

## **INQUIRY INTO STATE PLAN REPORTING**

**Organisation:** Department of Premier and Cabinet (Victoria)  
**Name:** Mr Terry Moran  
**Position:** Secretary  
**Date Received:** 8/1/2008

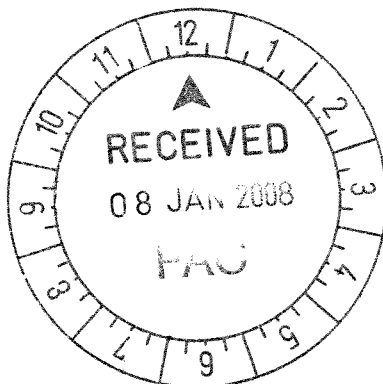
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# Department of Premier and Cabinet

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D07/114028

Our Ref: **20 DEC 2007**

**Mr Russell Keith  
Committee Manager  
Public Accounts Committee  
Parliament House  
Macquarie St  
SYDNEY NSW 2000**

**Dear Mr Keith**

## **SUBMISSION TO PUBLIC ACCOUNTS COMMITTEE INQUIRY INTO STATE PLAN REPORTING**

The Chair of the Public Accounts Committee, Mr Paul McLeay MP, wrote to me on 11 October 2007 inviting me to provide a submission to the Committee's inquiry into State Plan Reporting.

I am pleased to provide some observations regarding the development of Victoria's State Plan, *Growing Victoria Together* (see attachment). For any further information regarding *Growing Victoria Together*, including annual reports, members may care to follow the appropriate links on my Department's website at [www.dpc.vic.gov.au](http://www.dpc.vic.gov.au).

**Yours sincerely**

**TERRY MORAN  
Secretary**

(x 3 encl)



## **Attachment**

# ***Growing Victoria Together – Development and Use in Improving Government Performance***

## **The structure of *Growing Victoria Together* (GVT)**

*Growing Victoria Together: A Vision for Victoria to 2010 and Beyond* is a ten-year vision consisting of 10 goals and 36 detailed progress measures. Sitting beneath the progress measures are a comprehensive range of indicators for each measure – drawing on public and administrative data – which is used to report on each goal annually.

The 10 goals fall into 5 broad areas:

- Thriving economy
- Quality health and education
- Healthy environment
- Caring communities
- Vibrant democracy.

The goals and measures effectively provide a triple-bottom line view of what Victoria is seeking to achieve and an assessment of progress against this. The goals and measures were developed as a device to achieve focus within Departments and Agencies with the focus representing the Government's ambition for the period ahead.

## **Developing and refreshing *Growing Victoria Together***

The origins of GVT lie in 1999/2000, when the incoming Labor Government determined to create an overarching, unifying vision for Victoria.

In its 1999 Financial Statement, the Labor Party identified “four pillars” or guiding themes for Government. These comprised financial responsibility, revitalizing democracy, restoring services, and growing the whole state.

In order to build a broader consensus on the way forward, in March 2000 the Government convened a “*Growing Victoria Together*” Summit at Parliament House in Melbourne, chaired by Bob Hawke and bringing together over 100 people from business, employer organisations, unions, community groups and State and Local Governments.

The first version of GVT was released in November 2001, and a “refreshed” version was launched in March 2005.

The preparation of these frameworks followed similar processes, which comprised three stages.

### ***1. Internal discussion and research***

Both versions of GVT involved extensive consultation with and discussion among coordinating Ministers, Secretaries and other senior departmental officials. Cabinet Committees and Interdepartmental Committees played crucial roles in forging consensus on proposed goals and measures. All these discussions were supported by intensive departmental work on goals and progress measures. This stage brought together the aspirations of Ministers and the views of the community (through market research) with more traditional public policy work.

### ***2. Market research and stakeholder engagement***

For both versions of GVT, consultants provided important insights into the thinking of Victorians on specific issues, including on how Victorians would measure success.

Wider stakeholder engagement played an important role in framing the original GVT and, to a lesser degree, the refreshed version.

### ***3. Communications***

The purpose and content of GVT was highlighted via public launches, public engagement and communications across the public service.

## **Review of measures**

In 2005 the progress measures and data sets were reviewed. The process resulted in a mix of quantitative and qualitative measures which were linked to levers available to the State Government and capable of being used to show progress for particular places and groups. For some measures more ambitious targets were agreed in order to signal the priority of the Government.

## **Improving public sector performance**

GVT aims to actively drive improvements in public sector performance.

Key tools to bring about that alignment include the use of secretarial performance plans, integrated policy development, and use of GVT in setting the State Budget.

### **Secretarial performance plans**

Each GVT measure is owned by a Department or Departments, and Secretaries are now judged annually on how well they have focussed effort on the measures and engaged in joint planning with other Secretaries. In turn, this prompts Secretaries to ensure that GVT goals are appropriately reflected in Departmental business plans.

## **Policy development**

Alignment with GVT goals is an important element of Departmental business plans, forms the foundation of senior executive performance agreements, and is reflected in the development of major policy statements, especially those to be implemented across Departments.

## **Budget process**

Departments are required to explain how their budget proposals align with GVT. The Budget papers each year include an analysis demonstrating how each GVT measure is linked to Departmental initiatives, and their associated outputs.

## **Oversight of Government performance**

The Implementation Unit, located in the Department of Premier and Cabinet, coordinates annual public **progress reports** against GVT. These reports present data against each of the GVT measures, and include trend analyses and comment on factors associated with measurement in the current period. These reports have an increasingly important impact on business planning and resource allocation.

The Victorian Auditor General's Office has also adopted the GVT goal framework as the highest level of its evaluative framework when conducting performance audits of Government activities.

# A VISION FOR VICTORIA TO 2010 AND BEYOND



GROWING VICTORIA TOGETHER

## GROWING VICTORIA TOGETHER: THE STORY SO FAR

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In 2001, my Government outlined its vision for making Victoria a stronger, more caring and innovative State. *Growing Victoria Together* sets out our goals for the future, based on the priorities Victorians tell us are important to them.

Victoria now faces new challenges and opportunities. The refreshed edition of *Growing Victoria Together* reflects our changing environment and examines what matters to us as Victorians as we move towards 2010.

*Growing Victoria Together* looks at where Victoria is today and identifies some of the critical challenges ahead. Importantly, it provides clear measures and targets to help us focus on the issues that are central to people's lives.

To achieve our vision, we have worked closely with the community to develop ten goals that underpin what we want for Victoria. They balance social, economic and environmental considerations and will form the basis of our budget and policy decisions.

Our Government has already improved education, health, and transport and community services right across the State. We are also creating new jobs, supporting local industries and acting to protect our natural resources. *Growing Victoria Together* will enable us to build on the achievements and track our progress to 2010 and beyond.

We will continue to give Victorians a real say in their future, so that together we can make this State an ever better and fairer place to live.

The Government will use *Growing Victoria Together* as a framework for community discussion about how to achieve our vision and goals. I strongly encourage all Victorians to work together to make the vision a reality.



STEVE BRACKS MP  
Premier of Victoria



## A ROADMAP TO A BETTER FUTURE

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*Growing Victoria Together* is a ten-year vision that articulates what is important to Victorians and the priorities the Bracks Government has set to build a better society. It is based on careful discussion and consultation with many groups in the community.

As a result, the Government has identified ten shared goals that will be a focus for Government priority setting, including legislation and spending decisions over the next decade.

Each goal has concrete measures to illustrate how we are progressing.

The Government has released two progress reports on *Growing Victoria Together* since 2001. We will continue to report on our performance each year so we can chart our success in achieving our vision for Victoria up to 2010 and beyond.

Achieving this vision is not something that the Government can do by itself—we need the participation of all Victorians.

There are many things you can do in your local community to make Victoria a stronger, fairer and better place to live.

If you want to know how you can get more involved, look at the website

**[www.growingvictoria.vic.gov.au](http://www.growingvictoria.vic.gov.au)**

or write to the

**Premier of Victoria,  
GPO Box 4912VV  
Melbourne, Victoria 3002**

# 10 GOALS FOR VICTORIA'S FUTURE

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**The Victorian Government's vision is that by 2010 Victoria will have further strengthened its performance in the following ten areas:**

**Thriving economy**

1. More quality jobs and thriving, innovative industries across Victoria
2. Growing and linking all of Victoria

**Quality health and education**

3. High quality, accessible health and community services
4. High quality education and training for lifelong learning

**Healthy environment**

5. Protecting the environment for future generations
6. Efficient use of natural resources

**Caring communities**

7. Building friendly, confident and safe communities
8. A fairer society that reduces disadvantage and respects diversity

**Vibrant democracy**

9. Greater public participation and more accountable government
10. Sound financial management

# More quality jobs and thriving, innovative industries across Victoria

**Improved living standards and opportunities for all Victorians will be built on a thriving and adaptive industry base that creates rewarding jobs.**

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## Victoria today

Victoria has a strong economy and low unemployment. In the past five years we have achieved above-average growth in standards of living and employment. There is more diversity in the range and type of jobs available and a more highly skilled workforce.

Victoria's strong recent productivity growth has been a key driver of economic growth.

## Challenges ahead

Several of the external factors supporting Victoria's recent strong economic performance could become less favourable. Increasingly, our future living standards will depend on productivity growth and increased workforce participation. We also have the continuing challenge to ensure regional Victoria shares fully in the benefits of a strong economy.

Innovation and creativity are essential in a global economy where knowledge is the key to competitiveness. This applies to both our traditional industry strengths and to new industries. We also need to continue increasing the export orientation of Victorian businesses and minimising the cost of regulation for businesses.

As our population ages and our workforce grows more slowly, increased participation in the workforce is a key priority, especially amongst older workers and women. And, while unemployment is low, there is a significant amount of *underemployment*: people who are employed but would like to work more hours. Meeting these challenges will require, among other things, continuing business investment, improved export competitiveness and an increase in skill levels among both younger and older workers.

## Measuring progress

Economic growth is not an end in itself. It is important because it creates good jobs, which in turn enable us to improve our living standards and opportunities. We need to measure economic progress by focusing on the number and quality of jobs and the drivers of a modern and flexible economy: a productive workforce, business investment—particularly research and development—and exports.



- › There will be more and better jobs across Victoria
- › Victoria's productivity and competitiveness will increase
- › A greater share of national business investment will be in Victoria
- › Victoria will increase exports to \$30 billion by 2010

# Growing and linking all of Victoria

**Population growth underpins economic growth, sustains regional revitalisation, and further strengthens the diversity that is the heart of Victoria. Transport and communications infrastructure links people and businesses across Victoria—and links the regions to Melbourne and the world.**

## Victoria today

Victoria has just passed the population milestone of five million residents and this figure is growing at a healthy rate. Regional population growth has been particularly good in recent years, spurred by new business investment in regional Victoria. The fast rail services to major centres in regional Victoria, the Spencer Street station redevelopment and the re-opening of several country rail passenger lines are all strengthening the links between Melbourne and other parts of Victoria. Metropolitan Melbourne has excellent public transport infrastructure and considerable investments have been made to further improve it.

## Challenges ahead

Victoria's population strategy has identified a number of substantial challenges such as the ageing of the population, demographic change in regional areas, the decline in birth rates and the need to boost skilled migration. Rejuvenating roads and public transport across the State to improve accessibility and efficiency still requires major investment over time. Congestion on Melbourne's roads has real economic costs, and beyond the current major investment in the Mitcham Frankston project there is a need for ongoing development of urban roads and public transport around Melbourne—with a new focus on fast outer-city bus services linking suburban centres.

## Measuring progress

We need both medium and long term measures of progress in this area. Growth in Victoria's total population—including the regional population growth rate—is an important indicator of medium and long term progress. The efficiency and accessibility of our transport system for moving passengers and freight by rail between Melbourne and regional Victoria is critical for regional development. In Melbourne, increased public transport use will bring economic, environmental and social benefits and relieve congestion.



- > **Victoria's total population will reach 6 million people by 2025, and regional population growth will increase to 1.25 per cent annually by 2006**
- > **Regional rail services will be available to more Victorians**
- > **The proportion of freight transported to and from ports by rail will increase from 10 per cent to 30 per cent by 2010**
- > **Public transport use in Melbourne as a proportion of trips taken by motorised means will increase from 11 per cent in 2002 to 20 per cent by 2020**

# High quality, accessible health and community services

Health greatly influences our quality of life. High quality health and community services need to be available to all Victorians when they need them to preserve and restore good health.

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## Victoria today

Victorians enjoy excellent health by world standards, and have a long life expectancy. Victoria has an enviable reputation for the quality of its health services.

The Government has modernised health and aged care facilities, opened new hospitals and undertaken major redevelopments of existing hospitals. We have increased nurse numbers by over 5,000, and our public hospitals now treat 200,000 more patients each year. Hospital waiting times have improved for emergency and elective patients and the number of ambulance 'bypasses' has declined.

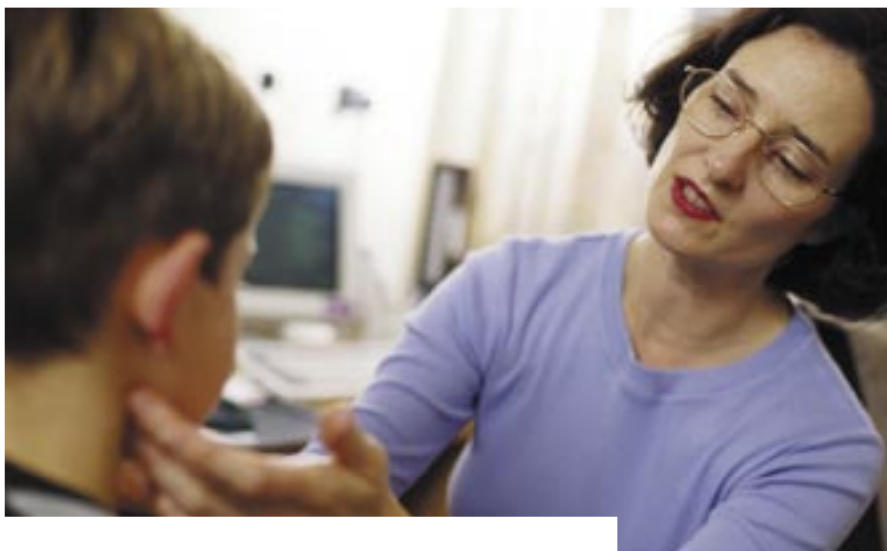
## Challenges ahead

Despite Victorians' long life expectancy, our quality of life is affected by ill health. Over the last fifty years, we have seen a shift in people's ill-health away from infectious diseases and towards lifestyle or behaviour-related illnesses. It is important that Victorians of all ages and abilities are assisted to stay healthy and active. Improvements in medical technology and longer life expectancy will put increasing pressure on health services. And, as our population ages, we need to make sure that our health and community services can meet the needs of all senior Victorians. Despite Victorians' excellent health overall, Indigenous and poor Victorians have poorer health than others.

## Measuring progress

Long-term improvements in the health of Victorians can be measured by how long we expect to live and the quality of life during those years. Over time, this will tell us how effective our public health initiatives have been. Improving the wellbeing of young children can overcome disadvantage and substantially improve their quality of life as adults.

Better access to hospital, community health, dental, aged care, mental health, disability, alcohol and drug, and children's and family support services—particularly in rural and regional communities—is crucial. We will also continue to focus on the quality and accessibility of health and community services, which can be judged by the level of confidence Victorians have in those services.



- > The health of Victorians will improve
- > The wellbeing of young children will improve
- > Waiting times (emergency, elective and dental) will be reduced
- > Levels of confidence in health and community services will increase



# High quality education and training for lifelong learning

**Education is the key to creating a dynamic, successful community and improving all Victorians' life opportunities. Victoria must be a place where children get the best possible start to their education and where people of all ages are motivated to keep learning.**

## Victoria today

By international standards, Victorian primary school children have very good literacy and numeracy skills. Compared to other parts of Australia, we have a high rate of young people completing secondary schooling.

We have shown our commitment to high-quality education and training by rebuilding Victoria's schools and TAFE facilities, recruiting more than 5,000 full time teaching and other staff in schools, reducing class sizes, and developing the new Victorian Certificate of Applied Learning (VCAL) to provide an alternative qualification to the traditional Year 12 certificate.

## Challenges ahead

The education and training system needs continued improvement if we are to keep up with the rest of the world. Wide variations exist in the results achieved by students of different socio-economic backgrounds, and too many students are leaving school before completing their secondary education. To participate in the modern economy, more adult Victorians need to increase their skills through further education and training.

## Measuring progress

One way we can measure progress towards a higher quality education and training system is through looking at the experiences of all social and age groups throughout the system. Developing strong literacy and numeracy skills in primary school is the basis for advanced education and training. Every student should aim to complete Year 12 or its equivalent (such as an apprenticeship or traineeship) as a foundation qualification for stable and rewarding employment. In addition, all Victorians should have the opportunity to continue to learn throughout their lives.



- › The proportion of Victorian primary students achieving the national benchmark levels for reading, writing and numeracy will be at or above the national average
- › By 2010, 90 per cent of young people in Victoria will successfully complete Year 12 or its educational equivalent
- › The level of participation in vocational education and training of adults aged 25-64 years will increase

# Protecting the environment for future generations

The natural environment sustains every aspect of our lives. We must actively conserve and manage it in order to achieve our social and economic goals. Victoria has magnificent alpine, desert, rainforest, grassland, wetland, marine and coastal environments—all of which are critical for the survival of our precious native plants and animals. We need to preserve these diverse environments for future generations to enjoy.

## Victoria today

Most Victorians have access to clean air and water and all can visit our national parks. But Victoria's environment is under pressure. This is particularly true for many of our rivers and much of our land and native vegetation. Considerable progress has been made since 1999. More water is flowing down the Snowy River. We have ended woodchipping in the Wombat State Forest and reduced logging by over 30 per cent across the State (including a 25 per cent reduction in the Otways). Our farmers are continually improving agricultural productivity by managing their land better. We have legislated to protect Melbourne's green wedge areas to ensure the city can continue to grow without destroying the 'lungs' that help make it so liveable.

## Challenges ahead

The rural landscape—including our rivers—has historically suffered from poor management practices, yet our land and water support our most significant and export-oriented industries. We have unacceptably high levels of erosion, salinity, acidification and loss of native plant and animal species. We have a responsibility to introduce more sustainable land management practices and increase protection for the natural environment.

## Measuring progress

We need to measure progress through improvements in the health of our waterways, the quality of our air and water, and the condition of our land and native vegetation, which supports the diversity of our species.



- › The health of Victoria's rivers will improve significantly by 2010. In particular, the Snowy River will be returned to 21 per cent of its original flow by 2011, and 28 per cent over time
- › The quality of air and drinking water will improve
- › The extent and quality of native vegetation will increase
- › The condition of our land will improve as the impact of salinity and soil degradation is reduced

# Efficient use of natural resources

A better quality of life for Victorians now and in the future relies upon our ability to use our natural resources—such as water, coal, timber and gas—wisely and effectively. Protecting the environment and the long-term health and prosperity of the Victorian community depends on efficient and sustainable use of natural resources.

## Victoria today

Victorians have shown that they can and will change their behaviour to protect the environment—for example successfully reducing urban water use and using fewer plastic bags. All new Victorian homes have five-star energy ratings and good progress is being made on increasing the supply of renewable energy. We have put our forest industries onto a sustainable footing and the Government has led Australia in water resource management.

## Challenges ahead

While there has been significant progress, challenges remain. Victorian households and businesses continue to overuse energy, water and materials. This is depleting the natural resource base, on which we depend. It also results in higher levels of greenhouse gas emissions, and waste that cannot be recycled. We need to think differently about how we design our goods and services and go about our daily lives, to use less energy, water and materials.

## Measuring progress

Our most critical natural resource issues are greenhouse gas emissions, water and waste. To allow our population to grow whilst avoiding placing serious stresses on the environment, each of us needs to use less water and cut down on creating non-recyclable waste. Our approach to reducing greenhouse gas emissions will focus on the need to move to a less greenhouse-gas-intensive economy over time, including changes to the amount and types of energy we use. This is critical if Victoria is to play its part in national and global efforts to address the threat of climate change over the coming century.



- › Greenhouse gas emissions from the production and use of energy will be reduced
- › More efficient use of water in agriculture
- › Melbourne's water usage will be reduced by 15 per cent on a per capita basis from the 1990s average by 2010
- › The quantity of solid waste generated will be reduced and the amount recovered for reuse, recycling and energy generation will increase

# Building friendly, confident and safe communities

**Friendly and confident communities have strong support networks, services and infrastructure to meet the needs of the people who live and work in them. Safety in communities depends on good communication, excellent policing and emergency services, and effective measures to address the causes of crime.**

## Victoria today

Victoria is the safest State in Australia. Reported rates of crime have declined overall, including the rates for serious crimes. The re-offending rate has been reduced, and our sense of personal safety has improved. We have introduced new crime prevention strategies, increased the number of police and built new police stations. Our roads are also safer, with 2003 recording the lowest road toll (330) since proper records began in 1951.

Victorians value the connections they share with their neighbours and local services and businesses.

Social connections are improving and more people are participating in community and volunteer organisations. We have invested in local community infrastructure through Neighbourhood Renewal, community building projects and by encouraging volunteering.

## Challenges ahead

Continuing to reduce crime levels at the same rate as the last few years is likely to be difficult. Reported crime rates for some types of crime may increase in the short term because of Government efforts to encourage reporting, particularly of domestic violence and sexual offences. Our success in reducing the road toll has been dramatic, but further reductions will require a sustained effort from all involved, including drivers. Too many people still consider that speeding, or driving under the influence of alcohol or illegal drugs, is acceptable.

Victoria is renowned for its friendly people, yet too many Victorians feel socially isolated. All of us face the personal challenge of assisting those who do not have adequate support networks.

## Measuring progress

Progress towards increased community safety needs to be measured both by crime rates and our sense of personal safety. The decline in crime rates over the past few years has not always increased the sense of safety in our local communities. Road safety needs to encompass not only road deaths, but also the serious injuries sustained in road crashes. Increasingly confident and friendly communities will have greater participation in community activities and stronger social support networks.



- › Crime will be reduced by 5 per cent from 2003 to 2008, and Victorians will feel safer
- › Annual deaths and serious injuries from road crashes will be reduced by 20 per cent over the period 2002 to 2007
- › The extent and diversity of participation in community, cultural and recreational organisations will increase
- › More Victorians will be able to get help from friends, family or neighbours when they need it



# A fairer society that reduces disadvantage and respects diversity

**Two of our great strengths are the commitment of Victorians to giving everyone a fair go, and our rich cultural and social diversity.**

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## Victoria today

Victoria performs relatively well in comparison to other States on indicators of disadvantage. The investment we have made in core services since 1999—especially education, health and housing—has helped to reduce disadvantage. We have also tackled particular issues by developing responses to problem gambling, reforming the State Government concessions program to deliver more help to more people and establishing new programs to assist Indigenous people—like the Indigenous Community Capacity Building Fund and the Aboriginal Justice Agreement.

Our diverse and welcoming community makes Victoria an attractive place for visitors and investors, as well as being a great place to live and work. We have increased funding to multicultural community organisations, implemented racial and religious tolerance legislation, and introduced legislative reforms to recognise the rights of same-sex couples.

## Challenges ahead

There are still significant barriers to opportunity. We need to strengthen the opportunities and expectations of all Victorians for an equal chance in life. Victoria still has unacceptably high levels of poverty, with increasing numbers of young families and working people experiencing financial hardship. Homelessness, housing affordability and shortage of adequate rental properties continue to be significant problems. Opportunities in education, health and housing are not currently distributed evenly throughout the community—and for children and young people lack of opportunity in any of these areas can have serious repercussions throughout life. The people missing out in Victoria tend to come from particular groups in our society, particularly Indigenous people, children from low-income families and disadvantaged communities, people not completing secondary school or its equivalent, and single parent families.

## Measuring progress

Progress will be seen through improved outcomes for disadvantaged groups and communities in areas such as health, education and housing. For Indigenous Victorians, progress will be seen in improved health and education outcomes. We will also measure the outcomes of our criminal justice system, since offenders are typically from disadvantaged backgrounds. As more people come to value it, our diversity will become an even greater asset to the State.



- › Disadvantage in health, education and housing among communities will be reduced
- › The number of early school leavers who are unemployed after six months will decline
- › The prison population will not grow as quickly and re-offending will be reduced
- › The appreciation of diverse neighbourhoods and communities will increase

# Greater public participation and more accountable government

**Open and accountable Government is one of the fundamental commitments we have made to the people of Victoria. It is the right of all Victorians.**

## Victoria today

Victoria has for 150 years enjoyed a strong democracy—one recognised as among the best in the world. Our voting system is trusted by all. Our parliament and courts are open to all. A completely independent judiciary maintains the rule of law.

We have reformed the Victorian Legislative Council to increase its representativeness and responsiveness to the Victorian people under a revised Constitution which, for the first time, requires a referendum for major changes. We have increasingly involved Victorians in a range of consultative committee and advisory boards on important issues and introduced regular community cabinet meetings to enable local communities to discuss priorities directly with Ministers.

We have removed curbs placed on open government, including reforms to the Freedom of Information Act and restoring the powers of the Auditor General. We have also increased the amount of information available to the community on the Internet and made State Government Departments more accountable for performance standards set out in each year's Budget Papers. For the past two years we have reported to Victorians on how the Government has performed via the *Growing Victoria Together* progress report in the Budget Papers.

## Challenges ahead

Our democratic system is strong, but a healthy democracy requires constant attention.

Victorians could be more actively involved in decision-making through better consultation, increased participation in decisions affecting their local community, and involvement in their local services.

## Measuring progress

One important demonstration of accountability will be the regular reports we make on our progress against the ten goals outlined in *Growing Victoria Together*. Greater involvement in decision-making will signify growing democratic participation.



- › More Victorians from all backgrounds will have the opportunity to have a say on issues that matter to them
- › There will be regular reports on progress in improving the quality of life for all Victorians and their communities

# Sound financial management

Financial responsibility provides us with the long-term capacity to achieve our vision for Victoria. Our ability to attract people, investment and new jobs, to provide better services, and to protect our environment, depends on a strong and secure financial base.

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## Victoria today

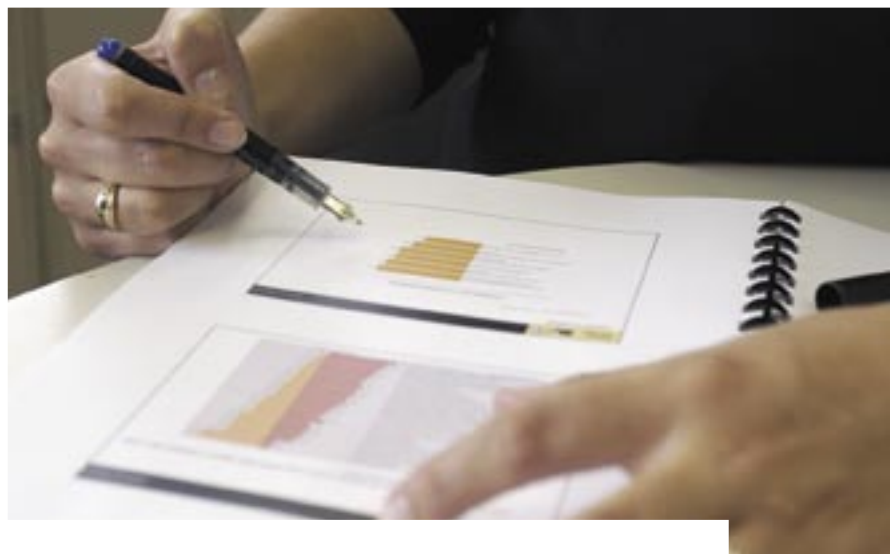
The Government has delivered sound financial management through responsible budgets, and continuing surpluses are forecast for the next four years. Victoria's Triple A rating has been confirmed by the two major international credit rating agencies. The level of State Government debt has halved since 1999. Tax cuts valued at more than \$1 billion are being delivered by the Government, including the abolition of stamp duty on mortgages.

## Challenges ahead

Australia, and Victoria in particular, has enjoyed an historic period of economic growth over the past decade. This has allowed us to substantially increase investment in better services and better infrastructure. But history tells us that the economic environment will not always be so good. When economic growth slows, taxation revenue grows more slowly but the demand for government-funded services increases. Continuing sound financial management will be essential for us to achieve our shared goals.

## Measuring progress

Continued sound financial management can be illustrated by the Budget bottom line, independent international assessment of our State's credit rating and economic outcomes. Comparing our overall level of taxation to that of other States demonstrates the competitiveness of our tax arrangements, an important factor in encouraging new investment—and therefore in creating jobs—in Victoria.



- › An annual budget surplus of at least \$100 million
- › A Triple A credit rating will be maintained
- › Victoria's taxes will remain competitive with the Australian average

## WHAT CAN I DO?

*Growing Victoria Together* sets out ten goals that will help us to achieve our vision of the kind of State we would like Victoria to be in 2010.

A state that has:

**Thriving economy**

**Quality health and education**

**Healthy environment**

**Caring communities**

**Vibrant democracy**

Achieving this vision is not something that the Government can do by itself—we need the participation of all Victorians.

There are many things you can do in your local community to make Victoria a stronger, fairer and better place to live.

If you want to know how you can get more involved, look at the website

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or write to the

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Melbourne, Victoria 3002**

Further copies of *Growing Victoria Together* can be obtained from the website, by writing to

**Information Victoria  
356 Collins Street,  
Melbourne, Victoria 3000**

calling **1300 366 356**, or visiting your local library.

www.growingvictoria.vic.gov.au: للحصول على نسخة من هذا الكُتَيْب باللغة العربية، الرجاء زيارة الموقع

若需要一份中文手冊，請瀏覽 [www.growingvictoria.vic.gov.au](http://www.growingvictoria.vic.gov.au)

Za primjerak ove brošure na hrvatskom jeziku, molimo vas posjetite [www.growingvictoria.vic.gov.au](http://www.growingvictoria.vic.gov.au)

Για αντίτυπο αυτού του ενημερωτικού φυλλαδίου στα ελληνικά, επισκεφθείτε την ιστοσελίδα [www.growingvictoria.vic.gov.au](http://www.growingvictoria.vic.gov.au)

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© State of Victoria March 2005

Authorised by the Department of Premier and Cabinet  
1 Treasury Place Melbourne 3002

Printed by Energi Print  
2-4 Emily Street Murrumbeena 3163

Printed on recycled paper

ISBN 1 920921 40 0



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Thriving economy > Quality health and education > Healthy environment > Caring communities > Vibrant democracy

# GROWING VICTORIA TOGETHER: A VISION FOR VICTORIA TO 2010 AND BEYOND

VISION	GOALS	MEASURES
THRIVING ECONOMY	<p>More quality jobs and thriving, innovative industries across Victoria</p> <p>Growing and linking all of Victoria</p>	<p>There will be more and better jobs across Victoria – Victoria's productivity and competitiveness will increase – A greater share of national business investment will be in Victoria – Victoria will increase exports to \$30 billion by 2010</p> <p>Victoria's total population will reach 6 million people by 2025, and regional population growth will increase to 1.25 per cent annually by 2006 – Regional rail services will be available to more Victorians – The proportion of freight transported to and from ports by rail will increase from 10 per cent to 30 per cent by 2010 – Public transport use in Melbourne as a proportion of trips taken by motorised means will increase from 11 per cent in 2002 to 20 per cent by 2020</p>
QUALITY HEALTH AND EDUCATION	<p>High quality, accessible health and community services</p> <p>High quality education and training for lifelong learning</p>	<p>The health of Victorians will improve – The wellbeing of young children will improve – Waiting times (emergency, elective and dental) will be reduced – Levels of confidence in health and community services will increase</p> <p>The proportion of Victorian primary students achieving the national benchmark levels for reading, writing and numeracy will be at or above the national average – By 2010, 90 per cent of young people in Victoria will successfully complete Year 12 or its educational equivalent – The level of participation in vocational education and training of adults aged 25-64 years will increase</p>
HEALTHY ENVIRONMENT	<p>Protecting the environment for future generations</p> <p>Efficient use of natural resources</p>	<p>The health of Victoria's rivers will improve significantly by 2010. In particular, the Snowy River will be returned to 21 per cent of its original flow by 2011, and 28 per cent over time – The quality of air and drinking water will improve – The extent and quality of native vegetation will increase – The condition of our land will improve as the impact of salinity and soil degradation is reduced</p> <p>Greenhouse gas emissions from the production and use of energy will be reduced – More efficient use of water in agriculture – Melbourne's water usage will be reduced by 15 per cent on a per capita basis from the 1990s average by 2010 – The quantity of solid waste generated will be reduced, and the amount recovered for reuse, recycling and energy generation will increase</p>
CARING COMMUNITIES	<p>Building friendly, confident and safe communities</p> <p>A fairer society that reduces disadvantage and respects diversity</p>	<p>Crime will be reduced by 5 per cent from 2003 to 2008, and Victorians will feel safer – Annual deaths and serious injuries from road crashes will be reduced by 20 per cent over the period 2002 to 2007 – The extent and diversity of participation in community, cultural and recreational organisations will increase – More Victorians will be able to get help from friends, family or neighbours when they need it</p> <p>Disadvantage in health, education and housing among communities will be reduced – The number of early school leavers who are unemployed after six months will decline – The prison population will not grow as quickly and re-offending will be reduced – The appreciation of diverse neighbourhoods and communities will increase</p>
VIBRANT DEMOCRACY	<p>Greater public participation and more accountable government</p> <p>Sound financial management</p>	<p>More Victorians from all backgrounds will have the opportunity to have a say on issues that matter to them – There will be regular reports on progress in improving the quality of life for all Victorians and their communities</p> <p>An annual budget surplus of at least \$100 million – A triple A credit rating will be maintained – Victoria's taxes will remain competitive with the Australian average</p>