



Victorian Commission for  
Gambling and Liquor Regulation

---

# Strategic priorities

2012–2015

# Contents

Chair and CEO introduction .....	4
Our vision and purpose .....	5
Strategic priorities and actions.....	5
<b>Priority 1:</b> Modern in our regulatory approach; demonstrating VCGLR’s leadership and innovation .....	5
<b>Priority 2:</b> Efficient in our practices and in the way we regulate .....	6
<b>Priority 3:</b> High performing and dynamic in our workplace; where our people are respected, supported and model integrity .....	7
<b>Priority 4:</b> Networked to improve our gambling and liquor regulatory outcomes .....	8
Strategic priorities on a page .....	9
VCGLR: regulatory obligations .....	10

# Chair and CEO introduction

The commencement of the VCGLR on 6 February 2012 marked the beginning of our journey towards a cohesive and streamlined approach to gambling and liquor licensing.

The establishment of the new regulator coincides with substantial regulatory changes to the gambling and liquor industries. These changes present those involved with the industry and the VCGLR with significant opportunities and challenges. In delivering on our priorities, the VCGLR will work with industry stakeholders and the community by sharing information and improving understanding of the issues faced.

This first strategic priorities statement outlines our commitment to four key priorities:

- **Modern** in our regulatory approach; demonstrating VCGLR's leadership and innovation
- **Efficient** in our practices and in the way we regulate
- **High performing** and dynamic in our workplace; where our people are respected, supported and model integrity
- **Networked** to improve our gambling and liquor regulatory outcomes

The strategic priorities are a statement of the organisation's direction. It will help guide our decision making around the allocation of resources and provide a focus on the organisation's overarching goals to ensure coherent and considered action. It will provide a basis for the initial three year period and will be reflected in our annual business planning cycles in divisional, team and individual plans. Regular reporting against our priorities and plans will demonstrate the effectiveness of our approach and inform our future path.

Our priorities enable us to continue building on the achievements of our staff, as we work co-operatively across liquor and gambling matters to deliver more effective and efficient administration of liquor and gambling regulation.



**Mark Brennan**  
Chairman



**Jane Brockington**  
Chief Executive Officer

## Our vision and purpose

<b>VISION</b>	<p>Community-wide benefits to Victorians through the regulation of Victoria’s gambling and liquor industries.</p>
<p>VCGLR is an efficient and dynamic independent regulator that ensures the integrity of the Victorian gambling and liquor industries and is committed to minimising harm.</p>	<b>PURPOSE</b>

## Strategic priorities and actions

VCGLR is committed to being:

MODERN	EFFICIENT
<p><b>Modern</b> in our regulatory approach; demonstrating VCGLR’s leadership and innovation</p>	<p><b>Efficient</b> in our practices and in the way we regulate</p>
HIGH PERFORMING	NETWORKED
<p><b>High performing</b> and dynamic in our workplace; where our people are respected, supported and model integrity</p>	<p><b>Networked</b> to improve our gambling and liquor regulatory outcomes</p>

## PRIORITY 1

## Modern in our regulatory approach; demonstrating VCGLR's leadership and innovation

### Action 1

Define and implement a world leading approach to gambling and liquor regulation. This approach will:

- initiate contemporary regulatory thinking and practice and encourage a participatory approach
- prioritise the VCGLR's independence, transparent and accountable behaviour in decision making and interaction with regulated industries
- define and focus on our specific role and influence in minimising gambling and liquor related harms
- adopt a comprehensive risk-based approach that is informed by evidence.

### Action 2

Deliver strategic projects and major projects arising from statutory obligations. Current projects include:

- *Transition to the new Gambling Arrangements 2012* - implemented by August 2012, fully rolled out by February 2013 and embedded over the period to June 2015
- *Star rating and demerit point systems* for liquor licences – commenced in February 2012, to be fully embedded by February 2015
- *Statutory review of Crown Casino* – to be completed and delivered to Government by June 2013

- the design and implementation of *LaGIS* (the Liquor and Gambling Information System) to enhance our knowledge management and business intelligence practices.

### Action 3

Analyse data and intelligence to monitor and measure the effectiveness of our regulatory approach. We will use this to:

- adapt and improve our operations and business
- advise Government about the operation of gambling and liquor regulation and improvements that could be achieved through legislative change.

### Action 4

Maximise the opportunities for joint regulation of the gambling and liquor industries presented by integration. These opportunities include:

- developing a strategy for the 'dual licensed' sector
- enhancing regulatory expertise across the organisation through dealing with a wider variety of issues and circumstances
- using the VCGLR's performance reporting frameworks and data capabilities to inform effective decisions.

Our success as a **modern** regulator will be defined by the VCGLR delivering its regulatory functions as measured by industry, government and the community.

## PRIORITY 2

**Efficient** in our practices and in the way we regulate**Action 1**

Simplify our regulatory and administrative processes. This will focus on:

- driving internal efficiency and effectiveness
- initiatives that reduce regulatory burden on industry
- making better use of technology
- streamlining Commission decision-making processes (including under delegation)
- single venue inspections and enforcement activities covering both gambling and liquor compliance.

**Action 2**

Drive a comprehensive education program about regulatory obligations for all stakeholders. This program will:

- focus on improving regulatory outcomes and compliance in the gambling and liquor industries
- strengthen VCGLR's and the industries' common understanding of the benefits of regulatory obligations and good management practice
- use data and intelligence of industry and social trends to target our education activities.

**Action 3**

Adopt an approach within the VCGLR to direct our efforts based on changing priorities. This will enable us to:

- pre-empt and respond to changes in industry and the regulatory environment
- focus on delivering the best outcomes for Victorians in line with whole of Victorian Government initiatives
- enhance our workforce capabilities and ensure staff can work across multiple disciplines.

Our success in **efficiency** will be defined by administration of legislation that reduces time and cost to the VCGLR and industry.

## PRIORITY 3

**High performing** and dynamic in our workplace; where our people are respected, supported and model integrity

### Action 1

Foster a culture underpinned by integrity to encourage our people's leadership, energy and enthusiasm. We will offer:

- a rewarding and empowering work environment, enabling innovation and continuous improvement
- leadership programs and career development opportunities across all levels of the VCGLR
- clear expectations and an accountability framework that cascades the priorities in our Strategic Plan throughout the organisation, right down to individual performance plans
- a physical work environment and systems supporting our people to be safe, flexible and collaborative.

### Action 2

Engage with staff to maximise the opportunities that are afforded by integration. We will:

- continue to evolve our organisational design, in consultation with our people, to meet the needs of a modern, integrated regulator
- invest in skill development, giving our people a common understanding, ability and motivation to work across functions

- share work experience and skill deployment across the regulation of the two industries, allowing the implementation of better work practices

### Action 3

Conduct our regulatory obligations in a manner that delivers fiscal responsibility. We will:

- work within our budget; allocating financial resources according to our regulatory priorities
- adhere to the principles of good governance.

Our success as a **high performing** and dynamic workplace will be defined by a positive workplace and enhanced perceptions of the VCGLR by stakeholders.

## PRIORITY 4

## Networked to improve our gambling and liquor regulatory outcomes

### Action 1

Define our key relationships so that our engagement with government, industry participants and the Victorian community will:

- promote constructive two-way feedback informing better regulatory outcomes and improvements in our processes
- utilise communication strategies to achieve effective engagement
- be open and provide consistent and transparent information about our regulatory activities, decisions and role in minimising gambling and liquor-related harms.

### Action 2

Engage with industry and community members to properly understand their perspectives and deliver the information people need about gambling and liquor regulation. We will:

- identify and act on issues and concerns
- deliver transparent, accessible and consistent services to the community.
- share consolidated, consistent data and information about gambling and liquor regulation wherever possible.

### Action 3

Connect with comparable regulatory bodies in Australia and overseas to exchange ideas and knowledge. We will:

- maintain a network of partnerships
- work collaboratively, where necessary, to regulate rapidly changing industries
- ensure we are informed about and aligned with contemporary practice and developments.

Our success as a **networked** regulator will be defined by the nature of the relationships we foster with relevant stakeholders.



## VISION

Community-wide benefits to Victorians through the regulation of Victoria's gambling and liquor industries

## PURPOSE

VCGLR is an efficient and dynamic independent regulator that ensures the integrity of the Victorian gambling and liquor industries and is committed to minimising harm

Our success as a **modern** regulator will be defined by the VCGLR delivering its regulatory functions as measured by industry, government and the community.

## MODERN

1. Define and implement regulatory approach
2. Strategic and major projects
3. Use data to monitor the regulatory approach
4. Maximise opportunities for joint regulation afforded by integration

Our success in **efficiency** will be defined by administration of legislation that reduces time and cost to the VCGLR and industry.

## EFFICIENT

1. Simplify processes
2. Educate comprehensively
3. Adopt dynamic resourcing approach

Our success as a **high performing** and dynamic workplace will be defined by a positive workplace and enhanced perceptions of the VCGLR by stakeholders.

## HIGH PERFORMING

1. Shape our culture
2. Engage with our staff to maximise integration opportunities
3. Deliver fiscal responsibility

Our success as a **networked** regulator will be defined by the nature of the relationships we foster with relevant stakeholders.

## NETWORKED

1. Define Key relationships
2. Engage industry participants and community
3. Connect with comparable regulators

## VALUES

- Work together
- Act with integrity
- Respect other people
- Make it happen

## VCGLR: regulatory obligations

	Regulatory obligations
Overall	<p>The <i>Victorian Commission for Gambling and Liquor Regulation Act 2011</i> (the Act) provided for the creation of the VCGLR and the transfer of the roles and functions of the Victorian Commission for Gambling Regulation, the Director of Liquor Licensing and the Liquor Licensing Panel. The Act also grants the VCGLR the power to undertake disciplinary actions, which has replaced the role of the Victorian Civil and Administrative Tribunal. In addition, the VCGLR has assumed the administrative and educative functions of Responsible Alcohol Victoria.</p> <p>The Commission's collaborative approach enables it to deliver more rigorous and predictable decisions, greater efficiency and a holistic response to industry needs. Continuing to work closely with stakeholders, the VCGLR will focus on minimising any potential harm the gambling and liquor industries may have on individuals and the broader community.</p>
Gambling	<p>All forms of legalised gambling in Victoria are regulated in accordance with three Acts: the <i>Gambling Regulation Act 2003</i>, the <i>Casino Control Act 1991</i> and the <i>Casino (Management Agreement) Act 1993</i>. These Acts aim to ensure the probity and integrity of gambling activities in Victoria by providing community-wide benefits while minimising harm.</p>
Liquor	<p>The liquor industry is regulated in accordance with the <i>Liquor Control Reform Act 1998</i>, which is focused on minimising harm, developing a diversity of licensed facilities to reflect community expectation and assisting in the responsible development of the liquor and hospitality industries.</p>