

Strategic Plan 2018-21



Foreword

We are pleased to introduce the 2018-21 Strategic Plan for Consumer Affairs Victoria (CAV), a 'rolling' three-year plan designed to address CAV's future challenges.

This plan will be implemented from July 2018 and build on the solid foundations delivered through our Corporate Plan 2015-18.

Our major accomplishments under our previous plan, including streamlining the administration and licensing processes for estate agents and rooming house operators and the launch of CAVCOM - our risk-based, intelligence-led and outcomes-focused operating model - allow us to be more ambitious for the future.

Through our new plan, we reaffirm our vision for a fair and competitive marketplace in Victoria and confirm the outcomes we are working to achieve:

- businesses that comply with consumer laws
- Victorians who exercise their consumer rights
- a fair and safe rental market for Victorians.

This plan clearly defines where we will focus our efforts to make a difference for the Victorian community, and articulates how we will achieve our outcomes.

This plan commits us to achieving regulatory excellence and embedding the principles of 'we serve the public, we connect, we lead and we excel' in everything we do.

It will enhance our role of delivering exemplary regulatory services to the Victorian community, and expert policy advice to the Victorian Government.

It will enable us to think ahead and anticipate changes that will impact on Victorian consumers, renters, businesses and rental providers, and implement effective responses that stop detrimental practices and increase community wellbeing.

Through this plan, we commit to innovate, to genuinely connect and demonstrate our value to the Victorian community, and to act strongly where we identify businesses that break the law. We pledge to put our efforts into protecting the most vulnerable Victorian consumers and renters.

This plan sets new challenges for all of us, and will take every one of us, at the top of our game, to realise our vision and outcomes.

There is an opportunity for everyone to contribute to this plan and together, we can make it live in every element of CAV's operations.

We look forward to you joining us on the journey.



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About this plan

The Strategic Plan 2018-21 is a guide for Consumer Affairs Victoria (CAV) staff to the focus of the organisation over the next three years. It helps staff to know and understand CAV's priorities and is designed to be referred to regularly, to ensure we are all aware of what we are responsible for delivering.

The plan has a number of interrelated parts:

- an outcomes framework describing the difference we want to make for the Victorian community
- a regulatory excellence framework describing the organisation we want to be

Staff across CAV will have a direct role in achieving the priorities outlined in this plan through their branch, team and performance development plans. These plans will be their opportunity to decide how their work will help to achieve CAV's outcomes, and achieve regulatory excellence.

How our plans fit together

At CAV, we have an integrated planning and performance management approach. This means our plans, from this Strategic Plan through to individual Performance Development Plans, and the way we measure our success, are aligned. You can see how this works below.

CAV Strategic Plan

The Strategic Plan sets CAV's long-term direction. It is a rolling three-year plan that is revised annually.



Annual Plan Sets CAV's priorities for the year.

Regulatory Priorities

The prioritisation of regulatory activity in sectors and markets that pose significant risks to consumers, renters and the Victorian community.

Regulatory Excellence Key Initiatives

The prioritisation of organisational activities that help us work towards CAV becoming an excellent regulator.



Branch Plans

Each branch develops its annual plan, setting out its activities and allocating resources to help achieve the long-term direction set out in our Strategic Plan.



Team Plans

Each team develops its team plan, which is a detailed implementation plan for staff.



Performance Development Plans

CAV staff develop their individual Performance Development Plans, which include how they will contribute to the achievement of CAV's priorities.

Outcome measures

For the Strategic Plan, our success is measured by our achievement against our three outcomes and our attributes.

Program evaluation measures

The success of our Annual Plan is measured by our achievement against each regulatory priority and the progress of implementing our regulatory excellence key initiatives.

BP3 output measures

Our agreement with the Victorian Government set out in the State Budget papers for the delivery of outputs.

Service delivery measures

The success of our operational plans is measured against the services we deliver.

Individual performance measures

All staff across CAV measure their success against our priorities through their Performance Development Plans.

Our strategic framework

The following table sets out our high-level strategic framework and how our work aligns to the broader Department of Justice and Regulation (DJR) domains, outcomes and values. To be successful, we need to focus on our outcomes for the Victorian community, as well as becoming the organisation we want to be.

Our outcomes for the Victorian community

Our vision

CAV's aim for the future

A fair and competitive marketplace in Victoria

Departmental domains

What DJR wants to achieve

Departmental outcomes

DJR's impact for the Victorian community

Our outcomes

CAV's impact for the Victorian community

Our outcome indicators

What must change to achieve CAV's outcomes

Victorians are safe

Victorians are held to account



Businesses comply with consumer laws

Reduce non-compliance by businesses with consumer laws

Victorians have equal rights and responsibilities

Victorians experience social and economic wellbeing



A fair and safe rental market for Victorians

Increase confidence of renters and rental providers in the fairness of residential tenancies

Victorians take up opportunities to exercise their rights



Victorians exercise their consumer rights

Increase confidence of consumers in exercising their rights

Regulatory excellence: the organisation we want to be

Our attributes

The core elements of regulatory excellence

Our principles

The essential components of our attributes



We serve the public

- We deliver public value
- We support the government
- We rigorously observe the law



We connect

- We communicate with and listen to consumers, renters, businesses and rental providers
- We engage with our partners
- We make well-reasoned and transparent decisions



We lead

- We demonstrate initiative and take action
- We influence
- We experiment with ideas



We excel

- We are intelligence-led, risk-based and outcomes-focused
- We have highly capable staff, tools and technologies
- We have an embedded practice of good governance and continuous improvement

Our values

Our shared behaviours

Serve the community

Work together

Act with integrity

Respect other people

Make it happen

Our outcomes

Our outcomes describe the difference we aim to make for the Victorian community. The outcome indicators tell us what we must change to achieve our outcomes. The key focus areas tell us where to focus our efforts. We will develop specific outcome measures that will enable us to measure our success.



Businesses comply with consumer laws

We inform businesses about their obligations, reform laws and practices to make compliance easier, and identify and respond to unlawful activities that harm consumers.

OUTCOME INDICATOR

- Reduce non-compliance by businesses with consumer laws.

KEY FOCUS AREAS

- We will focus our activities on the sectors and practices identified in our regulatory priorities, and target businesses that intentionally break the law.
- We will improve how we communicate important compliance outcomes, taking maximum advantage of every opportunity to build business awareness and grow consumer confidence.
- We will review consumer laws to ensure they remain relevant and effective, and modernise our business systems and processes to make compliance easier.



A fair and safe rental market for Victorians

We inform renters and rental providers about their rights and responsibilities, reform regulations in response to a changing rental market, and continually improve our trusteeship of bonds.

OUTCOME INDICATOR

- Increase confidence of renters and rental providers in the fairness of residential tenancies.

KEY FOCUS AREAS

- We will implement reforms to the Residential Tenancy Act (pending Parliamentary passage) to promote fair and safe rental housing in Victoria.
- We will continue to innovate in how we provide rental information, exploring new delivery channels that give the right information at the right time and in the most accessible manner.
- We will continue to modernise the Residential Tenancies Bond Authority to make it easier for renters and rental providers to transact with us through digital channels.



Victorians exercise their consumer rights

We provide practical information and tools to assist consumers to exercise their rights and avoid scams, support the most vulnerable Victorians through specialist advocacy services, and understand and respond to emerging consumer issues.

OUTCOME INDICATOR

- Increase confidence of consumers in exercising their rights.

KEY FOCUS AREAS

- We will use human-centred design to improve how we tailor and target our services to consumers.
- We will improve the opportunities for vulnerable Victorians to access specialist services.
- We will build our capability to capture and analyse information to inform our understanding of the markets we regulate.

Regulatory excellence

Consumer Affairs Victoria commits to regulatory excellence, to better enable us to achieve our vision of a fair and competitive marketplace in Victoria.

Attributes and principles

Our attributes and principles describe the organisation we want to be.



We serve the public

- **We deliver public value**, putting the public interest first and staying true to our commitment to protect Victorian consumers and renters.
- **We support the government** in developing and implementing policies and legislation, always providing high standards of advice in a frank, impartial and timely manner.
- **We rigorously observe the law**, adhering to the legislation that authorises our actions and making integrity central to our operations.



We connect

- **We communicate with and listen to consumers, renters, businesses and rental providers**, making sure we reach those who are vulnerable or who do not know about our role.
- **We engage with our partners**, respecting their complementary roles, acknowledging their knowledge and expertise to assist us in understanding the Victorian consumer and residential tenancy marketplaces, and valuing their input when establishing our priorities.
- **We make well-reasoned and transparent decisions**, we are responsive to requests for information, and we report to the community about our actions and their outcomes.



We lead

- **We demonstrate initiative and take action**, anticipating and responding to emerging consumer and residential tenancy issues, and wherever possible basing our response on thorough research and extensive consultation.
- **We influence** consumer protection and residential tenancy policy debates through actively leading and participating in Victorian and national committees and forums.
- **We experiment with ideas**, testing and trying innovative approaches and exploring new solutions to achieve best practice.



We excel

- **We are intelligence-led, risk-based and outcomes-focused**, proactively analysing information, focusing our efforts on the most serious consumer and renter harms and continually reviewing the impact of our actions.
- **We have highly capable staff, tools and technologies**, continually developing our skills and promoting a positive workplace culture, implementing effective policies and procedures and utilising modern information and communication systems.
- **We have an embedded practice of good governance and continuous improvement** across all our operations, benchmarking, measuring and evaluating our performance and committing to career-long development of our staff.