



LABOUR
HIRE
AUTHORITY



Strategic Plan

2022-2027

Acknowledgement of Traditional Owners

The Labour Hire Authority acknowledges Aboriginal Traditional Owners of Country throughout Victoria and pays respect to their cultures and Elders past, present and emerging.

The Labour Hire Authority also recognises that our head office and satellite office are respectively based on the lands of the Dja Dja Wurrung People and the Wurundjeri People. We wish to acknowledge them as Traditional Owners.

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Published by the Labour Hire Authority:

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The Labour Hire Authority (LHA) is the business name of the Labour Hire Licensing Authority (ABN 89 900 498 344).

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Fairer labour hire.

It's how we work.

FROM THE COMMISSIONER

I am pleased to present the Labour Hire Authority's Strategic Plan 2022-2027.

This is the Labour Hire Authority's (LHA) first significant strategic plan, and I thank all LHA staff for their valued input. The plan sets out how we will successfully regulate the labour hire industry so that workers are protected from exploitation.

The LHA was established in response to the findings of the *Victorian Inquiry into the Labour Hire Industry and Insecure Work* which identified widespread and egregious exploitation of labour hire workers in Victoria.

Since commencing our operations in 2019, the LHA has successfully implemented the Labour Hire Licensing Scheme, which has brought labour hire providers and hosts within a regulatory framework that aims to protect workers from exploitation and improve the transparency and integrity of the industry.

As the LHA moves into its next phase, we will consolidate our role in this regulatory environment, by using the tools available under the *Labour Hire Licensing Act 2018* to establish and maintain a fair and lawful labour hire industry that is more capable of and committed to compliance. We will support and prioritise regulatory engagement with providers and hosts that are willing and able to operate within this environment, remove operators from the labour hire industry who cannot comply, and prevent operators from functioning outside of the regulatory environment.

The LHA will build on its success by focusing on high impact compliance and enforcement outcomes against serious failures to comply with relevant laws across industries, occupations, and regions, supported by effective collaboration with other State, Territory and Commonwealth agencies. We will achieve these outcomes by executing our strategic plan together. We will leverage our resources to improve the effectiveness of our licensing, compliance and enforcement, and intelligence and analytics functions, as well as how we engage with labour hire workers and operators.



The LHA will focus on educating and engaging with the industry, so that providers and hosts know what they should be doing and to help ensure that they are, in fact, doing it. We are also committed to actively reaching out to workers, particularly those who are remote and vulnerable, so that all labour hire workers in Victoria understand the role of the LHA in protecting them from exploitation.

Achieving our strategic priorities would not be possible without the people who make up the LHA. Despite the obstacles which we have faced, the staff of the LHA have proven their commitment to achieving the LHA's objectives. I am also committed to ensuring that the people who make up the LHA are well supported, rewarded, satisfied, and feel aligned to our mission.

The Strategic Plan 2022-2027 has been strengthened by collaboration with all staff. I look forward to our shared implementation of the Strategic Plan 2022-2027 to protect labour hire workers from exploitation and improve the transparency and integrity of the labour hire industry.

A handwritten signature in black ink, appearing to read "Steve Dargavel".

Steve Dargavel
Labour Hire Licensing Commissioner
Labour Hire Authority



A man with a friendly expression, wearing a high-visibility yellow and blue long-sleeved shirt and light-colored work pants, stands with his arms crossed next to a large, rusted metal truck trailer. The trailer is secured with thick ropes. In the foreground, several large, heavy-duty tires are visible. The background shows a clear blue sky and some greenery.

About the

LHA

WHO WE ARE

The Labour Hire Authority (LHA) was established as an independent statutory body in 2019 following the *Victorian Inquiry into the Labour Hire Industry and Insecure Work* (the Forsyth Inquiry) which exposed the exploitation of labour hire workers across Victoria. We became a self-funded regulator within the portfolio of the Department of Premier and Cabinet on 1 July 2021.

The LHA's statutory functions and powers are set out in the *Victorian Labour Hire Licensing Act 2018* (LHL Act) and *Labour Hire Licensing Regulations 2018* (LHL Regulations).

The LHA regulates the entire Victorian labour hire industry, regardless of occupation or sector of supply. Our role is to protect labour hire workers from exploitation by ensuring that labour hire providers are licensed, and comply with the LHL Act, LHL Regulations and their legal obligations relating to workplace and other relevant laws.

By doing this, we improve the transparency and integrity of the labour hire industry.

In this strategy:

- **Regulatory Operations** refers to Licensing, Enquiries and Complaints, Legal, Compliance and Enforcement, Intelligence and Analytics, and the Complex Harms Taskforce.
- **Corporate Services** refers to Information & Communication Technology (ICT), Finance, Strategy and Governance, and Communications, Education and Engagement.

OUR FUNCTIONS

Administering the labour hire licensing scheme in Victoria

- Publishing and maintaining a register of licensed labour hire providers and applicants on our website
- Granting or refusing licence applications
- Suspending, cancelling, or imposing conditions on licences
- Ensuring that providers meet their reporting and payment obligations

Monitoring, investigating and enforcing compliance

- Conducting compliance audits on licence holders
- Responding to complaints, information and intelligence
- Where appropriate, collaborating and sharing information with other regulators and enforcement agencies
- Conducting proactive compliance campaigns to address particular harms or to provide an industry compliance focus
- Investigating and bringing civil penalty proceedings for prohibited conduct under the LHL Act

Promoting compliance

- Engaging with stakeholders
- Providing education and guidance material about legal obligations including workplace laws
- Distributing information about duties, rights and obligations under the LHL Act and the LHL Regulations

Supporting delivery through essential corporate services

- Finance services
- Information and communications technology support
- Communication, education, and engagement advice
- People and culture support
- Strategy and governance advice

OUR VISION

That all labour hire workers in Victoria are protected from exploitation.

OUR PURPOSE

To protect workers from being exploited by providers of labour hire services and hosts; and

To improve the transparency and integrity of the labour hire industry.



OUR VALUES



We are responsive.

We are approachable and provide timely, useful and accurate information.



We act with integrity.

We have unbiased and honest interactions and use our powers responsibly.



We are impartial.

We are fair and consistent in our application of the law and consider all relevant facts and fair criteria on merit without bias.



We are accountable.

We fulfill our objectives in a clear, transparent and responsible way.



We are respectful.

We respect our stakeholders, colleagues and ourselves.



We demonstrate leadership.

We seek to have a positive influence and to empower others.



We respect human rights.

We administer the law and deliver decisions, advice and policy that respect and support everyone's human rights.



Our strategic priorities

Our Strategic Priorities for 2022-2027 are underpinned by our strategic intent and our values, and will guide the way our regulatory operations and corporate services to achieve our vision.

We are determined to stop the exploitation of labour hire workers. To do this, we use tools proportionate to the harms involved. We:

- put labour hire workers at the centre of everything we do
- protect workers from labour hire providers who are unwilling and/or unable to comply
- understand there are labour hire workers who are being exploited in different ways
- recognise that labour hire workers are at a higher risk of being exploited because of the nature of labour hire
- recognise that exploitation is widespread in industries that rely upon low- or semi-skilled workers
- recognise labour hire workers experience harms with significant impacts in all industries and occupations, and
- support and educate labour hire providers who are doing the right thing.



Create and maintain a fair and lawful labour hire industry



Achieve high impact compliance and enforcement outcomes



Educate and engage with industry and the community



Be a great place to work that is safe, agile, collaborative and well governed

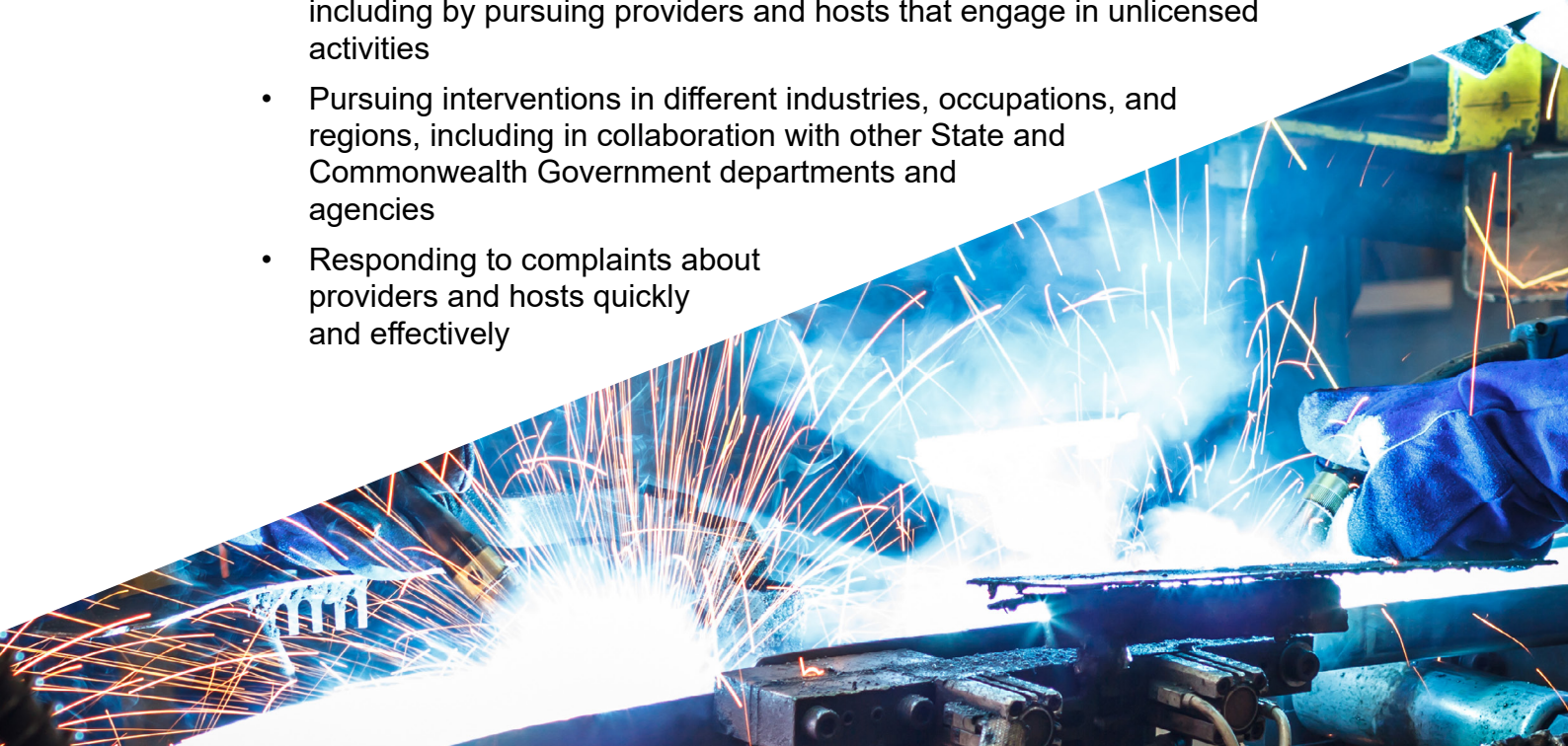
STRATEGIC PRIORITIES

Create and maintain a fair and lawful labour hire industry

- Holding licence holders and applicants to a high standard of compliance with their legal obligations so that only fair and honest providers can operate in the labour hire licensing scheme (the Scheme)
- Prioritising remedial action on licence holders that are not willing or able to comply with the LHL Act, negatively affect the regulatory environment, and/or are engaging in high impact harms
- Prioritising engagement with licence holders that are willing and able to comply with the LHL Act, can positively affect the regulatory environment, and demonstrate positive behavioural change
- Responding to feedback from applicants and licensees, and adapt our processes and systems to facilitate effective engagement with the Scheme

Achieve high impact compliance and enforcement outcomes

- Being seen to respond effectively to high-impact harms and breaches of the LHL Act including serious and systemic failures to comply with relevant laws
- Demonstrating the consequences of non-compliance with the LHL Act, including by pursuing providers and hosts that engage in unlicensed activities
- Pursuing interventions in different industries, occupations, and regions, including in collaboration with other State and Commonwealth Government departments and agencies
- Responding to complaints about providers and hosts quickly and effectively



Educate and engage with industry and the community

- Publishing guidance material about high impact harms to educate and assist providers
- Publicising and highlighting our licencing, compliance and enforcement activities that demonstrate achievement of our vision and purpose
- Reaching out to culturally and linguistically diverse communities to ensure that the LHA protects all Victorians in the labour hire industry
- Targeting communications at large and influential providers in high-risk industries and across supply chains
- Utilising a variety of communication tools including the internet, social media, and direct engagement (such as sector or harms-based seminars) to optimise contact with workers, providers, hosts, and unions

Be a great place to work that is safe, agile, collaborative and well governed

- Maximising our financial, technological, and human resources and capabilities to support regulatory operations, systems and processes
- Bringing a 'whole-of-Authority' mindset to how we work with each other and our stakeholders
- Creating an environment of open information sharing and co-design across business areas and between the Authority's levels of leadership
- Supporting and empowering our people so that they feel a sense of purpose in their work and ownership of their roles, and can see the benefit of what they do within our organisation and for our stakeholders
- Ensuring we have the right people in the right places at the right time to meet our vision and purpose
- Providing accessible, clear, consistent, and appropriate policies and procedures to support people in their roles



Implementing the Strategic Plan

The Strategic Plan will underpin and guide the LHA's annual business planning and our individual Performance and Development Plans (PDP).

Business Plans will set out the business planning priorities for each year. These priorities will align with the Strategic Plan Priorities and enable the LHA to focus on what needs to be done to achieve our measures of success.

Our PDPs should also align with the Strategic Plan Priorities and the priorities in the LHA's annual business plans, so that we can clearly connect the work we do as individuals to the LHA's annual goals and strategic priorities.

By using the Strategic Plan to underpin and guide our annual business plans and our PDPs, our work will align with the LHA's Strategic Priorities and achieve our measures of success.

The LHA leadership will also regularly review what we are doing to achieve our Strategic Priorities and measures of success, including as part of the LHA's business planning process. By regularly reviewing our progress against the Strategic Plan, we will ensure that our work continues to protect workers from exploitation by providers and labour hire services and hosts, and improve the transparency and integrity of the labour hire industry.



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