

Ministry of Finance
BRIEFING DOCUMENT

To: Honourable Michael de Jong, Q.C.
Minister of Finance

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Initiated by: John Mazure
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Gaming Policy & Enforcement Branch

Date Prepared: November 22, 2014

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TITLE: Internal operational review of the Gaming Policy & Enforcement Branch
(GPEB) - Update

PURPOSE:

(X) FOR INFORMATION

COMMENTS:

Executive Director approval: _____

ADM approval: _____

DM approval: _____

DATE PREPARED: April 22, 2014

TITLE: Internal operational review of the Gaming Policy & Enforcement Branch (GPEB) - Update

ISSUE: Ensuring GPEB continues to be effective in delivering on its responsibilities and remains proactive and responsive in a context of an evolving gaming industry.

BACKGROUND:

- GPEB was created in 2002 under the *Gaming Control Act* and involved consolidation of three separate organizations with responsibilities for gaming and horse racing in British Columbia. GPEB has been a part of five different ministries over the past six years.
- Based on the time lapsed since the creation of GPEB, significant changes occurring in the gaming industry, and the multitude of issues and challenges facing GPEB, in early 2014 the ADM identified the need for a comprehensive review of GPEB internal operations to improve effectiveness and efficiency.
- On April 29, 2014, the Assistant Deputy Minister of GPEB launched an internal administrative review of the Branch to improve its operations.
- The purpose of the review was to:
 - Support the ongoing success of GPEB in meeting its responsibilities for ensuring the integrity of gaming in the context of an evolving gaming industry; and
 - Determine how GPEB programs and services can best be aligned, integrated and delivered to ensure the integrity of gaming.
- The Strategic Human Resources Branch of the Corporate Services Division (CSD) facilitated the review and provided project management support. A compliance and enforcement expert from the Ministry of Justice joined the project team to provide regulatory policy and programming advice.
- The review involved consultation with GPEB employees, British Columbia Lottery Corporation, CSD and the Ministry of Culture, Sport and Community Development. As this was an internally focused operational review it did not involve consultation with the public.
- The review began in April 2014 and was completed in September 2014.
- The ADM has substantially accepted review recommendations and developed a high level implementation plan to be shared with GPEB employees on December 2, 2014.

- The plan will ensure GPEB:
 - Staff have a common understanding and commitment to branch priorities, and work together to ensure branch success;
 - Is agile and flexible so that it can anticipate and adapt to changing environments or circumstances;
 - Is results-oriented – has a strong performance management culture that includes planning, results-based performance measures, challenging targets and regular performance monitoring and reporting; and
 - Values strong, positive relationships across the organization, and with its ministry and stakeholders in order to leverage available resources and expertise, and ensure appropriate information sharing and collaboration to support its long-term success.

- GPEB will take an approach to its work that:
 - Ensures integrated, aligned and streamlined business functions to make the best use of its resources;
 - Is compliance-based, focused on standards and risk-based approaches to maximize the impact of its resources;
 - Uses business intelligence to anticipate and be proactive in the face of change;
 - Focuses its people and other resources on strategic priorities and areas of greatest risk; and
 - Takes a team-based approach to problem solving, using multi-disciplinary teams to arrive at the best solutions.

- GPEB will update the minister on implementation of the plan when he considers the results of the BCLC review.