



Victorian Gambling and
Casino Control Commission

ANNUAL REPORT

2024-2025

Acknowledgement of Country

The Victorian Gambling and Casino Control Commission acknowledges Aboriginal people as the Traditional Custodians of the lands, waters and skies of Victoria, and acknowledges and pays respect to their Elders, past and present.

We respect the contributions Aboriginal and Torres Strait Islander individuals and community groups have made and continue to make to our society and recognise ongoing connection to, and care for, Country.

Annual Report 2024–25

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The Hon. Enver Erdogan MP

121 Exhibition Street
MELBOURNE VIC 3000

**Minister for Casino, Gaming
and Liquor Regulation**

03 October 2025

Dear Minister

I am pleased to submit the Victorian Gambling and Casino Control Commission annual report for the year ending 30 June 2025 for you to present to Parliament.

This report has been prepared in accordance with the *Financial Management Act 1994* and the *Victorian Gambling and Casino Control Commission Act 2011*.

Yours sincerely

Chris O'Neill APM

Chair
Victorian Gambling and
Casino Control Commission

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Glossary of abbreviations, acronyms and terms

This report uses the term 'problem gambling' in reference to legislation. We recognise that the term and its derivative 'problem gambler' is stigmatising and outdated and fails to capture the complex range of social, cultural, policy, legislative, economic and environmental factors, as well as the design and marketing of gambling products, that impact gambling behaviour and harm. This report only uses this term in relation to relevant legislation.

ACMA	Australian Communications and Media Authority
AFL	Australian Football League
AHA	Australian Hotels Association
ALH	Australian Leisure and Hospitality Group
AUSTRAC	Australian Transaction Reports and Analysis Centre
CBS	Community Benefit Statement
CSE	casino special employee
DCCO	declared community or charitable organisation
DJCS	Department of Justice and Community Safety
EFT	electronic funds transfer
FOI	freedom of information
FTE	full-time equivalent
GEAP	Gender Equality Action Plan
GIE	gaming industry employee
IBAC	Independent Broad-based Anti-Corruption Commission
ICT	information and communications technology
IGS	Intralot Gaming Services
MoU	memorandum of understanding
MTP	Melbourne Transformation Plan
NCPF	National Consumer Protection Framework
OMA	Outdoor Media Association
OVIC	Office of the Victorian Information Commissioner
PSP	player safety promise (part of the Tabcorp Transformation Program)
RSG	responsible service of gambling
RSL	Returned and Services League
VGCCC	Victorian Gambling and Casino Control Commission
VGCCC Act	<i>Victorian Gambling and Casino Control Commission Act 2011</i>
VPS	Victorian Public Service
VSU	venue support worker
QIP	quality improvement program (part of the Tabcorp Transformation Program)
WSP	wagering service provider
Associates	Those who can exercise significant influence or control over management of a licensee, such as board members and senior executives. Associates are required to undergo rigorous probity assessments in which their ability to meet high thresholds of honesty, integrity, character and financial stability are considered.
Nominees	Those responsible for the management and control of a gaming venue on behalf of the venue operator. Nominees are subject to the same suitability assessments as associates.
YourPlay	The pre-commitment system installed on all poker machines in Victoria that allows users to set time and spend limits

A message from the Chair and CEO

In the 3 years since the VGCCC was established, following the Royal Commission into the Casino Operator and Licence, we have made significant strides in modernising and improving the regulation of gambling in Victoria. Consequently, the industry is better regulated than ever before and we are recognised as a leader in our field. However, there is still a lot more work to be done.

THE BEGINNING

Initially, we placed direct emphasis on addressing the non-compliance of the big gambling operators. The legacy of our inaugural Chair, Fran Thorn, and chief executive, Annette Kimmitt AM, who both left the organisation this year, is apparent in many ways. Most obviously in our ongoing oversight of the delivery of Crown's Melbourne Transformation Plan and Tabcorp's Transformation Program.

Fran and Annette set an ambitious agenda and staunchly pursued their goal to embed our risk-based, intelligence-led regulatory approach. They set about transforming our workforce and laid the foundations for a well-rounded regulator with harm minimisation at its core. We thank them for their contributions.

AN ENERGISED WORKFORCE

The gambling industry in Victoria comprises multiple sectors and a significant number of businesses that employ thousands of people. As we adopt a more business as usual approach to regulating the industry, we must maintain the highest standards across the length and breadth of our responsibilities.

In late 2024–25, we finalised the design of, and consultations with staff relating to, our new, sector-based operating model, which supports an end-to-end approach to each gambling sector we regulate. We are engaged at every stage, from understanding the needs of each sector, through to regulation and oversight, and using outcomes to inform ongoing improvement.

Our people are deeply skilled in a range of disciplines, including conducting probity assessments and data analysis complex audits. We remain committed to investing in continuous training and development opportunities for our staff, ensuring they stay engaged, motivated, and well prepared to excel amid the dynamic, fast-paced changes of the industry. This includes equipping our people with the skills to adapt to emerging technologies and to address the associated criminal risks that may arise, so they can continue to safeguard our industry's integrity.

DIGITISED REGULATION

In the ever-evolving landscape of regulatory governance, the imperative to modernise technological infrastructure is both a challenge and an opportunity. Over the past year, our organisation has continued to replace legacy systems to establish a robust, fit-for-purpose system designed to support and refine our regulatory approach. This marks a pivotal step toward future proofing our operations and enhancing service delivery.

This multi-year program to transform and digitise our regulatory systems will streamline processes for businesses and individuals, supporting awareness and understanding of regulatory obligations, enabling timelier, data driven regulatory approaches, and improving outcomes for the broader community.

USING REGULATORY TOOLS

This year, we completed our first strategic inquiry using our powers under s 26 of the *Victorian Gambling and Casino Control Commission Act 2011* (VGCCC Act). The powers allow us to explore matters of broad interest in different sectors of the gambling industry to assist us to achieve best practice in gambling regulation.

This enabled us to better understand how bingo operates in Victoria and identify areas for improvement. We will begin to act on the recommendations in the coming year. More generally, the lessons learnt from this exercise will be applied in any future inquiries we might undertake.

REDUCING HARM

Our newly legislated responsibilities to increase community awareness of the risks associated with gambling and encourage harm reduction behaviours came into effect 12 months ago. We embraced this opportunity to support government's gambling harm minimisation objective, tackling it on multiple fronts.

Our Harm Minimisation Action Plan 2024–26 comprises actions to reduce harm from the most harmful gambling products – poker machines, sports and race betting and casino table games.

During the year, we conducted sentiment research with 3,000 Victorians to better understand perceptions and inform targeted harm awareness initiatives. We began developing a longer-term strategy to increase community awareness of the risks of gambling harm. We led Gambling Harm Awareness Week for the first time, having taken over this role from the Victorian Responsible Gambling Foundation. We reframed our social media strategy to prioritise use of our platforms to inform, educate and engage with community on gambling harm-related issues.

A NEW STRATEGIC HORIZON

Looking ahead, our priorities centre on preserving Victoria's gambling industry as free from criminal infiltration, while unwaveringly protecting individuals from the harms that gambling can inflict.

We will strengthen our capacity to detect and respond to suspicious activities, deepening our collaborations with regulatory and enforcement partners to curb criminal influence and exploitation across the sectors under our watch. In parallel, we will encourage and enable gambling providers to establish robust measures that guard against crime.

Our commitment to minimising gambling harm will be realised through vigilant oversight – scrutinising industry compliance with statutory obligations and intervening whenever necessary. We stand ready to shield excluded individuals from gaining access to gambling products and venues, ensure all marketing conforms to legislative standards, broaden community awareness of gambling's risks, and enhance the industry's understanding of its duty of care obligations.

Zero tolerance remains our stance towards providers who permit underage betting, either by or on minors. Research shows that those who begin gambling in their youth are disproportionately at risk of harm later in life. The responsibility lies with the industry to prevent gambling by minors, and we will act decisively should they falter.

Our expectations of vigilant monitoring by operators for signs of harm are unwavering. Providers must be alert to customer behaviour, especially with high-risk, high-harm products such as poker machines and sports and race betting – products that collectively accounted for 80% of gambling losses in Victoria in 2022–23.¹ Supporting operators to meet their harm minimisation obligations is, and will remain, a regulatory imperative.

Looking ahead, our priorities centre on preserving Victoria's gambling industry as free from criminal infiltration...

ACKNOWLEDGEMENTS

We thank the former Minister for Casino, Gaming and Liquor Regulation, the Hon. Melissa Horne MP, for her enduring interest in, and support for, our work. We also thank – and officially welcome – the current Minister, the Hon. Enver Erdogan MP. We look forward to a constructive relationship.

We acknowledge the contributions of all our staff over the past year. Their collaborative efforts, guided by the strategic direction of the Commission and Executive Management Team, have strengthened our ability to deliver on our Purpose and continually improve the way we work.

Finally, we thank the Victorian Government, Department of Justice and Community Safety colleagues and our many other stakeholders for their support and assistance throughout 2024–25.



► **Chris O'Neill APM**
Chair



► **Suzy Neilan**
Chief Executive Officer

¹ Browne M, Tulloch C, Rawat V, Dellosa G, Russell AMT, Hing N, Rockloff M and Doran C, Social costs of gambling to Victoria 2023, State Government of Victoria, Melbourne, June 2025.

About us

We are Victoria's independent gambling regulator.

Our purpose is to ensure integrity, safety and fairness for all.



INTEGRITY

We hold operators to account on both their legal and social licences to operate.



SAFETY

We boldly apply and direct our powers to those not keeping people as safe as possible.



FAIRNESS

We will not allow people – especially those at risk of gambling harm – to be unfairly targeted.



LICENSING AND OTHER APPROVALS

By overseeing organisation and individual approvals, we can assess, monitor and intervene in activities that may cause harm or attract criminal influence.

Our remit encompasses a wide range of gambling operators, people and premises, and a vast array of equipment, games, rules, systems and processes critical to gambling operations across the state.

We take a risk-based approach to licensing and other approvals, which are only granted when any identified risks have been addressed. In making decisions, we prioritise harm prevention.

We carefully examine an applicant's financial situation, criminal history, personal background, previous experience and any disciplinary or other proceedings to which they may have been a party. Applicants must demonstrate their commitment to actively safeguard the community.

We scrutinise applications for equipment such as poker machines, table games and systems used in the conduct of gambling activities to ensure they are fair, the rules and odds are clear, they comply with regulatory requirements, and they incorporate safeguards against gambling harm.

Our Commission sits as a tribunal to consider complex or high-risk matters and to make decisions on applications for various licences relating to poker machines, appeals on exclusion orders and disciplinary actions against major licensees.

Our strategic ambitions

Our strategic ambitions are to:

- be renowned for regulatory excellence
- provide an exceptional employee experience
- have a fit-for-purpose operating model.

Our regulatory approach

Our regulatory approach is how we achieve our purpose. It comprises 4 components: licensing and other approvals, education and engagement, monitoring, and enforcement.

Central to our approach is our focus on preventing gambling harm and keeping the gambling industry free from criminal influence.

Our remit encompasses a wide range of gambling operators, people and premises, and a vast array of equipment, games, rules, systems and processes critical to gambling operations across the state.



EDUCATION AND ENGAGEMENT

We undertake information and awareness raising activities and proactively engage with industry to help them understand and meet their legal and social obligations. We provide education materials, guidance and other resources to help them to improve their:

- understanding of gambling harm and meet their duty to care for customers and the broader community
- ability to identify and report suspicious behaviour to keep their operations free from criminal influence.

We conduct annual surveys with the Victorian community to learn about their attitudes to, and perceptions of, gambling, gambling harm and how the gambling industry is regulated. We use the insights gleaned from these market research activities, as well as from our interactions with key stakeholder groups, including people with lived experience of gambling harm, to inform our public information initiatives.

Our awareness raising activities help Victorians to think critically about the risks of gambling, specific gambling products and industry tactics, so they can make informed decisions about participating in gambling activities and employ strategies to reduce the risk of gambling harm. We also promote the availability of tools to assist people who gamble to monitor their activities and gamble within their means, thereby reducing the risk of harm.



MONITORING

We encourage and enforce the gambling industry's compliance with its obligations through a risk-based and intelligence-led approach that ensures our efforts are targeted on those areas that require attention.

We conduct audits and inspections across the industry and use all available information – including complaints and tip-offs and comprehensive analysis of available gambling data – to spot emerging issues, identify non-compliance and target regulatory responses to high-risk areas for gambling harm.

We identify people or venues to monitor for money laundering or other criminal activities through our analysis of data and other forms of intelligence, and engagement with other regulatory agencies. These include the Australian Communications and Media Authority (ACMA), Australian Federal Police, Australian Transaction Reports and Analysis Centre (AUSTRAC), Victoria Police, and other interstate and international regulators.



ENFORCEMENT

We have zero tolerance for opportunistic or deliberate breaches of obligations by gambling operators. In particular, we actively pursue those whose actions fail to protect the community or act on criminal influence. We ensure our enforcement actions are timely and proportionate to the risks posed, and harm caused, by operators that:

- fail to take responsibility for preventing gambling harm
- contravene their obligations to identify and prevent criminal infiltration into the Victorian gambling industry.

The enforcement tools available to us vary across the different sectors we regulate. They include notices of non-compliance, enforceable undertakings, disciplinary actions, fines, and criminal prosecution.

Depending on the sector in which they operate, registered and licensed organisations and individuals may also face censure, suspension or cancellation.

In determining an enforcement action we consider an operator's conduct, including their level of cooperation, and whether they have proactively taken steps to rectify or remedy the issue.

Scale of the industry we regulate

2024–25 snapshot

State-issued licences



1 CASINO LICENCE



1 WAGERING AND BETTING LICENCE



1 MONITORING LICENCE



1 LOTTERIES LICENCE



2 KENO LICENCES

People



3,171 CASINO SPECIAL EMPLOYEES



23,793 GAMING INDUSTRY EMPLOYEES



263
BOOKMAKERS



452
VENUE OPERATORS



23
MANUFACTURERS, SUPPLIERS AND TESTERS OF GAMBLING EQUIPMENT

Entities



438 VENUES WITH POKER MACHINES IN OPERATION



5,722 DECLARED COMMUNITY AND CHARITABLE ORGANISATIONS



14 SPORTS CONTROLLING BODIES



28 COMMERCIAL RAFFLE ORGANISERS



7 BINGO CENTRE OPERATORS

Entitlements



27,372
POKER MACHINE ENTITLEMENTS



Player losses



\$7.39 Billion

LOST BY PLAYERS



Individual approaches



22,609

ENQUIRIES



415

TIP-OFFS



802

COMPLAINTS
ABOUT THE
INDUSTRY

Key enforcement actions

Crown



\$2M

FINE



1

ENFORCEABLE
UNDERTAKING



5

DIRECTIONS



98

WRITTEN
WARNINGS



Non-casino



\$4.6M

FINE:
TABCORP



6

SUCCESSFUL
PROSECUTIONS



18

DISCIPLINARY
ACTIONS



30

INFRINGEMENT
NOTICES



212

WRITTEN
WARNINGS



26

EMPLOYEE
DISCIPLINARY
ACTIONS

Progress towards our strategic ambitions

BE RENOWNED FOR REGULATORY EXCELLENCE

This means:

- protecting people from gambling harm
- ensuring the gambling industry operates fairly and consumers can make informed decisions
- keeping the industry free from criminal influence and exploitation
- enabling and holding to account those we regulate to deliver on both their legal and social licences
- continuously improving gambling regulation
- decision making that is grounded in independence from those we regulate and a deep understanding of the gambling industry.

Highlights in 2024–25

In June 2024, the VGCCC Act was amended to strengthen our objectives – shifting from 'minimising harm and problem gambling' to 'minimising gambling harm' – a change that recognises harm as inherent to gambling products.

We prioritise our efforts on areas of greatest risk to deliver the strongest possible outcomes for all Victorians. Harm minimisation – prevention and reduction – is central to our work. All gambling providers are on notice to have robust systems and procedures in place to prevent harm caused by their products.

In 2024–25, we imposed significant fines on providers for wrongdoing, sending a clear message that they must take their harm minimisation obligations seriously. A key ongoing priority is to support gambling providers to proactively prevent minors from gambling. In addition, this year we focused particularly on industry's compliance with safeguards designed to protect self-excluded customers.

We continue to investigate and act against any gambling provider known to have caused harm to Victorians by contravening gambling regulations. Where licenced entities acknowledge their misconduct, we support them to take remedial action.

For the first time at the VGCCC, we led the state's Gambling Harm Awareness Week, which aims to raise awareness about the risks and harms associated with gambling. We encouraged Victorians to learn more about how gambling products work to assist them in making informed choices. Our campaign (*You're meant to lose more than you win. Know what's behind the game*) offered information and strategies to help people protect themselves from gambling harm.

During the year, we completed our first strategic inquiry. Using our newly legislated toolkit, we examined Victoria's bingo sector and identified a range of actions for modernising the regulatory framework that governs its conduct. We also gained valuable insights into how our new powers might be used to support our regulatory work in the future. The report, *Keeping bingo social, safe and fair*, was published in early July.

We began embedding a regulatory risk framework and intelligence strategy into our operations. Their use will enable a consistent approach to risk-based identification, intelligence capture and planning of regulatory priorities and activities at strategic, operational and tactical levels.

Supporting this work are our collaboration and information sharing arrangements with key partner agencies, including ACMA, Victoria Police and AUSTRAC. We continued to strengthen these relationships to enhance our oversight of the gambling industry to detect, prevent and deter criminal influence and exploitation.

In 2024–25, we imposed significant fines on providers for wrongdoing, sending a clear message that they must take their harm minimisation obligations seriously.



+ CASE STUDY

Digital transformation supports regulatory excellence

Our move to a single digital platform to manage the full regulatory lifecycle is expected to save the gambling industry more than 94,000 hours of red tape each year, estimated to cost \$6 million, while delivering improved outcomes and significant operational efficiencies.

This major multi-year project, which involves consolidating and standardising our systems and processes and replacing four legacy systems and numerous manual workflows, will make the Salesforce Public Sector solution our sole regulatory system.

This year we made considerable progress to implement the solution, which will support industry compliance through modern, efficient digital tools.

Our digital transformation journey represents our deep commitment to regulatory excellence. Stakeholder benefits will be broad ranging and achieved, for example, through:

- easier application processes for employee and commercial licenses and minor gaming permits e.g. through digital forms with field auto-population, data validation, real-time application status tracking, and automated risk assessment
- streamlined poker machine entitlement management, aided by a fully digitised process that provides greater transparency, automated controls and alerts/notifications
- a new industry portal, with operator-specific obligations built in for a personalised experience, and tools for self-managing compliance, such as automated notifications and reminders, real-time visibility of compliance matters, and annual statement requirements
- more efficient complaints and tip-offs processes, supported by an ability to triage and resolve issues more quickly, reduce uncertainty and prevent delays to flow-on or related activities.

Additional community benefits will result from integrating the platform with Service Victoria's systems. This means that Victorians who engage with us will have the convenience of a single digital identity across state government services, an improved user experience and greater online protection through enhanced security.

Phases 1 and 2 of the project were completed in June 2024 and May 2025 respectively. The remaining 2 phases will be implemented in 2025–26.

AN EXCEPTIONAL EMPLOYEE EXPERIENCE

This means:

- enabling employees to derive a deep sense of purpose from their work
- supporting wellbeing and physical and psychological safety through an inclusive and values-driven culture
- encouraging career progression and providing clarity on the skills and capabilities needed to succeed
- delivering highly effective learning and development through on-the-job experiences, coaching, mentoring and formal learning
- ensuring people feel valued for their contribution.

Our new operating model and structure are designed to support an end-to-end approach to each gambling sector we regulate.

Highlights in 2024–25

This year, we prioritised efforts to attract and retain highly skilled people to further embed our new regulatory approach and enhance the standard of work we perform on behalf of all Victorians.

With this in mind, we refreshed our values to ensure ongoing alignment with our purpose and ways of working, and introduced a recognition program that encourages employee wellbeing, psychological safety and job satisfaction.

Our new operating model and structure are designed to support an end-to-end approach to each gambling sector we regulate. To support the successful delivery of the model, we developed a new capability framework to enable our regulatory practitioners to make good, consistent decisions.

The framework underpins our efforts to be renowned for regulatory excellence, clearly sets out the competencies required to implement our regulatory approach, and outlines a career path, inclusive of development opportunities, for our people.

In addition, we introduced a new online learning platform for all staff to enhance their capabilities and delivered in-house project management and writing skills training.

A significant undertaking during the year involved procuring new accommodation in Melbourne's CBD and preparing to move to it when our lease on the North Richmond office we have occupied for 12 years expired in August 2025.

Providing our people an excellent employee experience was a key consideration in the decision to move. The central location offers staff better commute options and a safer, more vibrant environment in a modern, fit-for-purpose setting. Accordingly, staff will have access to flexible, technology-enabled workspaces, open-plan neighbourhoods for collaborating, and a variety of alternative options for 'quiet' work and in-person and hybrid meetings.

A FIT-FOR-PURPOSE OPERATING MODEL

This means:

- having sustainable funding that allows for sufficient resources to regulate effectively, continually develop our people, and harness technology and data to improve systems and processes
- working together in cross-functional, multi-disciplinary teams, enabled through technology, data and intelligence to drive innovation, efficiency and effectiveness in our regulatory approach
- forming deep, strategic relationships and alliances that accelerate achieving our purpose
- understanding and managing our risks in line with our risk appetite and in ways that optimise our performance.

In December 2024, we launched a new website that has streamlined and clarified information for consumers about the gambling industry, gambling harm, and their rights.

Highlights in 2024–25

This year we made substantial progress on our multi-year project to modernise the core information and communications technology platforms that underpin our risk-based and intelligence-led end-to-end regulatory approach.

The project is replacing multiple legacy systems to deliver a fit-for-purpose platform with benefits for us and our stakeholders, including an improved user experience, higher quality and more timely decisions, and reduced operating costs.

We have begun rolling out a single, cloud-based technology platform and transitioning our regulatory activities to it. The platform will allow us to capture all our regulatory activities in a single place, improving our efficiency, reducing red tape and minimising risk.

To date, our compliance management system and licensing for casino special employees (CSEs) have been moved to the new system. The remainder of our licencing system will be moved across by the end of 2025.

In addition, we have delivered an enterprise data platform for all data with tools that enable improved capture and analysis capabilities and the application of artificial intelligence/machine learning to identify emerging trends, threats or compliance issues.

In December 2024, we launched a new website that has streamlined and clarified information for consumers about the gambling industry, gambling harm, and their rights. Licensees also have clearer guidance and access to applications and other forms they are required to complete.

“ We introduced a new online learning platform for all staff to enhance their capabilities and delivered in-house project management and writing skills training. ”

Minister's Statement of Expectations and output measures

Progress against the Minister's statement of expectations

The Minister's statement of expectations sets out how we are expected to contribute to the government's priorities and improve our performance. The current statement of expectations comprises 10 initiatives that apply until 30 June 2026. The following table illustrates how we are acquitting each expectation.

Expectation	Progress
Consider Towards Best Practice: A guide for regulators in business planning	The design of our regulatory approach has been developed with reference to the 10 principles in the guide.
Continue to build strong, collaborative relationships with a range of stakeholders	We engaged extensively with stakeholders, including: <ul style="list-style-type: none"> • people with lived experience and the wider community • industry peak bodies and gambling operators • the Department of Justice and Community Safety (DJCS).
Build a robust and modern industry through a risk-based approach to regulation	In 2024–25 we: <ul style="list-style-type: none"> • began implementing our new risk framework • identified and assessed regulatory risks for each gambling sector to be used to drive regulatory planning and monitoring for the year ahead.
Continued rigour in regulation of the Casino	Together with other business as usual work and Royal Commission into the Casino Operator and Licence related reform activities, in 2024–25 we: <ul style="list-style-type: none"> • established our audit methodology for Crown's Melbourne Transformation Plan (MTP) • established a dedicated team to oversee implementation of the MTP • tested and validated the completion of a number of MTP programs and initiatives.
Ensure compliance and prevent criminal activities	This year we: <ul style="list-style-type: none"> • strengthened relationships with AUSTRAC and Victoria Police to enable mutually beneficial data/intelligence sharing and transfer, especially in relation to the risk of money laundering • continued to identify new partnerships, intelligence assets and approaches to analytics that will improve detection and prevention of criminal infiltration into the gambling industry.
Continue to integrate and prioritise harm minimisation into all aspects of the regulatory approach	This work has included: <ul style="list-style-type: none"> • embedding regulatory actions proportionate to the risks posed and harm caused by non-compliance • developing an action plan aimed at reducing harm from the most harmful gambling products • developing a 5-year strategy to transform community and industry attitudes about gambling harm • taking enforcement action against providers in breach of their self-exclusion program obligations • leading Gambling Harm Awareness Week.

Expectation	Progress
Educate industry to improve compliance	We continued to implement our 3-year industry education strategy through education resources, information sessions, stakeholder engagement, education campaigns and a monthly newsletter. We reinforced these activities through our website, venue visits, social media, direct emails and correspondence. Our education activities addressed known and emerging areas of compliance risk.
Develop a plan to ensure the continuation of a public health approach to gambling harm prevention activities, including campaigns	<p>We began developing a 5-year strategy to transform community and industry attitudes about gambling harm.</p> <ul style="list-style-type: none"> • We consulted people with lived experience, researchers, venue support staff and public health partners, commissioned behavioural research and reviewed more than 50 evidence sources. • The strategy prioritises audiences and high-risk gambling products, sets clear behavioural goals, and addresses environmental barriers to harm reduction. • The strategy provides a framework for future awareness and education campaigns.
Advise the Minister	Through regular engagement, briefing and reporting, we continued to fulfil our legislative obligation to advise the Minister on the operation of gambling legislation and the Commission's functions. This year, in collaboration with DJCS, we began developing a regulatory reform strategy and plan.
Develop business plans and a reporting framework	We progressed the development of the components required for a new public reporting framework. The framework is being designed to ensure we meet the 10 principles for good regulatory practice outlined in <i>Towards Best Practice: A guide for regulators</i> .

Performance against output measures

2024–25 performance against output measures

Performance measure	Unit of measure	2024–25 target	2024–25 actual	Variance %	Notes (for +/-5% variance)
QUANTITY					
Casino applications, monitoring and audit activities	Number	2,016	1,807	-10.4	The actual is lower than the target due to fewer CSE applications from Crown than anticipated. As at quarter 4 of 2024–25, we had received 314 CSE applications. In comparison, at the same time in 2023–24, we had received 873 applications. This is also in part due to the reduction or lower turnover in casino workforce.
Gambling and casino information and advice	Number	25,000	22,609	-9.6	The actual is lower than the target due to fewer enquiries from industry and the public than forecast. The number of enquiries is lower than last year.
Gambling applications, monitoring and audit activities	Number	10,814	12,211	12.9	The actual is higher than the target due to continued focus on monitoring and audit activity, in particular reviewing annual bingo returns and monitoring player activity statements.
Gambling audits completed	Number	1,600	1,925	20.3	The actual is higher than the target due to increased inspection activity.

Performance measure	Unit of measure	2024–25 target	2024–25 actual	Variance %	Notes (for +/-5% variance)
QUALITY					
Gambling audits conducted at high-risk times	%	12	23.8	98.3	The actual is higher than the target due to the counting rules now capturing audits conducted between 10 am and 12 pm, in addition to 10 pm and 4 am.
Proportion of high-harm gambling breaches resulting in regulatory action	%	95	84.6	-10.9	The actual is lower than the target due to transformation activities underway at the VGCCC, including the implementation of a single cloud-based technology platform to enable regulatory processes and manage all regulatory matters. These activities are actioned as a priority and undergo a thorough investigation.
TIMELINESS					
Calls to VGCCC client services answered within 60 seconds	%	80	75	-6.3	The actual is lower than the target due to internal change during the reporting period.
Gambling approvals, licence, permit applications and variations completed within set times	%	85	76	-10.6	The actual is lower than the target due to the transition to a single technology system for regulatory processes, resulting in longer licensing assessment times. These impacts were monitored, and the VGCCC worked with industry to ensure critical applications were efficiently assessed and addressed the impacts of transition.

Our current-year financial review

The Victorian government considers the net result from transactions to be the appropriate measure of financial management that can be directly attributed to government policy.

This measure excludes the effects of revaluations (holding gains or losses) arising from changes in market prices and other changes in the volume of assets shown under 'other economic flows' on the comprehensive operating statement, which are outside our control.

In 2024–25, we achieved a net result from transactions of \$0.127 million, compared to a (\$0.426) million net result from transactions in 2023–24.

Both total income and expenses from transactions have decreased over the past year, with the net result from transactions highlighting a movement of \$0.299 million during these periods.

The overall net result for 2024–25 decrease in expenditure and income relates to the capitalisation of expenditure relating to ICT projects and section 29 income and expenditure.

Total net assets increased from \$11.700 million in 2023–24 to \$14.414 million in 2024–25 primarily driven by VGCCC's investment in ICT infrastructure and a rise in receivables as at 30 June 2025.

Further information can be found in the financial statements section of the annual report.

Crown Melbourne

Since the Royal Commission into the Casino Operator and Licence, we have continued to strengthen every aspect of our approach to regulating the Melbourne casino licensee (Crown).

In particular, we have invested heavily in building our data analytics and intelligence capabilities to identify 'red flags' for potential non-compliance and increased risks for criminal activity and gambling harm.

We analysed customer data received daily from Crown to ensure its own Financial Crime Unit properly leveraged intelligence and data to monitor and identify money laundering. We also worked closely with Victoria Police, Australian Federal Police and Commonwealth and state regulatory agencies on matters that raised concerns about criminal influence. This included referring to them several instances of reportable conduct, such as potential loan sharking and money laundering.

Our enhanced data capabilities assisted us to analyse de-identified data received independently from the monitoring licensee, which oversees the YourPlay limit setting program, about customer play periods, behaviour, expenditure and participation when excluded.

This enabled us to monitor the occurrence of gambling harm as well as Crown's adherence to key regulatory requirements, such as mandatory carded play on poker machines, the operation and enforcement of the YourPlay pre-commitment system, and breaks in play.

During 2024–25, we continued to work with Crown and DJCS to progress mandatory carded play on casino table games. Under current legislative requirements, this must be in place by 1 December 2025. We are active participants in a DJCS-led working group considering the technical requirements associated with implementing an account-based system on casino table games. We continue to work with DJCS and Crown to ensure the necessary equipment, system and process approvals are enabled.

The Commission must approve senior executives and directors of Crown and its holding companies to become associates. Our assessment of their suitability is informed by the thorough probity checks we conduct, which include reviewing a person's employment history, personal and professional associations, qualifications, leadership experience in Australia and overseas, and financial stability.

We analysed customer data received daily from Crown to ensure its own Financial Crime Unit properly leveraged intelligence and data to monitor and identify money laundering.



Applications that pose an increased risk are referred to investigators for deeper assessment and the Commission only grants approval if the risks are suitably addressed.

We scrutinise a vast array of equipment, games, rules, systems and processes critical to Crown's operations. New games undergo rigorous assessment for compliance with all regulatory requirements and the inclusion of safeguards to protect customers from gambling harm.

We also assess and approve the ICT systems Crown uses for gaming – and any changes to those systems. Our focus is on ensuring the integrity of systems, including compliance with minimum technical standards.

+ CASE STUDY

Melbourne Transformation Plan and public status reports

Crown's adherence to its MTP is critical to its ongoing reform.

Accordingly, in April 2025 we issued a second binding direction to Crown to supplement and strengthen the initial direction regarding implementation of its MTP. It requires Crown to complete the delivery of the MTP by 31 December 2026.

Crown must provide us with quarterly status reports and publish a public status report on its website twice a year on its progress towards meeting its MTP commitments. The first public status report was published in February 2025.

We have also implemented a range of additional audits to ensure the MTP is properly implemented. Findings from our expanded activities will be important input into our ongoing assessment of Crown Melbourne's reform efforts and, ultimately, our review of Crown Melbourne's suitability in the Seventh Periodic Investigation, which will commence in 2027.

New games undergo rigorous assessment for compliance with all regulatory requirements and the inclusion of safeguards to protect customers from gambling harm.

People approvals (employees and associates)

Crown employees in gambling-related functions must apply to be licensed and approved as a CSE.

In 2024–25, 72.45% of CSE licence applications were determined in set timeframes (target = 11 days or less) (78.21% in 2023–24).

ACTIVE CSE LICENCES AS OF 30 JUNE

2025	2024	2023	2022	2021
3,171	3,600	4,645	4,335	4,310

APPLICATIONS FOR CSE LICENCES

Application	CSE (new)	CSE (renew)
GRANTED		
2024–25	145	139
2023–24	589	204
REFUSED		
2024–25	0	0
2023–24	0	0
WITHDRAWN		
2024–25	9	1
2023–24	13	2
TOTAL		
2024–25	154	140
2023–24	602	206

APPLICATIONS TO BE AN ASSOCIATE OF THE CASINO

Application	Associate of the casino
APPROVED	
2024–25	9
2023–24	7
REFUSED	
2024–25	0
2023–24	0
WITHDRAWN	
2024–25	0
2023–24	1
TOTAL	
2024–25	9
2023–24	8

EQUIPMENT, GAMES, RULES AND SYSTEM APPROVALS		
Application	Casino gaming equipment*	Casino-linked jackpot arrangements
GRANTED		
2024-25	32	13
2023-24	55	3
REFUSED		
2024-25	0	0
2023-24	0	0
WITHDRAWN		
2024-25	2	0
2023-24	2	1
TOTAL		
2024-25	34	13
2023-24	57	3

*Excludes poker machines

CASINO AUDITS				
2024-25	2023-24	2022-23	2021-22	2020-21
1,220	848	1,402	1,371	634



ENFORCEMENT

We took one disciplinary action against Crown this year. In October 2024, the Commission fined Crown \$2 million for allowing 242 people who had self-excluded from gambling to place bets over an 8-month period between October 2023 and May 2024.

The Commission determined the breaches were due to system and control failures and issued a direction to Crown to engage an independent expert to assess the effectiveness of, and make recommendations for improving, the management of its self-exclusion program.

This year we issued 5 directions to Crown. In addition to the directions already mentioned, we directed Crown to:

- implement the accepted recommendations of an approved independent expert regarding Crown's access controls for minors
- engage an independent auditor to audit all systems and internal controls in accordance with ASAE 3150 issued by the Australian Auditing and Assurance Standards Board.

In addition, we issued Crown with 98 written warnings.

98



WRITTEN
WARNINGS

\$2M



FINE

Commission tribunal decisions

In 2024-25, the Commission received 14 appeals against casino exclusion orders.

Received		Hearings*		Matters determined*		Matters concluded#		Outstanding on 30 June 2025	
2024-25	2023-24	2024-25	2023-24	2024-25	2023-24	2024-25	2023-24	2024-25	2023-24
14	10	0	1	0	7	10	2	3	4

* Private and public hearings, direction hearings and preliminary conferences

Not all matters are necessarily determined or concluded in the same financial year as they are received.

Poker machine and venue operators

Our scrutiny of all applications relating to poker machines includes assessing the suitability of venue operators, their nominees, associates and gaming employees, and whether a venue meets its obligations for minimising harm and criminal influence.

A venue operator must obtain both a venue operator licence and approval to operate poker machines and purchase a separate poker machine entitlement for each machine.

As of 30 June 2025, 27,372² poker machine entitlements were available to venue operators in Victoria. Of these, 13,211 were attached to poker machines in clubs, 14,099 were attached to poker machines in hotels and 62 were available for sale.

The approval of a designated poker machine area requires that a venue meets specific controls for lighting, closed circuit television, location, and proximity to areas where minors may be lawfully present. This is an important step in minimising gambling harm. Separately, we assess and approve all modifications to the perimeter of the poker machine area for existing venues.

For new premises applications, suitability is determined through a public hearing process to assess whether the venue is appropriate for operating poker machines. For existing premises, the venue operator undergoes a suitability assessment as part of the application to add the premises to their licence.

Applications for an increase in poker machines at a venue are assessed by the Commission sitting in tribunal, subject to local government area limits. Approvals may also be subject to conditions.

In 2024–25, we approved one new venue operator licence and 46 renewals: 76% of venue operator licence applications were approved in set timeframes (target = 115 days) (98.34% in 2023–24).

As of 30 June 2025, 483 gaming venues were approved and operating in Victoria.

We supported venues to improve signage at entrances to poker machine rooms to reduce the risk of minors unwittingly entering these areas.

+ CASE STUDY

Reducing the reporting burden on venues

This year, we worked closely with the Monitoring Licensee, Intralot Gaming Services, to provide additional benefits to venue operators.

On 1 July 2025, we launched a centralised register for operators to record all cheque and electronic funds transfer (EFT) payments for large poker machine prize payouts.

Previously, venues were required to register all such payments in their own 'large win register' and provide details of the register to us upon request. For some venues, this was a manual process and considered an unnecessary administrative inconvenience.

The centralised cheque and EFT register:

- removes the burden of venue operators having to regularly supply copies of their large win register to us
- provides an automated solution to venue operators who previously used a manual recording system
- provides a centralised and complete repository of all cheque and EFT payments across all gaming venues in Victoria.

Use of the centralised cheque and EFT register will also enhance our regulatory capabilities, especially in identifying and mitigating money laundering and other criminal risks.

We have initiated an educative program to encourage compliance with the centralised cheque and EFT register and will work with venue operators to transition to the new process.

Throughout the year, we continued to meet regularly with venue operator peak bodies, including the Australian Hotels Association (AHA), Community Clubs Victoria, and the Returned and Services League (RSL) of Victoria. We also engaged with the Australian Leisure and Hospitality Group (ALH), which has significant poker machine operations in Victoria.

2 This figure was incorrectly reported in last year's annual report as 26,966.

This engagement is an important part of working with industry to improve compliance, for example, through discussions about our expectations, any emerging concerns emanating from our regulatory oversight of their members, and any matters they wished to raise, including areas in which their members would benefit from further education.

Following an increase in the number of complaints we received about licensed venue self-exclusion program breaches, we met with both AHA and Community Clubs Victoria as the administrators of the 2 self-exclusion programs in the poker machine sector. We also commenced a review of both programs to assess their compliance with the ministerial direction.

In 2024–25, we undertook 1,729 inspections at gaming venues and worked with venue operators to improve venue layouts, enhance safety, and comply with regulatory requirements. For example, we supported venues to improve signage at entrances to poker machine rooms to reduce the risk of minors unwittingly entering these areas.

Our data and intelligence-related monitoring of poker machines and venue operators helped us to identify risks, target our monitoring efforts and remain vigilant to emerging threats. For example, our activities:

- identified that 35 venues breached new laws that came into effect on 30 August 2024 that require poker machine areas to be closed between 4 am and 10 am daily
- revealed that 11 venues failed to pay their gaming taxes by the due date. We recovered a total of \$2,115,575 in outstanding gaming tax and an additional \$12,269 in penalty interest
- made significant progress on our commitment, following a Victorian Auditor-General's Office recommendation, to conduct financial audits of all Victorian gaming venues at least every 3 years. Since 2023, we have completed 68% of the audits, including 84% of regional venues, and are on track to complete our first 3-year cycle by 2026.

“ We recovered a total of **\$2,115,575** in outstanding gaming tax and an additional **\$12,269** in penalty interest. ”

+ CASE STUDY

Community benefit statements

In 2024–25, 230 community benefit statements (CBS) were lodged by clubs and accounted for \$1,051,160,672 in net gaming revenue. Community benefit claims (at 31.7% of net gaming revenue) amounted to \$333,234,491.

This year, 5 clubs failed to lodge a CBS before the legislated 30 September due date. Each was charged a higher tax rate from the due date to the date they submitted their audited CBS. A total of \$33,494.77 in additional taxes was collected. Penalty infringement notices were also issued to the clubs, with \$1,186 in penalties payable by each club.

As part of our enhanced monitoring focus, we completed a targeted audit of CBS submissions that found one venue fell short on its community benefit obligations following the removal of an ineligible claim. We recovered a shortfall from the club in the amount of \$14,539.49.

Where errors were identified, we actively engaged with the auditors of the CBS submissions provided to us and encouraged them to improve their assessment of CBS submissions to avoid any escalation of failed assurance processes to the appropriate authorities.



COMMISSION TRIBUNAL DECISIONS

Data related to non-casino tribunal decisions are provided in the table below. Data on casino-related decisions are in the Crown Melbourne chapter.

	Received		Hearings*		Matters determined†		Matters concluded‡		Outstanding on 30 June 2025	
	2024–25	2023–24	2024–25	2023–24	2024–25	2023–24	2024–25	2023–24	2024–25	2023–24
Internal appeal	2	5	0	0	0	4	2	0	0	2
New gaming premises approval	1	2	0	2	1	1	1	0	1	1
Poker machine increase	0	3	1	1	1	2	1	0	0	1
Poker machine decrease	0	2	0	0	0	1	1	0	0	1
Variation to venue operator licence condition	6	4	0	0	0	2	7	1	0	3
Variation of approval of gaming premises	3	1	0	0	0	0	4	0	0	1
Total	14	17	1	3	2	10	16	1	1	9

* Private and public hearings, direction hearings and preliminary conferences

Not all matters are necessarily determined or concluded in the same financial year as they are received.

VENUE OPERATOR LICENCE APPLICATIONS (LICENSEES AND ASSOCIATED ENTITIES)

Application	Operate a venue (new)	Operate a venue (renew)
GRANTED		
2024–25	1	46
2023–24	4	16
REFUSED		
2024–25	0	0
2023–24	0	0
WITHDRAWN		
2024–25	0	0
2023–24	0	1
TOTAL		
2024–25	1	46
2023–24	4	17

POKER MACHINE ENTITLEMENTS

Entitlements can be purchased outright from the Minister or through a deferred payment plan, administered by us. We work closely with entitlement holders to help them understand their payment obligations and the consequences of not meeting them.

If repayment requirements are repeatedly not met, entitlements are automatically forfeited to the Victorian government. In 2024–25, 110 poker machine entitlements were forfeited.



POKER MACHINE ENTITLEMENTS AS OF 30 JUNE			
	Entitlements	Number and % of available entitlements 2025	Number and % of available entitlement 2024
Utilised by venue operators		26,966 (98.5%)	27,372 (99.2%)
Attached to an approved venue		27,310 (99.8%)	26,401 (97.9%)
Outside Melbourne statistical district		7,861 (28.7%)	7,861 (29.2%)
Inside Melbourne statistical district		19,109 (69.8%)	19,105 (70.8%)
Attached to hotels		14,099 (51.5%)	14,099 (51.5%)
Attached to clubs		13,211 (48.3%)	13,211 (48.3%)

VENUE APPLICATIONS

Application	Include/remove premises	Modify poker machine area
GRANTED		
2024–25	4	122
2023–24	25	111
REFUSED		
2024–25	0	4
2023–24	0	5
WITHDRAWN		
2024–25	0	8
2023–24	0	9
TOTAL		
2024–25	4	134
2023–24	25	125



GAMING INDUSTRY EMPLOYEES

Staff who carry out certain gaming-related duties at licensed venues must be approved as a gaming industry employee (GIE).

In 2024–25, we assessed 3,290 and approved 3,240 GIE applications, of which 75.94% were determined in set timeframes (target = 11 days) (77.19% in 2023–24).

ACTIVE GAMING INDUSTRY EMPLOYEES AS OF 30 JUNE					
2025	2024	2023	2022	2021	
23,793	23,423	23,222	23,120	23,483	

APPLICATIONS FOR GAMING INDUSTRY EMPLOYEE LICENCES		
Application	GIE (new)	GIE (renew)
GRANTED		
2024–25	2,969	271
2023–24	2,345	311
REFUSED		
2024–25	49	1
2023–24	89	0
WITHDRAWN		
2024–25	0	0
2023–24	41	2
TOTAL		
2024–25	3,018	272
2023–24	2,475	313



ENFORCEMENT

In 2024–25, our enforcement actions against venue operators included: 212 written warnings, 30 infringement notices, 15 disciplinary actions and 6 successful prosecutions.

Penalties for breaches to permitted trading hours

We fined 11 venue operators a total of \$180,000 for significant non-compliance in 2024 with the trading hours conditions on their licences for Good Friday and ANZAC day. Letters of censure were issued to an additional 4 venue operators.

Shepparton hotel operator fined \$100,000

In December 2024, we fined **Goulburn Valley Hotel Shepparton Pty Ltd** \$100,000 for providing false information on its application for a licence to operate 40 poker machines at the Shepparton venue.

The operator failed to declare that the licence nominee had been found guilty of 2 counts of negligently dealing with the proceeds of crime, without conviction, in June 2022.

Additional licence and reporting conditions have been applied to Goulburn Valley Hotel and another venue operator licence associated with the nominee, Pan Hotels Pty Ltd.

212



WRITTEN
WARNINGS

30



INFRINGEMENT
NOTICES

15



DISCIPLINARY
ACTIONS

6



SUCCESSFUL
PROSECUTIONS

PROSECUTIONS

In February 2025, **Supreme Edinburgh Pty Ltd**, trading as the Duke of Edinburgh in Brunswick, pleaded guilty to 3 counts of breaching the *Gambling Regulation Act 2003*. The operator was fined \$2,500.

In March 2025, **Victorian Amateur Turf Club** (which incorporates Melbourne Racing Club/MRC), was fined \$7,000 for 2 breaches of the *Gambling Regulation Act* at the Peninsula Club in Dromana. On 10 June 2023, a child entered the gambling area of the club twice and was able to use the poker machines on both occasions. During the second visit to the area, while with adults, the child used a poker machine for about 5 minutes, until staff intervened. **MRC** was issued with conditions that must be met within 12 months and at its own expense to improve how it manages its responsibilities.

In June 2025, **ALH** pleaded guilty to 6 charges and was fined \$38,000 for offences involving 3 minors at 3 venues on 4 dates in 2024: Cramers Hotel, Excelsior Hotel and Mountain View Hotel.

In October 2024, **ALH** was fined \$175,000 after pleading guilty to 24 charges for allowing a teenager to gamble on multiple occasions at 5 venues: Albion Charles Hotel, Cramers Hotel, Doncaster Hotel, Excelsior Hotel and Rose Shamrock & Thistle Hotel.

In a separate matter, **ALH** was fined \$2,500 for not stopping an 8-year-old child in the company of an adult from entering the poker machine area at Westside Taverner in August 2023. Staff at the venue spoke to the adult to ask them to leave and then reported the incident to us.

GAMING INDUSTRY EMPLOYEE ACTIONS

Gaming industry employees must advise us if they have been found guilty of an offence or a court has imposed a diversion order or a conviction. This is a condition of their licence, which helps to ensure only suitable people work in the industry. It also protects the gambling industry from criminal influence and exploitation.

In 2024–25, we took disciplinary action against 26 employees to cancel GIE licences.



The Monitoring Licence

Intralot Gaming Services (IGS) is responsible for operating the central system that connects all poker machines in hotels and clubs in Victoria, collecting data from poker machines, operating the YourPlay pre-commitment system across hotels, clubs and the casino, and providing reports and data to us, as well as hotels and clubs.

We oversee IGS's compliance with the obligations set out in the Monitoring Licence, related agreements, legislation and ministerial directions to ensure that poker machines are operated lawfully across the state.

Throughout 2024–25, we regularly met with IGS to ensure they remained clear on our expectations of them, including the systems and reports needed to help hotels and clubs monitor poker machines, and to assist us to properly regulate the sector.

Two audits of the Intralot central monitoring and pre-commitment system were conducted during the year. We audited them to assess compliance with our approvals, the technical requirements for systems and the Gambling Regulation Act, and we made recommendations to minimise identified system risks.

In May 2025 we commenced an investigation into an IGS-scheduled system maintenance that caused YourPlay to be unavailable for several hours during operating hours. As part of the investigation, we worked with IGS to understand the root cause of the extended outage, and why IGS failed to immediately notify us and venues of the matter. We set clear expectations that IGS provide us with timely notification of outages to ensure we can, in turn, provide timely notification to venues.

The Monitoring Licence expires in August 2027. DJCS is currently conducting a competitive process, on behalf of the Minister, to award a new post-2027 monitoring and pre-commitment licence. Our role in the process includes developing technical system standards and assessing the probity and good repute of applicants and their associates.

+ CASE STUDY

Improved YourPlay compliance reporting

After issuing a direction to IGS in March 2024, we continued to work with IGS to improve a report that assists venue operators to monitor poker machine connectivity with the YourPlay system.

The enhanced YourPlay Connectivity Report was delivered in January 2025 and is being used by venue operators and us to ensure this core harm minimisation feature is readily available on all poker machines in hotels and clubs throughout Victoria.

The data has greatly improved our ability to target potentially non-compliant venues and ensure necessary connectivity to YourPlay is delivered. Although minor issues of connectivity have been apparent, the report has assisted in mitigating significant instances of non-compliant poker machines across a single venue.

PEOPLE APPROVALS (EMPLOYEES, CONTRACTORS AND ASSOCIATES)

Some monitoring licence employees require a GIE licence.

Application	Monitoring licensee associate
GRANTED	
2024–25	0
2023–24	8
REFUSED	
2024–25	0
2023–24	0
WITHDRAWN	
2024–25	0
2023–24	0
TOTAL	
2024–25	0
2023–24	8

ELECTRONIC MONITORING SYSTEM AND PRE-COMMITMENT SYSTEM APPROVALS

We must approve each core component and rigorously assess all variations to systems (hardware, software and security documents governing system operation). Our focus is on system integrity and regulatory compliance.

In 2024–25, we approved 9 variations to the monitoring system. There were no applications to vary the pre-commitment system.

Application	Variations to the monitoring system
GRANTED	
2024–25	9
2023–24	10
REFUSED	
2024–25	0
2023–24	0
WITHDRAWN	
2024–25	0
2023–24	10
TOTAL	
2024–25	9
2023–24	10

Manufacturers, suppliers and testers

Our regulation of poker machine manufacturers, suppliers and testers maintains the integrity of poker machines at every stage of supply and testing.

The service providers we approve to be listed on the roll of manufacturers, suppliers and testers are trusted to perform various tests on poker machines, gaming systems and other approved gaming equipment. As such, we require them to meet high thresholds of honesty, integrity, character and financial stability.

To be listed on the roll as a tester of poker machines or gambling systems requires a more detailed assessment than is required for manufacturers and suppliers.

Minimum standards and requirements apply to the design of poker machine equipment and games. We rigorously assess applications for new poker machine types (the hardware) and games (the software) and existing machines and games for fairness, compliance with all regulatory requirements and the incorporation of appropriate safeguards to protect customers from gambling harm. This covers poker machines at Crown and in gaming venues.

As Chair of the National Standard Working Party responsible for managing technical standards and the performance of poker machine testers, we continue to engage with other Australian and New Zealand jurisdictions on the assessment of poker machines and the Gaming Machine National Standard.

This year, our engagement included consideration of the latest research on poker machine characteristics and the appropriateness and testability of the Gaming Machine National Standard on new gaming products. We discussed technology enhancements in poker machine design and development and explored how to best ensure their integrity, safety and fairness.

In May 2025, the Australian Casino and Gaming Regulators CEO Forum, which represents all gambling regulators in Australia and New Zealand, endorsed a series of amendments to the Gaming Machine National Standard. Recommended by the National Standard Working Party, they aim to enhance consumer protections and minimise gambling harm and will apply to new poker machines presented to us for approval.

The amendments address game characteristics that encourage ongoing use and standardise requirements for poker machine manufacturers across jurisdictions. For example, they prohibit:

- congratulatory sounds and visuals when the net result of a spin is a loss i.e. losses disguised as wins
- the display of previous game results, bonus or jackpot outcomes to combat the belief that a win is due i.e. the gambler's fallacy.

The amended Gaming Machine National Standard will need to be adopted in each jurisdiction with a transition period provided to poker machine manufacturers. We will support the adoption of this standard in 2025–26.

ROLL OF MANUFACTURERS, SUPPLIERS AND TESTERS APPROVALS

As of 30 June 2025, there were 23 organisations on the roll.

Application	Be on the roll of manufacturers, suppliers and testers	Be an associate of a manufacturer, supplier or tester
GRANTED		
2024–25	0	15
2023–24	1	40
REFUSED		
2024–25	0	1
2023–24	0	0
WITHDRAWN		
2024–25	0	0
2023–24	0	1
TOTAL		
2024–25	0	16
2023–24	1	41

POKER MACHINE EQUIPMENT AND GAME APPROVALS

In 2024–25, we approved 1,020 poker machine types and games (including variations).

Application	Approve or vary poker machine type	Approve or vary poker machine game
GRANTED		
2024–25	249	731
2023–24	178	861
REFUSED		
2024–25	0	0
2023–24	0	0
WITHDRAWN		
2024–25	0	40
2023–24	3	49
TOTAL		
2024–25	249	771
2023–24	181	910

Wagering service providers, bookmakers and sports controlling bodies

The Victorian Wagering and Betting Licence

In August 2024, the Commission fined Tabcorp \$4.6 million for repeated breaches of the Wagering and Betting Licence and its responsible gambling code of conduct. Further, the Commission issued Tabcorp 3 directions to overhaul its operations to remediate systemic internal control and harm minimisation failures. This is detailed 'Tabcorp Transformation Program'.

Since the directions, we have increased our engagement with Tabcorp at all levels of our organisation to monitor implementation of the reforms and begin measuring their effectiveness.

This year, we strengthened our data analysis and intelligence gathering activities, thereby improving our ability to identify risks, issues, breaches and emerging threats.

We engaged with Tabcorp to access key datasets to better monitor bet structuring, trends and outlier betting activity, which can be indicators of money laundering. We sought access to system capability to allow further interrogation of agent level data. We engaged regularly with AUSTRAC and Victoria Police to share data and analysis.

We continued to monitor Tabcorp's compliance with our January 2024 direction to use an independent third-party to implement a 'mystery shopper' program that checks whether venues verify the age of customers who appear under 25. In 2024–25, 1,763 venues were checked by the mystery shopper program, of which approximately 50% failed to meet the identity checking requirements (52% in 2023–24). In response to these failures, Tabcorp applied a range of sanctions on venues, including converting cash-based electronic betting terminals to voucher mode.

During the year, we audited Tabcorp's wagering and betting system to ascertain whether it had adequate security and controls and to evaluate its accuracy, integrity and auditability. The audit found the wagering and betting system was compliant, but identified areas for improvement. Tabcorp developed and provided us with a mitigation plan to address these areas, which we accepted and continue to oversee.

We also provided Tabcorp with dispensation to improve some areas of its wagering and betting system to achieve full compliance with sections of the new Wagering and Betting Technical Standards. Throughout the year, we monitored Tabcorp's action on matters relating to the dispensation. This included regular reporting and engagement with Tabcorp on progress towards full implementation of the standards.

+ CASE STUDY

Tabcorp Transformation Program

Our investigations in 2023–24 identified that between August 2020 and February 2023, Tabcorp breached the conditions of the Wagering and Betting Licence and its responsible gambling code of conduct numerous times across 17 'themes'. Examples of the breaches included:

- sending direct marketing material to a customer on multiple occasions, despite the customer having opted out of receiving promotional materials
- failing to minimise the potential for gambling harm through inadequate training of employees to responsibly deliver its products and services
- failing to provide appropriate support to a customer exhibiting observable signs of distress or indicators of potential gambling harm.

On one occasion, a Tabcorp account manager placed a 'Responsible Gambling Call' to a customer whose betting patterns had been flagged as potentially concerning by Tabcorp's monitoring systems. The call ended with the Tabcorp account manager communicating that a deposit match promotion of \$2,000 would be allocated to the customer's account allowing them to continue to place bets.

The \$4.6 million penalty – the largest ever imposed on Tabcorp by the Commission – was proportionate to the number of incidents and the scope and seriousness of the misconduct. The direction to Tabcorp to remediate systemic failings in its regulatory compliance capabilities reflected multiple failures in its ability and willingness to address identified issues.

The Tabcorp Transformation Program requires Tabcorp to address specific non-compliance issues and to strengthen its enterprise risk governance, culture, capability, systems and processes. It comprises 3 streams:

- a quality improvement program (QIP)
- a player safety promise (PSP)
- a retail agent review.

Quality improvement program initiatives include Tabcorp modifying its customer account management system, updating its processes, and developing policies and procedures that prevent unapproved software being used in its wagering and betting system.

Player safety promise initiatives require Tabcorp to improve its connection to BetStop, the national self-exclusion register, and its ability to quickly identify, and prevent betting by, customers who have self-excluded. Tabcorp must also implement an online system that can identify customers who may be experiencing, or at risk of, gambling harm – and then intervene in real time.

Tabcorp's retail network includes pubs, clubs and TAB agencies. The retail agent review will identify and put in place controls to manage risks and prevent breaches. For example, issues we identified included minors using electronic betting terminals, large cash bets, credit betting, and venue staff betting on duty as well as placing bets without paying.

ASSOCIATE APPROVALS

In 2024–25, we approved 12 Tabcorp associates.

Application	Associate of the wagering and betting licensee
GRANTED	
2024–25	12
2023–24	5
REFUSED	
2024–25	0
2023–24	0
WITHDRAWN	
2024–25	0
2023–24	1
TOTAL	
2024–25	12
2023–24	6

WAGERING AND BETTING SYSTEM APPROVALS

Application	Modifications to the wagering and betting system
GRANTED	
2024–25	138
2023–24	120
REFUSED	
2024–25	0
2023–24	0
WITHDRAWN	
2024–25	23
2023–24	7
TOTAL	
2024–25	161
2023–24	127

This year, we strengthened our data analysis and intelligence gathering activities, thereby improving our ability to identify risks, issues, breaches and emerging threats.

\$4.6M 
TABCORP FINE

+ CASE STUDY

Greater protection for customers

We worked with Tabcorp after the new wagering and betting licence came into effect in August 2024 to ensure the licensee implemented enhanced security of customer accounts, information and funds by complying with the improved technical standards we introduced.

A key measure was the introduction in early 2025 of multi-factor authentication on customer accounts. This, along with other system controls, strengthened Tabcorp's systems for combatting cyber-attacks and mitigating the potential compromise of customer accounts.



ENFORCEMENT

In 2024–25, we took 4 disciplinary actions against Tabcorp, including a direction to implement the Tabcorp Transformation Program.

Tabcorp has reported that implementation of the QIP was completed on 31 March 2025 and that implementation of the PSP will be final in late 2025. An independent assurer is assessing and will make findings and recommendations on:

- the full implementation of the programs
- whether the program initiatives are designed to effectively address the root causes of the systemic deficiencies identified
- whether the control deficiencies have been effectively remedied.



DISCIPLINARY ACTIONS

“Some of the minors gambled, all were exposed to a gambling environment and may have witnessed gambling harm.”

+ CASE STUDY

New cash limit on in-venue and agency bets

Our August 2024 direction to Tabcorp to impose a new \$10,000 cash limit on all in-venue or agency bets sought to address concerns about gambling harm and criminal influence in the sector, including potential money laundering.

Using our new enterprise data platform, we detected and assessed excessive gambling activity in wagering outlets. Analysis of the data led us to identify escalated levels of cash gambling on wagering events in these outlets.

With additional intelligence obtained through our data sharing relationships with enforcement agencies such as AUSTRAC, we compiled a brief of significant concerns that warranted stronger controls, including the introduction of the new betting limit within 3 months.

PROSECUTIONS

In May 2022, we received a complaint from the mother of a minor who was believed to be gambling at several TAB outlets across Melbourne. The complaint resulted in a 2-year investigation of gambling by a minor at 13 locations.

In 2024–25, several prosecutions relating to the minor, and others involving children aged between 7 and 17 years, were finalised. Some incidents involved minors entering restricted areas of venues with their parents or guardians. Some of the minors gambled, all were exposed to a gambling environment and may have witnessed gambling harm.

The finalised prosecutions included:

- 5 ALH venues: Albion Charles Hotel, Cramers Hotel, Excelsior Hotel, Doncaster Hotel, Rose Shamrock & Thistle Hotel (fined \$177,500 plus \$45,000 costs in October 2024)
- Duke of Edinburgh Hotel (fined \$2,500 plus \$4,950 costs in February 2025)
- Coburg TAB Agency (fined \$3,000 plus \$5,500 costs in February 2025).

Bookmakers and interstate wagering service providers

A key priority for us in 2024–25 involved bridging a gap in our core information holdings on Victoria's bookmaking sector. To support a coordinated approach to regulating the sector, we sought to use our memorandum of understanding (MoU) with Racing Victoria to access operational data and intelligence shared with them by Victorian bookmakers.

Discussions continued throughout the year, and we are close to formalising a process that allows us to receive relevant data from Racing Victoria. This will assist us, for example, to target our regulatory approach on bookmakers where the risk of gambling harm may be more evident.

Our attendance during the year of *Backing the Punt and Regulating the Game* conferences enabled us to connect with industry stakeholders and explore new and emerging risks in the sectors we regulate. Likewise, our regular interactions with Responsible Wagering Australia focused on current and emerging issues.

We worked closely with the Victorian Bookmakers' Association and ACMA on making wagering service providers (WSPs) aware of their obligations, including under the National Consumer Protection Framework (NCPF) for online wagering.

We engaged with WSPs and interested parties on the draft wagering inducements regulatory guide. This document will assist industry to comply with section 4.7.10 of the Gambling Regulation Act.

We also worked with bookmakers and WSPs on addressing specific risk issues, such as offering wagering markets on events controlled by a sports controlling body without having an integrity agreement in place. Related to this, we introduced a form to enable WSPs to seek a Commission determination if the terms of an integrity agreement cannot be reached.

Our monitoring of compliance with the NCPF focused this year on the requirement for WSPs to have their account closure process clearly explained and prominently displayed on their website. We identified 33 non-compliant bookmakers and directed them all to remediate this breach.

In addition to the NCPF breaches, we found several breaches among the same bookmakers involving unapproved betting markets.

BOOKMAKER REGISTRATIONS

As at 30 June 2025, there were 263 active bookmaker registrations.

WSPs licensed in other Australian jurisdictions can legally offer online betting services to Victorian residents without being registered or approved in Victoria. As a result, the Victorian market includes both locally registered bookmakers and interstate-licensed operators. This means our regulatory oversight must extend beyond Victorian-registered bookmakers to also include monitoring interstate wagering providers that are active in the Victorian market.

Application	Sole trader (new)	Sole trader (renew)	Partnership (new)	Corporate entity (new)	Corporate entity (renew)
GRANTED					
2024–25	5	7	6	4	1
2023–24	4	10	1	12	0
REFUSED					
2024–25	0	0	0	1	0
2023–24	0	0	0	0	0
WITHDRAWN					
2024–25	0	0	0	0	0
2023–24	1	0	0	4	0
TOTAL					
2024–25	5	7	6	5	1
2023–24	5	10	1	16	0

PEOPLE APPROVALS

Staff who perform management functions, make decisions or undertake other specific wagering related duties for a bookmaker must apply to be licensed and approved as a bookmaker key employee.

In 2024–25, we approved 19 bookmaker key employee applications (17 in 2023–24). As of 30 June 2025, there were 134 active bookmaker key employees (131 at 30 June 2024).

Applications to be a nominee or associate of a bookmaker

APPLICATIONS TO BE A NOMINEE OR ASSOCIATE OF A BOOKMAKER		
Application	Nominee of a bookmaker	Associate of a bookmaker
GRANTED		
2024–25	4	1
2023–24	12	11
REFUSED		
2024–25	1	0
2023–24	0	0
WITHDRAWN		
2024–25	0	0
2023–24	2	2
TOTAL		
2024–25	5	1
2023–24	14	13

“ We worked closely with the Victorian Bookmakers’ Association and ACMA on making wagering service providers (WSPs) aware of their obligations. ”



ENFORCEMENT

In 2024–25, enforcement action taken against registered bookmakers included 2 disciplinary actions and one warning letter.

DISCIPLINARY ACTION

Four bookmakers we took disciplinary action against for breaching their responsible gambling code of conduct and/or the law have appealed to the Victorian Civil and Administrative Tribunal. Our investigation findings and disciplinary actions that are on appeal before the Victorian and Civil Administrative Tribunal are as follows:

- Realbookie sent gambling correspondence or promotional material to a self-excluded person on 7 occasions – \$50,000 fine
- Okebet offered inducements to people to open new accounts and sent direct marketing to self-excluded people – \$100,000 fine
- MintBet accepted bets from a customer displaying signs of distress relating to harmful gambling behaviours and had inadequate systems in place to ensure vulnerable customers do not experience a loss of control from gambling – \$100,000 fine
- Vicbet provided a bonus bet to a customer after they requested their account be closed and repeatedly sent gambling promotional material to a self-excluded customer –\$130,000 fine.

It is an offence for a bookmaker to encourage or offer any credit, voucher or reward, or other benefit to induce an account holder to keep an account open after they have requested its closure. Similarly, sending correspondence or promotional material to customers who have self-excluded contravenes the Victorian Bookmakers’ Association Code of Conduct.



DISCIPLINARY ACTIONS



WARNING LETTER

Sports controlling bodies

In 2024–25, we engaged with Sport Integrity Australia and Victoria Police to gain a better understanding of the role each plays in the sports integrity landscape. We maintained an open dialogue with them and select sports controlling bodies on investigations into alleged breaches of their wagering policies.

We also attended the Sporting Integrity Symposium, hosted by Victoria Police and Sport and Recreation Victoria, and the Australian Football League (AFL) Integrity and Security Forum. Both gatherings allowed us to connect with industry stakeholders and explore sports integrity issues.

Our broad ranging monitoring activities included assessing whether sports controlling bodies, which are approved by us, were meeting their obligations to protect the integrity of their sport. They included intelligence scanning for integrity concerns, baselining product fee and integrity agreements across the sector, and assessing wagering breach notifications for ongoing compliance and integrity of betting events under a body's control.

Approved sports controlling bodies can enter into commercial agreements with WSPs that wish to offer betting markets on their events. These product fee and integrity agreements must provide for the sharing of information to protect the integrity of the sport and any betting on it. Sports controlling bodies receive revenue from the betting markets they permit on their sport.

Our monitoring work with Rugby Australia and Basketball Australia identified 22 WSPs that were offering betting services on events without an agreement in place with the relevant sports controlling body. We wrote to these WSPs to remediate their breaches.

We also monitored compliance with the 'betting on minors prohibition' that we issued in August 2023. This involved scanning for WSPs offering these markets, especially for high-risk events like the Stawell Gift, and ensuring sports controlling bodies understood not to allow WSPs to offer betting on minors in the events they administered.

During the year, we received 290 breach notifications from sports controlling bodies.

In December 2024, media reported on a police investigation into alleged match fixing at the Dandenong Thunder Football Club. In June 2025, media reported another alleged match fixing incident, this time involving Western United Football Club.

We engaged with Football Australia, as the sports controlling body for soccer, to understand what it knew about the allegations and whether it was investigating them. Further, we sought to better understand Football Australia's broader integrity capability, including its resources, systems and processes, and whether any of its controls failed to identify the matters that led to the police investigations.

We will conduct a suitability review of Football Australia in the 2025–26 financial year to assess its ability to ensure the integrity of its events. This will include looking at the activities it allows betting on, such as yellow cards. We will continue to work with the body on strengthening its integrity controls.



Keno and public lotteries

In 2024–25, following multiple audits and other monitoring activities, we worked with Victoria’s 2 Keno licensees³ and the public lottery licensee⁴ to improve compliance with the obligations set out in their licences, related agreements, legislation and ministerial directions.

We conducted 3 comprehensive audits of Keno and public lottery systems to assess compliance with legislative and technical requirements, player and stakeholder entitlement protections, government revenue requirements, and responsible gambling codes of conduct.

Our data analysis and intelligence gathering found:

- activities and environments in which breaches or gambling harm are more likely to occur. For example, the easy accessibility and frequency of online Keno draws (approximately every 3 minutes) make it high risk for gambling harm
- several instances of credit betting across The Lottery Corporation’s retail lotteries network. That is, agents providing customers with tickets they had yet to pay for, effectively providing them with lines of credit, which is prohibited under Victorian legislation.

During the year, we collaborated with both Keno licensees to finalise an online Keno harm minimisation data framework. In May 2025, we followed this up with a direction that requires each licensee to provide us with bi-annual reporting of data and insights into how they are using the data to inform their harm minimisation approaches.

To date, the data provided shows significant losses – one customer lost almost \$100,000 in 6 months, another lost almost \$42,000 in a month. The data also shows high account deposit and turnover values.

This may indicate that customers are gambling beyond their means and are experiencing harm, so we are monitoring these risks and the licensees’ management of them.

Our review of The Lottery Corporation’s responsible gambling codes of conduct led us to work with them this year to:

- strengthen the codes through clearer gambling harm messages to customers and details of how licensees will prevent gambling harm
- identify potential problem harmful gambling behaviours
- intervene and respond to indicators of gambling harm.

We are also supporting The Lottery Corporation to address issues that the latest system review indicated need for, or would benefit from, improvements. This is important to ensure the integrity of Tattersall’s lottery system, including its security and stability, and to provide lottery agents and customers with a better experience.

For example, we have created a template to standardise and improve the quality of licensee reporting of significant events. This supports a new process that will streamline reporting for licensees, support consistent assessment of events and reduce requests for additional information.

In 2024–25, we conducted 61 Keno inspections to confirm the adherence of licensees to their obligations, and the accuracy of data reporting and reconciliation. In addition, we conducted 42 comprehensive audits of Keno and public lottery systems.

ASSOCIATE APPROVALS

In 2024–25, we approved 4 public lottery and Keno associates (8 in 2023–24).

Application	Associate of a Keno licensee	Associate of a public lottery licensee
GRANTED		
2024–25	2	2
2023–24	6	2
REFUSED		
2024–25	0	0
2023–24	0	0
WITHDRAWN		
2024–25	0	0
2023–24	0	0
TOTAL		
2024–25	2	2
2023–24	6	2

3 Keno (VIC) Pty Ltd (a subsidiary of The Lottery Corporation) and Lottoland Australia Pty Ltd (Lottoland)

4 Tattersall’s Sweeps Pty Ltd (another subsidiary of The Lottery Corporation)

EQUIPMENT, GAMES, RULES AND
SYSTEM APPROVALS

In 2024–25, we approved 98 system variations to Keno and public lotteries systems (84 in 2023–24).

Application	Modify Keno system	Modify lotteries system
GRANTED		
2024–25	40	58
2023–24	45	39
REFUSED		
2024–25	0	0
2023–24	0	0
WITHDRAWN		
2024–25	2	3
2023–24	4	8
TOTAL		
2024–25	42	61
2023–24	49	47

In 2024–25, we conducted 61 Keno inspections to confirm the adherence of licensees to their obligations, and the accuracy of data reporting and reconciliation. In addition, we conducted 42 comprehensive audits of Keno and public lottery systems.



ENFORCEMENT

In August 2024, following the identification of several non-compliance and regulatory risks, we issued a direction to Tattersall's Sweeps Pty Ltd to undertake an independent review of the internal controls of its lottery system.

The incidents had a range of consequences. These included retail terminal outages, draw delays, customers being unable to purchase tickets, purchased tickets not being processed in time, incorrect display/advertising of draw values (inflated jackpot values), and winning tickets not being recognised.

The independent review was conducted over a 6-month period and was finalised and provided to us in April 2025. It made 24 recommendations for preventing repeat incidents and enhancing the effectiveness of controls.

In May 2025, Tattersall's provided us with a remediation plan for all 24 recommendations. We will monitor its implementation to ensure the actions are adequate and completed in accordance with the proposed timeframes.

“ We issued a direction to Tattersall's Sweeps Pty Ltd to undertake an independent review of the internal controls relating to its lottery system. ”

Community and charitable gaming

In 2024–25, we engaged extensively with a broad range of stakeholders to undertake our inquiry into how bingo is conducted in Victoria.

We spoke directly with representatives of the bingo sector, community, industry, government, academia, support services, people with lived experience of gambling harm and other community groups. In addition, the engagement comprised:

- 14 submissions that responded to a discussion paper we published on the Victorian government consultation platform, Engage Victoria
- Commissioner and staff visits to 16 bingo venues, all licensed bingo centres and a selection of hotels and clubs to seek feedback from providers, staff and customers
- 564 responses to a customer survey available in hard copy and online and promoted via Facebook and a QR code distributed to bingo providers
- 40 and 36 responses to provider and beneficiary surveys respectively, which were promoted via direct email, through our monthly *Industry news* e-newsletter and on social media
- industry and community roundtables with a selection of interested parties
- Other activities we undertook this year included:
 - 7 audits of declared community or charitable organisation (DCCO) activities, comprising 5 bingo audits and 2 lucky envelope audits
 - our first detailed audit of a sample of annual returns from bingo centre operators and DCCOs to assess compliance with gaming regulations and the correct distribution of prizes.

+ CASE STUDY

Keeping bingo social, safe and fair

Our exploratory inquiry into how bingo is played and regulated in Victoria was conducted under section 33 of the VGCCC Act. The final report was published in early July 2025.

The inquiry identified a range of actions for modernising the regulatory framework that governs the conduct of bingo in Victoria and categorised them under the following themes:

- ensuring a level playing field for commercial scale bingo
- providing clarity for pubs and clubs offering bingo
- addressing risk factors for gambling harm
- protecting staff and volunteers
- improving data collection and monitoring
- modernising payment arrangements
- aiding greater transparency of the bingo sector
- promoting best practice across the bingo sector.

The actions vary in scale and complexity. Their implementation will include ongoing consultation with the sector, customers, the community of interest and relevant government agencies.



ENFORCEMENT

In 2024–25, we found BSG Australia had supplied bingo books to a company that did not hold either bingo centre operator or DCCO status. As this incident was the first of its kind detected, we issued BSG with a notice of non-compliance and made it clear to the sector that this practice is not permitted.

Our audit of bingo centre operator and DCCO annual returns found inaccurate annual submission figures, non-compliance with banking requirements, and other issues. Warning letters were issued to those found to have breached requirements, but because this was a first-time audit, our response focused on education rather than penalties.

Warning letters were issued to those found to have breached requirements, but because this was a first-time audit, our response focused on education rather than penalties.

APPLICATIONS TO BE DECLARED A COMMUNITY OR CHARITABLE ORGANISATION

As of 30 June 2025, there were 5,722 DCCOs (5,763 at 30 June 2024).

In 2024–25, we declared 295 new community or charitable organisations and renewed 153 organisations; 84.51% of applications to be declared as community or charitable organisations were determined in set timeframes (target = 21 days) (90.49% in 2023–24).

Application	Community and charitable organisation (new)	Community and charitable organisation (renew)
GRANTED		
2024–25	295	153
2023–24	374	174
REFUSED		
2024–25	17	0
2023–24	22	1
WITHDRAWN		
2024–25	58	0
2023–24	60	0
TOTAL		
2024–25	370	153
2023–24	456	175

APPLICATIONS TO CONDUCT BINGO, LUCKY ENVELOPES, FUNDRAISING ACTIVITIES AND RAFFLES

In 2024–25, 37.16% of community and charitable gaming permits were determined in set timeframes (target = 5 days) (50.71% in 2023–24).

Application	Run a raffle	Run a lucky envelope	Run other gambling activity for fundraising	Notification of intention to conduct bingo	Amend gaming permit
GRANTED					
2024–25	333	121	4	35	138
2023–24	323	116	12	37	122
REFUSED					
2024–25	1	0	0	3	4
2023–24	3	1	0	0	1
WITHDRAWN					
2024–25	8	7	0	0	0
2023–24	9	2	2	2	1
TOTAL					
2024–25	342	128	4	38	142
2023–24	335	119	14	39	124

BINGO CENTRE OPERATORS AND COMMERCIAL RAFFLE OPERATORS

As of 30 June 2025, there were 7 bingo centre operators (9 at 30 June 2024) and 28 commercial raffle operators (25 at 30 June 2023) in Victoria.

Application	Commercial raffle (new)	Commercial raffle (renew)	New bingo centre	Change to bingo rules
GRANTED				
2024-25	5	1	1	0
2023-24	2	2	0	0
REFUSED				
2024-25	0	0	0	0
2023-24	0	0	0	1
WITHDRAWN				
2024-25	0	0	0	0
2023-24	0	0	0	0
TOTAL				
2024-25	5	1	1	0
2023-24	2	2	0	1

NOMINEES AND ASSOCIATES OF BINGO CENTRE OPERATORS AND COMMERCIAL RAFFLE ORGANISERS

Application	Nominee of a bingo centre operator	Associate of a bingo centre operator	Nominee of a commercial raffle organiser	Associate of a commercial raffle organiser
GRANTED				
2024-25	2	0	5	7
2023-24	0	1	3	4
REFUSED				
2024-25	1	0	0	0
2023-24	0	0	0	0
WITHDRAWN				
2024-25	0	0	0	0
2023-24	0	0	0	0
TOTAL				
2024-25	3	0	5	7
2023-24	0	1	3	4

Complaints and tip-offs

Complaints and tip-offs are important sources of intelligence about industry practice and offer insights into issues of public concern. We use this information in a variety of ways to help protect the community from criminal activities and gambling harm.

This year, we implemented a new complaints and tip-offs case management system that enhances our ability to analyse themes to support our intelligence and education activities.

Information reported to us has helped to direct our monitoring activities, target investigations and identify and respond promptly to bigger issues, trends or risks. It has also highlighted areas where industry practices need improvement.

This year, we concluded our most comprehensive action to date for underage gambling – more than 2,000 hours of investigations, 14 prosecutions against 10 entities, 98 charges and fines totalling half-a-million dollars – following a complaint that multiple gambling venues had allowed a single minor to gamble.

Likewise, the Commission's \$4.6 million fine of Tabcorp in August 2024 for repeated breaches of the Wagering and Betting Licence and its responsible gambling code of conduct began with our investigation of a complaint.

Complainants must provide their contact details so we can keep in touch with them during an investigation. However, tip-offs can be made anonymously.

2,000 

HOURS OF INVESTIGATIONS

14 

PROSECUTIONS

98 

CHARGES & FINES

Complaints

During the year we managed complaints about a mix of gambling products and services, including Crown's operations, gaming venues, wagering, Keno, public lotteries, bingo and trade promotions.

Our complaints handling process involves:

- collecting and assessing evidence to determine whether an operator has breached its obligations
- taking enforcement action, where appropriate, such as issuing non-compliance notices, imposing fines or pursuing prosecution
- providing progress updates to complainants and informing them of investigation outcomes.

Where an investigation initiated by a complaint leads to significant disciplinary action, we may report the outcome via media release and/or on our website. We also inform industry as part of our ongoing strategy to encourage compliance with obligations by sharing the consequences of non-compliance.

We assist complainants who raise issues that are outside of our powers to investigate to connect with the right agency, such as ACMA for complaints about online casinos and gambling advertising on online or broadcast channels.

Our MoU with Racing Victoria and the Victorian Bookmakers' Association outlines the agreed roles and responsibilities of each organisation and details where to direct different types of complaints about bookmakers. The MoU is published on the website of each of the 3 agencies.

COMMUNICATION WITH COMPLAINANTS

Complainants are contacted within 5 business days of their complaint being allocated to a staff member. They are kept informed about the progress of their complaint at least every 28 days.

Letters to complainants and entities provide explanations to help them understand the reasons for information requests and decisions.

Complainants who disagree with an outcome reached by us can request an independent internal review. Reviews are conducted by senior officers who have not been involved in making the decision that is subject to review.

COMPLAINT STATISTICS

In 2024–25, we received 802 complaints about the gambling industry. This is a 10.59% decrease compared to the previous year, when we received 897 complaints. This is likely due to increased utilisation of the tip-offs function.

The top 3 issues complained about were:

1. the conduct of online bookmakers and Tabcorp
2. venue compliance with self-exclusion programs
3. alleged unauthorised raffles and trade promotion lotteries.

We closed 848 complaints in 2024–25, which included new complaints and those carried over from the previous year. This is a 6.4% decrease in resolutions, with 906 complaints closed in the prior year.



Tip-offs

Members of the community can make tip-offs about any gambling-related activities or concerns they believe we have cause to investigate. In cases where tip-offs are outside our jurisdiction, we forward these to the relevant agency.

Our teams assess all tip-offs, determine a response, assign resources and agree on an action plan. Plans are reviewed and progress is monitored to ensure a timely resolution.

Tip-offs can be submitted through our website or by contacting us by phone or email.

TRENDS AND INSIGHTS

In 2024–25, we received 415 tip-offs, as we continued to promote the use of this mechanism introduced in the previous year.

The main tip-offs received were about:

- unauthorised raffles
- minors accessing poker machine areas
- trade promotion lotteries not publishing winners
- responsible service of gambling in poker machine venues.

Notably, bingo and social media-related tip-offs increased. We were alerted to people using platforms like Facebook to illegally advertise venue gaming hours, promote illegal gambling events and raffles, and sell poker machines.

We contacted the individuals or entities breaching legislative requirements and they rectified the concerns by removing any illegal advertising or ceasing raffles or events. We also supported them through education about requirements.

We maintain relationships with other agencies and discuss with them information gained from tip-offs that may assist with their regulatory efforts. For example, we provided Victoria Police with information from a tip-off about a premises that may have been offering illegal gambling.

“ We provided Victoria Police with information from a tip-off about a premises that may have been offering illegal gambling. ”

Education and awareness

Our education and awareness activities focus on 2 key audiences: the gambling industry and the community. We support gambling operators and their staff to understand and comply with their legal and social obligations. And we help the community to understand how gambling works so they can make informed decisions about gambling and protect themselves from gambling harm.

Industry education

In 2024–25, we continued to produce a range of materials and resources used by industry to train their staff, encourage behaviour change and strengthen processes and practices to drive voluntary compliance with obligations. These include videos, information posters, quizzes and checklists, and are complemented by information sessions, a monthly newsletter and informative campaigns.

All our activities are risk-based, intelligence-led and evidenced informed, for example, by issues identified and prioritised through intelligence and data analysis, complaints, tip-offs, breaches, surveys, feedback or enquiries.

Key initiatives we continued to support through our industry education activities included the YourPlay program, responsible service of gambling (RSG) training, NCPF compliance, anti-money laundering programs, and gambling harm minimisation measures.

This year, our achievements included:

- a fourfold increase in industry education resource downloads compared to the same period last year, with new resources to support RSG and anti-money laundering and protect minors
- delivery of 6 targeted information sessions, which were attended by venue operators, staff and managers from 51 venues across Victoria.
- Positive industry feedback during the year demonstrated that our education campaigns and resources were effective in changing operator behaviour and venue practices, including by:
 - making staff more aware of, and attentive to, the signs of gambling harm
 - encouraging staff to interact more frequently with customers and record these actions in the venue's responsible gambling register
 - educating venue staff on the importance of customers using YourPlay
 - ensuring staff make customers aware of YourPlay and are equipped to help them to use it.

EDUCATION TO VENUE OPERATORS

In 2024–25, a core focus of our education strategy was improving venue operator and staff knowledge about RSG obligations and their effective implementation within a venue. This focus was informed by compliance and intelligence data, and direct feedback from venue operators requesting ongoing and consistent education about RSG matters.

RSG covers a range of obligations and requirements for venue operators, including:

- interacting with customers
- providing a safe gambling environment
- maintaining a responsible gambling register
- completing required training
- monitoring for people who have self-excluded
- adhering to the venue's responsible gambling code of conduct.

We developed new education resources to help venue operators better understand their obligations and improve their knowledge of RSG. These included a responsible gambling register guidance document and template, multilingual poster advising that minors must not enter the poker machine area of a venue, and gaming venue checklists.

Downloaded more than 2,500 times in 2024–25, the resources are designed to support venue operators to fulfil RSG obligations, guide them on when to engage and interact with customers, and inform them about the rules regarding certain gambling and administration activities.

2,500 

**RESOURCE
DOWNLOADS**

ENGAGING WITH VENUE SUPPORT WORKERS AND DEPARTMENT OF HEALTH

We established strong and ongoing relationships with Venue Support Workers (VSWs), whose role is to assist venue operators to prevent and minimise harm from poker machines.

Our focus this year was on continuity of support for venue operators as the VSW program transitioned from the Victorian Responsible Gambling Foundation to the Department of Health on 1 July 2024. We ensured information sharing between industry and VSW program leads continued uninterrupted and maintained regular, ongoing communication with our Department of Health colleagues.

Our participation in the regular VSW Peer Network Meeting through an online forum allows VSWs to provide us with direct feedback and gives us the opportunity to address questions and clarify any issues raised by venue operators. Intelligence obtained in these discussions is used to target regulatory activities to venues where there are concerns about non-compliant practises.

INDUSTRY EDUCATION RESOURCES AND FORUMS

During the year, our industry resources were downloaded 7,209 times, demonstrating strong and growing engagement.

A mid-year comparison showed a sharp increase from January to March 2025, with page visits tripling (4,530 vs 1,030), and downloads increasing more than fourfold (2,379 vs 538) compared to the same period in 2024.

The growth reflects the efficacy of ongoing promotions through our well-subscribed e-newsletter and the alignment of resources with seasonal topics, emerging issues and industry feedback.

We established a dedicated online resources hub that features 28 practical resources to help venue operators better understand and meet their regulatory obligations. They include easy-to-follow checklists, plain language guides, templates for reporting to the Commission, and posters for communicating with customers.

The most accessed resource in 2024–25 was the Gaming Venue Checklist, followed by the 'No Children in the gaming room' and 'Check ID' posters. These tools support venue operators to create safer environments and meet their compliance responsibilities.

Education sessions and forums are a key part of our education strategy. We use them to offer industry practical advice on supporting staff to meet our compliance expectations and to directly inform venue operators of recent non-compliance and regulatory concerns.

In 2024–25, we delivered 6 targeted information sessions in regional Victorian venues (Gippsland, Grampians and Geelong), as well as various locations in metropolitan Melbourne. Feedback from industry participants was positive, highlighting the knowledge and approachability of presenters and the usefulness of brainstorming and other interactive sessions.

+ CASE STUDY

New multilingual 'No children allowed' posters

Following multiple complaints about, and investigations into, minors in venues, we focused attention in 2024–25 on raising awareness among customers that children are not permitted to gamble or even enter the poker machine area in Victorian gaming venues.

Our 'No children allowed' posters, which are designed to be displayed at the entrances to poker machine rooms, were one of the most accessed resources on our website this year.

The English version, available since September 2024, was downloaded 1,001 times while the multilingual poster, available since late February 2025, was downloaded 192 times.

+ CASE STUDY

Addressing industry non-compliance with National Consumer Protection Framework measures

In 2024–25, our monitoring activities found non-compliance by Victorian bookmakers with NCPF measures, including numerous examples of allowing account holders to bet on events not approved in Victoria, such as table tennis and ice hockey (other than USA's National Hockey League).

We provided education and compliance information to all Victorian bookmakers to reinforce the importance of adhering to NCPF measures and the Gambling Regulation Act.

A particular focus was on reminding bookmakers of their gambling harm minimisation obligations regarding account closure processes. People who are unable to close a betting account may continue to bet and face an ongoing or increased risk of harm. Accordingly, providers are required to clearly explain and prominently display the account closure process on websites, along with a telephone number for customers to call to close an account.

“ Education sessions and forums are a key part of our education strategy. ”

+ CASE STUDY

Advertising compliance through engagement and education

During the year, we engaged with the advertising industry about what is legal – and what is not – when it comes to outdoor gambling ads.

A meeting with Australia's peak body for outdoor advertising, the Outdoor Media Association (OMA), prompted an invitation to us to address the issue during a gambling advertising webinar.

Our presentation bridged a gap in the industry's understanding of gambling advertising rules, especially those specific to Victoria, as well as the requirements and obligations with which they must comply.

Following the webinar, OMA Senior Policy Advisor Jessie Nguyen said OMA was deeply committed to being a responsible and compliant medium.

'Education plays a crucial role, and our recent Gambling Advertising Webinar with the VGCCC is a great example of industry and regulators working together towards the shared objective of compliance,' Jessie said.

The session was attended by 126 OMA members from 15 agencies. Additional information was distributed to more than 1,100 OMA members.

Community education

Our community awareness and education activities in 2024–25 included:

- redeveloping our website to provide more accessible information and resources to community and industry operators
- refocusing our social media activities to deliver on our newly legislated role to raise community awareness about gambling harm and encourage harm reducing behaviours
- developing an evidence-based 5-year gambling harm minimisation communication strategy grounded in behavioural science, gambling research and risk-based regulation
- undertaking community sentiment research to monitor Victorians' perceptions and gambling behaviours
- leading Victoria's annual Gambling Harm Awareness Week
- delivering consumer-focused information campaigns.

Following the Victorian Responsible Gambling Foundation's closure on 30 June 2024, we assumed responsibility for gambling harm awareness and education campaigns. In 2024–25, we began implementing our new function to increase awareness of risks associated with gambling and promote behaviours that reduce harm.

WEBSITE REDEVELOPMENT PROJECT

In 2024–25, we completed a major redevelopment of our website to deliver a modern, accessible, user-focused platform that better reflects our role as a dedicated gambling regulator.

A new 'For Community' section comprises resources on gambling harm, how to find and engage support services, consumer rights, and educational content designed to raise awareness and reduce stigma. This aligns with our broader commitment to balance regulation with consumer protection.

More than 200 web pages were reviewed and rewritten as part of the redevelopment, and more than 60 PDF forms were redesigned to comply with accessibility standards. The focus was improving the accuracy, clarity and readability of content, making it easier for users to complete regulatory tasks and understand their obligations.

Since launching in December 2024, the new website has attracted 102,928 users, 82.5% of whom are new. The engagement rate rose from 26.6% to 55% compared to the previous 6 months.

The website now stands as a key channel for delivering regulatory guidance and community information in line with our commitment to a digitally transformed organisation.

SOCIAL MEDIA STRATEGY

Our social media strategy promotes our commitment to a modern regulatory approach, reinforces our role in holding industry to account on its legal and social obligations, and prioritises harm minimisation.

The strategy aligns with, and contributes to the delivery of, our new mandate to raise community awareness of the risks of gambling and promote harm reducing behaviours. To this end, in 2024–25 we refreshed our Instagram and Facebook accounts to focus predominantly on informing and engaging community through evidence-based, educational content.

Over the past year, our social media presence saw steady growth:

- a 20.1% increase in followers across all channels, including:
 - 54.9% growth on Instagram
 - 23% growth on LinkedIn
 - 10.3% growth on Facebook

We also saw engagement rates increased across all channels

- Instagram = 4.61% (+238% YoY)
- Facebook = 233.09% (+1,900% YoY)
- LinkedIn = 17.8% (+183% YoY)

We also introduced a new look and feel for social posts and experimented with different formats.

COMMUNITY SENTIMENT RESEARCH

In 2024–25, we undertook research activities to guide communication strategy development, campaign design and broader harm prevention efforts.

The annual **community attitudes survey** is a quantitative study that tracks gambling attitudes and behaviours in Victoria. The 2024 survey gathered responses from more than 3,000 Victorians and revealed a growing disconnect between risk awareness and a belief that skill can influence a betting outcome – particularly among high-risk groups such as men aged 18–24.

While most participants agreed that frequent gambling is risky, 4 in 5 people who gamble did not believe their own gambling was harmful. Gambling was commonly viewed as a social activity, and missed bets were often seen as lost opportunities.

These insights helped validate the direction of the 5-year harm minimisation strategy by confirming the importance of targeted, audience-specific messaging, addressing normalised behaviours, and promoting practical behaviour change strategies like limit setting.

Our **public perceptions survey** explores community sentiment about our role as a gambling regulator. In 2025, a growing number of Victorians (38%) agreed that gambling is conducted fairly and can be trusted – up from 33% in 2024.

While awareness of our specific functions remained limited, 87% of respondents agreed that it is important to have an independent gambling regulator. These findings help inform how we communicate our role and reinforce trust in regulatory decision making.

HARM MINIMISATION CAMPAIGN STRATEGY

In 2024–25, we developed a 5-year harm minimisation campaign strategy, guided by behavioural insights, qualitative research, and engagement with community and government partners.

Key elements of the strategy design include:

- a focus on priority audiences most likely to experience harm
- an emphasis on high-risk gambling categories
- behavioural research conducted with at-risk audiences to identify barriers and motivations to change and test campaign messages in real-life settings
- framing campaign messages from a public health perspective, avoiding stigmatised language and improving personal relevance
- supporting whole-of-government collaboration with Department of Health and DJCS.

Stakeholder consultation significantly contributed to development of the strategy. The wide range of partners with whom we engaged included:

- people with lived experience of gambling harm
- gambling researchers
- venue support workers
- other government departments
- inter-departmental committees.

This collaborative approach helped shape our audience focus, refine messaging, and ensure the strategy aligns with real-world experience and is integrated with the whole-of-government response to gambling harm.

Feedback from the consultations will also inform campaign tone and messaging to build trust and ensure the strategy supports diverse community needs.

While most participants agreed that frequent gambling is risky, 4 in 5 people who gamble did not believe their own gambling was harmful. Gambling was commonly viewed as a social activity, and missed bets were often seen as lost opportunities.

GAMBLING HARM AWARENESS WEEK

In 2024, we led Victoria's Gambling Harm Awareness Week for the first time, having taken over this role from the Victorian Responsible Gambling Foundation.

The campaign (*You're meant to lose more than you win. Know what's behind the game*) reinforced findings from independent research that 46% of Victorians recognise gambling products contribute to harm while promoting balanced conversations about industry responsibility and consumer protections. This reflected our broader remit of community education and intelligence-led regulation.

Highlights included:

- a 2-phase campaign: an initial target of the Spring Racing Carnival and AFL and NRL finals focused on the risks of multi-bets, followed by a statewide campaign encouraging conversations about gambling harm
- a combined social media reach of 1.79 million Victorians, with Facebook the lead channel
- 22 regional media stories and radio segments, with a combined reach of 134,000
- 8,000+ website visits during the campaign period, with information about gambling myths and misconceptions the most accessed
- 3,000+ resource downloads and a variety of community events hosted across Victoria
- attendance of online and in-person information sessions by 300+ people.



COMMUNITY SECTOR ENGAGEMENT

In 2024–25 we expanded our engagement with the Victorian community via local councils and community welfare groups to raise awareness of our regulatory and harm minimisation roles.

Many local councils across Victoria are active in the prevention of gambling harm through their localised health and wellbeing plans. However, we identified that some were unaware of our dual role of enforcing gambling regulations and educating community about gambling harm.

We undertook introductory meetings with more than 35 councils to discuss their community engagement priorities and provide them with information about gambling regulation and how to access resources and support for issues relevant to their communities.

Some of the topics raised by councils included:

- supporting sporting clubs to reduce their reliance on poker machine revenue
- gambling operators sponsoring sporting clubs and providing branded sporting equipment
- harm from gambling, beyond poker machines.
- Our commitment to engage with councils and community and welfare groups to minimise harm from gambling is ongoing.

HELP AND ADVICE

We continued to provide information and advice via a phone service during business hours and an after-hours email enquiry function.

In 2024–25, we received 22,609 enquiries.

The highest volume of queries related to GIE licences, followed by community and charitable gaming, venue operators and complaints.

Our information services team played an important role in identifying emerging issues and trends. This included noting common questions so that we could develop education materials in response to community and industry information needs.

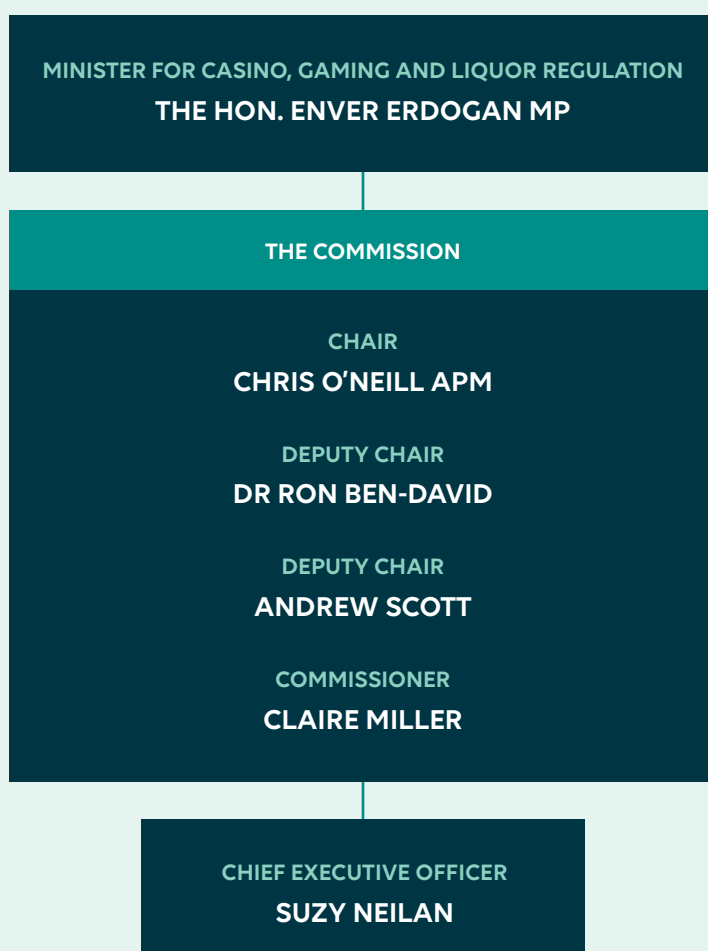
The campaign (*You're meant to lose more than you win. Know what's behind the game*) reinforced findings from independent research that 46% of Victorians recognise gambling products contribute to harm while promoting balanced conversations about industry responsibility and consumer protections.

Corporate governance

The VGCCC's objectives, functions and powers are set out in the VGCCC Act. We also operate under, and enforce, the Gambling Regulation Act, Casino Control Act 1991, Casino Management Agreement Act 1993 and Racing Act 1958.

While we are independent, we report to the Victorian Parliament through the Minister for Casino, Gaming and Liquor Regulation. The government provides the legislative framework we operate within, governs our regulatory functions and powers, and issues ministerial directions, determinations, and approvals to establish rules or requirements we must consider.

Our internal governance ensures we have clear lines of accountability, make transparent decisions, and manage our risks and finances responsibly. This ensures we deliver on our obligations and our purpose to ensure integrity, safety and fairness for all.



*Commissioners as at
1 January 2025





The Commission

The Commission is tasked with statutory decision making under gambling legislation. It also sets our strategic direction and provides oversight of our organisation.

On the recommendation of the Minister for Casino, Gaming and Liquor Regulation, the Governor in Council appoints the Commissioners. The Chair convenes and presides at Commission meetings and is also the public service body head under the *Public Administration Act 2004*. Decisions are made at convened meetings or by conducting inquiries.

In 2024–25, the Commission met 15 times, comprising 11 regular meetings and 4 additional special meetings.



CHRIS O'NEILL APM CHAIR

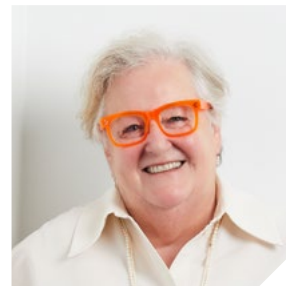
Chris was previously Assistant Commissioner with Victoria Police, where he was a member of the Victoria Police Command.

During 45 years of service with Victoria Police, Chris held a diverse range of corporate, strategic and operational roles until September 2022. He has extensive experience on various national and state government committees.

With a passion for community service, Chris has earned a reputation for his strong people, safety and culture leadership, which includes successfully implementing a broad range of modernisation programs.

Chris' qualifications include a Master of Business Leadership and a Graduate Diploma of Business from RMIT. He is a Williamson Community Leadership Program Graduate with Leadership Victoria and has completed the Australian Institute of Company Directors Program.

In 2010, Chris was awarded an Australian Police Medal (APM) in the Australia Day Honours Awards in recognition of his distinguished service to policing and the community. He was appointed to the Commission in September 2022 and became the Chair in January in 2025.



FRAN THORN FORMER CHAIR

Fran is a former senior public servant with the Victorian government and a former Partner of Deloitte Consulting Australia.

Throughout her career, Fran has consulted with governments around Australia, as well as in Hong Kong and New Zealand. She specialised in social service delivery (education, health and human services) and central policymaking in state governments.

Fran's 27-year career within the Victorian public sector included 3 roles as Secretary (departments of Innovation, Industry and Regional Development; Human Services; and Health), and 4 years as Deputy Secretary, Policy in the Department of Premier and Cabinet, where she was responsible for policy and governance.

Fran's appointment as our inaugural Chair commenced on 1 January 2022. Her term concluded on 31 December 2024.



DR RON BEN-DAVID

DEPUTY CHAIR

Ron is a Professorial Fellow with the Monash Business School. Between 2008 and 2019, Ron served as Chair of Victoria's economic regulator, the Essential Services Commission. During 2024-25, he was a member of an Independent Pricing Committee for the National Disability Insurance Agency. This follows an extensive period in senior roles in the Victorian departments of Premier and Cabinet, and Treasury and Finance.

Ron is the Principal of Solrose Consulting. He sits on the boards of ClimateWorks Australia, the Consumer Policy Research Centre and the Regulatory Policy Institute and is a member of various advisory boards and panels. He holds a BSc (Optometry), BComm (Hons), PhD (Economics), and is a graduate of the Australian Institute of Company Directors.

He was appointed to the Commission in July 2022.



ANDREW SCOTT

DEPUTY CHAIR

Andrew is a former President of the Law Institute of Victoria and has practised as a lawyer in the private sector for more than 40 years. He specialises in business and sports law.

Andrew was previously Chair of the Victorian Liquor Licensing Panel and has served as a board member of the Victorian Legal Services Board, Netball Australia, Swimming Victoria and YMCA Victoria. He is a Fellow of the Australian Institute of Company Directors.

Andrew was appointed to the Commission's predecessor (Victorian Commission for Gambling and Liquor Regulation) in December 2019.



CLAIRE MILLER

COMMISSIONER

Claire has more than 25 years of experience as a commercial lawyer and extensive leadership and operational experience in a range of industries, including infrastructure, property, mining, energy and utilities. She is an experienced corporate governance professional with legal, compliance, risk and regulatory expertise.

Claire's directorships include Mine Land Rehabilitation Authority, Central Gippsland Health Service, Australian Radiation Protection and the Nuclear Safety Agency Audit and Risk Committee. She is a State Council member of the Governance Institute of Australia.

Claire holds an LLB/BA and a Graduate Diploma in Applied Corporate Governance. She was appointed to the Commission in July 2022.



Organisation structure

OUR EXECUTIVE MANAGEMENT TEAM

Our CEO is responsible for the effective and efficient management of our organisation in line with our regulatory obligations and Commission-approved purpose and strategic ambitions.

Reporting to the CEO, the Executive Management team ensures our resources are aligned with, and deliver on, our organisational priorities. The team monitors and reports on our progress, performance and outcomes to the Commission.



SUZY NEILAN CHIEF EXECUTIVE OFFICER

Suzy is a highly experienced leader with nearly 20 years of senior executive expertise in both the public and private sectors.

She has significant senior leadership experience in regulation, transformation and customer service, and a track record of delivering large-scale technology and legislative change programs in highly regulated settings. Her career in the Victorian Public Service has included leadership roles at the Environment Protection Authority and the Victorian Building Authority.

Suzy is a recipient of the Institute of Public Administration Australia 2024 Top 50 Women Award. She is committed to achieving outcomes that benefit Victorians and an advocate for women in the public sector, championing diversity and inclusion.

Suzy commenced in her role as VGCCC CEO on 1 April 2025.



ANNETTE KIMMITT AM FORMER CEO

Annette has more than 40 years of experience across the public and private sectors. She has held a range of senior leadership and regulatory roles in Australia and internationally, including with Ernst & Young, MinterEllison, the International Accounting Standards Board and the Australian Accounting Standards Board. Her extensive board, advisory and committee-level experience spans an array of highly regulated industries, including aviation, financial services and education.

In 2020, Annette was awarded an Order of Australia for her significant service to business and to gender equality and inclusion. She is a Fellow of Chartered Accountants Australia and New Zealand and a Monash University Fellow.

She was appointed inaugural CEO in March 2022 and left the organisation on 31 March 2025.

CHIEF EXECUTIVE OFFICER SUZY NEILAN

GENERAL COUNSEL AND
EXECUTIVE DIRECTOR, LEGAL,
POLICY AND COMPLIANCE
SHARON CONCISOM

EXECUTIVE DIRECTOR,
CASINO
ADAM OCKWELL

DIRECTOR, REGULATORY
SERVICES
JASON CREMONA

DIRECTOR, PEOPLE &
CULTURE
NICOLE HUGHES

DIRECTOR,
COMMUNICATIONS &
ENGAGEMENT
SHARON KALINA

DIRECTOR, GAMBLING
GLORIJA KUZMAN

CHIEF INFORMATION OFFICER
IAN MCLEOD

DIRECTOR & CHIEF FINANCIAL
OFFICER, FINANCE &
BUSINESS SERVICES
ADAM THOMAS



SCOTT MAY

FORMER DEPUTY CEO AND EXECUTIVE DIRECTOR, REGULATORY OPERATIONS

Scott has a long history in gambling regulation. Since 2015, he has held senior roles with the former liquor and gambling regulator, principally as the General Counsel and Executive Director, Regulatory Policy and Legal Services. Prior to this, he was at the then Office of the Victorian Privacy Commissioner.

He commenced in his VGCCC role in 2022 and departed the organisation on 4 April 2025.



SHARON CONCISOM

GENERAL COUNSEL AND EXECUTIVE DIRECTOR, LEGAL, POLICY AND COMPLIANCE

Sharon has more than 30 years of experience in professional legal and regulatory roles in both the public and private sectors.

Sharon has held senior leadership roles at the Australian Securities and Investment Commission and the Australian Securities Exchange. Prior to this, she practised as a barrister for several years. She commenced in her role in April 2023.



ADAM OCKWELL

EXECUTIVE DIRECTOR, CASINO

Adam has more than 30 years of experience in both the public and private sectors, including leadership roles in Victorian Emergency Services, statutory authorities and Westpac Banking Corporation.

With qualifications from La Trobe University, Australian Security Academy and Leadership Victoria, Adam has led regulatory reform, risk management, compliance and enforcement programs. Prior to commencing with the VGCCC in 2022, he was Executive Director, Compliance and Enforcement with the previous liquor and gambling regulator.



JASON CREMONA

DIRECTOR, REGULATORY SERVICES

Jason has more than 25 years of experience in gambling regulation. He has managed teams responsible for gambling revenue and operational assurance, technical systems and product approvals, major licence management and complaints management.

Jason oversaw the implementation of significant gambling reforms in Victoria and operationalised our intelligence-led approach to gambling industry oversight. He is a Certified Practising Accountant. He commenced in his current role in late 2022.

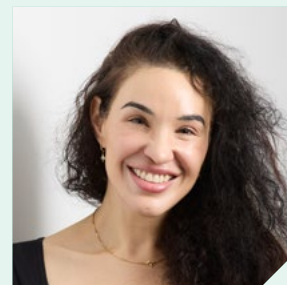


NICOLE HUGHES

DIRECTOR, PEOPLE & CULTURE

Nicole brings extensive experience in people and culture leadership. She has worked across a range of portfolios in the Victorian public sector, including water, health, transport and infrastructure.

With formal qualifications in behavioural science, Nicole is a collaborative leader who is passionate about building culture and capability. She is committed to developing high-performing teams that drive outcomes and foster belonging and inclusion. Nicole commenced her VGCCC role in late 2023.



SHARON KALINA

DIRECTOR, COMMUNICATIONS & ENGAGEMENT

Sharon brings nearly 20 years of experience in communications and public affairs, both in Australia and internationally.

She has held senior roles in the UK, Victorian and New South Wales governments across portfolios including national security, resources, energy, trade and investment. At the federal level, she has led communications in complex, highly regulated environments where strategic risk management is essential. Sharon joined the VGCCC in 2024.



GLORIJA KUZMAN

DIRECTOR, GAMBLING

Glorija has more than 20 years of public sector experience across state and federal governments and has managed social and economic portfolios for government and industry.

She has successfully led several cross-government reforms and service delivery initiatives, which resulted in improved community outcomes. Glorija commenced in her VGCCC role in October 2022.



IAN MCLEOD

CHIEF INFORMATION OFFICER

Ian has more than 25 years of experience as a senior executive, leading technology teams across a diverse range of sectors. This includes the highly regulated pharmaceutical industry as well as the hospitality, retail and automotive sectors.

Ian has successfully led major digital and data transformations, focusing on operational optimisation and data enablement. He commenced in his VGCCC role in September 2022.



ADAM THOMAS

DIRECTOR & CHIEF FINANCIAL OFFICER, FINANCE & BUSINESS SERVICES

Adam has 20 years of experience in financial management, predominantly in the public sector.

He is a former Head of Finance and Operations for the Victorian Government Solicitor's Office. Prior to this, he was the Principal Financial Adviser at Family Safety Victoria. In this role, he strengthened the organisation's financial management following significant investments in family violence initiatives by the Victorian Government.

Adam commenced in his VGCCC role in late 2023.

Reconciliation of executive numbers

		2024-25	2023-24
	Executives (financial statement Note 9.3)	8	8
	Accountable Officer (CEO)	2	1
Less	Separations	1	0
Less	Transitions from executive to VPS contract	1	0
	Total executive numbers at 30 June	8	9

AUDIT AND RISK MANAGEMENT

Audit and Risk Management Committee

This committee provides independent assurance and advice to the Commission on risk management operations, financial and performance reporting responsibilities, systems of internal controls and compliance with applicable laws and regulation to the Commission and was established in accordance with the Financial Management Act.

In 2024–25, the committee met 5 times to:

- review and assess the effectiveness of our systems and controls for financial management, performance and sustainability, including risk management
- oversee the effectiveness and efficiency of internal audits
- review and monitor compliance with the Financial Management Act and associated standing directions and instructions, monitor remedial action to address non-compliance, and report on compliance levels
- maintain effective communication with external auditors and consider their views on issues that affect the management, compliance and risks of our financial affairs
- consider recommendations made by internal and external auditors that affect financial management, performance and sustainability, and review the implementation of actions to resolve issues raised.

In 2024–25 the Committee's membership comprised:

- John O'Grady, Chair and independent member
- Chris O'Neill (until 12 March 2025)
- Andrew Scott
- Claire Miller.

In 2024–25, internal audit services were provided by HLB Mann Judd.

Risk management framework

Our risk management framework aligns with the Victorian government framework. It sets out our principles, policy and processes for risk management. It also details how we identify, assess and manage risk reporting and monitoring.

Effective risk management protects and creates value by enabling:

- informed decision making
- the setting and achievement of objectives
- improved performance.

Our people

Our structure

Our people work within, and collaborate across, divisional teams.

Our 3 regulatory operations divisions focus on Crown; non-casino gambling; and regulatory services. Our 4 enabling divisions are responsible for legal, policy and compliance; information and digital enablement; finance and business services; and people and culture.

The office of the CEO deals with strategic issues, liaises with the Minister's office, DJCS other government agencies and external stakeholders, and manages strategic communications.

WORKPLACE SNAPSHOT

As of 30 June 2025, we had 202 staff, or 199.57 full-time equivalents (FTE).

	All employees			Ongoing		Fixed-term/casual	
	Headcount	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Headcount	FTE
GENDER							
Women	107	104.8	95	6	99	6	5.8
Men	95	94.77	86	1	86.77	8	8
Self-described	0	0	0	0	0	0	0
AGE							
15–24	3	2.52	2	1	2.52	0	0
25–34	46	46	41	0	41	5	5
35–44	60	59.69	55	1	55.89	4	3.8
45–54	57	56.19	51	2	52.19	4	4
55–64	33	32.17	29	3	31.17	1	1
65+	3	3	3	0	3	0	0
VPS* GRADE							
VPS1	0	0	0	0	0	0	0
VPS2	2	2	2	0	2	0	0
VPS3	30	28.71	25	3	26.71	2	2
VPS4	65	64.66	58	2	59.66	5	5
VPS5	51	50.2	47	2	48.4	2	1.8
VPS6	40	40	37	0	37	3	3
SENIOR STAFF							
STS**	7	7	5	0	5	2	2
Executive	7	7	7	0	7	0	0
Total	202	199.57	181	7	185.77	14	13.8

* Victorian Public Service

** Senior Technical Specialist

Employees have been correctly classified in workforce data collections.

Our culture and values

Our values guide our behaviour, influence how we work together and are the standards to which we hold ourselves. In 2024–25 we reviewed and refreshed our values to ensure they are consistent with our approach to our purpose and reflect the evolution of our culture.



WORK TOGETHER

We work together, encourage and support each other. We consult to achieve shared goals and keep people informed. We develop and maintain positive working relationships, collaborate, and acknowledge and celebrate success.



RESPECT OTHER PEOPLE

We treat all people with respect, seek different perspectives and approaches, and value work/life balance. We foster an environment where people give and receive constructive feedback and consider the ideas and contributions of others.



ACT WITH INTEGRITY

We are accountable for our actions. We are honest, fair, and reliable. We approach our work with enthusiasm and commitment, apply sound judgement and common sense, and embrace personal and professional development.



MAKE IT HAPPEN

We think and plan ahead, focus on agreed priorities, deliver on commitments and meet agreed timelines. We are responsive and flexible and strive for excellence.



ACT WITH COURAGE AND CONFIDENCE

We step back and ask 'why', developing a mindset of continuous improvement. We courageously challenge the status quo when required. We boldly act on our regulatory mandate to ensure integrity, safety, and fairness for all.

RECRUITMENT

We are committed to attracting and selecting people whose values align with those of the organisation and capabilities will enable them to make a valuable contribution to delivering on our purpose. We apply merit and equity principles to our recruitment and selection processes, ensuring selection decisions are free from bias and discrimination.

In 2024–25, we recruited and filled 67 roles. This included 23 internal appointments, with strong interest from across the Victorian Public Service (VPS) and external market. We adopted the new VPS Interim Recruitment Policy and changed the way we advertise roles. These changes will enable greater movement of people and ideas across the public service and support our objective to increase the diversity of our workforce. We have done this while continuing to develop our staff to take the next step in their careers.

We completed an assessment of our recruitment practices and responded to identified opportunities for improvement by streamlining processes and materials. The result has been a better candidate experience and stronger support for hiring managers. We focused on building awareness of our processes through education sessions and accessible visual guidance documents. By modernising our systems and processes, we achieved a 21% reduction in our recruitment time metric (based on an average of 47 days at 30 June 2024 and 37 days at 30 June 2025).

EMPLOYEE CONDUCT AND PRINCIPLES

We comply with VPS policies and our own comprehensive policies, guidelines and practices, which are consistent with the Victorian Public Sector Commission's employment standards. We periodically review these and make revisions or introduce new ones to ensure our people have an exceptional employee experience.

We promote fairness in employment decisions and career opportunities and encourage the early reporting and resolution of workplace issues. Our recruitment processes align with the employment principles outlined in Part 2 section 8 of the Public Administration Act. Our 5 organisational values align with the 7 public sector values of integrity, responsiveness, accountability, human rights, leadership, impartiality and respect.

EMPLOYEE VALUE PROPOSITION

Our employee value proposition continues to be a key driver in attracting and retaining a workforce that is aligned with our purpose and values. In 2024–25, we made enhancements to our recruitment documentation, including our job advertisement, position description and interview guide, to reflect our refreshed values, inclusive culture and commitment to growth.

Our people know that working at the VGCCC is an opportunity to build a purpose-driven career and make a meaningful contribution to the Victorian community, including by minimising gambling harm. We continue to transform the regulation of the gambling industry through advances in our use of technology, data, intelligence and artificial intelligence. Our people play a key role in influencing our innovation and transformation activities and are provided opportunities to grow and diversify their skills to build a rewarding career path.

A career with us provides:

- continuous professional development through on-the-job experience, formal learning, coaching and mentoring
- LinkedIn Learning to support individual learning journeys
- tailored initiatives that support wellbeing and psychological safety
- work/life balance, supported through flexible options appropriate to the nature of roles
- a culture of belonging and inclusion in which diverse perspectives are valued and respected.

CREATING A FAIR AND SAFE WORKPLACE

HEALTH, SAFETY AND WELLBEING

In 2024 we strengthened our offering with the establishment of a health and safety risk management framework, the introduction of and/or updates to policies and procedures, and a revitalised Physical and Psychological Health and Safety Committee. Activities and achievements included:

- piloting a new mental health program – ‘Staff Debriefing Service’
- appointing 2 executives as wellbeing champions
- establishing baseline metrics for employee assistance program usage and case management
- refining our WorkCover claims management process, from eligibility through to return to work
- early intervention support for both work-related and non-work-related injury and illness
- a more tailored service level agreement with our employee assistance program provider and onsite drop-in clinics at times when staff may be most in need of support.

We comply with the *Occupational Health and Safety Act 2004*. Our ongoing commitment to a safe and healthy workplace is reflected in the low numbers of incidents and claims.

Incidents, claims, fatalities and claim costs

Measure	Key performance indicator	2024–25	2023–24	2022–23	2021–22
Incidents	Number of incidents ^(a)	3	5	5	8
	Rate per 100 FTE	1.5	2.6	3.3	4
Claims	Number of standard claims ^(b)	2	1	1	1
	Rate per 100 FTE	1	0.5	0.7	0.5
	Number of lost time claims ^(b)	1	0	1	1
	Rate per 100 FTE	0.5	0	0.5	0.5
Fatalities	Fatality claims	0	0	0	0
Claim costs	Average cost per standard claim ^(b)	\$66,245	\$11,998*	\$29,365*	\$58,875*

a) Includes all incidents reported by employees via our incident reporting process. An incident is reported if there is any event resulting in, or with the potential for, injury, ill-health, damage or other loss.

b) Victorian WorkCover Authority data supplied by agent as of June 2025. Total standard claims and time lost claims include accepted and rejected claims. Average cost per standard claim is calculated using the total incurred claim costs. Total incurred claim costs is a total of claims costs paid and Victorian WorkCover Authority statistical case estimates minus recoveries at a point in time. This figure can differ from previously reported amounts due to the method of calculation. The differences account for any changes to amounts paid, recovered or the estimates for each claim per financial year.

WORKFORCE INCLUSION

We are an organisation made up of diverse people. Underpinning the achievement of our strategic ambition for all staff to have an exceptional employee experience is a culture of inclusion.

Our inclusion and diversity initiatives prioritise:

- gender equity
- disability
- LGBTIQA+
- First Nations people
- cultural and linguistic diversity.

Each priority area is championed by an executive management team member, signalling the organisation's deep commitment to inclusion.

During 2024–25, the Inclusion and Diversity Committee delivered a series of activities to share experiences, promote understanding and connect our people in all their diversity.

+ CASE STUDY

Valuing difference

Across days of significance like International Women's Day, National Reconciliation Week, Wear It Purple Day, and Day for the Elimination of Racial Discrimination, the Committee organised engaging speakers and activities for our employees to learn more about diverse perspectives and think about how everyone plays a role in bringing inclusion to life in our ways of working.

Our people have told their stories to peers through internal channels, sharing the origins of their name, why Ramadan matters to them, and what it means to be out and proud at work.

GENDER EQUALITY ACTION PLAN

The *Gender Equality Act 2020* requires us to have a Gender Equality Action Plan (GEAP). Delivering our GEAP establishes principles of gender equality into our ways of working.

Our first GEAP, which will conclude in late 2025, highlights 4 focus areas and outlines related actions to support progress towards gender equality. The focus areas are:

1. strategy and business alignment
2. leadership and accountability
3. employment and careers
4. culture and safety.

Substantial work has supported the implementation of our GEAP, including:

- preparing and improving processes and systems for appropriately resourcing the delivery of our commitments to gender equality
- implementing a refreshed employee value proposition and improvements to our attraction and recruitment processes
- strengthening support and reporting systems relating to safety and wellbeing in the workplace.

DISABILITY ACT

The *Disability Act 2006* reaffirms and strengthens the rights of people with a disability and recognises support is required from government and community.

In accordance with the Victorian government *Inclusive Victoria: State Disability Plan (2022–26)*, we:

- continued to work towards a more diverse and inclusive workforce
- identified the need for improved internal frameworks including our own disability action plan
- continued to improve accessibility of our digital content, including the use of inclusive language
- encouraged flexible work practices and made reasonable adjustments to assist people with a disability to apply for roles and work with us
- developed strategies for improving staff psychological safety.

CARERS RECOGNITION ACT

We have taken all practical measures to comply with our obligations under the *Carers Recognition Act 2012*. This includes considering its care relationship principles when creating policies and providing services.

We foster a flexible work environment to allow staff to fulfil carer responsibilities.

Other disclosures

Major contracts and projects

We did not enter into any contracts with a value greater than \$10 million in the past year. We did not engage in any projects that required application of the *Local Jobs First Act 2003*.

ICT PROJECTS AND EXPENDITURE

FIT-FOR-PURPOSE CORE ICT

In 2024–25, we continued our focus on securing fit-for-purpose operations across ICT systems. This delivered the following outcomes:

- improved reliability and performance: systems maintain currency with regulatory changes, are reliable, stable and meet required organisational performance benchmarks
- improved cyber security and compliance: incorporating robust security measures to protect data and systems from threats and ensuring compliance with relevant regulations and standards
- improved user-centric design: prioritising the user experience and designing ICT solutions with usability and accessibility in mind
- rationalised and decommissioned end-of-life systems.



PROGRESS DURING 2024–25

We made significant progress in modernising and streamlining our ICT systems to ensure operational efficiency and effectiveness.

We implemented a new network and carrier service that will deliver \$100,000 in savings per year with better performance and security features. A new backup and recovery solution was deployed, replacing the manual tape process with a full cloud hosted solution. And we implemented a ServiceNow risk management solution for the management of strategic and operational risk.

During the year, we migrated 90% of our on-premises systems to the MS Cloud environment and decommissioned more than 150 servers. The move to Liquor Control Victoria of on-premises applications such as the legacy Regulatory Compliance system LaGIS is almost complete.

Improving core ICT capabilities has significantly enhanced the employee experience, delivered process efficiencies, and improved compliance with Victorian protective data security standards and Public Record Office of Victoria requirements.

Activities to strengthen our cyber security posture included:

- enhancing ServiceNow to improve the management of cyber security and data incidents
- refreshing all ICT policies
- improving firewall settings and configuration
- implementing a Tenable Cloud Security module
- embedding a Phriendly Phishing training program
- implementing a new wireless network design, significantly improving management of guest access.

DIGITAL TRANSFORMATION ROADMAP

During the year, we progressed as planned with our digital transformation roadmap, which is a critical enabler of our regulatory approach transformation. At a technology level, our digital transformation covers the following 6 elements:

- IT Infrastructure
- enterprise applications
- regulatory technology
- mobility
- security
- data.

We continued our structured, phased implementation of Salesforce to replace multiple legacy systems. This solution will be pivotal in transforming our regulatory approach by providing us with a single platform.

In 2024–25, we implemented a new regulatory compliance system that supports a range of our activities, including complaints and tip-offs, inspections, enforcement, investigations and compliance reporting.

We completed the implementation of a new enterprise data platform using the Snowflake data solution, MS Power BI for dashboard and reporting, hosted on MS Azure. Key industry operator data is now being ingested into the platform, allowing the commencement of analytics and data mining across industry datasets. The MS Purview product has also been introduced to manage data governance across all our data.

Our new website, which launched in December 2024, is hosted on the Victorian government Single Digital Presence, further reducing ICT operating costs.

ICT EXPENDITURE			
All operational ICT expenditure		ICT expenditure related to projects to create or enhance ICT capabilities	
Business as usual (BAU) (ex. GST)	Non-BAU expenditure (ex. GST)	Operational expenditure (ex. GST)	Capital expenditure (ex. GST)
\$8,704,626	\$3,987,051	\$412,749	\$3,574,266

Total = operational expenditure + capital expenditure

CONSULTANCY EXPENDITURE

We contracted 10 consultants where total fees payable to the consultant were \$10,000 or greater. These contracts totalled \$1,121,615.37 excluding GST.

We contracted 4 consultants where total fees payable to the consultant were less than \$10,000. These contracts totalled \$18,787.15 excluding GST.

Consultancy	Purpose	Start date	End date	Total approved project fee \$ (ex. GST)	Expenditure 2024-25 \$ (ex. GST)	Future expenditure \$ (ex. GST)
Scyne Advisory Pty Ltd	Develop a transformation strategy for the Finance & Business Services division that recommends the improvements required as per our business and enabling priorities.	18 Sept 2024	29 Nov 2024	138,595.00	138,595.00	0
Scyne Advisory Pty Ltd	Develop a transformation strategy for the risk and compliance frameworks by delivering robust and comprehensive risk management and compliance processes.	18 Sept 2024	13 Dec 2024	150,983.00	150,000.17	0
Scyne Advisory Pty Ltd	Develop a transformation strategy for the People & Culture division that provides recommendations on the improvements required as per our business and enabling priorities.	18 Sept 2024	20 Dec 2024	184,790.00	184,790.00	0
The Lab Insight & Strategy Melbourne	Gambling Harm Minimisation strategy – 5-year plan.	6 Dec 2024	30 Jun 2025	256,205.00	256,205.00	0
Purpose Led Transformation	Support the 2025-26 financial year strategic planning process. Review the current purpose, culture and strategic ambitions and whether they are still aligned with the delivery of the original mandate.	3 Mar 2025	30 Jun 2025	66,750.00	60,750.00	0
McGrathNicol Advisory	Provide anti-money laundering and counter-terrorism financing subject matter specialist support to the Casino Audit Team, to enable it to audit Crown Melbourne's MTP Financial Crime Strategy.	10 Feb 2025	31 Mar 2025	50,000.00	12,500.00	0
The Australia & N.Z. School Gov	Develop a bespoke regulatory capability framework to complement our internally delivered Regulatory Approach training.	1 Dec 2024	1 May 2025	31,000.00	31,000.00	0

Consultancy	Purpose	Start date	End date	Total approved project fee \$ (ex. GST)	Expenditure 2024-25 \$ (ex. GST)	Future expenditure \$ (ex. GST)
DXC Technology Aust Pty Ltd	Develop and implement best practice policies and governance frameworks for Azure DevOps as a product, with a focus on extending beyond repository policies to encompass broader organisational and project-level considerations.	17 May 2024	28 Aug 2024	93,160.00	73,108.00	0
Infocentric	Data governance framework design, comprising a data governance operating model.	24 Oct 2024	23 May 2025	163,900.00	147,800.00	0
Integrity Technology Solutions	Implement Fortinet SDWAN solution across VGCCC offices, including a detailed design that captures the configuration required.	19 Dec 2024	13 Mar 2025	66,867.20	66,867.20	0

GOVERNMENT ADVERTISING EXPENDITURE

We undertook 2 advertising campaigns with a total media buy of \$100,000 or greater. The total amount spent on these campaigns was \$358,797.

Name of campaign	Campaign summary	Start/end dates	Advertising (media) \$	Creative and campaign development	Research	Total
5-year gambling harm minimisation campaign strategy	Development of an evidence-based strategy to address community and industry attitudes to gambling harm, together with an implementation roadmap.	Dec 2024 – June 2025	Nil	\$256,205	Nil	\$256,205
Community sentiment research	Undertake annual surveys with members of the public to monitor perceptions and attitudes towards gambling harm and gambling regulation in Victoria.	Nov 2024 – June 2025	Nil	Nil	\$102,592	\$102,592

REVIEWS AND STUDIES EXPENDITURE

In 2024–25, there were no reviews or studies undertaken.

EMERGENCY PROCUREMENT

In 2024–25, we did not undertake any emergency procurement activities.

PROCUREMENT COMPLAINTS

In 2024–25, we received no formal complaints about procurement activities undertaken.

OUR ENVIRONMENTAL IMPACT

WASTE, ENERGY, PAPER AND WATER

We actively seek to reduce our environmental impact through our resource consumption and our choice of suppliers. However, as our Richmond and Crown offices are in multi-tenanted buildings, we are unable to report on our specific waste production, recycling and water usage.

In 2024–25, we purchased 100% recycled paper and operated environmentally endorsed multi-function devices. When cost effective, we purchased energy-efficient equipment.

Item	Use				Initiatives to reduce our environmental impact
	2024–25	2023–24	2022–23	2021–22	
Waste	Not available	Not available	Not available	Not available	Separate waste, recyclables and compost. Recycle toner cartridges.
Paper	63 reams (0.31 per FTE)	496 reams (2.54 per FTE)	2,152 reams (9.11 per FTE)	2,400 reams (11.2 per FTE)	Use only 100% recycled paper. Use FollowMe printing to reduce uncollected printing and other costs.
Energy	662.54 gigajoules (158.27 tonnes of CO2-e)	687.63 gigajoules (164.27 tonnes of CO2-e) *	1,525.42 gigajoules (389.83 tonnes of CO2-e)	1,517.3 gigajoules (451.0 tonnes of CO2-e)	Use timers to control lighting, hot and cold internal management of heating and cooling.
Water	Not available	Not available	Not available	Not available	Harvested water is used for flushing the toilets. Urinals in male toilets are waterless.

* 2023–24 was the first year we provided figures for VGCCC independent of Liquor Control Victoria. Previous years represent energy use for the former regulator (Victorian Commission for Gambling and Liquor Regulation) or both entities combined.

TRANSPORT

We maintained a fleet of 6 operational vehicles and 3 executive vehicles, leased from the Department of Treasury and Finance VicFleet.

In 2024–25, as per our VicFleet lease agreement, we disposed of 4 vehicles.

PETROL USE					
All vehicles	2024–25	2023–24	2022–23	2021–22	2020–21
Litres of petrol used	7,118.01	10,199.29	9,352.13	25,819.20	28,942.36
Litres per vehicle (average)	791	1,133.20	623.50	1,122.60	1,702.42

BUILDING ACT

We do not own or control any government buildings. This means we are exempt from reporting on compliance with the building and maintenance provisions of the *Building Act 1993*.

Freedom of information and public interest disclosures

FREEDOM OF INFORMATION

The *Freedom of Information Act 1982* (FOI Act) gives the public a right to access information held by government departments, ministers, councils and other bodies.

Any person has the right to apply for access to our documents. This includes documents we create, and documents given to us by an external organisation or individual. Documents may include maps, photographs, tape recordings and videotapes. Information about the types of material we produce is available on our website under our Part II Information Statements.

The FOI Act allows us to refuse access, either fully or partially, to certain documents or information. This may include Cabinet documents, internal working documents, law enforcement documents, documents covered by legal professional privilege, personal information about other people and information provided to us in confidence or that is confidential under other legislation.

Legislation requires that we process FOI requests within 30 calendar days of receiving them. However, when external consultation is required, the FOI Act permits the processing time to take up to an additional 15 days. Processing times may also be extended by up to 30 days, in consultation with applicants.

If an applicant is not satisfied with our decision, they can request a review by the Office of the Victorian Information Commissioner (OVIC) within 28 days of receiving our decision letter.

MAKING A FREEDOM OF INFORMATION REQUEST

Section 17 of the FOI Act outlines the requirements for an FOI request. Requests must be in writing and clearly identify the material or information sought. The applicant must also pay an application fee of \$32.70. Further access charges may be payable if the document pool is large and the search is time consuming.

Requests can be lodged online at online.foi.vic.gov.au or mailed to:

Freedom of Information Officer
VGCCC
GPO Box 1988
Melbourne Victoria 3001

Further information about the operation and scope of the FOI Act can be found on the OVIC website: ovic.vic.gov.au.

FREEDOM OF INFORMATION STATISTICS AND TIMELINESS

In 2024–25, we processed 18 FOI requests; 14 of these were received in 2024–25 and 4 were carried over from the previous year. This year, 6 requests were made by media with the remainder made by the public.

We decided a total of 9 FOI requests during the 12 months ended 30 June 2025.

FOI requests were finalised within the following timeframes:

- 4 within 30 days of receipt
- 3 within 30 to 45 days of receipt
- 2 after 45 days of receipt.

Seven decisions were made within statutory time periods and 2 were made outside time.

Four of the requests finalised within 30 to 45 days involved documents subject to external consultation. An additional 15 days is permitted to process these requests.

Our average processing time for all FOI requests in 2024–25 was 40 days.

Outcomes for FOI requests received included:

- 0 released in full
- 1 released in part
- 8 denied in full
- 0 withdrawn by the applicant or otherwise did not proceed
- 5 transferred to another agency
- 0 involved non-existent documents.

OVIC reviewed 2 of our decisions. OVIC confirmed our original decision in one of these matters; the other is undecided.

PUBLIC INTEREST DISCLOSURES

The *Public Interest Disclosures Act 2012* encourages and helps people to make disclosures of improper conduct by public officers and public bodies. It provides protection to people who make disclosures and ensures disclosures are investigated and rectifying action is taken.

Our established processes enable disclosures of improper conduct or corruption by the VGCCC or our staff to be made directly to the Independent Broad-based Anti-Corruption Commission (IBAC).

Disclosures may be made by staff or the public. Where we become aware that a disclosure has been made to IBAC, we will take reasonable steps to protect the welfare of relevant individuals.

REPORTING PROCEDURES

Disclosures of improper conduct or detrimental action by the VGCCC or any of our employees may be made to the CEO or General Counsel.

Alternatively, disclosures may be made directly to IBAC:

Level 1, North Tower, 459 Collins Street
Melbourne, Victoria 3000
Telephone 1300 735 135
ibac.vic.gov.au

FURTHER INFORMATION

The Procedures for Public Interest Disclosure Management, which outline the system for reporting disclosures of improper conduct or detrimental action by the VGCCC or any of our employees, are available on the VGCCC website.

Additional information

Information available on our website includes:

- Commission decisions and reasons
- licence fees and penalties
- major licence details and obligations (including casino, poker machine monitoring, Keno, lotteries and wagering and betting licences)
- gambling licence details and obligations (including bingo centres, bookmakers, commercial raffle organisers, community and charitable organisations, manufacturers, suppliers and testers, poker machine venues and wagering service providers)
- poker machine entitlements and limits
- poker machine expenditure data by local government area (monthly), venue (6-monthly) and population (annually)
- community benefit statements
- responsible gambling codes of conduct
- laws, regulations and ministerial directions
- technical standards and VGCCC directions and guidelines.

Compliance with other legislation

We have obligations under the Gambling Regulation Act and the Casino Control Act to publish certain information in our annual report.

MINISTERIAL DIRECTIONS

We must publish all directions given by the Minister during the financial year, under section 3.2.3 of the Gambling Regulation Act. In 2024–25, the Minister did not issue any directions under this section of the Act.

CONTROLLED CONTRACTS

Our annual report must include all classes of matter and classes of contract specified by the Commission in the financial year as excluded from the definition of a 'controlled contract' under section 29 of the Casino Control Act.

In 2024–25, the Commission did not specify any classes of matter or classes of contract.

Financial management compliance

Attestation for financial management compliance

I, Chris O'Neill, on behalf of the Commission, certify that the Victorian Gambling and Casino Control Commission has complied with the applicable Standing Directions and Instructions under the *Financial Management Act 1994*. This has been verified by our Audit and Risk Management Committee.



► **Chris O'Neill APM**
Chair
Victorian Gambling and Casino
Control Commission
03 October 2025

Disclosure index

Our annual report meets all relevant Victorian legislation and pronouncements. This index cross-references our statutory requirements against our annual report disclosures.

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Financial statements for the year ended 30 June 2025

Victorian Gambling and Casino Control Commission

Financial statements

How this report is structured

The Victorian Gambling and Casino Control Commission (VGCCC) has presented its audited general-purpose financial statements for the financial year ended 30 June 2025 in the following structure to provide users with the information about VGCCC's stewardship of resources entrusted to it.

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Declaration on the financial statements

The attached financial statements for VGCCC have been prepared in accordance with Direction 5.2 of the Standing Directions of the Minister for Finance under the *Financial Management Act 1994*, applicable Financial Reporting Directions, Australian Accounting Standards including interpretations, and other mandatory professional reporting requirements.

We further state that, in our opinion, the information set out in the comprehensive operating statement, balance sheet, cash flow statement, statement of changes in equity and accompanying notes, presents fairly the financial transactions during the year ended 30 June 2025 and financial position of VGCCC at 30 June 2025.

At the time of signing, we are not aware of any circumstance which would render any particulars included in the financial statements to be misleading or inaccurate.

We authorise the attached financial statements for issue on 17 September 2025.



Chris O'Neill APM
Chair



Suzy Neilan
Chief Executive Officer



Adam Thomas
Director & Chief Financial Officer,
Finance and Business Services

Melbourne
17 September 2025

Independent Auditor's Report

To the Commissioners of the Victorian Gambling and Casino Control Commission

Opinion	<p>I have audited the financial report of the Victorian Gambling and Casino Control Commission (the Commission) which comprises the:</p> <ul style="list-style-type: none">• balance sheet as at 30 June 2025• comprehensive operating statement for the year then ended• cash flow statement for the year then ended• statement of changes in equity for the year then ended• notes to the financial statements, including material accounting policy information• declaration on the financial statements.
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In my opinion, the financial report presents fairly, in all material respects, the financial position of the Commission as at 30 June 2025 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of part 7 of the *Financial Management Act 1994* and applicable Australian Accounting Standards.

Basis for opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p>
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My independence is established by the *Constitution Act 1975*. My staff and I are independent of the Commission in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

The Commissioners' responsibilities for the financial report	<p>The Commissioners are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Financial Management Act 1994</i>, and for such internal control as the Commissioners determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p>
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In preparing the financial report, the Commissioners are responsible for assessing the Commission's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

**Auditor's
responsibilities
for the audit of
the financial
report**

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Commission's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Commissioners
- conclude on the appropriateness of the Commissioners' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Commission's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Commission to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Commissioners regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



MELBOURNE
29 September 2025

Charlotte Jeffries
as delegate for the Auditor-General of Victoria

Financial statements

Comprehensive operating statement

For the financial year ended 30 June 2025

	Notes	2025 \$	2024 \$
INCOME FROM TRANSACTIONS			
Grants	2.1	46,090,046	47,439,948
Total income from transactions		46,090,046	47,439,948
EXPENSES FROM TRANSACTIONS			
Employee expenses	3.1.1	(35,591,684)	(28,797,943)
Depreciation and amortisation	5.1.1	(1,295,456)	(1,184,239)
Other operating expenses	3.2	(9,329,319)	(17,883,681)
Total expenses from transactions		(46,216,459)	(47,865,863)
Net result from transactions (net operating balance)		(126,413)	(425,915)
OTHER ECONOMIC FLOWS INCLUDED IN NET RESULT			
Net gains/(losses) on non-financial assets	9.1	0	188
Other gains/(losses) from other economic flows	9.1	(111,843)	12,855
Total other economic flows included in net result		(111,843)	13,043
Net result		(238,256)	(412,872)
Comprehensive result		(238,256)	(412,872)

The accompanying notes form part of these financial statements.

Balance sheet

As at 30 June 2025

	Notes	2025 \$	2024 \$
ASSETS			
FINANCIAL ASSETS			
Cash and cash equivalents	7.2	791,396	835,295
Receivables	6.1	19,759,873	16,405,956
Total financial assets		20,551,269	17,241,251
NON-FINANCIAL ASSETS			
Property, plant and equipment	5.1	775,843	241,714
Intangible assets	5.2	6,168,764	3,808,736
Prepayments		1,065,717	682,641
Total non-financial assets		8,010,324	4,733,091
Total assets		28,561,593	21,974,342
LIABILITIES			
Payables	6.2	6,328,315	4,324,681
Leases	7.1	259,213	136,815
Employee Provisions	3.1.2	7,249,883	5,502,730
Other Provisions	6.3	309,682	309,682
Total liabilities		14,147,093	10,273,908
Net assets		14,414,500	11,700,434
EQUITY			
Accumulated surplus/(deficit)		2,422,368	2,660,625
Contributed capital		11,992,132	9,039,809
Net worth		14,414,500	11,700,434

The accompanying notes form part of these financial statements.

Cash flow statement

For the financial year ended 30 June 2025

	Notes	2025 \$	2024 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
RECEIPTS			
Receipts from government and customers		46,742,586	45,855,936
Goods and services tax recovered from the Australian Taxation Office (ATO) ⁽ⁱ⁾		1,155,669	1,747,347
Total receipts		47,898,255	47,603,282
PAYMENTS			
Payments to suppliers and employees		(46,823,537)	(46,375,674)
Total payments		(46,823,537)	(46,375,674)
Net cash flows from/(used in) operating activities	7.2.1	1,074,718	1,227,608
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of non-financial assets		(4,021,222)	(2,285,997)
Net cash flows from/(used in) investing activities		(4,021,222)	(2,285,997)
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of principal portion of lease liabilities ⁽ⁱⁱ⁾		(49,717)	(71,393)
Capital Appropriations		2,952,323	1,138,145
Net cash flows from/(used in) financing activities		2,902,606	(1,066,752)
Net increase/(decrease) in cash and cash equivalents		(43,899)	8,363
Cash and cash equivalents at the beginning of the year		835,295	826,932
Cash and cash equivalents at the end of the year	7.2	791,396	835,295

The accompanying notes form part of these financial statements.

Notes:

- (i) Goods and services tax recovered from the ATO is presented on a net basis.
- (ii) VGCCC has recognised cash payments for the principal portion of lease payments as financing activities; cash payments for the interest portion as operating activities consistent with the presentation of interest payments and short-term lease payments for leases and low-value assets as operating activities.

Statement of changes in equity

For the financial year ended 30 June 2025

	Accumulated surplus \$	Contributed capital \$	Total \$
Balance at 1 July 2023	3,073,497	7,901,664	10,975,161
Capital Appropriations		1,138,145	1,138,145
Net result for the year	(412,872)		(412,873)
Balance at 30 June 2024	2,660,625	9,039,809	11,700,434
Capital Appropriations	-	2,952,323	2,952,323
Net result for the year	(238,256)		(238,256)
Balance at 30 June 2025	2,422,369	11,992,132	14,414,500

The accompanying notes form part of these financial statements.

Notes to the financial statements

1. ABOUT THIS REPORT

The financial statements include the controlled and administered activities of the VGCCC.

Its principal address is:
Level 8, 8 Exhibition Street
Melbourne, Victoria 3000

INTRODUCTION

The overall objectives of VGCCC are set out in section 9 of the *Victorian Gambling and Casino Control Commission Act 2011*.

VGCCC operates within the scope of gambling legislation *Gambling Regulation Act 2003 (GRA)*, *Casino Control Act 1991 (CCA)*, *Racing Act 1958 and Casino (Management Agreement) Act 1993*. VGCCC's functions are, broadly, to:

- perform regulatory, investigative and disciplinary functions.
- undertake licensing, approval, authorisation and registration activities.
- promote and monitor compliance.
- detect and respond to contraventions.
- advise the Minister in relation to the exercise of functions.
- ensure government policy in relation to gambling is implemented.
- inform and educate the public about the regulatory practices and requirements of VGCCC.

1.1 BASIS OF PREPARATION

These financial statements are in Australian dollars and the historical cost convention is used unless a different measurement basis is specifically disclosed in the note associated with the item measured on a different basis.

The accrual basis of accounting has been applied in preparing these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Judgements, estimates and assumptions are required to be made about financial information being presented. The significant judgements made in the preparation of these financial statements are disclosed in the notes where amounts affected by those judgements are disclosed. Estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances.

Actual results may differ from these estimates. Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision.

1.2 COMPLIANCE INFORMATION

These general-purpose financial statements have been prepared in accordance with the *Financial Management Act 1994 (FMA)* and applicable Australian Accounting Standards (AAS) which include Interpretations, issued by the Australian Accounting Standards Board (AASB). In particular, they are presented in a manner consistent with the requirements of AASB 1049 *Whole of Government and General Government Sector Financial Reporting*.

Where appropriate, those AAS paragraphs applicable to not-for-profit entities have been applied. Accounting policies selected and applied in these financial statements ensure that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported.

2. FUNDING DELIVERY OF OUR SERVICES

VGCCC receives grant funding from the Department of Justice and Community Safety to be applied for the purposes of delivering outputs associated with the regulations of the gambling industry in Victoria to ensure the ongoing integrity and probity of the industry.

2.1 SUMMARY OF INCOME THAT FUNDS THE DELIVERY OF OUR SERVICES

	2025 \$	2024 \$
INCOME RECOGNISED UNDER AASB 1058 INCOME OF NOT-FOR-PROFIT ENTITIES (AASB 1058)		
Grants	22,807,046	28,168,655
Special purpose grant	23,283,000	19,271,293
Total income from transactions	46,090,046	47,439,948

Income that funds the delivery of VGCCC's services is accounted for consistently with the requirements of the relevant accounting standards, as disclosed in the following notes. Where applicable, amounts disclosed as income are net of returns, allowances, duties and taxes. All amounts of revenue and income over which VGCCC does not have control are disclosed as administered items (see Note 4.1).

Grants recognised under AASB 1058

VGCCC has determined that all grant income is recognised as income of not-for-profit entities in accordance with AASB 1058.

Income from grants without sufficiently specific performance obligations, or with performance obligations that are not enforceable, is recognised when VGCCC has an unconditional right to receive cash which usually coincides with receipt of cash. On initial recognition of the asset, VGCCC recognises any related contributions by owners, increases in liabilities, decreases in assets, and revenue ('related amounts') in accordance with other AASs. Related amounts may take the form of:

- a) contributions by owners, in accordance with AASB 1004 *Contributions* (AASB 1004)
- b) revenue or a contract liability arising from a contract with a customer, in accordance with AASB 15 *Revenue from Contracts with Customers*
- c) a lease liability in accordance with AASB 16 *Leases* (AASB 16)

- d) a financial instrument, in accordance with AASB 9 *Financial Instruments* (AASB 9) or
- e) a provision, in accordance with AASB 137 *Provisions, Contingent Liabilities and Contingent Assets*

Income received for specific purpose grants for on-passing is recognised simultaneously as the funds are immediately on passed to the relevant recipient entities.

Annotated income agreement

Under section 29 of the FMA, the Department of Justice and Community Safety has certain State income which is collected by VGCCC and annotated to its annual appropriation. At the point when the income is recognised by the State, section 29 provides for an equivalent amount to be added to the annual appropriation of the Department of Justice and Community Safety, which then passes this on to VGCCC as a grant. This in effect allows VGCCC to keep these funds collected on behalf of the State as grant income. During the reporting period, VGCCC received \$297,790 in annual grants through FMA section 29 agreements (2024: \$5.1 million).

3. THE COST OF DELIVERING SERVICES

INTRODUCTION

This section provides an account of the expenses incurred by VGCCC in delivering services and outputs.

3.1 EXPENSES INCURRED IN THE DELIVERY OF SERVICES

	Notes	2025 \$	2024 \$
Employee expenses	3.1.1	35,591,684	28,797,943
Other operating expenses	3.2	9,329,319	17,883,681
Total expenses incurred in delivery of services		44,921,003	46,681,624

3.1.1 EMPLOYEE BENEFITS IN THE COMPREHENSIVE OPERATING STATEMENT

	2025 \$	2024 \$
EMPLOYEE EXPENSES		
Salaries and wages, annual leave and long service leave (LSL)	28,673,000	23,876,951
Other on-costs (payroll tax, workcover levy, mental health levy and fringe benefits tax)	2,110,368	1,564,665
Superannuation	3,301,322	2,448,818
Termination benefits	1,506,994	907,509
Total employee expenses	35,591,684	28,797,943

Employee expenses include all costs related to employment including wages and salaries, fringe benefits tax, leave entitlements, termination payments, workcover premiums and mental health levy.

The amount recognised in the comprehensive operating statement includes employer contributions for members of both defined benefit and defined contribution superannuation plans that are paid or payable to these plans during the reporting period. VGCCC does not recognise any defined benefit liabilities because it has no legal or constructive obligation to pay future benefits relating to its employees.

The Department of Treasury and Finance in its financial statements discloses on behalf of the State, as the sponsoring employer, the net defined benefit cost related to the members of these plans as an administered liability. Refer to the Department of Treasury and Finance's financial statements for more detailed disclosures in relation to these plans.

Termination benefits are payable when employment is terminated before the normal retirement date, or when an employee accepts an offer of benefits in exchange for the termination of employment. Termination benefits are recognised when VGCCC is demonstrably committed to terminating the employment of current employees according to a detailed formal plan without the possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy.

3.1.2 EMPLOYEE BENEFITS IN THE BALANCE SHEET

	2025 \$	2024 \$
CURRENT PROVISIONS		
EMPLOYEE BENEFITS – ANNUAL LEAVE ⁽ⁱ⁾		
Unconditional and expected to settle within 12 months	2,264,060	1,912,357
Unconditional and expected to settle after 12 months ⁽ⁱⁱ⁾	290,503	259,095
EMPLOYEE BENEFITS – LSL ⁽ⁱ⁾		
Unconditional and expected to settle within 12 months	576,024	315,221
Unconditional and expected to settle after 12 months ⁽ⁱⁱ⁾	2,368,342	1,690,526
PROVISIONS RELATING TO EMPLOYEE BENEFIT ON-COSTS		
Unconditional and expected to settle within 12 months	465,383	359,387
Unconditional and expected to settle after 12 months ⁽ⁱⁱ⁾	472,338	339,515
Total employee current provisions	6,436,650	4,876,101
NON-CURRENT PROVISIONS		
Employee benefits - LSL ⁽ⁱ⁾	697,590	545,125
Employee benefit on-costs	115,643	81,504
Total employee non-current provisions	813,233	626,629
Total employee provisions	7,249,883	5,502,730

Notes:

- (i) Employee benefits consist of annual leave and LSL accrued by employees. On-costs such as payroll tax and workers' compensation insurance are not employee benefits and are reflected as a separate provision.
- (ii) Amounts are measured at present values.

Reconciliation of movement in on-cost provision

	2025 \$	2024 \$
Opening balance	780,406	636,784
Additional provisions recognised	641,629	450,516
Reductions arising from payments/other sacrifices of future economic benefits	(368,671)	(306,894)
Closing balance	1,053,364	780,406
Current	937,721	698,902
Non-current	115,643	81,504
Total employee benefits related on-costs	1,053,364	780,406

Wages and salaries, annual leave and sick leave:

Liabilities for wages and salaries (including non-monetary benefits, annual leave and on-costs) are recognised as part of the employee benefits provision as current liabilities because VGCCC does not have an unconditional right to defer settlements of these liabilities.

The liability for salaries and wages is recognised in the balance sheet at remuneration rates which are current at the reporting date. As VGCCC expects the liabilities to be wholly settled within 12 months of the reporting date, they are measured at undiscounted amounts.

The annual leave liability is classified as a current liability as VGCCC does not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period. Amounts expected to settle within 12 months are measured at the undiscounted amount expected to be paid. All other amounts are measured at present value.

No provision has been made for sick leave as all sick leave is non-vesting and it is not considered probable that the average sick leave taken in the future will be greater than the benefits accrued in the future. As sick leave is non-vesting, an expense is recognised in the comprehensive operating statement as it is taken.

Employment on-costs such as payroll tax and workers compensation are not employee benefits. They are disclosed separately as a component of the provision for employee benefits when the employment to which they relate has occurred.

Unconditional LSL is disclosed as a current liability, even where VGCCC does not expect to settle the liability within 12 months. This is because it will not have the conditional right to defer the settlement of the entitlement should an employee take leave within 12 months.

The components of this current LSL liability are measured at either:

- undiscounted value – if VGCCC expects to wholly settle within 12 months
- present value – if VGCCC does not expect to wholly settle within 12 months.

Conditional LSL is disclosed as a non-current liability. There is a conditional right to defer the settlement of the entitlement until the employee has completed the requisite years of service. This non-current LSL liability is measured at the present value.

Any gain or loss following a revaluation of the present value of non-current LSL liability is recognised as a transaction, except to the extent that a gain or loss arises due to changes in bond interest rates, in which case it is then recognised as an 'other economic flow' in the net result.

3.1.3 SUPERANNUATION CONTRIBUTIONS

Employees of VGCCC are entitled to receive superannuation benefits and VGCCC contributes to both defined benefit and defined contribution plans. The defined benefit plans provide benefits based on years of service and final average salary.

	Paid contribution for the year	
	2025 \$	2024 \$
DEFINED BENEFIT PLANS⁽ⁱ⁾:		
Emergency Services and State Super	48,974	45,577
DEFINED CONTRIBUTION PLANS:		
Various other	3,252,348	2,403,241
Total	3,301,322	1,901,357

Note:

- (i) The basis for determining the level of contributions is determined by the various actuaries of the defined benefit superannuation plans.

3.2 OTHER OPERATING EXPENSES

	2025 \$	2024 \$
SUPPLIES AND SERVICES		
IT licence and maintenance	2,478,005	2,062,090
Contractors and professional services	3,502,016	12,283,359
Occupancy costs ⁽ⁱ⁾	1,929,798	1,767,912
Other occupancy related costs	229,675	494,399
Postage and advertising	54,375	54,763
Printing, stationery and office requisites	120,096	136,339
Training and development	267,501	230,116
Motor vehicle running costs	48,483	56,445
Telephone and other communication expenses	239,865	192,707
Travel and related expenses	60,805	121,243
Interest expense	5,970	511
Other	392,730	483,797
Total other operating expenses	9,329,319	17,883,681

Notes:

- (i) The occupancy costs include a service agreement for office occupancy services with the Department of Treasury Finance as part of the government's Centralised Accommodation Management (CAM) strategy. The agreement has been evaluated against the lease evaluation criteria and management assessment concluded that it does not form a lease.

Other operating expenses generally represent the day-to-day running costs incurred in normal operations and payments against specific purpose grants received from the Department of Justice and Community Safety. Supplies and services include VGCCC's office occupancy and related cost.

Supplies and services are recognised as an expense in the reporting period in which they are incurred.

4. FINANCIAL INFORMATION ADMINISTERED ITEMS

4.1 ADMINISTERED ITEMS

On behalf of the government, the VGCCC collects revenue that is directly deposited into the Consolidated Fund. As VGCCC does not have control over these funds, they are not recorded as income in the comprehensive operating statement. Transactions and balances related to these funds (unless otherwise specified) are accounted for using the same basis and accounting policies as VGCCC items. Both controlled and administered VGCCC items are included in the State's financial statements.

VGCCC is responsible for the transactions involving these resources but does not have the discretion to use the resources to achieve its objectives.

The cost of collecting and accounting for the administered revenue is covered by annual grant funding from the Department of Justice and Community Safety.

4.1.1 COLLECTION OF REVENUE ON BEHALF OF THE GOVERNMENT

Revenue collected on behalf of the government includes taxes, fees, fines and the proceeds from the sale of non-current assets.

4.1.2 LICENCE REVENUE

Revenue is measured based on the consideration specified in the contract with the licensee. VGCCC recognises revenue according to when the licensee obtains control of the benefits of the license. The venue operator licensee gains control of the licence over the life of the contract with the State. Amounts paid under licensee agreements are recognised on the administered balance sheet as:

- contract liabilities when paid in advance of VGCCC satisfying the associated performance obligations, or
- contract assets when benefits provided by VGCCC to licensees have not yet been invoiced.

Major licences

The following is a list of the major licences. The total major licences income recognised during the year is \$172.0 million (2024: \$202.0 million).

Public lottery

The premium payment of \$120.0 million for the public lottery licence was received on 29 June 2018 and is to be recognised over 10 years unless surrendered or cancelled earlier in accordance with the *GRA*. The licence became operational on 1 July 2018. \$12.0 million is reported as revenue in 2025 (2024: \$12.0 million) and \$36.0 million is recognised as contract liability in 2025 (2024: \$48.0 million).

Keno

A 20-year licence commencing 15 April 2022 has been issued to two licensees.

A total of \$100 million for the Keno licences was received upfront, \$25 million from The Lottery Corporation on 18 March 2022 and \$75 million from Lottoland on 21 March 2022. \$5.0 million is reported as revenue in 2025 (2024: \$5.0 million) and \$84.0 million has been recognised as a contract liability as at 30 June 2025 (2024: \$89 million).

Wagering and betting licences

An amount of \$410 million which was received on 19 January 2012 for the existing wagering and betting licence was recognised over 12 years. The licence became operational on 16 August 2012, \$2.8 million is reported as revenue in 2025 (2024: \$34 million). This licence is expired on 15 August 2024.

A new licence agreement was entered into on 18 December 2023 for a period 20 years commencing on 16 August 2024. The Minister has determined the premium payment to be made up of:

- \$600 million paid on 26th June 2024
- \$30 million payable on each anniversary of the licence commencement date, or such time as determined by the Minister.

\$574 million was recognised as contract liability at 30 June 2025 (2024: \$600.0 million) and \$26.2 million revenue (2024: \$34.0 million).

Electronic gaming machine licences (EGM)

In July 2018 the venue operators entered into an entitlement-related EGM licenses agreement for payment with the Minister on behalf of the State of Victoria. The Minister confirmed the number of EGM entitlements to each venue operator to operate gaming machines for a period of 10 years from August 2022.

The licence period for the final allocation commenced on 16 August 2022 until 15 August 2032, with a total nominal value of \$1,278 million. The payment terms of the licenses allow venue operators to pay the full amount up-front, or to pay quarterly instalments over a 5 to 7 year period. Amounts received in advance of a performance obligation being satisfied are recognised as a contract liability.

Management has exercised judgment in interpreting AASB 15 - *Revenue from Contracts with Customers* to determine the appropriate timing for recognising a receivable related to EGM entitlement contracts. Consideration has been given to when VGCCC has an unconditional right to receive payments for these non-cancellable contracts given the advance payment terms applied. Management has concluded that VGCCC has an unconditional right to receive payment upon satisfaction of the performance obligations associated with these contracts, and it is at that point that a receivable is recognised.

\$114 million is reported as revenue in 2025 (2024: \$139 million) and \$488.0 million was reported as contract liability at 30 June 2025 (2024: \$256 million).

Casino Licence

The accounting treatment adopted by VGCCC for the casino licence is based on AASB 15- *Revenue from Contracts with Customers*. Crown Melbourne Ltd ('Crown') paid \$250 million for approved amendments to the casino licence that became operational on 3 November 2014. Under the Casino licence agreement, an amount of \$250 million is payable on 1 July 2033.

4.1.3 TAXATION REVENUE

Taxes are accounted for under AASB - 1058 *Income of Not-for-Profit Entities* as the tax is considered a statutory levy. The revenue is recognised on the earlier of either; receipt of a taxpayer's self-assessment, or the time the taxpayer's obligation to pay arises pursuant to the issue of an assessment by the VGCCC.

Gambling taxes revenue from EGM venues and public lotteries are calculated by the licensees who supply the taxable revenue data to VGCCC. The tax revenue information supplied are audited and verified by the VGCCC. VGCCC is responsible for the accurate recording and treatment of gambling taxes revenue payments collected by the Commission.

4.1.4 MATERIAL FINE REVENUE

For the 2024-25 financial year, VGCCC has imposed fines totaling \$7.075 million. This includes \$4.6 million from Tabcorp Wagering (Vic) Pty Ltd, \$0.475 million from various venue operators due to disciplinary actions, and \$2.0 million against Crown Melbourne for allowing 242 people who had self-excluded from gambling to place bets at the casino over an 8-month period between October 2023 and May 2024. These fines have been accounted for as income in VGCCC administered accounts in accordance with AASB 1058.

4.1.5 TRANSACTIONS ON BEHALF OF THE GOVERNMENT

	2025 \$'000	2024 \$'000
ADMINISTERED INCOME		
Appropriations payments on behalf of the State	47,058	51,315
Casino supervision charge	23,283	19,271
Gaming taxation	1,312,811	1,248,608
Gambling licence and application fees	487	467
Minor gaming application fee	15	14
Keno licence	6,884	7,641
Casino taxation	1,529	29,269
Casino lease income	11,517	11,526
Public lotteries taxation	656,011	723,055
Tabcorp supervision fee	2,971	4,013
Public lotteries supervision fees	1,969	1,191
Venue operators supervision fees	5,446	9,574
Lottery licence	12,000	12,000
Gambling venue licence fees	114,256	139,290
Wagering and betting licence fees	29,048	34,167
Casino statutory fines	2,000	0
Miscellaneous	43,953	26,751
Total administered income	2,271,240	2,318,152
ADMINISTERED EXPENSES		
Payments made to other jurisdictions	(47,058)	(51,315)
Payments to consolidated fund	(2,366,324)	(2,863,600)
Bad and doubtful debts	(2,763)	(752)
Total administered expenses	(2,416,146)	(2,915,667)
ADMINISTERED OTHER ECONOMIC FLOWS		
Net gain/(loss) on financial assets	-	-
Total administered other economic flows	-	-
Administered net result from transactions (net operating balance) and comprehensive result	(144,906)	(597,515)

	2025 \$'000	2024 \$'000
ADMINISTERED CURRENT ASSETS		
Receivables	163,841	153,836
Contract assets	34,484	22,311
Total current assets	198,325	176,147
NON-CURRENT ASSETS		
Contract Assets	170,763	161,853
Total non-current assets	170,763	161,853
Total assets	369,088	338,000
LIABILITIES		
CURRENT LIABILITIES		
Contract liability	134,486	72,143
Payables	4,559	3,693
Total current liabilities	139,045	75,836
NON-CURRENT LIABILITIES		
Contract liability	1,139,634	1,026,850
Total non-current liabilities	1,139,634	1,026,850
Total liabilities	1,278,679	1,102,686
Net assets	(909,592)	(764,686)
Equity balance at 30 June	(909,592)	(764,686)

5. KEY ASSETS AVAILABLE TO SUPPORT OUTPUT DELIVERY

INTRODUCTION

VGCCC controls assets that are utilised in fulfilling its objectives and conducting its activities. They represent the resources that have been entrusted to VGCCC to be utilised for the delivery of those outputs.

5.1 PROPERTY, PLANT AND EQUIPMENT

	2025 \$	2024 \$
LEASEHOLD IMPROVEMENTS		
At fair value	6,520,522	6,520,522
Less: accumulated depreciation	(6,520,522)	(6,520,522)
	-	-
COMPUTER AND COMMUNICATION EQUIPMENT		
At fair value	1,719,455	1,735,038
Less: accumulated depreciation	(1,687,226)	(1,683,396)
	32,229	51,642
PLANT, EQUIPMENT AND VEHICLES		
At fair value	94,999	100,589
Less: accumulated depreciation	(56,697)	(50,254)
	38,302	50,335
CAPITAL WORKS IN PROGRESS		
At fair value	446,956	-
	446,956	
LEASED VEHICLES - RIGHT OF USE ASSETS		
At fair value	354,311	324,540
Less: accumulated amortisation	(95,955)	(184,803)
	258,356	139,737
TOTAL PROPERTY, PLANT AND EQUIPMENT		
Gross carrying amount	9,136,243	8,680,689
Less: Accumulated depreciation and amortisation	(8,360,400)	(8,438,975)
Net carrying amount of property, plant and equipment	775,843	241,714

Property plant and equipment initial recognition

Items of property, plant and equipment, are measured initially at cost and subsequently revalued at fair value less accumulated depreciation. Where an asset is acquired for no or nominal cost, the cost is its fair value at the date of acquisition. The cost of constructed non-financial physical assets includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads. The cost of leasehold improvements is capitalised and depreciated over the shorter of the remaining term of the lease or their estimated useful lives.

Property, plant and equipment - subsequent measurement

These are valued using the current replacement cost method. Fair value for plant and equipment that are specialised in use (such that it is rarely sold other than as part of a going concern) is determined using the depreciated replacement cost method. Refer to Note 8.3 for additional information on fair value determination of property, plant and equipment.

Right-of-use asset acquired by lessees – initial measurement

VGCCC recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at a cost that comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date;
- any initial direct costs incurred; plus
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

Right-of-use asset – subsequent measurement

VGCCC depreciates right-of-use assets on a straight-line basis from the lease commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

Leased vehicles are valued using the depreciated cost method. Due to the short term economic life, depreciated cost has been deemed a reasonable proxy for fair value. VGCCC acquires the right-of-use new vehicles and at times disposes of them before the end of their economic life. The process of acquisition, use and disposal in the market is managed by experienced fleet managers in the Department of Government Services who set relevant depreciation rates during use to reflect the utilisation of the vehicles. The right-to-use assets are also subject to revaluation.

In addition, the right-of-use asset is periodically reduced by impairment losses, if any and adjusted for certain remeasurements of the lease liability.

5.1.1 DEPRECIATION AND AMORTISATION

Charge for the period

	2025 \$	2024 \$
DEPRECIATION AND AMORTISATION OF PROPERTY, PLANT, EQUIPMENT AND INTANGIBLE ASSETS		
Computer and communication equipment	50,742	147,974
Plant, equipment and motor vehicles	12,033	10,638
Leased vehicles	49,772	69,550
Internally developed software	1,182,909	956,077
Total depreciation and amortisation expense	1,295,456	1,184,239

All assets that have finite useful lives are depreciated or amortised. The exceptions to this rule include items under low-value leases, assets held for sale, and capital work in progress.

Depreciation and amortisation are generally calculated on a straight-line basis, at rates that allocate the asset's value, less any estimated residual value, over its estimated useful life. Estimated useful lives for the different asset classes for current and prior years are included in the table below:

Class	Useful life (in years)
Leasehold improvements-office fit out	7.6
Computer and communication equipment	4
PLANT, EQUIPMENT AND VEHICLES:	
Office equipment	8
Vehicles	3
LEASED PROPERTY AND VEHICLES	
Right-of-use vehicles	3
INTANGIBLES ASSETS	
Intangibles	8

The estimated useful lives, residual values and depreciation methods are reviewed at the end of each annual reporting period, and adjustments are made where appropriate.

Right-of-use assets are generally amortised over the shorter of the asset's useful life and the lease term.

Leasehold improvements are depreciated over the shorter of the lease term and their useful lives.

5.1.2 RECONCILIATION OF MOVEMENTS IN CARRYING AMOUNT OF PROPERTY, PLANT AND EQUIPMENT

	Computer and communication equipment at fair value		Plant, equipment and vehicles at fair value		Leased vehicles at fair value		Capital work in progress at cost		Total
	2025 \$	2024 \$	2025 \$	2024 \$	2025 \$	2024 \$	2025 \$	2024 \$	
Opening balance	51,643	199,617	50,336	60,973	139,736	55,324	-	241,715	315,914
Additions	31,329	-	-	-	181,621	153,962	446,956	659,906	153,962
Disposals	-	-	-	-	(13,231)	-	-	(13,231)	-
Depreciation and amortisation expense	(50,742)	(147,974)	(12,033)	(10,638)	(49,772)	(69,550)	-	(112,547)	(228,162)
Closing balance	32,230	51,643	38,303	50,336	258,354	139,736	446,956	775,843	241,714

5.2 INTANGIBLE ASSETS

	2025 \$	2024 \$
INTANGIBLE ASSETS		
At fair value	17,796,529	17,565,929
Less accumulated amortisation	(11,627,765)	(14,841,408)
	6,168,764	2,724,521
CAPITAL WORK IN PROGRESS		
At cost	-	1,084,215
	-	1,084,215
TOTAL INTANGIBLE ASSETS		
Gross carrying amount	17,796,529	18,650,144
Less accumulated amortisation	(11,627,765)	(14,841,408)
Net carrying amount of intangible assets	6,168,764	3,808,736

	Intangibles		Capital work in progress		Total	
	2025 \$	2024 \$	2025 \$	2024 \$	2025 \$	2024 \$
Opening balance	2,724,521	1,933,548	1,084,215	544,828	3,808,736	2,478,376
Additions	3,542,937	1,747,050		539,387	3,542,937	2,286,437
Transfer	1,084,215		(1,084,215)		-	
Amortisation expense ⁽ⁱ⁾	(1,182,909)	(956,077)	-	-	(1,182,909)	(956,077)
Net book value at end of financial year	6,168,764	2,724,521	(0)	1,084,215	6,168,764	3,808,736

Notes:

- (i) The consumption of internally generated intangible assets is included in the depreciation and amortisation line item in the operating statement. VGCCC intangible assets include purchased and internally-generated computer software.

Initial recognition

Purchased intangible assets are all computer software assets and are initially recognised at cost. When the recognition criteria in AASB 138 *Intangible Assets* is met, internally generated intangible assets are recognised at cost.

An internally generated intangible asset arising from development is recognised if, and only if, all of the following are demonstrated:

- the technical feasibility of completing the intangible asset so that it will be available for use
- an intention to complete the intangible asset and use it
- the ability to use or sell the intangible asset
- the intangible asset will generate probable future economic benefits
- the availability of adequate technical, financial and other resources to complete the development and to use the intangible asset
- the ability to measure reliably the expenditure attributable to the intangible asset during its development.

Subsequent measurement

Intangible assets with finite useful lives, are amortised as an 'expense from transactions' on a straight-line basis over their useful lives. Refer to note 5.1.1 for information on amortisation. Subsequently, intangible assets with finite useful lives are carried at cost less accumulated amortisation and accumulated impairment losses. Amortisation begins when the asset is available for use, that is when it is in the location and condition necessary for it to be capable of operating in the manner intended by management.

Impairment of intangible assets

Intangible assets with finite useful lives (and intangible assets not yet available for use) are tested annually for impairment and whenever there is an indication that the asset may be impaired.

There were no indications of impairment of intangible assets during 2024–25.

6. OTHER ASSETS AND LIABILITIES

INTRODUCTION

This section sets out those assets and liabilities that arose from VGCCC's controlled operations.

6.1 RECEIVABLES

	2025 \$	2024 \$
CURRENT RECEIVABLES		
CONTRACTUAL		
Receivables	246,255	347,086
STATUTORY		
Amounts owing from Department of Justice and Community Safety ⁽ⁱ⁾	19,323,847	15,773,516
GST Input tax credits recoverable	74,128	203,850
Total current receivables	19,644,230	16,324,452
NON-CURRENT RECEIVABLES		
STATUTORY		
Amounts owing from the Department of Justice and Community Safety ⁽ⁱ⁾	115,643	81,504
Total non-current receivables	115,643	81,504
Total receivables	19,759,873	16,405,956

Notes:

- (i) The amounts recognised as owing from Department of Justice and Community Safety represent funding for all commitments incurred and will be drawn down from the Consolidated Fund in the form of a grant as the commitments fall due.

Contractual receivables are classified as financial instruments and categorised as 'receivables'. They are initially recognised at fair value plus any directly attributable transaction costs. Subsequent to initial measurement they are measured at amortised cost using the effective interest method, less any impairment.

Statutory receivables do not arise from contracts and are recognised and measured similarly to contractual receivables (except for impairment) but are not classified as Financial Instruments for disclosure purposes. VGCCC applies AASB 9 *Financial Instruments* for initial measurement of the statutory receivable and, as a result, statutory receivables are initially recognised at fair value plus any directly attributable transaction cost.

6.2 PAYABLES

	2025 \$	2024 \$
CURRENT PAYABLES		
CONTRACTUAL		
Creditors	1,211,993	91,438
Accrued wages and salaries	188,192	89,208
Accrued expenses	4,928,131	4,144,035
Total payables	6,328,315	4,324,681

Contractual payables are classified as financial instruments and categorised as financial liabilities at amortised cost.

Payables consist predominantly of creditors and accruals on wages and salaries and expenses and are recognised at amortised cost. Payables represent liabilities for goods and services provided to VGCCC prior to the end of a period that are unpaid and arise when VGCCC becomes obliged to make future payments in respect of the purchase of these goods and services.

Payables for supplies and services have an average credit period of 30 days and are paid within credit terms.

6.3 OTHER PROVISIONS

	2025 \$	2024 \$
NON-CURRENT PROVISION		
Make Good	309,682	309,682
Total Other Provision	309,682	309,682

VGCCC signed a 4 year agreement with the Department of Treasury and Finance in December 2021, with the contract period from 1 July 2021 to 31 August 2025. Under the lease terms of this arrangement, VGCCC will be liable to make good the premises.

7. HOW WE FINANCED OUR OPERATIONS

INTRODUCTION

This section provides information on the sources of finance utilised by VGCCC during its operations, and other information related to the financing activities of VGCCC.

This section includes disclosures of balances that are financial instruments (such as leases and cash balances). Notes 8.1 and 8.3 provide additional, specific financial instrument disclosures.

7.1 LEASES

Information about leases for which VGCCC is a lessee is presented below.

Leasing activities

VGCCC leases motor vehicles. The lease contracts are typically made for fixed periods of 1-3 years.

Interest expense refers to the interest component of lease repayments. Interest expense is recognised in the period in which it is incurred.

Maturity analysis of leases

		Maturity dates				
	Minimum future lease payments \$	Present value of minimum future lease payments \$	Less than 1 month \$	1-3 months \$	3 months - 1 year \$	1-5 years \$
2025						
Lease liabilities	271,342	259,212	22,946	26,345	89,021	133,029
Total	271,342	259,212	22,946	26,345	89,021	133,029
2024						
Lease liabilities	138,792	136,815	(1,362)	5,284	41,381	93,489
Total	138,792	136,815	(1,362)	5,284	41,381	93,489

7.2 CASH FLOW INFORMATION AND BALANCES

Cash and deposits, including cash equivalents, comprise cash on hand and cash at bank and those highly liquid investments with an original maturity of three months or less, which are held for the purpose of meeting short-term cash commitments rather than for investment purposes, and which are readily convertible to known amounts of cash and are subject to an insignificant risk of changes in value.

For cash flow statement presentation purposes, cash and cash equivalents include cash on hand and in banks, as indicated in the reconciliation below.

	2025 \$	2024 \$
Cash and cash equivalents	791,396	835,295
Balance as per cash flow statement	791,396	826,932

Due to the State's investment policy and funding arrangements, VGCCC does not hold a large cash reserve in its bank accounts. Cash received by the generation of income is generally paid into the State's bank account, known as the public account. Similarly, VGCCC expenditure, including those in the form of payments to its suppliers' or creditors are made via the public account. The process is such that the public account would remit the cash required for the payment to VGCCC's suppliers or creditors.

7.2.1 RECONCILIATION OF NET RESULT FOR THE PERIOD

	2025 \$	2024 \$
Net result for the period	(238,256)	(412,872)
NON-CASH MOVEMENTS:		
Depreciation and amortisation of non-current assets	1,295,456	1,184,239
(Gain)/loss on sale or disposal of non-current assets	3,722	(188)
MOVEMENTS IN ASSETS AND LIABILITIES		
(Increase)/decrease in receivables	(3,353,916)	(1,529,247)
(Increase)/decrease in prepayments	(383,076)	(7,737)
Increase/(decrease) in payables	1,693,953	1,232,723
Increase/(decrease) in provisions	2,056,835	760,690
Net cash flows from/(used in) operating activities	1,074,718	1,227,608

7.2.2 NON-CASH FINANCING AND INVESTING ACTIVITIES

During the reporting period, VGCCC acquired right-of-use vehicles to the value of \$0.19 million (2024: \$0.15 million).

7.3 TRUST ACCOUNT BALANCES

	Opening balance 1 July \$	Total receipts \$	Total payments \$	Closing balance 30 June \$
2025				
Controlled trusts	-	4,394,662	4,136,178	258,483
Total	-	-	-	-
2024				
Controlled trusts	-	-	-	-
Total	-	-	-	-

The trust accounts is associated with the Community Support Fund, which focus on marketing initiatives and campaigns aimed at raising awareness of gambling harm and supporting harm minimisation action plans and related activities.

7.4 COMMITMENTS FOR EXPENDITURE

Commitments for future expenditure include operating and capital commitments arising from contracts. These commitments are recorded below at their nominal value inclusive of GST.

These future expenditures cease to be disclosed as commitments once the related liabilities are recognised in the balance sheet.

7.4.1 TOTAL COMMITMENTS PAYABLE

	Operating Commitments		Capital		Total	
	2025 \$	2024 \$	2025 \$	2024 \$	2025 \$	2024 \$
OPERATING AND CAPITAL COMMITMENTS						
PAYABLE						
Less than one year	765,287	3,392,308	-	-	765,287	3,392,308
Longer than one year and not longer than five years	664,786	127,320	-	-	664,786	127,320
Five years or more	-	-	-	-	-	-
Total operating and capital commitments	1,430,073	3,755,781	-	-	1,430,073	3,519,628

Notes:

All amounts shown in the commitments note are nominal amounts inclusive of GST.

8. RISKS, CONTINGENCIES AND VALUATION JUDGEMENTS

INTRODUCTION

VGCCC is exposed to risk from its activities and outside factors. In addition, it is often necessary to make judgements and estimates associated with the recognition and measurement of items in the financial statements. This section sets out financial instrument-specific information, (including exposures to financial risks) as well as information about those items that are contingent in nature or require a higher level of judgement to be applied, which for VGCCC relates mainly to fair value determinations.

8.1 FINANCIAL INSTRUMENTS SPECIFIC DISCLOSURES

Financial instruments arise out of contractual agreements that give rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Due to the nature of VGCCC's activities, certain financial assets and financial liabilities arise under statute rather than contract (for example taxes, fines and penalties). Such financial assets and financial liabilities do not meet the definition of financial instruments in AASB 132 *Financial Instruments: Presentation* (AASB 132).

Categories of financial assets

Financial assets at amortised cost: Financial assets are measured at amortised costs if both of the following criteria are met and the assets are not designated as fair value through net results:

- the assets are held by VGCCC to collect the contractual cash flows
- the assets' contractual terms give rise to cash flows that are solely payments of principal and interests.

These assets are initially recognised at fair value plus any directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method less any impairment.

VGCCC recognises the following assets in this category:

- cash and cash equivalents
- receivables, excluding statutory receivables

Categories of financial liabilities

Financial liabilities at amortised cost are initially recognised on the date they are originated and initially measured at fair value minus any directly attributable transaction costs. Subsequent to initial recognition, these financial instruments are measured at amortised cost with any difference between the initially recognised amount and the redemption value being recognised in profit or loss over the period of the interest-bearing liability, using the effective interest rate method.

VGCCC recognises the following liabilities in this category:

- contractual payables (excluding statutory payables)
- lease liabilities.

Reclassification of financial instruments: Subsequent to initial recognition reclassification of financial liabilities is not permitted. Financial assets are required to be reclassified between fair value through net result, fair value through other comprehensive income and amortised cost when and only when VGCCC's business model for managing its financial assets changes such that its previous model would no longer apply. If under rare circumstances an asset is reclassified, the reclassification is applied prospectively from the reclassification date and previously recognised gains, losses or interest should not be restated. If the asset is reclassified to fair value, the fair value should be determined at the reclassification date and any gain or loss arising from a difference between the previous carrying amount and fair value is recognised in the net result.

8.1.1 FINANCIAL INSTRUMENTS CATEGORISATION

	Cash and cash equivalents \$	Financial assets at amortised cost \$	Financial liabilities at amortised cost \$	Total \$
2025				
CONTRACTUAL FINANCIAL ASSETS				
Cash and cash equivalents	791,396	-	-	791,396
Funds held in Trust (controlled)	258,483			258,483
Receivables ⁽ⁱ⁾	-	246,255	-	246,255
Total contractual financial assets	1,049,879	246,255	-	1,296,134
CONTRACTUAL FINANCIAL LIABILITIES				
Payables	-	-	6,328,315	6,328,315
Lease liabilities	-	-	259,212	259,212
Total contractual financial liabilities	-	-	6,587,527	6,587,527
2024				
CONTRACTUAL FINANCIAL ASSETS				
Cash and cash equivalents	835,295	-	-	835,295
Receivables ⁽ⁱ⁾	-	347,086	-	347,086
Total contractual financial assets	835,295	347,086	-	1,182,381
CONTRACTUAL FINANCIAL LIABILITIES				
Payables	-	-	4,324,681	4,324,681
Lease liabilities	-	-	136,816	136,816
Total contractual financial liabilities	-	-	4,461,497	4,461,497

Notes:

- (i) The total amount disclosed here excludes statutory amounts (e.g. amounts owing from Victorian Government and GST input tax credit recoverable and taxes payable).

8.1.2 FINANCIAL INSTRUMENTS - NET HOLDING GAIN/(LOSS) ON FINANCIAL INSTRUMENTS BY CATEGORY

	Net holding gain/(loss) \$	Total interest income/(expense) \$	Fees income/(expense) \$	Total \$
2025				
CONTRACTUAL FINANCIAL LIABILITIES				
Financial liabilities at amortised cost	-	(5,970)	-	(5,970)
Total contractual financial liabilities	-	(5,970)	-	(5,970)
2024				
CONTRACTUAL FINANCIAL LIABILITIES				
Financial liabilities at amortised cost	-	(511)	-	(511)
Total contractual financial liabilities	-	(511)	-	(511)

The net holding gain or loss for financial liabilities measured at amortised cost is calculated as the interest expense, plus or minus gains or losses arising from the revaluation of financial liabilities measured at amortised cost.

8.1.3 CREDIT QUALITY OF CONTRACTUAL FINANCIAL ASSETS THAT ARE NEITHER PAST DUE NOR IMPAIRED

As a whole, VGCCC's financial risk management program seeks to manage the risks and the associated volatility of its financial performance.

The main purpose of holding financial instruments is to prudentially manage VGCCC's financial risks within the government policy parameters.

Financial instruments: credit risk

Credit risk refers to the possibility that a debtor will default on its financial obligations as and when they fall due. Credit risk arises from the financial assets of VGCCC, which comprise cash and deposit and receivables.

VGCCC's exposure to credit risk arises from the potential default of a counterparty on their contractual obligations resulting in a financial loss to VGCCC. Credit risk is measured at fair value and is monitored on a regular basis.

Credit risk associated with VGCCC's financial assets is minimal because VGCCC only deals with financial institutions with higher credit ratings.

Provision of impairment for contractual financial assets is recognised when there is objective evidence that VGCCC will not be able to collect a receivable. Objective evidence includes financial difficulties of the debtor, default payments, debts that are more than 60 days overdue, and changes in debtor credit ratings. There has been no material change to VGCCC's credit risk profile in 2024-25.

Credit quality of contractual financial assets that are neither past due nor impaired

	Financial institutions (AA- credit rating) \$	Government agencies (Triple A credit rating) \$	Other \$	Total \$
2025				
CONTRACTUAL FINANCIAL ASSETS				
Cash and cash equivalents	791,396	-	-	791,396
Funds held in Trust (controlled)	-	258,483	-	258,483
Receivables(i)	-	-	246,255	246,255
Total contractual financial assets	791,396	258,483	246,255	1,296,134
2024				
CONTRACTUAL FINANCIAL ASSETS				
Cash and cash equivalents	835,295	-	-	835,295
Receivables ⁽ⁱ⁾	-	-	347,086	347,086
Total contractual financial assets	835,295	0	347,086	1,182,381

Note:

- (i) The total amount disclosed here exclude statutory amounts (e.g. amounts owing from Victorian Government and GST input tax credit recoverable)

Impairment of financial assets

VGCCC records the allowance for expected credit loss for the relevant financial instruments applying AASB 9's expected credit loss (ECL) approach. VGCCC's contractual receivables and statutory receivables are subject to an annual impairment assessment under AASB 9. While cash and cash equivalents are also subject to the impairment requirements of AASB 9, the identified impairment loss was nil (2024: nil) as the credit risk was assessed to be minimal.

Currently, VGCCC does not hold any collateral as security nor credit enhancements relating to any of its financial assets.

There are no financial assets that have had their terms renegotiated so as to prevent them from being past due or impaired.

Financial instruments: liquidity risk

Liquidity risk is the risk that VGCCC would be unable to meet its financial obligations as they fall due. VGCCC operates under the government's fair payments policy of settling financial obligations within 30 days and in the event of a dispute, make payments within 30 days from the date of resolution.

VGCCC's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the balance sheet.

VGCCC's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

Financial instruments: market risk

VGCCC's exposure to market risk is considered to be immaterial. VGCCC does not engage in financial trading and does not have exposure to foreign currency and other price risks. None of the classes of financial assets and liabilities are readily traded on organised markets in a standardised form.

Interest rate risk

Fair value interest rate risk is the risk that the fair value of a financial instrument will fluctuate because of changes in market interest rates. VGCCC does not hold any interest-bearing financial instruments that are measured at fair value and therefore has no exposure to fair value interest rate risk.

Interest rate risk exposure					
	Weighted average interest rate %	Carrying amount \$	Fixed interest rate \$	Variable interest rate \$	Non-interest bearing \$
2025					
FINANCIAL ASSETS					
Cash and cash equivalents	4.2	791,396	-	791,396	-
Funds held in Trust (controlled)	4.2	258,483		258,483	
Receivables ⁽ⁱ⁾		246,255	-	-	246,255
Total financial assets		1,296,134	-	1,049,879	246,255
FINANCIAL LIABILITIES					
Payables ⁽ⁱ⁾		6,328,315	-	-	6,328,315
BORROWINGS					
Lease liabilities		259,212	259,212	-	-
Total financial liabilities		6,587,527	259,212	0	6,328,315
2024					
FINANCIAL ASSETS					
Cash and cash equivalents	4.3	835,295	-	835,295	-
Receivables ⁽ⁱ⁾		347,086	-	-	347,086
Total financial assets		1,182,381	0	835,295	347,086
FINANCIAL LIABILITIES					
Payables ⁽ⁱ⁾		4,324,681	-	-	4,324,681
BORROWINGS					
Lease liabilities		136,815	136,815	-	-
Total financial liabilities		4,461,496	136,815	0	4,324,681

Notes:

- (i) The carrying amounts disclosed here exclude statutory amounts (e.g. amounts owing from Victorian Government, GST input tax credit recoverable and taxes payable).

8.2 CONTINGENT ASSETS AND CONTINGENT LIABILITIES

Contingent assets and contingent liabilities are not recognised in the balance sheet but are disclosed and, if quantifiable, are measured at nominal value.

Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity
- or
- present obligations that arise from past events but are not recognised because:
 - it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligations
- or
- the amount of obligations cannot be measured with sufficient reliability.

VGCCC had no contingent assets for the years covered by this report.

8.3 FAIR VALUE DETERMINATION

This section sets out information on how VGCCC determined fair value for financial reporting purposes. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

Consistent with AASB 13 *Fair Value Measurement* (AASB 13), VGCCC determines the policies and procedures for both recurring fair value measurements such as property, plant and equipment, and financial instruments and for non-recurring fair value measurements such as non-financial physical assets held for sale, in accordance with the requirements of AASB 13 and the relevant financial reporting directions.

Fair value hierarchy

In determining fair values, a number of inputs are used. To increase consistency and comparability in the financial statements, these inputs are categorised into three levels, also known as the fair value hierarchy. The levels are as follows:

Level 1 – quoted (unadjusted) market prices in active markets for identical assets or liabilities.

Level 2 – valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable.

Level 3 – valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, VGCCC has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

How this section is structured

For those assets and liabilities for which fair values are determined, the following disclosures are provided:

- carrying amount and the fair value (which would be the same for those assets measured at fair value)
- which level of the fair value hierarchy was used to determine the fair value
- for those assets and liabilities subject to fair value determination using Level 3 inputs:
 - a reconciliation of the movements in fair values from the beginning of the year to the end
 - details of significant unobservable inputs used in the fair value determination.

This section is divided between disclosures in connection with fair value determination for financial assets and liabilities (refer to Note 8.3.1) and non-financial physical assets (refer to Note 8.3.2).

8.3.1 FAIR VALUE DETERMINATION OF FINANCIAL ASSETS AND LIABILITIES

VGCCC currently holds a range of financial instruments that are recorded in the financial statements where the carrying amounts are a reasonable approximation of fair value, either due to their short-term nature or with the expectation that they will be paid in full by the end of the 2024-25 reporting period.

8.3.2 FAIR VALUE DETERMINATION: NON-FINANCIAL PHYSICAL ASSETS

Property, plant and equipment are held at fair value and classified as level 3 of the fair value measurement hierarchy. When building leasehold improvements – office fit-out and plant and equipment are specialised in use, such that it is rarely sold other than as part of a going concern, fair value is determined using the current replacement cost method.

For all assets measured at fair value, the current use is considered the highest and best use.

Description of significant unobservable inputs to level 3 valuations

2025 and 2024	Valuation technique	Significant unobservable inputs
Building Leasehold Improvements-office fit out	Current replacement cost	Direct cost per square metre Term of the lease
Computer and communication equipment	Current replacement cost	Cost per unit Useful life of computer and communication equipment
Plant, equipment & vehicles	Current replacement cost	Cost per unit <ul style="list-style-type: none"> • office furniture & equipment • security equipment • vehicles Useful life <ul style="list-style-type: none"> • office furniture and equipment • security equipment • vehicles

The significant unobservable inputs have remained unchanged from 2024. There were no changes in valuation techniques throughout the period to 30 June 2025.

9. OTHER DISCLOSURES

INTRODUCTION

This section includes additional material disclosures required by accounting standards or otherwise, for the understanding of this financial report.

9.1 OTHER ECONOMIC FLOWS INCLUDED IN THE NET RESULT

Other economic flows are changes in the volume or value of an asset or liability that do not result from transactions. Other gains/(losses) from other economic flows include the net gains or losses from the revaluation of the present value of the LSL liability due to changes in the bond interest rates.

Net gain/(loss) on non-financial assets includes gains/(losses) from disposals of assets.

9.2 RESPONSIBLE PERSONS

In accordance with the Ministerial Directions issued by the Minister for Finance under the FMA, the following disclosures are made regarding responsible persons for the reporting period.

Names

The persons who held the positions of Responsible Minister, Members of the Commission and Accountable Officers in VGCCC are as follows:

Responsible Minister – Minister for Casino, Gaming and Liquor Regulation

The Hon. Enver Erdogan, MP
19 December 2024 to 30 June 2025

The Hon. Melissa Horne, MP
1 July 2024 to 19 December 2024

Commission Members

Ms Fran Thorn (Chair)
1 July 2024 to 31 December 2024

Mr Chris O'Neill APM (Chair)
1 January 2025 to 30 June 2025

Dr Ron Ben David (Deputy Chair)
1 July 2024 to 30 June 2025

Mr Andrew Scott (Deputy Chair)
1 July 2024 to 30 June 2025

Ms Claire Miller (Commissioner)
1 July 2024 to 30 June 2025

Mr Chris O'Neill (Commissioner)
1 July 2024 to 31 December 2024

Accountable Officer

Ms Annette Kimmitt AM (Chief Executive Officer)
1 July 2024 to 31 March 2025

Ms Suzy Neilan (Chief Executive Officer)
26 March 2025 to 30 June 2025

Commissioners and Accountable Officer

Remuneration received or receivable by members of the Commission and the Accountable Officer in connection with the management of VGCCC during the reporting period.

Responsible persons and Accountable Officer

Income Band	2025 \$	2024 \$
\$110,000-\$119,999	1	0
\$130,000-\$139,999	2	0
\$160,000-\$169,999	0	0
\$170,000-\$179,999	1	0
\$180,000-\$189,999	1	1
\$190,000-\$199,999	0	2
\$200,000-\$209,999	1	1
\$210,000-\$219,999	0	0
\$230,000-\$239,999	0	1
\$380,000-\$389,999	1	0
\$490,000-\$499,999	0	1
Total numbers ⁽ⁱ⁾	7	6
Total amount ⁽ⁱ⁾	1,329,152	1,519,040

Notes:

- Disclosure of the number and amount received or receivable by the responsible persons and Accountable Officer are based on Financial Reporting Direction 21.
- The total number of responsible persons includes persons who meet the definition of key management personnel of the entity under AASB 124 *Related Party Disclosures* (AASB 124) and are also reported within the related parties note disclosure (Note 9.4).
- The acting Accountable Officers are not included in this note.

9.3 REMUNERATION OF EXECUTIVES

The number of executive officers, other than the Minister and Accountable Officers, and their total remuneration during the reporting period are shown in the table below. Total annualised employee equivalents provide a measure of full-time senior executive service members over the reporting period.

Remuneration comprises employee benefits (as defined in AASB 119 *Employee Benefits*) in all forms of consideration paid, payable or provided by the entity, or on behalf of the entity, in exchange for services rendered, and is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

Post-employment benefits include pensions and other retirement benefits paid or payable on a discrete basis when employment has ceased.

Other long-term benefits include LSL, other long service benefits or deferred compensation.

Termination benefits include termination of employment payments, such as severance packages.

Remuneration of executives

Remuneration of executive officers	Total remuneration	
	2025 \$	2024 \$
Short-term employee benefits	1,969,674	1,931,198
Post-employment benefits	205,636	194,294
Other long-term benefits	42,301	25,665
Total remuneration	2,217,611	2,151,157
Total number of executives ⁽ⁱ⁾	8.00	8.00
Total annualised employee equivalents (AEE) ⁽ⁱⁱ⁾	7.17	7.42

Notes:

- (i) The total number of executive officers includes persons who meet the definition of key management personnel of the entity under AASB 124 and are also reported within the related parties note disclosure (note 9.4).
- (ii) Annualised employee equivalent is based on paid working hours of 38 ordinary hours per week over the 52 weeks for a reporting period.

9.4 RELATED PARTIES

VGCCC is a wholly owned and controlled entity of the State of Victoria.

Related parties of VGCCC include:

- all key management personnel and their close family members and personal business interests (controlled entities, joint ventures and entities they have significant influence over)
- all cabinet ministers and their close family members
- all departments and public sector entities that are controlled and consolidated into the whole of state consolidated financial statements.

All related party transactions have been entered into on an arm's length basis.

Significant transactions with government-related entities

VGCCC received funding from Department of Justice and Community Safety of \$46.0 million (2024: \$47.4 million) and made payments to the consolidated fund of \$2,366,324 million (2024: \$2,863,600 million). The payments to the consolidated fund relate to the collection of gambling taxes and licence fees.

Key management personnel of VGCCC includes the portfolio minister, the Hon. Melissa Horne, MP, the Hon. Enver Erdogan, MP, VGCCC Chairperson and Commissioners, Chief Executive Officer and the Executive Leadership Team.

Key Management Personnel	Position title
Ms Fran Thorn	Chairperson
Mr Chris O'Neill APM	Chairperson
Dr Ron Ben David	Deputy Chair
Mr Andrew Scott	Deputy Chair
Ms Claire Miller	Commissioner
Ms Annette Kimmitt AM	Chief Executive Officer
Mr Scott May	Deputy Chief Executive Officer
Mr Adam Thomas	Director Finance and Business Services
Ms Sharon Concisom	General Counsel and Executive Director Legal, Policy and Compliance
Ms Nicole Hughes	Director People and Culture
Mr Ian Mcleod	Chief Information Officer
Mr Adam Ockwell	Executive Director Casino
Ms Glorija Kuzman	Director Gambling
Mr Jason Cremona	Director Regulatory Services

Remuneration of key management personnel

The compensation detailed below excludes the salaries and benefits the portfolio minister receives. The Minister's remuneration and allowances are set by the *Parliamentary Salaries and Superannuation Act 1968* and are reported within the State's annual financial report.

Compensation of key management personnel	2025 \$	2024 \$
Short-term employee benefits	3,345,266	3,277,444
Post-employment benefits	340,470	321,651
Other long-term benefits	58,707	30,587
Total ^{(i) (ii)}	3,744,443	3,629,682

Notes:

- Definition of the VGCCC Key Management Personnel includes executive managers who hold critical positions and whose roles and decisions are integral to VGCCC strategic direction.
- Note that key management personnel are also reported in the disclosure of remuneration of the responsible persons (note 9.2) and executive officers (Note 9.3).

Transactions and balances with key management personnel and other related

Given the breadth and depth of State Government activities, related parties transact with the Victorian public sector in a manner consistent with other members of the public e.g. stamp duty and other government fees and charges. Further employment of processes within the Victorian public sector occurs on terms and conditions consistent with the *Public Administration Act 2004* and Codes of Conduct and Standards issued by the Victorian Public Sector Commission.

Procurement processes occur on terms and conditions consistent with the Victorian Government Procurement Board requirements.

Outside of normal citizen type transactions with VGCCC, there were no related party transactions that involved key management personnel, their close family members and their personal business interests.

No provision has been required, nor any expense recognised, for impairment of receivables from related parties.

9.5 REMUNERATION OF AUDITORS

	2025 \$	2024 \$
VICTORIAN AUDITOR-GENERAL'S OFFICE		
Audit of the financial statements	240,000	240,000
Total remuneration of auditors	240,000	240,000

9.6 SUBSEQUENT EVENTS

VGCCC policy for events that occur between the end of the reporting period and the date when the financial statements are authorised for issue is as follows:

- adjustments are made to amounts recognised in the financial statement where those events provide information about conditions that existed at the reporting date; and/or
- disclosure is made where the events relate to conditions that arose after the end of the reporting period that are considered to be of material interest.

9.7 OTHER ACCOUNTING POLICIES

Contribution by owners

Consistent with the requirements of AASB 1004, contributions by owners (that is, contributed capital and its repayment) are treated as equity transactions and, therefore, do not form part of the income and expenses of VGCCC.

9.8 AUSTRALIAN ACCOUNTING STANDARDS ISSUED THAT ARE NOT YET EFFECTIVE

Certain new and revised accounting standards have been issued but are not effective for the 2024-25 reporting period.

- AASB 2022-10 *Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities*.
- AASB 2024-2 *Amendments to Australian Accounting Standards - Classification and Measurement of Financial Instruments*.
- AASB 18 *Presentation and Disclosure of Financial Statements replacing AASB 101 Presentation of Financial Statements*.

9.9 GLOSSARY OF TECHNICAL TERMS AND STYLE CONVENTIONS

The following is a summary of the major technical terms used in this report.

Amortisation

Amortisation is the expense which results from the consumption, extraction or use over time of a non-produced physical or intangible asset.

Comprehensive result

The net result of all items of income and expense recognised for the period. It is the aggregate of operating result and other comprehensive income.

Commitments

Commitments include those operating, capital and other outsourcing commitments arising from non-cancellable contractual or statutory sources.

Depreciation

Depreciation is an expense that arises from the consumption through wear or time of a produced physical or intangible asset. This expense is classified as a 'transaction' and so reduces the 'net result from transactions'.

Employee expenses

Employee expenses include all costs related to employment including wages and salaries, fringe benefits tax, leave entitlements, redundancy payments, defined benefits superannuation plans, and defined contribution superannuation plans.

Financial asset

A financial asset is any asset that is either:

- cash
- an equity instrument of another entity
- a contractual right to receive cash or another financial asset from another entity or to exchange financial assets or financial liabilities with another entity under conditions that are potentially favourable to the entity.
- a financial asset can also be a contract that will or may be settled in the entity's own equity instruments and is either:
 - a non-derivative for which the entity is or may be obliged to receive a variable number of the entity's own equity instruments
 - a derivative that will or may be settled other than by the exchange of a fixed amount of cash or another financial asset for a fixed number of the entity's own equity instruments.

Financial instrument

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Financial assets or liabilities that are not contractual (such as statutory receivables or payables that arise as a result of statutory requirements imposed by governments) are not financial instruments.

Financial liability

A financial liability is any liability that is a contractual obligation:

- to deliver cash or another financial asset to another entity
- or
- to exchange financial assets or financial liabilities with another entity under conditions that are potentially unfavourable to the entity.

Financial statements

A complete set of financial statements comprises:

- balance sheet as at the end of the period
- a comprehensive operating statement for the period
- a statement of changes in equity for the period
- a cash flow statement for the period
- notes, comprising a summary of significant accounting policies and other explanatory information
- comparative information in respect of the preceding period as specified in paragraph 38 of AASB 101 *Presentation of Financial Statements* (AASB 101)
- a statement of financial position as at the beginning of the preceding period when an entity applies an accounting policy retrospectively or makes a retrospective restatement of items in its financial statements, or when it reclassifies items in its financial statements in accordance with paragraph 41 of AASB 101.

Grants and other transfers

Grant expenses and other transfers are transactions in which one unit provides goods, services, assets (or extinguishes a liability) or labour to another unit without receiving approximately equal value in return. Grants can either be operating or capital in nature.

While grants to governments may result in the provision of some goods or services to the transferor, they do not give the transferor a claim to receive directly benefits of approximately equal value. For this reason, grants are referred to by the AASB as involuntary transfers and are termed non-reciprocal transfers. Receipt and sacrifice of approximately equal value may occur, but only by coincidence. For example, governments are not obliged to provide commensurate benefits, in the form of goods or services, to particular taxpayers in return for their taxes.

Grants can be paid as general-purpose grants, which refer to grants that are not subject to conditions regarding their use. Alternatively, they may be paid as specific purpose grants, which are paid for a particular purpose and/or have conditions attached regarding their use.

Intangible produced assets

Refer to produced assets in this glossary.

Intangible non-produced assets

Refer to non-produced assets in this glossary.

Interest expense

Costs incurred in connection with the borrowing of funds, includes interest on bank overdrafts and short-term and long-term borrowings, amortisation of discounts or premiums relating to borrowings, interest component of finance leases repayments, and the increase in financial liabilities and non-employee provisions due to the unwinding of discounts to reflect the passage of time.

Interest income

Interest income includes unwinding over time of discounts on financial assets and interest received on bank term deposits and other investments.

Leases

Leases are rights conveyed in a contract, or part of a contract, the right to use an asset (the underlying asset) for a period of time in exchange for consideration.

Net result

Net result is a measure of the financial performance of the operations for the period. It is the net result of items of income, gains and expenses (including losses) recognised for the period, excluding those that are classified as 'other economic flows – other comprehensive income'.

Net result from transactions/net operating balance

Net result from transactions or net operating balance is a key fiscal aggregate and is income from transactions minus expenses from transactions. It is a summary measure of the ongoing sustainability of operations. It excludes gains and losses resulting from changes in price levels and other changes in the volume of assets. It is the component of the change in net worth that is due to transactions and can be attributed directly to government policies.

Net worth

Net worth is calculated as assets less liabilities, which is an economic measure of wealth.

Non-financial assets

Non-financial assets are all assets that are not 'financial assets'. It includes building leasehold improvements-office fit-out, computer and communication equipment, plant, equipment, vehicles and intangible assets.

Non-produced assets

Non-produced assets are assets needed for production that have not themselves been produced. They include land, subsoil assets, and certain intangible assets. Non-produced intangibles are intangible assets needed for production that have not themselves been produced. They include constructs of society such as patents.

Other economic flows included in net result

Other economic flows included in the net result are changes in the volume or value of an asset or liability that do not result from transactions. It includes gains and losses from disposals, revaluations and impairments of non-current physical and intangible assets; fair value changes of financial instruments and agricultural assets; and depletion of natural assets (non produced) from their use or removal.

Payables

Includes short-term and long-term trade debt and accounts payable, grants and interest payable.

Produced assets

Produced assets include buildings, plant and equipment, inventories, cultivated assets and certain intangible assets. Intangible produced assets may include computer software, motion picture films, and research and development costs (which does not include the start-up costs associated with capital projects).

Receivables

Includes amounts owing from the government through appropriation receivable, short- and long-term trade credit and accounts receivable, grants, taxes and interest receivable.

Sales of goods and services

Refers to income from the direct provision of goods and services and includes fees and charges for services rendered, sales of goods and services, fees from regulatory services, work done as an agent for private enterprises. It also includes rental income under operating leases and on produced assets such as buildings and entertainment but excludes rent income from the use of non-produced assets such as land. User charges include the sale of goods and services income.

Style conventions

Figures in the tables and in the text have been rounded. Discrepancies in tables between totals and sums of components reflect rounding. Percentage variations in all tables are based on the underlying unrounded amounts. The notation used in the tables is as follows:

- or 0 zero, or rounded to zero

(xxx) negative numbers

20xx year period

20xx – xx year period

The financial statements and notes are presented based on the illustration for a government department in the 2023 – 24 model report for Victorian Government departments. The presentation of other disclosures is generally consistent with the other disclosures made in earlier publications of VGCCC / VCGLR annual reports.

Supplies and services

Supplies and services generally represent the cost of goods sold and the day-to-day running costs, including maintenance costs, incurred in the normal operations of VGCCC.

Transactions

Transactions are those economic flows that are considered to arise from policy decisions, usually an interaction between two entities by mutual agreement. They also include flows within an entity such as depreciation where the owner is simultaneously acting as the owner of the depreciating asset and as the consumer of the service provided by the asset.

Taxation

Taxation is regarded as mutually agreed interactions between the government and taxpayers. Transactions can be in kind (e.g. assets provided/given free of charge or for nominal consideration) or where the final consideration is cash. In simple terms, transactions arise from the policy decisions of the government.

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