

Corporate Plan 2020–23





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Message from the CEO and Chair



At the Victorian Commission for Gambling and Liquor Regulation (VCGLR) we remain committed to our vision that Victorians and visitors enjoy safe and responsible gambling and liquor environments.

As we embark on our 2020–23 Corporate Plan, we have reflected on the significant and ongoing effects of the bushfires in regional Victoria and the unprecedented health and safety and economic challenges faced by Victorians arising from the coronavirus (COVID-19) pandemic.

Enacting our vision becomes increasingly critical and will require an agile approach to the way we regulate the gambling and liquor industries in order to meet community expectations and support industry on its recovery journey.

Our response to government priorities and industry needs during these challenging times has highlighted our commitment as public servants and our ability to quickly adjust our operations. We will harness the learning and experience of this time to further enhance our regulatory practice.

We recognise that different sectors will face significant and unique challenges as they adapt and adjust business models to deal with the social and economic challenges and as they identify new opportunities. We will focus on efficiency in our processes and strong engagement that is responsive to the needs of industry and the community.

The Corporate Plan is a roadmap to guide our use of resources and regulatory expertise and to focus on areas of organisational improvement. As important are our dedicated employees and expert practitioners who serve and support our stakeholders with strong integrity and high levels of professionalism. They are vital to the success of the strategies laid out in this plan.

Our focus is on outcomes aimed at:

- building high levels of confidence in the regulation of the gambling and liquor industries
- influencing compliance levels across the state
- delivering high quality services and
- operating with long-term operational sustainability.

To achieve these outcomes, we must be innovative in the way we regulate the gambling and liquor industries. We commit to greater transparency, increased collaboration with industry and our co-regulatory partners.

Our annual business plans will further detail and guide our work in the delivery of four Strategic Priorities designed to deliver these outcomes. These priorities reflect our balanced regulatory approach to enable industries to provide safe and enjoyable experiences.

- 1 Be an influential regulator
- 2 Apply responsive regulatory practice
- 3 Enhance the user experience
- 4 Build and maintain a sustainable organisation

We continue to remain focussed on integrity, harm minimisation, and the promotion of economic development in the industries we regulate through a regulatory approach that is risk-based and targeted.

Our long-term direction is to continue to be a regulator that is responsive to industry innovation and can adapt our regulatory practice to respond to emerging business models and products. We will focus on minimising the social harm impacts of these products and services using data and evidence to guide our decision-making.

We will focus on engagement with industry to influence a shared purpose to minimise harm while not unduly hindering innovation. We expect industry to operate with high standards of integrity and to be responsive to consumer protection while balancing commercial interests.



Catherine Myers
Chief Executive Officer



Ross Kennedy PSM
Chairperson

Overview of the VCGLR

The VCGLR is an independent public sector entity established under the *Victorian Commission for Gambling and Liquor Regulation Act 2011*.

The Commission's role comprises:

- statutory decision making under gambling and liquor legislation
- performing the functions of a Board of a public sector entity.

In carrying out our responsibilities and exercising our powers, at all times we recognise our overriding responsibility to:

- act honestly, reasonably, fairly, diligently and in accordance with the law
- serve the interests of the Victorian community in pursuing VCGLR objectives
- use resources economically, efficiently, effectively and with due propriety.

As the independent statutory authority which regulates Victoria's gambling and liquor industries, we are responsible for gambling and liquor licensing, and for ensuring compliance with legislation and regulations. This includes informing and educating industry participants and the Victorian public about regulatory practices and requirements.

We regulate 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 approach. Our purpose reflects the objectives of Victoria's gambling and liquor laws to focus regulatory efforts on ensuring industry integrity while minimising harm.

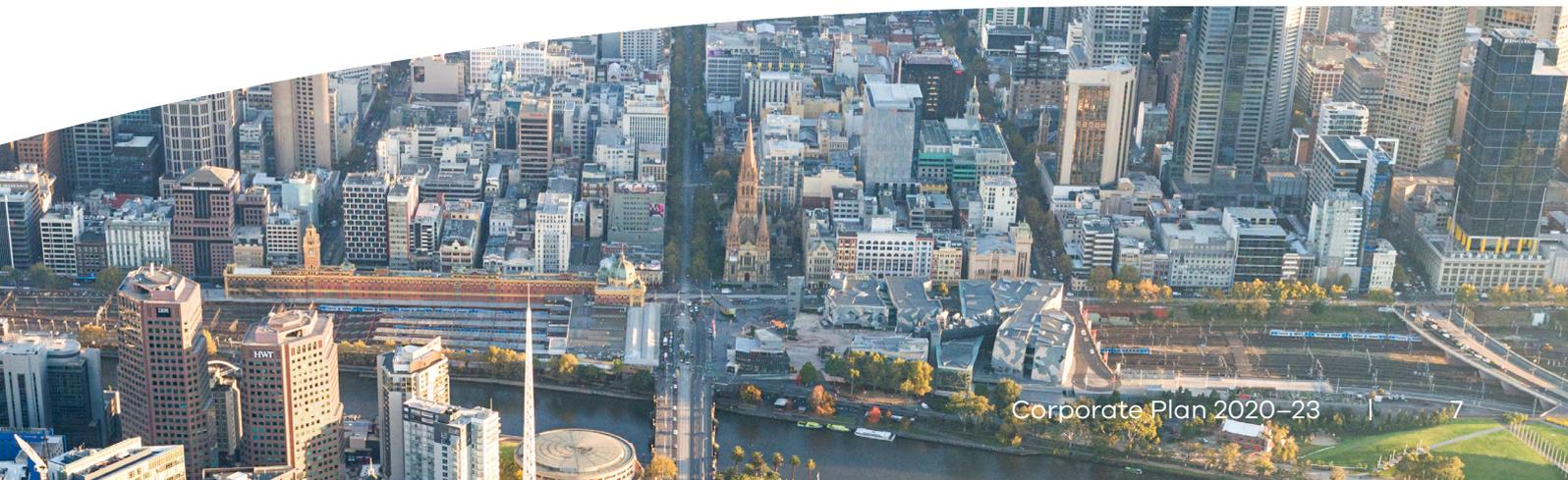
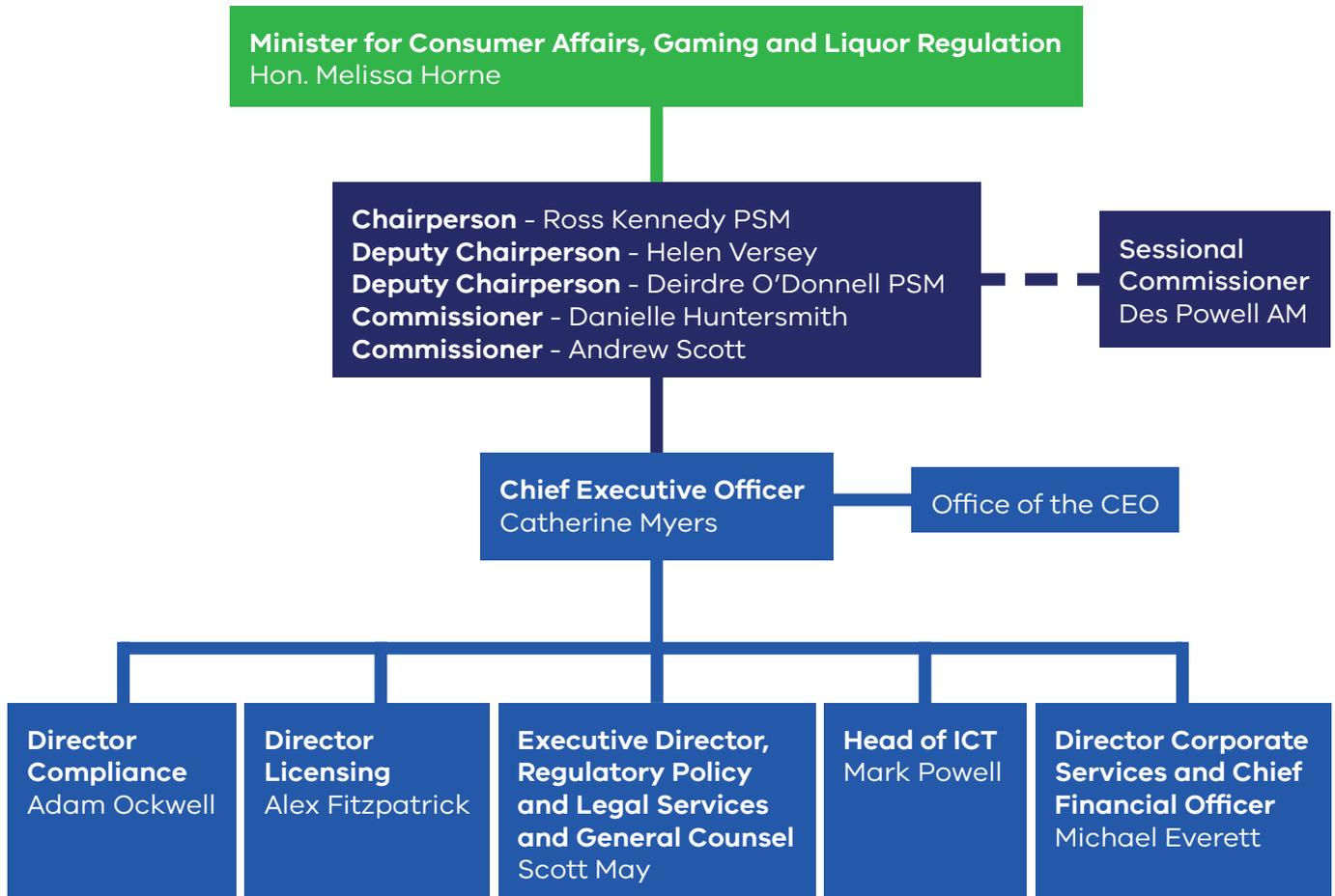
To assist in fulfilling its governance functions, the Commission operates with three committees:

- Audit and risk management
- People and culture
- Legislation, regulation and policy.

The Chief Executive Officer leads and manages the organisation and reports to the Commission on our performance.



Our organisational structure



Overview of industry

Victoria's gambling and liquor industries are vibrant and diverse and contribute to the social and economic fabric of the state and the hospitality and tourism sectors.

They encompass a wide variety of business models including pubs, clubs, restaurants and cafes, food trucks, wineries, karaoke bars, festivals and other major events, pop-up bars and footpath dining as well as licensed community and sporting clubs and the Melbourne Casino.

The Australian hospitality sector has been growing steadily over the past five years with the growth attributed to factors such as an expanding 'foodie' culture, the popularity among many individuals to owning a hospitality business, population growth and an increase in consumer demand.

We have regulatory oversight of the people, premises, products and promotions involved in supplying gambling and liquor in Victoria including over 23,000 liquor licences - a figure that continues to steadily increase and is largely driven by new restaurant and cafe licences or renewable limited licences. There are also more than 630 Keno outlets and almost 730 wagering and betting agents, more than 790 lottery agents and over 500 individual gaming venues. Victoria also has a casino and we manage the Victorian cap of up to 30,000 electronic gaming machines across the state.

Victoria is also globally renowned for hosting some of the best major sporting, cultural and food events in the world, and it has the largest casino complex in the southern hemisphere, which deliver substantial social and economic benefits.

We are responsible for the administration of \$1.8 billion in gambling and liquor licence fees and taxation revenue each year. The gambling and liquor industries employ thousands of people in Victoria and are important parts of our tourism industry.

In Victoria each year, over 129,000 participants complete a Responsible Service of Alcohol course for employment within our liquor and hospitality industry, with almost 90,000 undertaking the course for the first time, supporting the industry's growth.

During the 2018–19 year, we determined over 16,200 liquor licence-related applications with two-thirds of these for temporary, limited or major event licences. Almost 3,200 new liquor licence applicants joined the Victorian industry, undertaking new entrant training, and over 31,000 gaming employees are actively licensed, including almost 3,000 new employees to the industry.

We balance the expectations of these growing industries with their legal obligations to ensure the integrity of the gambling and liquor industries and to reduce harms in Victoria's vibrant gambling and liquor environments.



129,000+
Responsible Service
of Alcohol training
participants



500
gaming licences



23,000
liquor licences



730
wagering and
betting agents



up to
30,000
Electronic Gaming
Machines



630+
Keno outlets



over
130,000
people employed



162,000
liquor
licence-related
applications

Our vision

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

Our purpose

The VCGLR regulates Victoria's gambling and liquor industries to ensure their integrity and to minimise harm.

Our values



The plan

The VCGLR Corporate Plan is built on a cohesive model that links inputs and enabling capabilities.

The Plan aims to deliver four key outcomes designed to build high levels of confidence, influence industry compliance, provide high quality services to stakeholders and operate in an environment that provides long term organisational sustainability.

We have agreed on four strategic priorities designed to achieve these outcomes, each of which are supported by actions covering the three-year life of the Corporate Plan.

These priorities are:

- 1 Be an influential regulator
- 2 Apply responsive regulatory practice
- 3 Enhance the user experience
- 4 Build and maintain a sustainable organisation

These strategic priorities are designed to provide a consistent focus and direction to ensure we deliver the desired outcomes to achieve our purpose and vision.

Our outcomes

Since establishment in 2012, we have matured our regulatory oversight of the gambling and liquor industries by streamlining processes, improving regulatory practice through the integration of risk assessments, and using harm data and intelligence to inform our decision making. This has been enabled by focussing on the culture and capability of our people. We have invested significantly in building a culture of integrity and high performance, with a commitment to refining our regulatory practice and being a learning organisation. This has been delivered through staff engagement, training and development and by building stronger relationships with our regulatory partners. The deployment of improved technology and analytical tools has supported our operational maturity.

It is known that gambling and liquor products can cause harm. The Commission expects that, in particular, industry embeds a culture that assesses and understands the risks and harms their products can have and these risks are considered as it designs new products or offerings. The Commission expects industry to implement and promote management practices that empower staff with the skills and tools they need to manage and reduce risks and harm to consumers.

Against this backdrop, we have identified four long-term outcomes that we will strive to achieve over the next three years.



High levels of confidence in VCGLR

Government, community and industry view the gambling and liquor industries as being effectively regulated.

How we will know if we are achieving this?	Outcome indicators
High levels of stakeholder satisfaction	Regular, meaningful engagement and consultation
Trusted source of advice to Government and stakeholders	Evidence of stakeholder satisfaction
Regulatory practice is recognised as modern, effective and best practice	Regulatory interventions achieve desired objectives

Regular, meaningful engagement and consultation

We will engage in accessible, broad and meaningful consultation relating to significant regulatory practice changes proposed by the Commission or major policy changes at the request of Government.

We will seek feedback to measure the quality and effectiveness of its consultation processes and transparently report on outcomes.

Evidence of stakeholder satisfaction

Each year we conduct a number of stakeholder surveys canvassing feedback from community, industry and stakeholders. Results and subsequent actions to respond to these surveys will be published in the annual report or on our website.

Regulatory interventions achieve desired objectives

We have three key regulatory interventions. We:

- license
- inform and educate
- monitor and take enforcement action.

We will continue to publicly report on the impacts of our regulatory actions.

Improved industry compliance

We will support voluntary compliance of industry by providing easy access to information and training for regulated entities and proportionate enforcement action for non-compliance.

How we will know if we are achieving this?	Outcome indicators
Licensed entities understand compliance obligations	New entrants maintain a positive compliance history
High levels of compliance	Enforcement action against recidivist licensees
Regulatory interventions minimise harm	Enforcement actions from high-risk breaches
Regulatory interventions support consumer protection	Number of detected breaches at high risk venues at high risk times

New entrants maintain a positive compliance history

New entrants (licensees) maintain a positive compliance history.

Measures include:

- Education visits to new licensees within first three months of operations
- Compliance history within first year of operation.

Outcomes of education activities and inspections generally demonstrates compliance by new entrants.

Enforcement action against recidivist licensees

Enforcement sanctions demonstrate proportionate escalation in the absence of a demonstrable effort to meet the required standards and where non-compliance continues or is repeated.

Enforcement actions from high-risk breaches

Enforcement sanctions demonstrate proportionate enforcement actions relating to high risk breaches in order to deter non-compliance.

Number of detected breaches at high risk venues at high risk times

Deployment of resources to high risk venues at high risk times results in a high percentage of detection of breaches.

VCGLR is easy to access

Information and service delivery channels are accessible and highly utilised by our stakeholders. Our service delivery channels aim to deliver the right content for the right query at the first contact.

How we will know if we are achieving this?	Outcome indicators
Seamless use of digital platforms and online information	Reduction in calls for information available on the VCGLR website
Information is easy to understand, consistent, accurate and current	High levels of stakeholder satisfaction
Queries resolved at first point of contact	Digital platforms and resources meet accessibility requirements

Reduction in calls for information available on the VCGLR website

We will report on the number of enquiries made for key transactional information available on the website and correlate these to any enhancements and changes to the relevant web content.

High levels stakeholder satisfaction

Each year we conduct a number of stakeholder surveys canvassing feedback from community, industry and stakeholders. Results and subsequent actions to respond to these surveys will be published in the annual report or our website. User engagement can also be measured by downloads/page views for key resources/online transactions. Stakeholder feedback including complaints and positive feedback made via the website are reported.

Digital platforms and resources meet accessibility requirements

We reduce the volume of PDF documents on the website and ensure all resources are available in accessible formats. Our websites and resources meet AA Website Content Accessibility Guidelines. Brand and digital design standards are consistently applied to all resources and digital platforms. We use plain language and review content at least annually.

VCGLR is a sustainable organisation

Resource allocation is sufficient to maintain appropriate capability and capacity to deliver legislative obligations to a high standard.

How we will know if we are achieving this?	Outcome indicators
Appropriate ongoing resourcing	Improved operational capability
Integrated processes and skills	Resources are aligned to operational requirements
Staffing levels are aligned to operational requirements	Workforce Strategy implemented
Fit for purpose technological environment	ICT Strategy implemented

Improved operational capability

Through the ongoing review of policy, processes and practices we are always seeking to enhance operational capability. This will be achieved through the implementation of a Workforce Strategy including the delivery of targeted training and development. It will be supported by focussed divisional plans that cascade to team and individual performance plans.

Resources are aligned to operational requirements

We seek to have a resource base that is matched to our regulatory effort and that our regulatory effort matches the policy intent of government.

Workforce Strategy implemented

The Workforce Strategy, with a focus on leadership, culture and capability, will ensure we are able to maintain and further develop a skilled workforce at all levels. Annual Business Plans will underpin the activity and performance against the Plan.

ICT Strategy implemented

The ICT strategy is designed to meet our current needs while ensuring the technology capability of the organisation keeps pace with change and that we are able to respond with infrastructure and tools consistent with the needs of a modern regulator. ICT is accountable to the ICT Steering Committee for delivery against annual plans in support of the strategy.

Our strategic priorities

To drive achievement of these outcomes we have identified four strategic priorities that we will focus on over the next three years.

These strategic priorities will be implemented through a range of annual actions that will be reviewed and updated on a yearly basis as part of our annual business planning process. These actions will be actively monitored, and progress reviewed by the Executive Management Team and reported to the Commission throughout the course of the year.

1 Be an influential regulator

2 Apply responsive regulatory practice

3 Enhance the user experience

4 Build and maintain a sustainable organisation

While we operate in a co-regulatory environment, we are the primary regulator of the sale and supply of liquor and gambling in Victoria. We continue to actively refine our regulatory practice to influence and effect compliance in dynamic and evolving industries.

We continue to increase our engagement with international and Australian regulators and agencies and continue to enter into information-sharing arrangements. We recognise the importance of providing greater transparency of our regulatory activity.

We will continue to focus on engagement with industry, community and stakeholders. We seek to influence industry behaviours to drive positive outcomes for the Victorian community. Meaningful stakeholder engagement will provide insights into industry performance as well as new and emerging business practice and products. In combination with feedback from the community through our stakeholder forums and other means, we will be better able to identify and understand potential risks and develop strategies to minimise the harm they may cause.

This strategic priority will make a strong contribution to the achievement of the following outcome:

- High levels of confidence in VCGLR

Over the three-year period **2020–23** we will take the following **actions** to support this strategic priority. We will:

- a. Implement a program of engagement with community, industry and co-regulators
- b. Use risk-based tools, data and intelligence to inform our regulatory decisions and actions
- c. Implement a Strategic Communication and Engagement Framework to strengthen cooperation, collaboration, transparency and access to information.

Consumers who choose to gamble or drink have the right to do so in a safe environment. This requires us to strike a balance between the enjoyment people get participating in these activities and the harms they can experience.

We assess risks by applying a risk-based framework using a broad range of tools to minimise harm through our licensing, information and education, monitoring and enforcement functions. We then take appropriate enforcement action to deter non-compliance.

We are committed to refining our operational discipline with a focus on identifying risk and addressing harm. This is achieved through the implementation of a workforce strategy, building capability particularly in the use of data, intelligence, assessment and investigative tools.

We will collaborate and engage with our regulatory partners including Victoria Police, Federal agencies, government and work with the community and industry to develop ways to minimise harm.

This strategic priority will make a strong contribution to the achievement of the following outcome:

- High levels of confidence in VCGLR
- Improved industry compliance

Over the three-year period **2020–23** we will take the following **actions** to support this strategic priority. We will:

- a. Develop tools for industry to assist them to comply with regulatory requirements
- b. Strengthen our intelligence capability to identify and target risk
- c. Continually evaluate our risk-based frameworks and practice to achieve regulatory outcomes
- d. Engage with industry to better anticipate and understand new and emerging trends, products and services.

3 Enhance the user experience

We aim to provide a consistent and helpful experience across our engagement, information or service delivery channels. Information provided through various platforms is concise and easy to understand. Our website and online portals are easy to navigate and tailored to the needs of the types of users. All interaction with us is professional and we will clearly communicate the actions we will take.

This strategic priority will make a strong contribution to the achievement of the following outcome:

- High levels of confidence in VCGLR
- Improved industry compliance
- VCGLR is easy to access

Over the three-year period **2020–23** we will take the following **actions** to support this strategic priority. We will:

- a. Simplify and enhance the quality of our online information and resources
- b. Modernise communication tools and content
- c. Design and implement services to meet stakeholder needs.



4

Build and maintain a sustainable organisation

The ability to engage and retain our employees is critical to achieving our legislative objectives. Employees who are engaged are more productive, more passionate and more inspired to innovate and deliver above and beyond standard performance.

Building a diverse and more inclusive workplace enables greater breadth of views and experience, more informed decision-making, and better regulatory outcomes. Developing our employees' capabilities enables them to deliver our functions to a high standard and supports continuous improvement to enhance our performance.

Effectively monitoring and evaluating our performance helps ensure that our actions and outcomes are in alignment with our broader strategic priorities and legislative objectives.

This strategic priority will make a strong contribution to the achievement of the following outcome:

- VCGLR is a sustainable organisation

Over the three-year period **2020–23** we will take the following **actions** to support this strategic priority. We will:

- Implement the workforce strategy with a focus on:
 - developing leadership at all levels
 - building a highly capable and agile workforce
 - evolving and integrating organisational structures, and
 - embedding a values-based culture.
- Participate in government budget processes to secure an appropriate level of funding to enable us to implement the Government's policy in regulating the gambling and liquor industries and deliver our legislative and regulatory obligations
- Implement ICT Strategy 2019–2023 to deliver contemporary and value for money capability including:
 - application modernisation and consolidation
 - business intelligence
 - mobility
 - cloud services.

Our operations

We receive an appropriation from the Department of Justice and Community Safety (DJCS) as part of the government's annual budget process. Each year we review our resourcing and the activities we are required to deliver under our legislative obligations. As part of this budget process the government also sets service delivery output targets which are detailed below.

INPUTS	<p>Operating budget – an annual operating budget is provided by DJCS. This recurring amount is amended by government budget decisions and savings requirements annually.</p> <p>Capital budget – an annual allowance for capital investment in assets and infrastructure is provided by the DJCS. This is a fixed amount that may be amended by application for additional funds via approved business cases through the department or State Budget processes.</p> <p>Staffing – we are responsible for the management of all resources we have at our disposal within the constraints of our operating budget.</p>
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ACTIVITIES	<p>License people, products and premises.</p> <p>Client services – enquiries answered via information line, email and front counter service.</p> <p>Inspect, monitor and audit licensed premises, casino management, approved systems, licensed entities and agents, tax revenue collection.</p> <p>Audit compliance with laws, regulations, licence conditions and system approvals.</p> <p>Take enforcement and disciplinary action.</p> <p>Administer taxation revenue.</p> <p>Conduct investigations.</p> <p>Assess risks using data and intelligence.</p> <p>Undertake co-regulatory activities.</p> <p>Deploy educative tools and information.</p> <p>Provide information channels.</p> <p>Administer industry training programs.</p> <p>Deliver administrative tribunal functions – hearings, enquiries and reviews.</p> <p>Undertake Board responsibilities to set strategy and budget and manage strategic risks.</p>
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OUTPUTS	Measures	Target
	Liquor and gambling applications and licensee monitoring activities	60,000
	Liquor and gambling information and advice	128,000
	Liquor inspections completed by the VCGLR – metropolitan	5,400
	Gambling inspections completed by the VCGLR – metropolitan	1,350
	Liquor inspections completed by the VCGLR – regional	1,500
	Gambling inspections completed by the VCGLR – regional	250
	Operations with co-regulators to identify licensees supplying alcohol to minors or persons who are intoxicated – metropolitan	15
	Operations with co-regulators to identify licensees supplying alcohol to minors or persons who are intoxicated – regional	5
	Operations with co-regulators, including licensees supplying alcohol or gambling activities to minors or persons who are intoxicated - metropolitan	16
	Operations with co-regulators, including licensees supplying alcohol or gambling activities to minors or persons who are intoxicated - regional	6
	Audits of casino operations undertaken by the VCGLR	1,260
	Liquor and gambling licensing client satisfaction	85%
	Liquor and gambling inspections conducted at high risk times	18%
	Proportion of high harm breaches resulting in regulatory action	95%
	Calls to VCGLR client services answered within 60 seconds	80%
Liquor and gambling approvals, licence, permit applications and variations completed within set time	85%	

Strategic risks

Strategic risks are those with impacts that are organisation wide, involve significant change or service delivery complexity, involve long term impacts or have major external consequences.

The following strategic risks were identified in the context of the VCGLR and related Acts, and our legislative objectives which can be broadly summarised as:

- harm minimisation
- preventing criminal influence and ensuring gaming is conducted honestly
- promoting community benefits and fair dealings
- promoting economic development.

The strategic risks below have been considered in the context of the budget and resources and balanced against other initiatives. As in past years, priority has been given to those activities that best mitigate the organisation's identified strategic risks.



Strategic risk	Description
The current funding model is incompatible with operational requirements	This risk relates to the current funding model requiring an ongoing and unsustainable contraction of activities. This is a core strategic risk and has implications for all of the current strategic risks. It restricts the ability of the VCGLR to achieve current goals and provides an environment where medium and long-term planning with confidence is not possible.
The VCGLR fails to deliver on the principles and intent of its Regulatory Approach and its legislative remit	The nature of the risk is whether the VCGLR has developed all of the tools and rolled out all of the capability (policy, process, training and reporting) and appropriately applies the resources to enact the intent of the regulatory approach and to evaluate whether it is having the desired outcome impacts. The risk encompasses all of the activities of the Compliance and Licensing divisions and other areas that contribute to their inputs and outcomes.
Stakeholders' services and engagement fails to meet the needs of Government, industry or the community	The risk relates to the positive interaction of VCGLR with a wide-ranging group including government, the community, licensees and industry groups. It encompasses all of the activities of the VCGLR that engage with (or impact/influence) those outside of the VCGLR.
Insecure information	Information is inappropriately accessed, released or interfered with either internally or externally.
Inadequate governance results in material breach of statutory obligations	This risk relates to ongoing management of the general statutory obligations placed on the VCGLR under a wide range of Acts. It encompasses decision making, delegated authorities, Board obligations, statutory reporting, annual attestations and the overall system of internal controls that maintain good governance.
Business disruption caused by an external event	The risk relates to the VCGLR being able to deliver, either partially or fully, upon its legislative objectives. This is inclusive of the risk that a major external event(s) arises affecting the organisation and is beyond its influence or control, will cause direct physical loss, damage or destruction of property and/or cause death or chronic illness to staff (and their families/communities) and stakeholders. External events may include but are not limited to: pandemic, fire and explosion, cyber events, natural disasters, civil unrest, and regulatory or legal change.

Actions to deliver our strategic priorities

OUR VISION

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

OUR PURPOSE

The VCGLR regulates Victoria's gambling and liquor industries to ensure their integrity and to minimise harm.

OUR VALUES



**WORK
TOGETHER**



**RESPECT
OTHER PEOPLE**



**ACT WITH
INTEGRITY**



**MAKE IT
HAPPEN**

OUR OUTCOMES

1. High levels of confidence in VCGLR

2. Improved industry compliance

3. VCGLR is easy to access

4. VCGLR is a sustainable organisation

OUR STRATEGIC PRIORITIES

1. Be an influential regulator

2. Apply responsive regulatory practice

3. Enhance the user experience

4. Build and maintain a sustainable organisation

OUR 3-YEAR ACTIONS IN SUPPORT OF THE STRATEGIC PRIORITIES

a. Implement a program of engagement with community, industry and coregulators

b. Use risk-based tools, data and intelligence to inform our regulatory decisions and actions

c. Implement a Strategic Communication and Engagement Framework to strengthen cooperation, collaboration, transparency and access to information.

a. Develop tools for industry to assist them to comply with regulatory requirements

b. Strengthen our intelligence capability to identify and target risk

c. Continually evaluate our risk-based frameworks and practice to achieve regulatory outcomes

d. Engage with industry to better anticipate and understand new and emerging trends, products and services.

a. Simplify and enhance the quality of our online information and resources

b. Modernise communication tools and content

c. Design and implement services to meet stakeholder needs.

a. Implement the workforce strategy

b. Participate in government budget processes to secure an appropriate level of funding to enable us to implement the Government's policy in regulating the gambling and liquor industries and deliver our legislative and regulatory obligations

c. Implement ICT Strategy 2019–2023 to deliver contemporary and value for money capability

