

# Strategic Plan

2015–18



Victorian Commission for  
Gambling and Liquor Regulation



# Message from the Chair and CEO

When the Victorian Commission of Gambling and Liquor Regulation (VCGLR) was established in 2012 our mandate was to integrate Victoria's gambling and liquor operations and to focus our efforts on developing a regulatory approach underpinned by harm minimisation. The VCGLR's inaugural strategic plan guided us through our foundation years and set us on the path to becoming modern, efficient, networked and high-performing.

Three years on and we have made significant progress in the integration of gambling and liquor regulation. Our aim was to deliver consistent and transparent decisions, and modernise our regulatory strategy to help build responsible industries and respond to diverse community needs.

In a fiscally constrained environment, we have continued to operate in a time of change for both our organisation and industries. Based on our knowledge, experience and aspirations, we have developed our Strategic Plan to set our direction for the next three years.

The development and progressive application of our 'Regulatory Approach' has provided a strong foundation for the way we operate. As such, we will increase our focus on the identification and understanding of the potential harm that could arise from the supply of gambling and liquor.

To achieve the objectives of harm minimisation, maintaining industry integrity and supporting the development of responsible and vibrant industries, we will continue to embed the framework outlined in our regulatory approach to guide the use of our resources and decision-making.

Specific initiatives to achieve our strategic priorities will be set out in our annual business plan and reported in our annual reports. A key initiative will be the development and use of a framework that defines the outcomes we seek to influence through our regulatory activities.

Over the next three years we will continue to innovate our service delivery, have a stronger state-wide presence, provide easier access to information and strengthen our co-regulatory partnerships at a local level.

We will build on our collaborative approach to deliver strong engagement with government, industry, community and our own people. The regular feedback, both formal and informal, about how the organisation is performing will drive our areas of focus to meet the challenges ahead.

We look forward to the next three years that will see us deliver our strategic priorities to achieve our vision of a safe and responsible gambling and liquor environment in Victoria.



Dr Bruce Cohen  
Chair



Catherine Myers  
Chief Executive Officer

# Who we are, what we do

## Our vision

***Victorians and visitors enjoy safe and responsible gambling and liquor environments.***

Victoria boasts a vibrant hospitality and tourism industry. The sale and enjoyment of gambling and liquor is a part of this. However, there can be significant economic and social costs to the Victorian community from gambling and alcohol-related harm. Our vision reflects community expectations that gambling and liquor should be available but regulated to minimise the harm.

## Our purpose

***We regulate Victoria's gambling and liquor industries to ensure their integrity and to minimise harm.***

The VCGLR regulates businesses focusing on the people, premises, products and promotions involved in the supply of gambling and liquor. We operate in a complex environment requiring a responsive regulatory framework to keep pace with industry trends. Our purpose reflects the objectives of Victoria's gambling and liquor laws to focus regulatory efforts on ensuring industry integrity while minimising harm.

Acts administered by the VCGLR:

- Victorian Commission for Gambling and Liquor Regulation Act 2011
- Gambling Regulation Act 2003
- Liquor Control Reform Act 1998
- Casino Control Act 1991
- Casino (Management Agreement) Act 1993
- Racing Act 1958.

## Our values

We are committed to the Victorian public sector values. Our values guide us in everything we do to achieve our vision and purpose. They underpin our interactions with each other and with our stakeholders.

**Work together**

**Respect other people**

**Make it happen**

**Act with integrity**

# Strategic priorities

**Modern, networked, efficient** and **high-performing** were identified as the four strategic priorities at the establishment phase of our organisation. As part of the strategic planning process we have revisited what these priorities will mean to the VCGLR for the next three years.

## Modern

Being **modern** means to lead and engage in contemporary regulatory practice, using research and evidence from a wide range of sources. Therefore, we will continually innovate how we license, educate, monitor and enforce, creating an opportunity for a greater focus on higher risk activities, individuals and businesses. Importantly, as a modern regulator, we will measure and be accountable for the effectiveness of our regulatory approach.

Goal	Objectives	Success Measures
The right regulation, in the right circumstance, for the right risk.	<ol style="list-style-type: none"> <li>1. Prevent and intervene where evidence shows that harm can be reduced.</li> <li>2. Reduce harm through innovative targeted problem-solving.</li> </ol>	<ul style="list-style-type: none"> <li>• High levels of voluntary compliance with legislative obligations.</li> <li>• Licensees adopt best practice harm minimisation measures.</li> </ul>

## Networked

As a **networked** regulator we acknowledge the diverse number of bodies and groups with whom we co-regulate to achieve positive outcomes. We look for ways to partner, collaborate and share information so that those who are best placed to address the harm are able to do so.

We work with industry to achieve high levels of voluntary compliance and encourage better management practices.

We engage with the Victorian community to help them to understand the regulations, the obligations of industry and how they can participate in reducing harm.

Goal	Objectives	Success Measures
Work with industry, community and other stakeholders to reduce harm.	<ol style="list-style-type: none"> <li>3. Inform and engage the industry and community to actively participate in the regulatory framework.</li> <li>4. Share data, knowledge, and insights with co-regulators and peer agencies to improve regulatory outcomes.</li> </ol>	<ul style="list-style-type: none"> <li>• Evaluation indicates that our work with co-regulators and peer agencies is effective.</li> <li>• Industry, community and stakeholder feedback indicates that the information the VCGLR provides is of high quality and effective in achieving regulatory outcomes.</li> </ul>

## Efficient

We recognise the cost of regulation on businesses. We seek to minimise this burden reasonably and appropriately in order for both industry and the VCGLR to share the benefits of more **efficient** regulation.

Applying risk-based approaches to our licensing and compliance activities allows the VCGLR to respond flexibly to our regulatory environment. Our regulatory actions should be consistent, transparent and timely, avoiding unnecessary intervention or cost to the operations of regulated entities.

Goal	Objectives	Success Measures
The best outcome using the most effective means.	<ol style="list-style-type: none"> <li>5. Use appropriate information, systems and tools to support consistent and effective decision-making.</li> <li>6. Minimise burden, complexity and cost without compromising regulatory objectives.</li> </ol>	<ul style="list-style-type: none"> <li>• Reduced regulatory costs.</li> <li>• Industry participants positively rating their dealings with the VCGLR.</li> </ul>

## High-performing

People, values and culture are essential elements of a **high-performing** organisation. We will focus on the development of our staff, to build knowledge, expertise and personal attributes which support our regulatory role. We will work collaboratively across the organisation, be proactive and solution focused.

Goal	Objectives	Success Measures
Engaged people with the right capabilities, working together to deliver outcomes.	<ol style="list-style-type: none"> <li>7. Develop collegial and effective leaders who model our values.</li> <li>8. Build capability to achieve our strategic priorities.</li> </ol>	<ul style="list-style-type: none"> <li>• High levels of quality candidates, development opportunities and retention of high-performing staff.</li> <li>• Positive staff feedback on cultural indicators.</li> </ul>

# Reducing harm through our regulatory approach

The development and release of our regulatory approach was a major milestone of our establishment phase. In the next three years, we have identified the maturation of our regulatory approach as key to achieving our regulatory objectives.

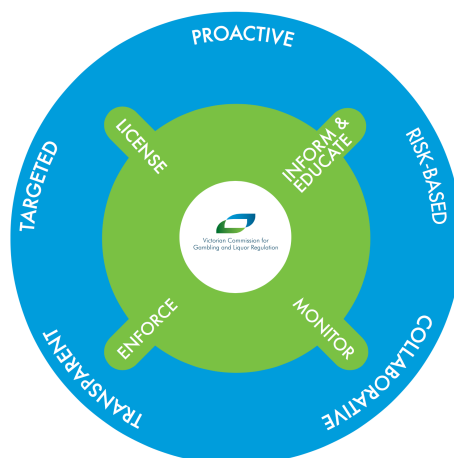
Our regulatory approach sets out an integrated approach to regulation guided by five overarching principles:

- **risk-based** – we use risk to guide our activities and the use of our resources and we aim for consistency
- **proactive** – we make independent decisions, identify emerging issues and respond before the community suffers significant harm
- **collaborative** – we work collaboratively with our regulatory partners, the gambling and liquor industries and the community
- **transparent** – we are open about how we regulate
- **targeted** – we choose proportionate enforcement sanctions that target individual offenders, to change their behaviour and secure compliance with gambling and liquor laws for the protection of the community.

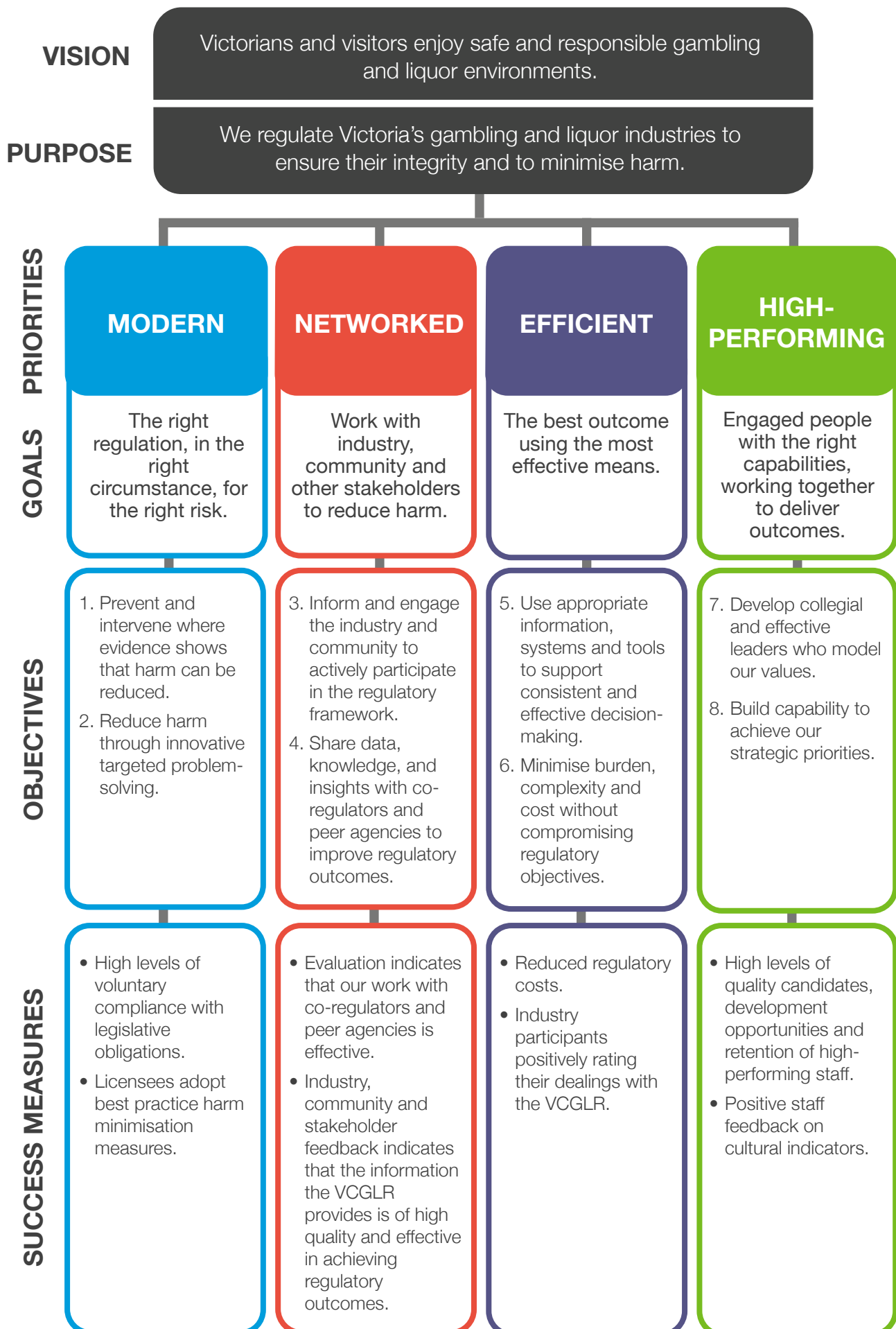
In order to continue to embed this approach in our operations and refine our regulatory efforts, it is important that we develop a shared understanding of the areas of potential harm we seek to minimise and that our regulatory powers are best suited to targeting. This will also assist industry and the community to understand why and how we seek to achieve positive regulatory outcomes.

To develop this understanding, we will consult with our people and stakeholders taking into account our authorising environment. We hope to create a framework which can be reviewed and updated regularly as our understanding of risk and harm evolves, including in response to future changes in our regulatory environment.

We will also evolve our performance measures to better assess the effectiveness of our approach and identify opportunities for innovation.



# VCGLR Strategic Plan 2015–18 at a glance



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