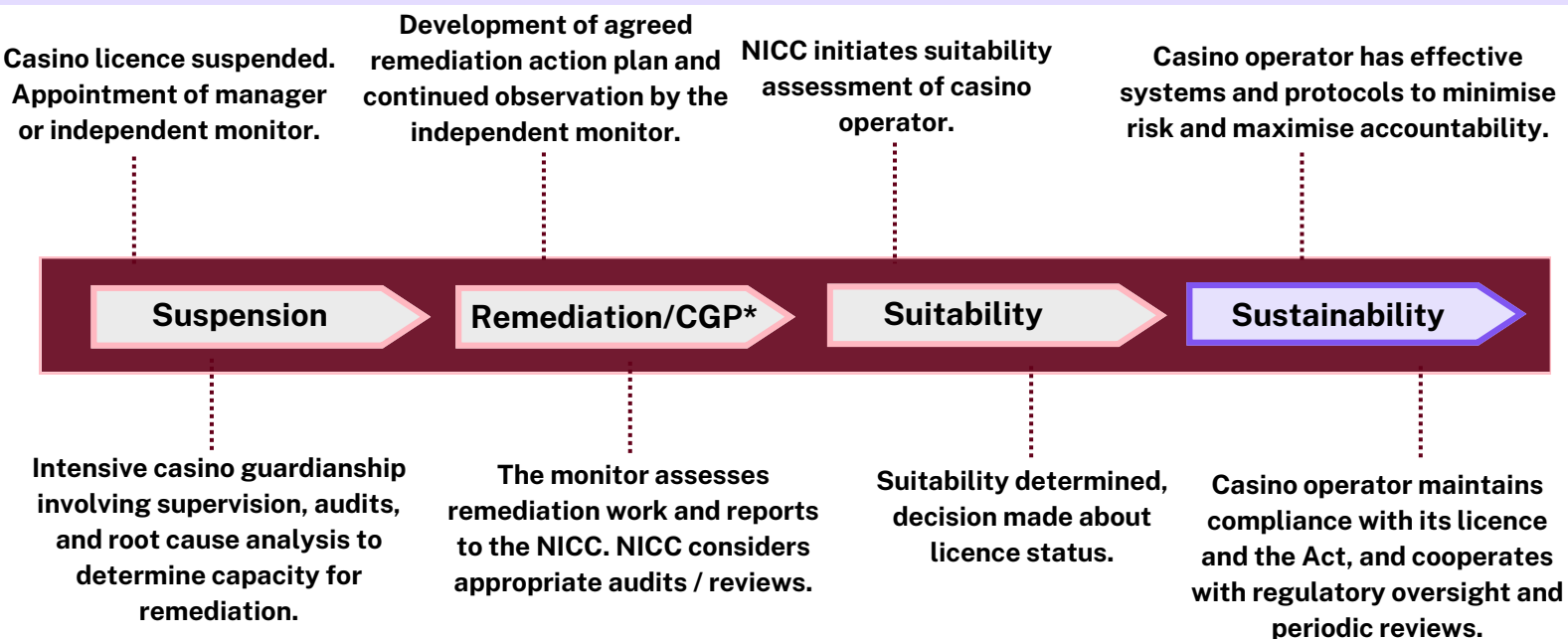


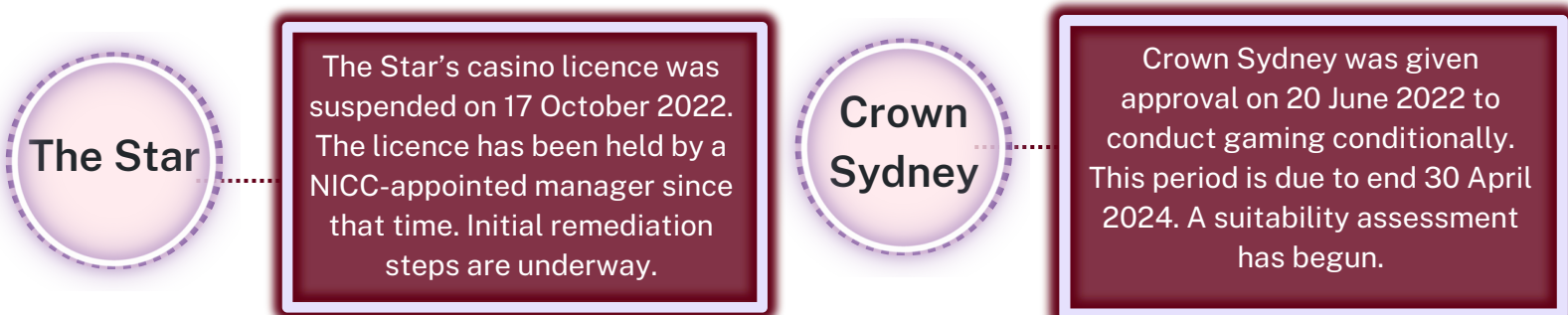
The regulatory pathway

The NSW casino industry is being rebuilt from the ground up. The NICC's long term vision is for NSW casinos to achieve suitability and to eventually reach a sustainable state characterised by safe, responsible, and compliant operations, resistant to criminal infiltration and equipped to minimise gambling harm.

The below regulatory pathway expresses the journey towards sustainability. It does not presume a finding of suitability for either of NSW's two casinos or pre-empt a decision of the NICC. It is possible for a casino to move backwards along the pathway at any stage.



*Conditional gaming period (CGP) can be put in place where an operator is found unsuitable but the licence is not suspended, as in the case of Crown Sydney.



Focus area delivery

The NICC's strategic plan established four focus areas. These focus areas represent the NICC's priorities for 2023-24 and provide a framework for activities that meet its regulatory objectives. The delivery report highlights the NICC's deliverables against its strategic plan over the past six months between August 2023 to January 2024.



1. Establish independence and demonstrate accountability

Open and accountable governance	Clear and consistent messaging	Appropriate resourcing	Implement the Bell and Bergin findings
<p>Projects and ongoing work include:</p> <ul style="list-style-type: none"> • Development and publication of key governance documents including the inaugural NICC annual report, NICC-specific policies, and implementation of the stakeholder engagement framework and program. • Independent NICC branding and launch of the NICC website, consolidating the NICC as a standalone, separate public service agency. • Development of the NICC Training and Development Program and Policy and launch of the NICC Mentoring Program. • Adjustments to the NICC’s regulatory capacity and organisational design through the employment of an assistant project officer and the activity mapping and extension of NSW Police Force data analysts. • Communications sent to The Star clarifying the actions required by the casino for implementation of the Bell Report recommendations and ongoing monitoring under The Star Manager. 			
<p>Establish and maintain the NICC’s independence and demonstrate accountability and transparency in interactions with casinos, stakeholders and the public.</p>			
<p><i>“The work to establish the NICC was impressive, both in the speed at which the agency came together and the presence it has achieved in public and regulatory domains. The NICC has materialised as an efficient, connected and independent entity, enacting significant change in its first year of operation.”</i></p> <p>Philip Crawford, Chief Commissioner</p>			

2. Set the right standards

Establish regulatory controls	Facilitate breach reporting	Expand oversight of risks	Standardise compliance
<p>Projects and ongoing work include:</p> <ul style="list-style-type: none"> • Collaboration with Liquor & Gaming NSW and implementation of a new process for casino special employee disciplinary matters. • Bergin recommendations implemented and reflected in the Crown Sydney suitability assessment framework. • Updated internal control manuals developed for The Star based on the recommendations of the Bergin Inquiry and Bell Report. • Framework, scope and audit schedule established for both casinos as now required annually under the casino control laws. • Casino operator reporting requirements mapped and collated to prepare for development of a breach reporting portal. • Implementation of a new casino operator disciplinary complaints process and a breach reporting guide. 			
<p>Establish and maintain regulatory controls to ensure compliance with the Act, prevent money laundering and criminal activity and minimise gambling harms.</p>			
<p><i>“Intensive groundwork has been needed to rebuild casino regulation to the extent recommended by the inquiries. We have tightened regulatory controls and enhanced our supervisory tools to make it harder and less attractive for criminals to exploit the industry and for casinos to take on risky customers or ignore potential harms.”</i></p> <p>Philip Crawford, Chief Commissioner</p>			

3. Provide robust supervision

Establish compliance thresholds	Build resistance	Mitigate harms	Enhance due diligence
<p>Projects and ongoing work include:</p> <ul style="list-style-type: none"> • Appointment of supervisory agents at both casinos including The Star Manager, independent monitor Kroll Australia, compliance auditor Protiviti, and operational compliance and enforcement through Liquor & Gaming NSW. • Frequent engagement with The Star Manager to obtain visibility of remediation progress and capability, and oversight of day to day operational activity. • Initiation of a full review into Crown Sydney’s compliance with its internal control manuals, as part of the process to begin Crown’s suitability assessment. • Completion of comprehensive probity assessments of 23 applications for casino close associate status, including complex applications involving international inquiry into individuals and their affiliations. 			
<p>Supervise NSW’s casinos and strengthen their capability to meet regulatory and community expectations.</p>			
<p><i>“Our regulatory partners and stakeholders are essential to the casino supervisory effort. The NICC’s capabilities are supported and extended through external expertise which enables complex supervision of large commercial entities that intersect both the financial and hospitality industries.”</i></p> <p>Philip Crawford, Chief Commissioner</p>			

4. Address emerging risks

Invest in relationships	Prepare for future phases	Establish the Gambling Harm Advisory Committee	Obtain better data
<p>Projects and ongoing work include:</p> <ul style="list-style-type: none"> • Preparation for Liquor & Gaming NSW to adopt independent monitor functions and expertise to continue casino monitoring requirements into the future. • Launch of the Gambling Harm Minimisation Advisory Committee, including appointing members, establishing governance procedures and committee objectives, and developing member's insights into responsible conduct of gambling in a casino setting. • Establishment of the inaugural Australian Council of Gaming Regulators - Casino Stream which will provide opportunities for national casino regulators to share best practice. • Established an ongoing series of meetings with relevant state and Commonwealth agencies to coordinate responses to intersecting casino issues. • Undertook specialist and technical training to equip NICC and ONICC members to be engaged in casino regulation and to develop an awareness of emerging risks in the global landscape. • Set up direct points of contact and engagement with AUSTRAC and NSW Police. 			
<p>Identify and respond to emerging risks in modern casino operating environments and intersecting industries.</p>			
<p><i>“Despite the many tasks at hand during the NICC’s first year, we are looking ahead to ensure our strategic objectives are being met. The regulatory pathway provides a guide to reach steady state, but planning for new challenges on the horizon is vital to support modern casino regulation.”</i></p> <p>Philip Crawford, Chief Commissioner</p>			