

From: Alex Blaszczyński
Sent: Tue, 27 Apr 2021 10:19:19 +1000
To: Sonja Bauer
Cc: Steven Blackburn
Subject: Strategic plan

Hi Sonja,

Just a few quick thoughts following on from our last team meeting regarding the development of the forthcoming strategic plan. Hopefully I am not overstepping my role as chair of the IRGAP.

Crown has in place a range of responsible gambling strategies that include but not restricted to self exclusion, staff training, breaks in play, brochures and player education, Crown model, and customer support. These are effective in their own right to some extent but continue to remain in isolation or in silos. In developing the strategic plan, I would recommend the general principle that Crown directs greater attention to an evaluation approach where (a) clear objectives and outcomes are identified, (b) metrics to measure the impact of each strategy on achieving set objectives and outcomes are established, (c) that an integrated approach is adopted between various departments (marketing, surveillance, responsible gambling, corporate objectives) come together in determining policies, roles and responsibilities, and data analyses in a 'whole systems' framework where competing interests are balanced, i.e., responsible gambling and market competition and revenue, and that (d) greater collaboration between external stakeholders be promoted.

The rationale is that Crown has many positive initiatives in place but the effectiveness of these are not adequately evaluated and/or monitored, and consequently remain invisible to external stakeholders and public. It is important to avoid the types of criticism directed to other agencies and casinos that many initiatives and strategies have been implemented but that no information is available on their outcomes or effectiveness

Happy to discuss further if needed,
Alex

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