism projects.	Continue delivery of the grant program for the life of the program.	RDV Support TEVE, CV, PV	Funding delivered and business cases developed.
	In conjunction with the above, actively support and facilitate the development of regional tourism projects, through the delivery of the \$101 million Regional Tourism Infrastructure Fund and the Regional Jobs and Infrastructure Fund.	Continue to deliver funding for the life of these programs (noting the majority of funding is already committed). Government investment can be used to leverage private sector investment. Funding in tourism assets, for example through the Shipwreck Coast Master Plan and Phillip Island Nature Parks, will create conditions to encourage private sector investment.	RDV Support CV, PV	Regional tourism projects funded.

Priority: More Private Sector Investment

Long term action identified in the Victorian Visitor Economy Strategy	Actions for the next 12 months	Actions for the next 3–4 years	Lead	Output
	<p>Manage contracts from Round 1 of the Tourism Demand Driver Infrastructure Program.</p> <p>Implement the second round of the Tourism Demand Driver Infrastructure Program.</p>	<p>Manage grants awarded under the Tourism Demand Driver Infrastructure Program.</p>	TEVE	Funding allocated to visitor economy projects.
	<p>A major study into establishing Melbourne as a world renowned cultural tourism destination, based on having the right mix of cultural infrastructure, organisations programming and investment.</p>	<p>Roll-out of initiatives identified by the study.</p>	CV	Study delivered.
	<p>The Victorian Government will invest \$1 million in developing plans for the Geelong Convention Centre.</p>		RDV, Geelong Authority	Business case delivered.
<p>Assign clear responsibility and leadership within government for progressing new investment projects of state and regional significance.</p>	<p>Through the Tourism, Events and Visitor Economy Partnership Agreement, assign clear responsibility for progressing new investment projects, including RDV for regional projects, Investment and Economic Projects branch (DEDJTR) for metropolitan projects, and Sport and Recreation Victoria for sports projects.</p>	<p>Regular consultation between relevant areas of government to share intelligence and to ensure consistency of approach.</p>	TEVE, RDV, I&EP, SRV	Relevant Departments and Branches identified.

Priority: More Private Sector Investment

Long term action identified in the Victorian Visitor Economy Strategy	Actions for the next 12 months	Actions for the next 3–4 years	Lead	Output
Fast track approvals for visitor economy projects of state significance through the use of the Project Development and Construction Management Act 1994, where appropriate.	The Act facilitates certain development projects in Victoria and provides for the setting of standards and issuing of directions in relation to public construction and will be used on a case by case basis.		I&EP	Projects facilitated.
In partnership with Parks Victoria, land managers and other key stakeholders, prioritise Government investment in infrastructure and amenities for key public tourist attractions.	Consider investment in infrastructure and amenities for key public tourist attractions as part of the identification of a pipeline of tourism investment opportunities, including the 10 most significant regional tourism projects.		PV, DELWP Support, TEVE, RDV	Infrastructure at key tourist attractions prioritised.
	Continue to support and facilitate Stage 2 of the Grampian Peak Trail project (allocated an additional \$19 million through the Regional Jobs and Infrastructure Fund).	Continue to support the development of the Grampians Peaks Trail project. The first stage of the trail is complete, with the remaining sections to be planned and built up until 2019.	RDV Support PV, DELWP	Stage 2 completed and open to visitors.
	RDV to establish a project governance group to support the upgrade of the Phillip Island Nature Parks Penguin Parade Visitor centre, allocated \$48.2 million in funding through the \$101 million Regional Tourism Infrastructure Fund.	Complete the Phillip Island Penguin Parade Redevelopment Project.	RDV	Upgrade of facility commenced.
	Promotion of the extensive rail trails network throughout regional Victoria, many of which have been funded by RDV.		RDV Support Transport, VV	Promotional activities undertaken.

Priority: More Private Sector Investment

Long term action identified in the Victorian Visitor Economy Strategy	Actions for the next 12 months	Actions for the next 3–4 years	Lead	Output
	<p>Parks Victoria will identify the visitor experience and commercial opportunities for available major visitor sites and develop prospectus to take to market. Major lease opportunities identified and planning commenced to prepare EOIs.</p>	<p>Rolling program of EOIs implemented.</p>	<p>PV</p>	<p>Successful EOI and lease implementation.</p>
	<p>Parks Victoria will continue to work with DELWP to identify reduction of red tape and reforms to grow the Licensed Tour Operator sector.</p> <p>Parks Victoria will engage with DELWP and Treasury and Finance to identify reforms, red tape reduction and improve systems and processes.</p>		<p>PV, DELWP</p>	<p>Consideration of reforms.</p>
<p>Ensure a refreshed Plan Melbourne identifies new visitor economy opportunities across Greater Melbourne.</p>	<p>TEVE to work with the Planning Division, DELWP, to monitor the implementation of tourism related actions in Plan Melbourne.</p>		<p>TEVE Support DELWP, CV</p>	<p>Tourism, including cultural attractions, is included in refreshed Plan Melbourne.</p>

Priority: Build on the potential of regional and rural Victoria

The goal of this priority is to ensure regional and rural Victoria have a more diverse product offering and attract more visitors who are staying longer by 2025. The following actions will begin to deliver on this desired outcome over the short to medium term.

Priority: Build on the potential of regional and rural Victoria				
Long term actions identified in the Victorian Visitor Economy Strategy	Actions for next 12 months	Actions for the next 3–4 years	Lead	Output
Allocating \$101 million for a new Regional Tourism Infrastructure Fund. Under the fund, \$48.2 million had been allocated for the redevelopment of the Phillip Island Nature Parks infrastructure.	Refer to actions under 'More Private Sector Investment' section.		RDV Support TEVE	Regional tourism projects funded.
Allocating an additional \$20 million over four years for a new Regional Events Fund.	Work with Regional Tourism Boards to identify priority events for each region that are aligned with strategic priorities.	Ongoing delivery of the fund and the development of an electronic regional events calendar.	VV Support TEVE, RDV, CV	Number of events funded.
Allocating \$70 million to the redevelopment of Simonds Stadium.	Support and facilitate the redevelopment of Simonds Stadium in Geelong for the life of the project. The Victorian Government established the Kardinia Park Stadium Trust to oversee the stadium and surrounding parklands, and attract more world class events to the city.	Ongoing delivery and completion of the project.	SRV Support RDV	Completed.
Allocating \$37 million to the Geelong Performing Arts Centre.	Support the upgrade of the Geelong Performing Arts Centre, allocated \$30 million in the 2015-16 Victorian Budget and a further \$7 million in the 2016-17 Victorian Budget.	Ongoing delivery of the project.	CV, RDV, Major Projects Victoria	Completed.

Priority: Build on the potential of regional and rural Victoria

Long term actions identified in the Victorian Visitor Economy Strategy	Actions for next 12 months	Actions for the next 3–4 years	Lead	Output
Allocating \$31.5 million for the sports precinct in Ballarat which includes the upgrade of Eureka Stadium to host AFL games, supported by a five year partnership with the Western Bulldogs to play at least two premiership games at the stadium each year.	Support and facilitate the development of the sports precinct in Ballarat, including: <ul style="list-style-type: none"> • Eureka Stadium • Ballarat Sports and Events Centre • Ballarat Showground Upgrade • CE Brown Reserve Upgrade 	Ongoing delivery of the project.	SRV Support RDV	Eureka Stadium completed in 2017. Other facilities will be completed at a later date.
	Develop an Integrated Transport Assessment for the entire Ballarat precinct.			Transport
Allocating \$8 million for the Budj Bim Cultural Landscape to support its progress towards a UNESCO World Heritage listing.	Continue to actively support the Budj Bim World Heritage project, through allocating \$8 million to implement stages 1 and 2 of the master plan and support Budj Bim's progress towards a UNESCO World Heritage Listing.	Ongoing delivery of the project.	AV, RDV Support PV	Completed.
Allocating \$9.8 million for Stage one of the Shipwreck Coast Master Plan.	Commence delivery of Stage One of the Shipwreck Coast Master Plan, with the allocation of \$9.8 million from the Regional Tourism Infrastructure Fund, in collaboration with the Great Ocean Road Regional Tourism Board.	Continue to implement the Shipwreck Coast Master Plan	RDV Support PV, DELWP, TEVE, I&EP)	Implementation commenced and ongoing.

Priority: Build on the potential of regional and rural Victoria

Long term actions identified in the Victorian Visitor Economy Strategy	Actions for next 12 months	Actions for the next 3–4 years	Lead	Output
Collaborate with Regional Tourism Boards (RTBs) to improve the quality and consistency of Destination Management Plans including the identification of projects of state and regional significance.	Continue to hold discussions with Regional Tourism Boards regarding the development, implementation and review of Destination Management Plans, to ensure a consistent approach to destination management planning to ensure benchmarking The development of best practice resources guiding the review and development of Destination Management Plans for industry and government.	Continue to actively support the development and implementation of Destination Management Plans throughout Victoria's regions.	RDV, VV Support TEVE, PV	DMPs developed, reviewed and implemented.
Develop a marketing program in collaboration with RTBs designed to get more Victorians to holiday in regional and rural Victoria, including Victoria's multicultural community.	Continue the implementation of the Wander Victoria campaign in collaboration with RTBs to encourage more Victorians to visit regional Victoria. Refer to actions under 'Improved branding and marketing section.	Support the development of Victorian regional self-tour resources including digital applications.	VV Support RDV, PV	Continued implementation.
Collaborate with RTBs, local government and industry to improve the online user experience for people planning to visit regional Victoria.	Visit Victoria will continue to support the RTBs digital strategies through chairing digital round tables, sitting on RTB digital advisory, strategy and tender selection committees.	Visit Victoria to provide ongoing support. Visit Victoria and TEVE will continue to support RTBs provide training through the provision of speakers and the sharing of knowledge and advice.	VV Support TEVE	Continued support.
Provide targeted support to smaller regional events that have the capacity to attract interstate visitors, including possible seed development of events.	Support smaller regional events which have the potential to drive regional tourism, through the allocation of the Regional Events Fund. Refer to actions under 'Maximise the benefits of events' section.		VV	Funds allocated.

Priority: Build on the potential of regional and rural Victoria

Long term actions identified in the Victorian Visitor Economy Strategy	Actions for next 12 months	Actions for the next 3–4 years	Lead	Output
	SRV to continue to deliver the Significant Sporting Events Program, to help sporting, community and event organisers deliver significant sporting events in Victoria.		SRV	Continued delivery of program.
Support the development of community owned Aboriginal tourism businesses that leverage local land and cultural assets.	Identify and provide product development and marketing advice to private and community owned businesses. Integrate priority status and planning projects opportunities for Aboriginal community visitor economy projects into the assessment processes of related state funding programs.		RDV, VV, AV Support TEVE, CV	Advice provided.
		Continue to develop and grow the industry capabilities of Aboriginal tourism. Continue to profile Victoria's Aboriginal experiences in priority international markets.	VV Support PV	Continued implementation.
Promote opportunities for international students to choose to live and study in regional Victoria.	Identify opportunities to support the coordination of international students, especially from countries with visitor economy connections.	Grow educational tourism to attract more edu-tourists and increase visitation from friends and relatives (International Education Sector Strategy).	IE, TEVE, VV	Increase in edu-tourism.

Priority: Build on the potential of regional and rural Victoria				
Long term actions identified in the Victorian Visitor Economy Strategy	Actions for next 12 months	Actions for the next 3–4 years	Lead	Output
	Continue the Victorian International Education Ministerial Advisory Roundtable, adding to current membership with new representation from the schools and tourism sectors (International Education Sector Strategy).	Tourism matters related to international education considered by Victorian International Education Ministerial Advisory Roundtable.	IE, TEVE	Tourism issues considered by round table.
Additional actions not directly referenced in the Strategy				
	Food and wine tourism will continue to play an integral role in Visit Victoria's marketing activity, nationally and internationally. Visit Victoria will continue to be involved in the development and implementation of the Victorian Government Wine Strategy, which is being co-developed by Agriculture Victoria with industry and DEDJTR partners.	Visit Victoria to be involved in the implementation of the Wine Strategy.	Agriculture Victoria Support VV, RDV	Wine Strategy developed.
	Continue to support the inclusion of Victorian winery experiences in the Ultimate Wineries Experience Australia as part of the Best of Australia promotion. Regional Development Victoria and Visit Victoria will continue to have an important role in the \$1 million Wine Growth Fund, which aims to increase wine tourism and cellar door sales.		VV, RDV	Victorian winery experiences promoted.

Priority: Build on the potential of regional and rural Victoria

Long term actions identified in the Victorian Visitor Economy Strategy	Actions for next 12 months	Actions for the next 3–4 years	Lead	Output
	Support growth in food and wine tourism, and collective marketing. This includes supporting targeted food and wine tourism initiatives as part of a greater focus on increasing tourist visitation to regional Victoria, such as; the establishment of the Wine Industry Ministerial Advisory Council; the development of a Wine Strategy and wine growth fund (Food and Fibre Sector Strategy).	Support businesses to explore ways of collaborating to help capture the advantages of economies of scale; and work with industry partners to identifying ways to better promote Victorian food and fibre products in the domestic market (Food and Fibre Sector Strategy)	DEDJTR (Food and Fibre sector branch)	Support provided to food and wine tourism sector.
	Identify a location for and establish a Regional Centre for Culture.	First Regional Centre for Culture program in Goldfields region in 2018.	CV	A regional Centre for Culture program delivered in 2018.
	Further support the development of Bendigo as an arts and design hub for regional Victoria.	Establish a creative industries co-working space. Develop programming that celebrates Bendigo's multicultural communities. Develop unique cultural offerings that build the Bendigo brand.	CV	Increased creative industries employment opportunities in Bendigo and surrounds. Increased cultural tourism offerings.

Priority: Build on the potential of regional and rural Victoria

Long term actions identified in the Victorian Visitor Economy Strategy	Actions for next 12 months	Actions for the next 3–4 years	Lead	Output
	Development of a new major performing arts centre and creative industries training facility in Traralgon		CV, RDV	New facilities developed and activated.
	Visit Victoria includes a General Manager, Regional, role to work directly with the regions.	The General Manager, Regional, Visit Victoria continue to work with the regions to grow tourism and examine opportunities.	VV Support PV	Regular meetings scheduled/ attended.
	<p>Parks Victoria will identify and implement a rolling park planning program including management, master, precinct and visitor experience plans to identify and determine the visitor activation, infrastructure investment and protection of cultural and conservation values for major public parks.</p> <p>Plans will be open for consultation including, but not limited, to Falls to Hotham Alpine Crossing Master Plan, Albert Park Master Plan, Point Nepean Master Plan, Greater Alpine national parks Management Plan, River Red Gums Management Plan, Canadian State Park plan.</p> <p>Visitor experience plans for Mount Buffalo, Lake Eildon</p>	Finalisation of plans that define the visitor experience and investment required identified.	PV	Plans are developed and community is engaged and investment is secured.

Priority: Build on the potential of regional and rural Victoria

Long term actions identified in the Victorian Visitor Economy Strategy	Actions for next 12 months	Actions for the next 3–4 years	Lead	Output
	<p>Parks Victoria continues to develop and implement the Walk Victoria's Icons program which includes Great Ocean Walk, Grampians Peaks Trail, Falls to Hotham Alpine Crossing and Coastal Wilderness Walk.</p> <p>Overarching portfolio planning is undertaken and implementation strategy developed to progress the Walk Victoria's Icons as a brand and the individual walks.</p>	Continued implementation of WVIs.	PV Support RDV	Victoria has four world class long distance walking trails.
	<p>DELWP and Parks Victoria will seek to develop state-wide recreational strategies that will drive regional visitation and investment priorities in the sectors of mountain biking, hiking, camping, fishing and 4x4 driving.</p> <p>In the first 12 months, planning areas determined and support resources determined.</p>	Commence implementation of state wide recreational strategies.	PV, DELWP	Increased nature based tourism.
	<p>Parks Victoria and DELWP will focus on improving service delivery and identify delivery models for interpretation and education services to improve the visitor experience in parks. This will be done in collaboration with LTOs and schools.</p> <p>In the first 12 months, Parks Victoria Interpretation and Education Strategy developed.</p>	Commence implementation of the Parks Victoria Interpretation and Education Strategy.	PV, DELWP Support DEJTR, DET	Increased nature based tourism.

Priority: Build on the potential of regional and rural Victoria

Long term actions identified in the Victorian Visitor Economy Strategy	Actions for next 12 months	Actions for the next 3–4 years	Lead	Output
	<p>Parks Victoria will seek to partner with operators, Regional Tourism Boards and stakeholders to grow and promote nature-based tourism in regional Victoria.</p> <p>Parks Victoria will develop a promotional plan and calendar of activity that will promote national parks, nature-based visitor experiences, licensed tour operators, recreational themes, and park products/destinations.</p>	Continued activities roll out.	PV	Nature-based tourism promoted.

Priority: Improved branding and marketing

The goal of this priority is to deliver by 2025, a clear and consistent strategy that influences people’s choice of travel destinations and to establish an understanding and ownership by industry and Government about how Brand Victoria is used and communicated to target markets. The following actions will begin to deliver on this desired outcome over the short to medium term.

Priority: Improved branding and marketing				
Long term actions identified in the Victorian Visitor Economy Strategy	Actions for next 12 months	Actions for the next 3–4 years	Lead	Output
<p>Visit Victoria will play a critical role in developing equity in the new Victorian brand and in driving promotion of the State as a leading visitor and events destination. It will develop its own strategic approach under the umbrella of this Strategy.</p>	<p>In its first year of operation, Visit Victoria will develop a Marketing, Events and Business Events Attraction Strategy, which will include the allocation of \$38 million for international, interstate and intrastate marketing, \$20 million from the Regional Events Fund and \$9 million from the Business Events Fund, as well as other funding. This process will examine opportunities for increasing regional dispersal and expenditure of non-leisure visitors.</p> <p>Visit Victoria will continue to implement the Wander Victoria marketing campaign in collaboration with RTBs targeting intrastate travellers. The first phase of Wander Victoria was implemented from 28 February to 31 July 2016. The campaign performed well against objectives and benchmarks and has garnered support from Regional Tourism Boards and the wider Victorian tourism industry. The films effectively reached and resonated with the target audience and positively impacted consumer attitudes and perceptions of regional Victoria. Early indicators also suggest that Wander Victoria is influencing conversion outcomes.</p>	<p>Implement the marketing, events and business events attraction strategy and deliver marketing activities associated with the \$38 million allocation in the 2016-17 State Budget.</p>	<p>VV</p>	<p>Strategy developed and implementation commenced.</p>

Priority: Improved branding and marketing

Long term actions identified in the Victorian Visitor Economy Strategy	Actions for next 12 months	Actions for the next 3–4 years	Lead	Output
	<p>Victoria will continue to work closely with Tourism Australia to ensure Victoria’s offerings are featured in marketing campaigns, such as the Aquatic and Coastal global marketing campaign and the ongoing Restaurant Australia campaign.</p> <p>Melbourne was host city for the World’s 50 Best Restaurant Awards in 2017. Tourism Australia and Visit Victoria worked in partnership with the World’s 50 Best team to create a program.</p>	<p>Victoria will continue to work with Tourism Australia to ensure Victoria is represented in marketing campaigns.</p>	TEVE	Continued collaboration and Victoria featured in Tourism Australia campaigns.
<p>Work with industry to transition to the new Victoria brand, and identify opportunities for industry to participate in its implementation.</p>	<p>Visit Victoria will liaise with DPC and continue to implement the newVictoria branding.</p> <p>Visit Victoria will continue to work directly with RTBs as key strategic partners. Opportunities for industry participation would largely come through Visit Victoria’s marketing programs and campaigns.</p>	<p>Continue to examine further opportunities for industry participation in the new branding for tourism related activities.</p>	VV Support PV, TEVE	New branding fully implemented.

Priority: Improved branding and marketing

Long term actions identified in the Victorian Visitor Economy Strategy	Actions for next 12 months	Actions for the next 3–4 years	Lead	Output
Issue, and the Ministerial Advisory Committee to oversee progress against, a Statement of Expectations for all major government and funded private entities to work in collaboration to maximise stay, spend and regional dispersal for leisure and non-leisure visitors.	Review the Statement of Expectations for all major government and funded private entities, including Melbourne Convention and Exhibition Trust, Federation Square, Emerald Tourist Railway, Grand Prix Corporation on a periodic basis. A Statement of Expectations is an agreement between the Victorian Government and the relevant entity, which sets out expectations and arrangements for the performance of their functions and is generally commercial in confidence.	Review the Statement of Expectations for Visit Victoria and other entities periodically.	TEVE	Statement of Expectations issued and agreed to.
As part of its broader responsibilities, task Visit Victoria with a formal responsibility to collaborate to increase regional dispersal and expenditure of non-leisure visitors.	Clearly define Visit Victoria's role in increasing regional dispersal of non-leisure visitors through the Statement of Expectations for Visit Victoria.		VV, TEVE	Visit Victoria's business plan includes objectives to increase regional visitation and non-leisure visitors.
	TEVE to continue to liaise with broader government on key supply side issues which influence regional dispersal and expenditure of non-leisure visitors such as accommodation, attractions/ experiences, transport and industry development.		TEVE	Continued consultation.

Priority: Maximise the benefits of events

The goal of this priority is to deliver by 2025, a program of events in Melbourne and regional Victoria, that covers sporting, business, artistic and cultural activities throughout the year, and to ensure communities are maximising the flow on benefits from these events. The following actions will begin to deliver on this desired outcome over the short to medium term.

Priority: Maximise the benefits of events				
Long term actions identified in the Victorian Visitor Economy Strategy	Actions for next 12 months	Actions for the next 3–4 years	Lead	Output
Attract more large scale business events to Victoria including considering allowing applications to the Major Events Fund.		Consider initiatives to further expand the calendar of major events in Victoria, through the longer term operation of Visit Victoria.	VV Support TEVE, CV	More business events hosted in Melbourne attracting more business event visitors.
	The Victorian Government will continue to attract and market business events to Victoria, with the allocation of \$9 million from the Business Events Fund.	Continue to attract business events to Victoria through the allocation of the Business Events Fund.	TEVE Support VV	More business events hosted in Victoria attracting more business event visitors.
Ensure whole-of-Government collaboration to expand initiatives such as 'Winter Masterpieces' to generate visitation during non-peak months.	Victoria's cultural institutions continue to deliver blockbuster exhibitions, such as Melbourne Winter Masterpieces and other blockbuster shows such as 'Andy Warhol-Ai Wei Wei'.	NGV deliver Masterworks from MoMA exhibition as part of the Melbourne Winter Masterpieces series in 2018.	CV Support VV	More visitors attending events.
	Develop tourism and marketing strategy to maximise interstate visitation to the Regional Centre for Culture area throughout 2018.			

Priority: Maximise the benefits of events				
Long term actions identified in the Victorian Visitor Economy Strategy	Actions for next 12 months	Actions for the next 3–4 years	Lead	Output
Continue to support and develop existing events, including signature events in regional Victoria.	Expand the calendar of events in regional Victoria, with the allocation of \$20 million from the Regional Events Fund. Continue to promote regional Victoria events.	Continue to support and promote regional events.	VV Support TEVE, RDV, CV, PV	Number of regional events increased.
Create and promote a program of 'home-grown' events throughout the State, which can be managed to counter seasonality challenges.	Consider options for the creation and promotion of home grown events which align with Victoria's brand and sector strengths through the delivery of Regional Events Fund.	Continued delivery of home-grown events.	VV Support TEVE, RDV, CV	Number of attendees.
	Building Melbourne International Games Week (MIGW) into the pre-eminent digital games event in the region.	Deliver annually.	CV	Delivered annually.
	Facilitate new International platform events; large-scale cultural events that will attract international visitors. In 2017 Asia Topa – a four month program of the best performing arts from across the region will be presented by Arts Centre Melbourne.	In 2018 the NGV triennial of art and design will present an inaugural showcase of Australian and international artists and designers.	CV	New events delivered.

Priority: Maximise the benefits of events				
Long term actions identified in the Victorian Visitor Economy Strategy	Actions for next 12 months	Actions for the next 3–4 years	Lead	Output
	SRV to continue to implement the Significant Sporting Events Program, to help sporting, community and event organisers to deliver significant sporting events in Victoria. The program provides one-off Event Support grants of up to \$50,000 to support operational requirements for events and Event Initiative Fund grants of up to \$300,000 to support existing or new events seeking enhancements to boost the profile and legacy of the event.		SRV	Events delivered.
	Attract and support key food and fibre industry events in Victoria, including working with stakeholders to attract key international industry events to Victoria and working with partners to explore options to establish new or amplify existing events (Food and Fibre Sector Strategy).		DEDJTR (Food and Fibre sector team), VV	
Regularly evaluate event benefits to ensure an appropriate return on investment.	Review mechanisms and framework to evaluate events and return on investment already established as part of ongoing operations.		TEVE, VV	Mechanisms reviewed.
Visit Victoria will play a critical role in developing equity in the new Victorian brand and in driving promotion of the State as a leading visitor and events destination. It will develop its own strategic approach under the umbrella of this Strategy.		Implement the marketing, events and business events attraction strategy and deliver marketing activities associated with the \$38 million allocation in the 2016-17 State Budget.	VV	Strategy developed and implementation commenced

Priority: Improved experiences for visitors from Asia

The goal of this priority is to deliver by 2025, growing numbers of visitors from the high growth markets of China, India and Indonesia and other Asian countries, and our products and experiences meet the needs and expectations of these markets. The following actions will begin to deliver on this desired outcome over the short to medium term.

Priority: Improved experiences for visitors from Asia				
Long term actions identified in the Victorian Visitor Economy Strategy	Actions for next 12 months	Actions for the next 3–4 years	Lead	Output
Support development of more Asia-ready products and experiences.	Continue to work with the tourism industry to develop new tourism initiatives for Chinese visitors that align with Victoria’s strengths. Continue to support the development of tailored transport, accommodation and Chinese food options at key tourist locations. Continue to work with the tourism industry and the Commonwealth Government to improve the quality of tourism services provided in Victoria.	Continue to support the development and market-entry of appropriate products for the Chinese market, particularly in regional Victoria.	VV	Asia ready products developed.
	Continue to run an annual International Mentoring Program, to give tourism businesses that are successful in the domestic market the skills and knowledge to enter international markets, including Asia. Visit Victoria to work one on one with tourism businesses that are seeking to attract visitors from Asian markets, on the suitability of their products; potential target markets; and how to deliver the most appropriate and enjoyable experience. Continued over page...		VV	Assistance provided.

Priority: Improved experiences for visitors from Asia

Long term actions identified in the Victorian Visitor Economy Strategy	Actions for next 12 months	Actions for the next 3–4 years	Lead	Output
	Visit Victoria to work with the Australian Tourism Export Council (ATEC) to develop and deliver internationally ready training programs around Victoria. ATEC's programs include cultural awareness training for visitors from China, India and a range of other markets.			
Work in partnership with industry and the Commonwealth to ensure products keep pace with changing consumer expectations, in particular the growing Asian market.	Educate the Victorian tourism industry about the unique preferences of Chinese visitors, especially stakeholders in regional Victoria. Identify and promote the products that are able to meet the needs of the market. Continue to support industry to refresh priority tourist attractions.	Continue to facilitate the redevelopment of priority tourist attractions	Trade Victoria Support I&EP, VV	Education provided to industry.
Promote Victoria as a place to invest and visit to key markets through the Government's trade mission program.	Continue to deliver Trade Mission Programs, involving the visitor economy sector.	Attract investment, including into the Government's infrastructure pipeline, to support Victoria's continued economic growth (Victoria's China Strategy: Partnerships for Prosperity)	Trade Victoria, VV	Number of trade missions held.
		Support successful business and cultural engagement with China (Victoria's China Strategy: Partnerships for Prosperity)	Trade Victoria, CV, VV	Business engagement with China.

Priority: Improved experiences for visitors from Asia

Long term actions identified in the Victorian Visitor Economy Strategy	Actions for next 12 months	Actions for the next 3–4 years	Lead	Output
		Target trade activity according to Victoria's competitive advantages and identified market opportunities in China (Victoria's China Strategy: Partnerships for Prosperity)	Trade Victoria, VV	Overnight expenditure by Chinese visitors to Victoria to increase to over \$3.4 billion by 2026.
Promote programs that improve cultural awareness and language services for businesses that meet the requirements of visitors from Asia.	Work with the Commonwealth Government to undertake Chinese cultural awareness and language skills training as part of the Tourism Excellence Program.	Increase regional dispersal of Chinese language speakers and graduates through training placements at key tourist attractions in regional Victoria. Work with other Victorian Government agencies to promote the study of Chinese languages in the education system, especially in senior years and at tertiary level.	VV, TEVE, PV, DET	
Work with major universities and the international education student community to encourage visitation within Victoria.	Visit Victoria, the TEVE Branch and the international Education Sector Branch to work together to develop Asia-focused education products (i.e. Short stay education experiences) and pilot projects.	Grow educational tourism to attract more edu-tourists and increase visitation from friends and relatives (International Education Sector Strategy).	IE, TEVE, VV Support DET	Continued collaboration.
	Continue the Victorian International Education Ministerial Advisory Roundtable, adding to current membership with new representation from the schools and tourism sectors (International Education Sector Strategy)		IE Support TEVE	Tourism sector included on roundtable.

Priority: Improved experiences for visitors from Asia

Long term actions identified in the Victorian Visitor Economy Strategy	Actions for next 12 months	Actions for the next 3–4 years	Lead	Output
Promote the State’s visitor attractions to Victoria’s multicultural communities.	Refer to actions under “Improved branding and marketing’ section.		VV	
	Facilitate collaborative international cultural events and exchanges, under five year Cultural Partnerships agreement signed between Victoria and China in 2015.	Agree events and exchanges for each year of the agreement.	CV	Events facilitated.

Priority: Better tourism infrastructure

The goal of this priority is to deliver, by 2025, significant improvements in tourism infrastructure at key attractions which deliver a better visitor experience. The following actions will begin to deliver on this desired outcome over the short to medium term.

Priority: Better tourism infrastructure				
Long term actions identified in the Victorian Visitor Economy Strategy	Actions for next 12 months	Actions for the next 3–4 years	Lead	Output
Provide strategic investment in Victoria's cultural and sporting infrastructure.	Continue to support existing commitments to upgrade/develop the Geelong Performing Arts Centre, Palais Theatre, Shepparton Art Museum, Simonds Stadium in Geelong and sports precinct in Ballarat. (refer to 'Build on the potential of regional and rural Victoria' section).		All	Completed.
	Deliver the \$101 million Regional Tourism Infrastructure Fund (Refer to actions under 'More Private Sector Investment' section)		RDV	Projects funded.
	Continue to implement the Living Heritage Program, allocated \$30 million over 4 years in the 2016-17 Victorian Budget, to conserve and activate at risk State-listed places and objects. This includes \$22.2 million for major building grants for iconic heritage places with complex conservation needs and \$7 million for heritage grants to community and publicly accessible heritage places and objects. A competitive grants program commenced on 8 August 2016.	Continue to implement the Living Heritage Program for the life of the program.	HV	Continued implementation of the program.

Priority: Better tourism infrastructure				
Long term actions identified in the Victorian Visitor Economy Strategy	Actions for next 12 months	Actions for the next 3–4 years	Lead	Output
<p>Prioritise government investment in infrastructure at key visitor attractions such as the Great Ocean Road and the Penguin Parade at Phillip Island Nature Park.</p>	<p>Commence implementation of Stage 1 of the Shipwreck Coast Master Plan and the Phillip Island Nature Parks Penguin Parade Visitor Centre upgrade. (refer to “more Private Sector Investment section”).</p>		<p>RDV, PV, DELWP, TEVE</p>	<p>Implemented.</p>
	<p>Parks Victoria will deliver \$20m of infrastructure works as a 2016-17 Budget commitment.</p> <p>Planning commenced for prioritising works associated with \$20m budget allocation.</p>	<p>Priority infrastructure works undertaken.</p>	<p>PV</p>	<p>Priority infrastructure works undertaken.</p>
		<p>Support the expansion of the Melbourne Convention and Exhibition Centre, allocated \$205 million in the 2015-16 Budget.</p>	<p>I&EP</p>	<p>Expansion commenced.</p>
	<p>Support the development of a business case for the Geelong Convention Centre.</p>		<p>RDV</p>	<p>Business case developed.</p>
	<p>Coordinate the development of a master plan for Puffing Billy Tourist railway and lead the development of the proposed Puffing Billy Tourist Railway Act.</p>	<p>Implementation of the master plan.</p>	<p>TEVE Support I&EP</p>	<p>Master plan developed.</p>

Priority: Better tourism infrastructure				
Long term actions identified in the Victorian Visitor Economy Strategy	Actions for next 12 months	Actions for the next 3–4 years	Lead	Output
Improve public access, facilities and amenities, parking and mobile phone and internet coverage at key visitor attractions.	Continue to implement the \$51 million program to fix mobile blackspots in regional Victoria, including along regional rail lines. 109 new mobile towers from Round 1 Mobile Black Spot Program to be constructed. 32 sites announced as successful in receiving Commonwealth funding for Round 2.	The Government will continue to look for opportunities to further increase and capitalise on regional mobile coverage.	Tele-communications branch, DEDJTR	141 new mobile towers committed to date.
Invest in outdoor recreation infrastructure that increases visitation and length of stay in regional and rural areas and also benefits locals.	Consider outdoor recreation infrastructure projects as part of the development of a pipeline of tourism investment opportunities (refer to “more private sector investment section”).		SRV, PV Support TEVE, RDV, DELWP	Outdoor recreation infrastructure projects considered.

Priority: Improved access into and around Victoria

The goal of this priority is to deliver, by 2025, convenient air access to Melbourne and regional Victoria for visitor from key international markets with more direct international flights, and visitors within the state have a range of options to safely and easily access destinations. The following actions will begin to deliver on this desired outcome over the short to medium term.

Priority: Improved access into and around Victoria				
Long term actions identified in the Victorian Visitor Economy Strategy	Actions for next 12 months	Actions for the next 3–4 years	Lead	Output
Increase air service connections and maintain curfew-free status for Melbourne airport and Avalon Airport.		The Victorian Government will continue to work with Melbourne Airport and Avalon Airport to attract international airlines and improve air connections with Victoria's tourism, education, business and trade markets.	I&EP	Attract more airlines to Victoria.
Work with Melbourne Airport to support the implementation of its 20 year Master Plan.	Join the steering committee that is charged with managing key stakeholders that includes the airport. Work with partners to help facilitate growth at the airport in line with forecasts.	The Victorian Government will work closely with the airport to identify issues that may impede Victoria's competitive advantage. With continued growth over the coming years there needs to be a concerted effort to allow this growth to be realised.	I&EP	Sustainable growth in capacity at Melbourne airport and Avalon Airport.
Support further development at Avalon Airport to position it as Victoria's second international airport.		The Victorian Government will continue to work with Avalon Airport and Jetstar to implement the ten year agreement with Jetstar, signed on 27 April 2015, that secures flight operations for the next ten years at Avalon Airport. As part of the agreement Jetstar, will increase the number of flights from five to seven per day and fly to two new destinations.	I&EP Support RDV	Greater number of visitors travelling through Avalon Airport.

Priority: Improved access into and around Victoria

Long term actions identified in the Victorian Visitor Economy Strategy	Actions for next 12 months	Actions for the next 3–4 years	Lead	Output
Ensure visitor needs are reflected in long term private and public transport network planning, including access between international Airports and the CBD.	A 12 month trial of all night public transport on weekends (with a 2016/17 budget allocation of \$50 million to commence trial) commenced on 1 January 2016. A range of data will be collected and analysed during the trial, including patronage, network performance and public and business feedback to allow the Government to make an informed decision about the future of the service.	Ensure visitor needs are reflected in public transport planning, including projects such as the Melbourne Metro Rail (allocated up to \$11 billion in the 2016-17 State Budget)	Transport for Victoria Support TEVE	Public transport meets visitors' needs.
		TEVE, VV and Transport Division work to provide integrated public transport information for tourist and visitor to regional Victoria (the Regional Network Development Plan)	Transport for Victoria Support TEVE	Public transport meets visitors' needs.
		Investigate increasing train frequencies on long distance routes to support tourism, especially on weekends (the Regional Network Development Plan) Add extra services on long distance routes (the Regional Network Development Plan)	Transport for Victoria Support TEVE	Public transport meets visitors' needs.
		Run a trial of bicycles on bus services in the High Country and Grampians tourism areas, and on urban buses in Bendigo (the Regional Network Development Plan). Review trial outcomes and roll out to other tourism areas (the Regional Network Development Plan)	Transport for Victoria Support TEVE, VV	Public transport meets visitors' needs.

Priority: Improved access into and around Victoria

Long term actions identified in the Victorian Visitor Economy Strategy	Actions for next 12 months	Actions for the next 3–4 years	Lead	Output
		Investigate options for providing dedicated services for special events in regional Victoria to support tourism (the Regional Network Development Plan).	Transport for Victoria Support RDV, VV	Public transport meets visitors' needs.
		Streamline transport access and egress from Melbourne's Station Pier precinct, especially relating to the growing and global cruise ship industry. Develop a master plan for the precinct to address any land-side infrastructure requirements and road network issues to improve the transport interchange area (Beaconsfield Parade, Bay Street, light rail tram services).	TEVE Port of Melbourne	Public transport meets visitors' needs.
		Introduction of reforms to the commercial passenger industry, to enable more ride sharing and taxi services.	Transport for Victoria	Reforms introduced.
Prioritise road access, safety and adequate signage at key visitor attractions, particularly in regional and rural areas.	TEVE to continue to work with Transport Division, VicRoads and RTBs to ensure adequate visitor signage including refreshing the State's suite of gateway signs.	TEVE to continue to work with Transport for Victoria to ensure adequate signage.	TEVE, Transport for Victoria Support TEVE	Continued collaboration on signage.
	Create a Visiting Drivers Safety project with Victoria Police and the TAC.		TEVE Support Victoria Police, TAC	Project commenced.

Priority: Improved access into and around Victoria

Long term actions identified in the Victorian Visitor Economy Strategy	Actions for next 12 months	Actions for the next 3–4 years	Lead	Output
		Visit Victoria to continue to promote Victorian road trips and itineraries on consumer websites.	VV	Road trips/ itineraries promoted.
Work with Infrastructure Victoria to ensure the visitor economy is reflected in the medium to long term prioritisation of infrastructure projects for the State.	Ensure the visitor economy is reflected in the medium to long term prioritisation of infrastructure projects for the State through Government strategic documents, for example, Plan Melbourne Refresh, and through Victorian Government's response to Infrastructure Victoria's pipeline of strategic projects.	TEVE and RDV to work with Infrastructure Victoria to implement tourism related actions in its 30 year infrastructure strategy for Victoria.	TEVE Support IV, RDV	Tourism referenced in the Strategy.
Work with the Commonwealth Government and airports to improve the visitor experience on arrival and departure.	Delivery through continued engagement through Australian Standing Committee on Tourism, Tourism Minister's Meeting and the Tourist Visa Advisory Group.		TEVE with the Common- wealth Govern- ment	Continued engagement.

Priority: A skilled and capable sector

The goal of this priority is to deliver, by 2025, better training opportunities and career pathways for workers and businesses have the skills and capabilities they need to succeed in a more globally competitive environment. The following actions will begin to deliver on this desired outcome over the short to medium term.

Priority: A skilled and capable sector				
Long term actions identified in the Victorian Visitor Economy Strategy	Actions for next 12 months	Actions for the next 3–4 years	Lead	Output
Work with industry bodies and training providers to ensure courses meet the specialised training needs of tourism business operators.	TEVE to work with Department of Education and Training to ensure input to TAFE training priorities, with a focus on regional Victoria.	TEVE to continue to provide high priority training providers e.g. TAFEs and higher education, guidance on industry training priorities.	TEVE Support DET	Input provided.
	Work with industry, TAFEs and training providers to provide scope and support for innovation of the training system to respond to changing employment and workforce skill requirements, including within the tourism industry.	From 2017, the Victorian Government will implement a new TAFE and Training system that aligns quality training with current and future jobs. TAFEs will play a distinct role in the new TAFE and Training system, partnering with the Government to support priority growth areas, including the development of the visitor economy.	DET	Support provided.
	Tourism courses are considered for inclusion on the Victorian Funded Course List (as appropriate and based on advice from the Victorian Skills Commissioner) enabling eligible tourism workers to access <i>Skills First</i> . <i>Skills First</i> is a new training and TAFE system effective from 1 January 2017. Tourism interests will be considered as part of the Services Industry Advisory Group to the Victorian Skills Commissioner, appointed in 2016. Continued over page...	State Government to continue to work with training providers to deliver courses for the industry's needs.	DET	Tourism courses considered.

Priority: A skilled and capable sector				
Long term actions identified in the Victorian Visitor Economy Strategy	Actions for next 12 months	Actions for the next 3–4 years	Lead	Output
	<p>The Victorian Skills Commissioner, through the establishment of Regional Skills taskforces, will capture advice about skills and training requirements of Victoria's regions, including the tourism industry.</p> <p><i>Skills First</i> also includes a Workforce Training Innovation Fund to support partnerships between industry and training providers to deliver innovation in workforce training skills development and applied research through a grants process.</p> <p>The Victorian Government announced funding of \$5 million for William Angliss Institute from the Stronger TAFE Fund, part of Skills First. William Angliss Institute specialises in food, tourism and hospitality.</p>			
Continue to support training and advice that encourages digital excellence across the sector.	Visit Victoria will provide support where relevant in Regional Tourism Board led industry training and information seminars across Victoria.	Ongoing participation in RTB-led digital training programs.	VV	Participation in seminars.

Priority: A skilled and capable sector

Long term actions identified in the Victorian Visitor Economy Strategy

Actions for next 12 months

Actions for the next 3–4 years

Lead

Output

Work with industry to promote leadership within the sector, including professional development and networking opportunities.

TEVE and VV to work with the RTBs and VTIC to assist in growing skills and leadership in the workforce, potential workforce and businesses through the Tourism Excellence Program, Accreditation (with a focus on business planning), Tourism Awards (with a focus on business planning and sustainability) and Leadership Programs.

Work with RDV and Small Business Victoria to ensure greater tourism take up of their business skill development programs such as the Small Business Festival.

The TEVE Branch to continue to work with Mornington Peninsula and Phillip Island to continue to implement the Tourism Employment Plan, released in July 2014.

Assist RTBs and industry in the preparation, response and recovery in relation to crises such as significant bushfires and floods through tools such as workshops, business mentoring and strategic advice. The TEVE Branch to provide leadership on State-wide matters relating to the tourism impacts of crisis.

Explore alternative TEPs in other regions.

TEVE
Support
VV, PV

Continued collaboration.

Priority: A skilled and capable sector				
Long term actions identified in the Victorian Visitor Economy Strategy	Actions for next 12 months	Actions for the next 3–4 years	Lead	Output
	<p>Continue to grow accessible tourism through increasing tourism business awareness of the sector and encouraging greater promotion/information to people with a disability.</p> <p>Continued circulation of the Accessible Tourism Resource Kit, supported by workshops and strategic communications.</p> <p>Continue to work with Regional Tourism Boards and Destination Melbourne to promote accessible tourism to businesses across Victoria (State Disability Plan 2017-2020).</p>	<p>Review and enhance the Accessible Tourism Toolkit in 2017 (State Disability Plan 2017-2020).</p> <p>Undertake research into the needs and preferences of travellers with a disability (State Disability Plan 2017-2020).</p> <p>Target 500 businesses across the state to become more aware of accessibility and more than 100 to be compliant with universal design principles (State Disability Plan 2017-2020).</p> <p>Hosting workshops in each of Victoria's 12 tourism regions, including Melbourne, by 2020 (State Disability Plan 2017-2020).</p> <p>TEVE to work with local government and other government departments on initiatives to support accessible tourism.</p>	TEVE	
		<p>RDV to continue to develop the \$34 million Regional Skills and Training package to support local communities access relevant training (Victoria's Regional Statement). The regional Skills Fund can support the necessary skills and workforce development that will benefit regional tourism and the visitor economy.</p>	RDV	Package developed.
		<p>State Government to continue to work with key tertiary sector and training providers to deliver courses for industry needs.</p>	DET, TEVE	Continued collaboration.

Priority: A skilled and capable sector				
Long term actions identified in the Victorian Visitor Economy Strategy	Actions for next 12 months	Actions for the next 3–4 years	Lead	Output
Work with industry to promote the tourism industry to the potential workforce.	Work with the Commonwealth Government and the national tourism industry to identify appropriate methods to promote the industry to potential employees and students.		TEVE, VV	Continued collaboration.
Develop and grow the capabilities of Indigenous tourism businesses.	Visit Victoria to continue to work closely with Aboriginal tourism businesses to provide advice and support, including how to access business support programs conducted by Visit Victoria and other areas of government.	Introduce priority status and allow planning opportunities for Aboriginal community visitor economy projects into the assessment processes of related state funding programs.	VV, AV Support TEVE, RDV, PV	Continued assistance provided.
Engage with the Commonwealth Government and industry to improve access to sponsored skilled migration visas.	Delivery through continued engagement with the Tourist Visa Advisory Group and the broader department.		TEVE	Continued collaboration.

Priority: More effective coordination

The goal of this priority is to deliver, by 2025, an integrated approach to policy, marketing and investment with a shared understanding across industry and Government about Victoria's vision and priorities to grow the visitor economy. The following actions will begin to deliver on this desired outcome over the short to medium term.

Priority: More effective coordination				
Long term actions identified in the Victorian Visitor Economy Strategy	Actions for next 12 months	Actions for the next 3–4 years	Lead	Output
<p>Implementing institutional structures to deliver a better approach to growing the visitor economy:</p> <ul style="list-style-type: none"> • Creating Visit Victoria to ensure an integrated and agile approach to marketing and events procurement. • Establishing a dedicated function within the Department of Economic Development, Jobs, Transport and Resources to provide whole of government policy, coordination and oversight in relation to the visitor economy. This will ensure the visitor economy is a core part of the Government's efforts to attract investment, support skills and workforce development, and invest in infrastructure. • Strengthening the Government's focus on investment attraction and facilitation. 	<p>Executives of government areas aligned closely with the visitor economy to commence regular meetings to discuss common issues and activities, and share other intelligence.</p> <p>TEVE to continue to meet regularly with Regional Directors at RDV to discuss visitor economy activities and policy issues in regional Victoria.</p> <p>Commence regular forums for all DEDJTR (Economic Development, Employment and Innovation group) staff substantially involved in the Tourism, Events and Visitor Economy Sector.</p>		DEDJTR	Effective communication and collaboration between branches.

Priority: More effective coordination				
Long term actions identified in the Victorian Visitor Economy Strategy	Actions for next 12 months	Actions for the next 3–4 years	Lead	Output
Establishing a Visitor Economy Ministerial Advisory Committee, reporting to the Minister for Tourism and Major Events, to ensure a partnership approach with industry and across Government. The Committee will contribute to the overarching vision for the visitor economy, will oversee development of an action plan to implement this Strategy over the short and medium term, and will publicly report on progress in its delivery. The Committee will complement the work and insights of the Visit Victoria Board, which is directly responsible for marketing, events attraction and other functions of that body.	Visitor Economy Ministerial Advisory Committee has been established. The committee will continue to meet on a regular basis.		TEVE	Quarterly meetings held.
Strengthen RTBs by: <ul style="list-style-type: none"> Increasing autonomy to increase visitation and address supply side issues. Enabling formal involvement in determining how marketing funding is directed to regional Victoria, based on prospects to grow visitation and jobs. Implementing three to five year service level agreements that have annual performance reviews with clear performance measures that support the visitor economy. 	Continue to support Regional Tourism Boards develop Destination Management Plans to examine investment opportunities on a regional basis. Visit Victoria to formally consult with RTBs in developing tourism marketing strategies. Visit Victoria to implement three year funding agreements with RTBs that have annual performance reviews.	Provide ongoing support for, and regularly consult with, Regional Tourism Boards to grow and support regional tourism.	VV Support TEVE, PV, RDV	DMPs developed and implementation commenced.

Priority: More effective coordination				
Long term actions identified in the Victorian Visitor Economy Strategy	Actions for next 12 months	Actions for the next 3–4 years	Lead	Output
	The Regional Tourism Unit in Visit Victoria has been established to strengthen the partnership, enhance communication and ensure there is greater awareness of opportunities available to RTBs from VV, TEVE and other Victorian Government agencies.	Ongoing operation of the Regional Tourism Unit in Visit Victoria.	VV Support TEVE	Continued support.
	TEVE to continue to support the accredited Visitor Information Centre Program through Victoria Tourism Industry Council including supporting the i trademark and interstate licence agreements/standards. TEVE to continue to support RTBs and local government in strategic assessment of their visitor servicing needs.	TEVE continue to partner with VTIC.	TEVE	Continued support.
	RDV to continue to deliver the new Regional Partnerships governance model, which provides an opportunity for improved coordination, engagement and advocacy at a local, state and community level. Each partnership will play a strategic role in identifying and advocating directly into budget considerations for high priority visitor economy infrastructure and services in consultation with RTBs and local councils. These partnerships will provide an avenue for RTBs to connect more readily with government and the community.		RDV	Delivery.

Priority: More effective coordination				
Long term actions identified in the Victorian Visitor Economy Strategy	Actions for next 12 months	Actions for the next 3–4 years	Lead	Output
In Greater Melbourne, establish more formal relationships with relevant local governments and tourism industry associations.		TEVE to examine ways to establish more formal relationships with local governments and tourism industry associations within Greater Melbourne.	TEVE	establishment of a successful relationship.

03

IMPLEMENTATION AND EVALUATION

The Visitor Economy Ministerial Advisory Committee will oversee and report on the implementation of the Visitor Economy Strategy and action plan on an annual basis.



Key outcomes of this Strategy are:

- Victoria will have a diverse range of outstanding experiences that attracts more visitors and diverse jobs and investment across the State;
- Industry and governments are working together on clear strategies to increase the number of visitors, yield, dispersal and visitor satisfaction;
- Visitor expenditure will increase from \$23.1 billion in 2015 to \$36.5 billion by 2024-25;
- Visitor Gross state Products will increase from \$20.6 billion in 2015-16 to \$37.0 billion by 2024-25;
- Visitor Gross value Added will increase from \$17.9 billion in 2014-15 to \$32.5 billion by 2024-25; and
- Employment will increase from 206,000 jobs in 2014-15 to 320,000 jobs by 2024-25.

Other key outcomes of the strategy include increased dispersal, increased sporting, cultural and business events, attracting investment and building the labour and skills capabilities of the tourism sector.

These outcomes contribute to the DEDJTR Outcomes Framework, which links DEDJTR's activities with the benefits it is seeking to achieve for Victoria. In particular, the action plan aligns with Outcome E2 – Victoria is a desired location for visitors and global talent.

The following are short term outputs identified in the State Budget Papers for 2016-17, which are also applicable to delivery of the action plan:

- Major sporting and cultural events (>12 events).
- Number of domestic overnight visitors (21.8 million).
- Number of visitors: international (2.5 million).
- Visitor expenditure: domestic (\$17.0 billion).
- Visitor expenditure: international (\$6.5 billion)
- Visitor expenditure: regional Victoria (domestic) (\$8.1 billion).
- Visitor expenditure: regional Victoria (international) (\$450 million).



