



Victorian
Responsible
Gambling
Foundation

STRATEGIC BUSINESS PLAN

2015–16





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The Victorian Responsible Gambling Foundation *Strategic business plan 2015–16* is also available at www.responsiblegambling.vic.gov.au.

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FROM THE CHAIR AND CHIEF EXECUTIVE OFFICER

As the main body in Victoria charged with responsibility for addressing gambling-related harm, the foundation seeks to reduce the prevalence of problem gambling, reduce the severity of harm related to gambling and foster responsible gambling.

Since it was established in 2012, the foundation's first years have focused on developing a range of programs and services to help Victorians with gambling problems, their friends and family and the community.

The introduction of a new service delivery model has helped to shift the foundation's interactions with service delivery agencies from a compliance model to one of partnership, allowing services to be more client focused. Since 2012 the foundation has seen the number of clients accessing Gambler's Help services increase by 14 per cent.

This service delivery model includes six new in-language services for culturally and linguistically diverse communities as well as double the number of regional services for Victoria's Aboriginal communities from two to four.

As part of this service delivery, the foundation has expanded online and self-help services. Over 5,000 people have signed up to the 100-day challenge to reduce or modify their gambling since the campaign was launched in March 2013. Visits to the foundation's website increased by 276 per cent to 601,884 in the last year.

The foundation has also broadened and deepened its approach from a focus on the delivery of services to a comprehensive public health response to those who experience harm from gambling, those who are at risk of harm and their family, friends and the community.

In line with a public health approach, the foundation recognises that certain groups in the community require tailored and targeted support in both treatment and prevention of gambling related harm. A new model for preventing gambling-related harm at a local level has been established accompanied by a four-fold increase in funding.

The foundation has also delivered training to over 2,000 attendees since the Professional Development Centre was established in October 2013, and provided education sessions to over 6,600 students in schools through the Gambling's not a Game program.

The foundation's research program has been strengthened to include a longer term plan so that we can better understand the complexities of harm related to gambling, and a responsive program of work to support the delivery of programs each year.

These changes were underpinned by the development of a range of system improvements including a new client management system, a new website with increased community engagement capability and a digital training platform.

The year ahead will be about consolidating achievements, strengthening the public health approach and embedding the lessons learned over the past few years.

In 2015–16 Gambler's Help services will be strengthened by integrating support from people who have a lived experience of gambling harm into the recovery pathway for people who are experiencing problems with gambling.

While land-based gambling, such as gambling on electronic gaming machines remains the dominant form of gambling and is associated with the greatest level of harm, the changing nature of gambling requires that we consider issues as they arise.

Priority will be given to responding to emerging issues including the normalisation of gambling in our community, the proliferation of new gambling forms and their promotion, the increasing accessibility of gambling and impact on young people as well as the take-up of Gambler's Help services.

This document outlines the foundation's strategic framework over the next four years, and provides a detailed view of the foundation's work in the next year in the annual business plan from page 6.

We strive for a Victoria free from gambling-related harm and we are proud of the foundation's work toward reducing harm and fostering responsible gambling.



Professor Bruce Singh AM
Chair



Serge Sardo
Chief Executive Officer

THE FOUNDATION'S STRATEGIC FRAMEWORK 2015–19

The foundation was established as a statutory authority by the Victorian Parliament under the *Victorian Responsible Gambling Foundation Act 2011*.

The strategic framework describes the foundation's vision, mission and objectives and the strategy for achieving these goals, including the approach taken and the measurement of progress.

VISION

A Victoria free from gambling-related harm.

MISSION

To provide education, research, treatment and support services to all Victorians to foster responsible gambling, reduce gambling-related harm and provide help where needed.

LEGISLATED OBJECTIVES

The legislated objectives of the foundation are to:

- 1. REDUCE THE PREVALENCE OF PROBLEM GAMBLING**
- 2. REDUCE THE SEVERITY OF HARM RELATED TO GAMBLING**
- 3. FOSTER RESPONSIBLE GAMBLING.**

BUSINESS IMPERATIVES 2015–19

The business imperatives describe the four-year strategies employed by the foundation to achieve its legislated objectives. These business imperatives are:

- ▶ **DELIVER A BEST PRACTICE TREATMENT AND SUPPORT SERVICE SYSTEM**
- ▶ **DELIVER PROGRAMS TARGETING VULNERABLE GROUPS AND OTHERS ACROSS THE LIFECYCLE AND IN DIFFERENT SETTINGS**
- ▶ **DEVELOP AND MONITOR SAFER GAMBLING ENVIRONMENTS**
- ▶ **INFLUENCE COMMUNITY ATTITUDES AND BEHAVIOURS THROUGH UNIVERSAL AND TARGETED COMMUNICATION RELATED TO GAMBLING, THE GAMBLING ENVIRONMENT AND REGULATION**
- ▶ **BUILD THE GAMBLING KNOWLEDGE BASE, RESEARCH CAPACITY AND EVIDENCE OF EFFECTIVE MEASURES TO REDUCE HARM**
- ▶ **DEVELOP THE CAPABILITY OF HEALTH AND COMMUNITY SERVICES PROFESSIONALS WORKING WITH PEOPLE WHO EXPERIENCE GAMBLING-RELATED HARM**
- ▶ **BUILD, INFORM AND ENGAGE NETWORKS OF STAKEHOLDERS WHO HAVE AN INTEREST IN REDUCING GAMBLING-RELATED HARM**
- ▶ **CONTINUOUSLY DEVELOP THE INFRASTRUCTURE, SYSTEMS AND PEOPLE OF THE FOUNDATION TO ACHIEVE A HIGH PERFORMING AND EFFECTIVE ORGANISATION THAT DELIVERS ON ITS OBJECTIVES.**

PUTTING THE PRINCIPLES OF PUBLIC HEALTH INTO ACTION TO ACHIEVE THE FOUNDATION'S OBJECTIVES

Gambling behaviour is influenced by a range of factors including:

- characteristics of an individual (knowledge, attitudes, beliefs, personality, personal experience)
- the influence of parents, peers and family
- social and cultural norms
- aspects of the gambling environment, including what gambling is offered, in what setting, and how it is marketed
- the broader policy and legislative environment which governs access to and availability of the means to gamble.

This means that harm is unequally spread within and across Victorian communities. Some people will experience harm associated with gambling which may be significant and ongoing but harm may also arise from a single occasion or episode.

Harm can range from mild to significant and include depression, relationship breakdown, lowered work productivity, job loss, bankruptcy, crime and even suicide.

The causes of gambling-related harm are complex and require a comprehensive mix of strategies to address this complexity. The foundation's strategies are delivered across a range of settings and to people across their lifetime, at key ages, stages and transition points.

The foundation also works proactively with a range of stakeholders, including governments at the local, state and federal level, the gambling industry, health, treatment and community service providers and the community.

The foundation's guiding principles are:

- fostering a whole-of-community approach to reducing gambling-related harm through collaboration and partnerships in research, education, prevention and treatment
- implementing communication, prevention and treatment approaches based on research and evaluation findings
- building the capacity of individuals, families, the community and allied health and community services professionals to better identify and respond to the needs of people who experience problems with gambling
- developing targeted initiatives, programs and services that address the specific needs of vulnerable groups and people who are at risk
- including the views of people who have experienced gambling-related harm into the development of programs and activities.



Diagram adapted from the foundation's background paper *Using a public health approach in the prevention of gambling-related harm*

Evidence-informed practice

The foundation's actions are supported and informed by evidence. The foundation's research program is strategically aligned to provide evidence to support the development of programs and services.

The research program is underpinned by the principles of independence, consultation, relevance and applicability.

Through its research program the foundation seeks to better understand:

- approaches to preventing gambling-related harm
- how to enhance treatment and recovery from gambling problems
- the changing gambling environment
- gambling in Victoria through ongoing monitoring.

The research program direction over the next four years can be found on the foundation's website (www.responsiblegambling.vic.gov.au).

MEASURING THE FOUNDATION'S ACHIEVEMENTS

The Results Framework provides information on the foundation's progress toward achieving its legislative objectives as set out in the *Victorian Responsible Gambling Foundation Act 2011*.

The framework outlines short (one year), medium (two years) and long term (four years) indicators of progress toward the legislated objectives. Each objective is measured by a variety of data sources that provide an indication of the progress made by the foundation towards its objectives.

TABLE 1: RESULTS FRAMEWORK SHORT, MEDIUM AND LONG TERM INDICATORS

OBJECTIVE 1 – TO REDUCE THE PREVALENCE OF PROBLEM GAMBLING	
Short term	Yearly business imperatives performance indicators
	Fewer gamblers have erroneous cognitions and risky attitudes about gambling
Medium term	Gamblers' attitudes and risk-taking behaviour are modified
	Families and communities are more aware of the signs and risks of problem gambling
	The prevalence of problem gambling is reduced
Long term	Families support gamblers to reduce problem gambling
	Communities support measures to reduce problem gambling
OBJECTIVE 2 – TO REDUCE THE SEVERITY OF HARM RELATED TO GAMBLING	
Short term	Yearly business imperatives performance indicators
	More gamblers access support services
Medium term	More families are aware of and access support services
	Gambling harms have been reduced for the individual, family and community
	Gamblers' level of harm is reduced
Long term	Families' level of harm is reduced
	Social and economic harm to community is reduced
OBJECTIVE 3 – TO FOSTER RESPONSIBLE GAMBLING	
Short term	Yearly business imperatives performance indicators
	Gamblers are more aware how to gamble responsibly
Medium term	Families and communities are more aware of what constitutes 'responsible gambling'
	Gambling providers are offered more support for providing 'responsible service of gambling'
	People gamble more responsibly
Long term	Communities actively support and promote responsible gambling
	Gambling providers are more responsible

ANNUAL BUSINESS PLAN 2015–16

The annual business plan below provides a review of the foundation's achievements in 2014–15, and an overview of the current gambling environment before outlining the program of work in 2015–16.

KEY ACHIEVEMENTS IN 2014–15

The 2014–15 year was the first year of the implementation of new models to deliver treatment services including Gambler's Help, in-language services for culturally and linguistically diverse groups and expanded services for Victoria's Aboriginal communities. In addition, the foundation's approach to prevention was strengthened and supported by significantly increased funding.

Achievements include:

- Released new framework *Using a public health approach in the prevention of gambling-related harm* to guide the foundation's work in addressing gambling harm in the community
- Provided funding and support for 15 health and community organisations to deliver prevention and early intervention initiatives as part of the strengthened response to local gambling issues
- Enhanced venue support program saw a 7.7 per cent increase in the number of venues trained to provide a safer gambling environment, and the number of individual staff trained increased by 151
- Following a social marketing campaign that introduced the concept of 'bet regret', two-thirds of the target audience (18 to 39 year olds) said they found the messages personally relevant
- Gambler's Help services provided face-to-face counselling to 6,962 clients, including 24,111 therapeutic counselling sessions and 6,892 financial counselling sessions
- New Gambler's Help services delivered to culturally and linguistically diverse communities in Arabic, Cantonese, Mandarin and Vietnamese languages in addition to English language services
- Established new regional Aboriginal Gambler's Help services to provide a local response to Aboriginal people in their community
- Calls to Gambler's Helpline increased by nearly 12 per cent
- The 'Many ways to get help' campaign was associated with a significant increase in calls to the Gambler's Helpline
- The Gambling's not a Game sporting clubs program enlisted 58 new local sporting clubs to support responsible and healthy club environments
- Enhancements to the foundation's website to make it more user friendly and effective in meeting audience needs resulted in a 276 per cent increase in visits to responsiblegambling.vic.gov.au with a total of 601,884 visits last year
- Provided funding for research projects to give us a better understanding of how to prevent gambling-related harm, and released the Victorian Gambling Study, the first large-scale general population longitudinal study of gambling behaviour conducted in Australia.

THE CURRENT GAMBLING ENVIRONMENT

Australians continue to increase their expenditure on gambling, with national expenditure increasing by 10.8 per cent between 2008–09 and 2013–14 to reach \$21.1 billion.

Electronic gaming machines (EGMs) are a particular concern with research showing their use is associated with the greatest level of harm and account for around half of the expenditure on gambling in Victoria.

With \$2.572 billion being spent on EGMs in Victoria in 2014–15 (not including Crown Casino), EGM spend increased by \$68 million (or 2.7 per cent) compared to 2013–14. Over the past few years, EGM use has been relatively stable or declining, however there is no evidence that this has translated to a reduction in gambling-related harm.

The impact of problem gambling on communities is not well understood and frequently underestimated.

For every person in Victoria with a gambling problem, there are five to 10 others who are affected. This means 300,000 Victorians are severely affected by someone else's gambling.

There are another 100,000 Victorians who are at risk of developing a problem, meaning they sometimes experience some harm from their gambling.

In addition, the Victorian Competition and Efficiency Commission estimated in 2010–11 that the social and economic costs related to gambling problems were likely to be between \$1.5 and \$2.8 billion.

The gambling environment is also changing rapidly. New technology means gambling is more accessible with opportunities to bet being offered across multiple platforms and at all hours of the day. Betting is promoted across multiple channels, saturating mainstream media as well as online and the built environment. Aspects of this changing environment may be associated with increased harm.

PROGRAM OF WORK IN 2015–16

The 2015–16 year will be a period of consolidation of the services and programs delivered by the foundation, so that they continue to meet the needs of people who experience harm from gambling, their family and friends and the Victorian community.

While the foundation will continue to address the harm associated with EGMs, in the coming year we will also prioritise action to address the following issues associated with the changing gambling environment:

- the normalisation of gambling and its impact on the Victorian community
- the impact of the proliferation and types of gambling promotion on the Victorian community

- increasing accessibility of gambling through new technologies
- progression from playing video and other games to gambling and the impact on young people
- take-up of Gambler's Help services.

Program and service delivery are aligned to the business imperatives, which are the four-year strategies employed by the foundation to progress towards achieving its legislated objectives. This progress is measured through the short, medium and long-term indicators described in the Results Framework (see page 5).

The foundation's key services and programs are described below under each business imperative, together with the focus of activity in the coming year.

BUSINESS IMPERATIVES

► DELIVER A BEST PRACTICE TREATMENT AND SUPPORT SERVICE SYSTEM

The foundation will provide \$13.8 million for the delivery of services to the Victorian community to support people with gambling problems. Around 300 people are employed in Gambler's Help services to provide easy access, choice and flexibility for clients at 92 sites across 16 catchments, including:

- local Gambler's Help Services across Victoria – \$10.7 million
- services delivered in Chinese, Arabic and Vietnamese languages – \$0.8 million
- services provided by Aboriginal Community Controlled Organisations in metropolitan and regional areas – \$0.8 million
- telephone and web support services including Gambling Help Online, Gambler's Helpline and Gambler's Help Youthline – \$1 million
- specialised acute mental health services – \$0.2 million
- telephone services delivered by peer support volunteers – \$0.3 million
- provision of self-help and digital resources.

The foundation's focus in the coming year will be on developing self-help and remote service options. The Gambler's Help service model will be consolidated through evaluations of newly implemented and other services to ensure that we provide an appropriate range of services to meet the needs of clients.

► DELIVER PROGRAMS TARGETING VULNERABLE GROUPS AND OTHERS ACROSS THE LIFECYCLE AND IN DIFFERENT SETTINGS

The foundation will deliver \$2.5 million for statewide and local community programs to prevent harm from gambling before it occurs and build resilience in the community. This includes:

- the local prevention grants program providing funding for working with priority groups including people who gamble and are at risk of experiencing harm, Aboriginal communities, culturally and linguistically diverse communities and international students – \$2.1 million
- the Gambling's not a Game youth and sports programs providing education for young people in schools, their teachers and parents, as well as young adults, their family and significant others in the sporting community – \$0.4 million.

In this year the local prevention program will be developed to take in the outcomes of first year evaluation to ensure an appropriately targeted and effective approach to preventing gambling-related harm. The foundation's engagement with sporting clubs will be expanded and the availability of resources in schools increased through the Gambling's not a Game program.

► DEVELOP AND MONITOR SAFER GAMBLING ENVIRONMENTS

With a commitment of \$1.8 million, the foundation will continue to work with gambling venues and the community to support responsible gambling. This work includes:

- training gambling venue staff to enable effective identification, prevention and management of problem gambling issues through the Venue Support Program
- raising community awareness through Responsible Gambling Awareness Week
- supporting the gambling industry to implement self-exclusion programs by linking venues with Gambler's Help services
- monitoring the gambling environment, including regulation and licence applications.

In the coming year the foundation's focus will be on implementing an enhanced Responsible Service of Gaming program together with the foundation's partners.

► INFLUENCE COMMUNITY ATTITUDES AND BEHAVIOURS THROUGH UNIVERSAL AND TARGETED COMMUNICATION RELATED TO GAMBLING, THE GAMBLING ENVIRONMENT AND REGULATION

The foundation will deliver media and digital campaigns of \$8.1 million to influence community attitudes and behaviours using contemporary communication approaches to:

- maintain continuous presence through digital marketing, in-venue advertising and publications to increase awareness of Gambler's Help services – \$1 million
- deliver a series of targeted campaigns, including 'Many ways to get help', 'Fight for you' and in-language service promotion – \$3.4 million
- deliver a campaign encouraging family and friends of people who have problems with gambling to seek help – \$1 million
- encourage young people to access help services through the 'Find your voice' digital campaign – \$0.3 million
- promote responsible gambling through the 'Bet regret' prevention campaign targeting people who are at risk of experiencing harm – \$1.6 million
- educate parents to increase their awareness of youth gambling issues – \$0.3 million
- deliver highly relevant content on digital platforms through a media and digital content strategy, including publications – \$0.5 million.

In the coming year the foundation will share stories about people who gamble in order to reduce stigma and encourage people to use help services. The foundation will seek to raise awareness and relevance of responsible gambling and encourage early recognition of the signs of risky gambling practices. Information will be provided to the community about risks associated with the changing gambling environment.

► BUILD THE GAMBLING KNOWLEDGE BASE, RESEARCH CAPACITY AND EVIDENCE OF EFFECTIVE MEASURES TO REDUCE HARM

The foundation has a long-term plan with funding of \$1.9 million this year for building knowledge about the complexities of harm related to gambling, including:

- a program of commissioned research and grants – \$0.9 million
- evaluation of the Gambler's Help services and education programs – \$0.4 million
- market research and polling to track the success of campaigns – \$0.6 million
- maintaining a database of contemporary gambling-related information
- tracking community attitudes to gambling issues
- monitoring progress of the foundation toward achieving its objectives
- building the capacity of the gambling research sector through provision of research grants, and dedicated grants for early career researchers.

Research to support the development of the foundation's campaigns and other programs will be commissioned and conducted in the coming year. Complementing this will be a yearly gambling report card to provide a snapshot on key indicators about the gambling environment including community attitudes.

► **DEVELOP THE CAPABILITY OF HEALTH AND COMMUNITY SERVICES PROFESSIONALS WORKING WITH PEOPLE WHO EXPERIENCE GAMBLING-RELATED HARM**

The foundation's Professional Development Centre develops the capacity of professionals to address gambling problems through funding of \$0.6 million. It offers:

- a learning and development program including seminars, courses and webinars for Gambler's Help services professionals
- training to enable counsellors and frontline health professionals to deliver a range of targeted therapeutic services (family-inclusive practice, mental health and urge therapy)
- training for venue support workers, community educators and project workers on local prevention projects.

This year the foundation will implement training to develop the capacity of Gambler's Help services to provide family-sensitive practice, as well as increase the foundation's engagement with general practitioners to assist them to better support people affected by problem gambling.

► **BUILD, INFORM AND ENGAGE NETWORKS OF STAKEHOLDERS WHO HAVE AN INTEREST IN REDUCING GAMBLING-RELATED HARM**

Together with its partners the foundation will raise awareness of Gambler's Help services, promote responsible gambling messages and disseminate the foundation's research, case experience and commentary to promote informed debate about gambling through funding of \$1 million. This work includes:

- fostering and building on strategic partnerships with AFL Victoria, AFL football clubs, Melbourne Victory Football Club, Country Racing Victoria and Netball Victoria, together with sporting clubs at local levels – \$0.6 million
- delivering events and materials to promote responsible gambling messages – \$0.1 million
- through the foundation's Gambling Information and Resource Office, providing material, information and assistance to enable the community to participate in regulatory processes such as EGM applications – \$0.3 million

In 2015–16, collaboration with other sectors will be strengthened and the reach of the foundation's programs broadened through partnerships. Regular knowledge sharing forums will be coordinated to identify and debate key issues, and connect with a wide range of community and industry representatives.

► **CONTINUOUSLY DEVELOP THE INFRASTRUCTURE, SYSTEMS AND PEOPLE OF THE FOUNDATION TO ACHIEVE A HIGH-PERFORMING AND EFFECTIVE ORGANISATION THAT DELIVERS ON ITS OBJECTIVES**

The foundation is always working to improve its infrastructure, systems and people, including:

- extending the functionality of the new GH Connect case management system
- implementing a Results Framework to track progress towards the foundation's legislated objectives
- delivering a people and culture program that ensures the foundation is an attractive place to work
- enhancing internal communication to support a collaborative working environment
- maintaining an integrated information technology platform to foster an efficient and modern workplace
- ensuring continued compliance with legislative frameworks and maintaining a sound financial management framework, including appropriate management assurance principles and protocols.

In the next year, the foundation will continue to integrate a public health approach across the foundation with a focus on the planning of new initiatives.

SUMMARY BUDGET

The Victorian Government has committed \$148 million over four years, commencing 1 July 2015, to fund the operations of the foundation. The detailed budget for the 2015–16 financial year is provided in Table 2, together with high-level financial projections over the funding period in Table 3.

TABLE 2: DETAILED BUDGET FOR THE 2015–16 FINANCIAL YEAR

Function	Budget 2015–16 \$m
GAMBLER'S HELP SERVICES	
Gambler's Help Services – face-to-face counselling	10.73
Venue Support Program	1.88
Statewide support services – culturally and linguistically diverse and Aboriginal communities	1.60
Statewide Problem Gambling Mental Health Program	0.19
Peer Connection Program	0.31
Gambler's Help line (24-hour phone support)	0.77
Gambling Help Online (24-hour online counselling)	0.20
Professional Development Centre	0.60
Program support and development	0.79
Subtotal	17.08
PUBLIC HEALTH AND PREVENTION	
Community partnerships	0.70
Prevention grants program	2.08
Youth program	0.30
Program support and development	0.67
Subtotal	3.75
MARKETING AND CAMPAIGNS	
Statewide campaigns	8.06
Program support and development	0.55
Subtotal	8.61
RESEARCH AND EVALUATION	
Research grants program	0.53
Independent strategic research	0.35
Evaluation reviews	0.40
Program support and development	0.76
Subtotal	2.04
KNOWLEDGE AND INFORMATION	
Program support and development	0.37
Subtotal	0.37
STRATEGIC COMMUNICATION	
Web and digital media development	0.40
Program support and development	0.68
Subtotal	1.08
OPERATIONS	
GH Connect case management system	0.10
Business systems	0.18
Program support and development	0.58
Subtotal	0.86
CORPORATE SERVICES	
Program support and development	2.31
Subtotal	2.31
Total	36.1

TABLE 3: BUDGET PROJECTION OVER FOUR YEARS

	Budget 2015-16 \$m	Projection 2016-17 \$m	Projection 2017-18 \$m	Projection 2018-19 \$m
Total budget	36.1	36.6	37.4	37.9



STRATEGIC BUSINESS PLAN 2015–16

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