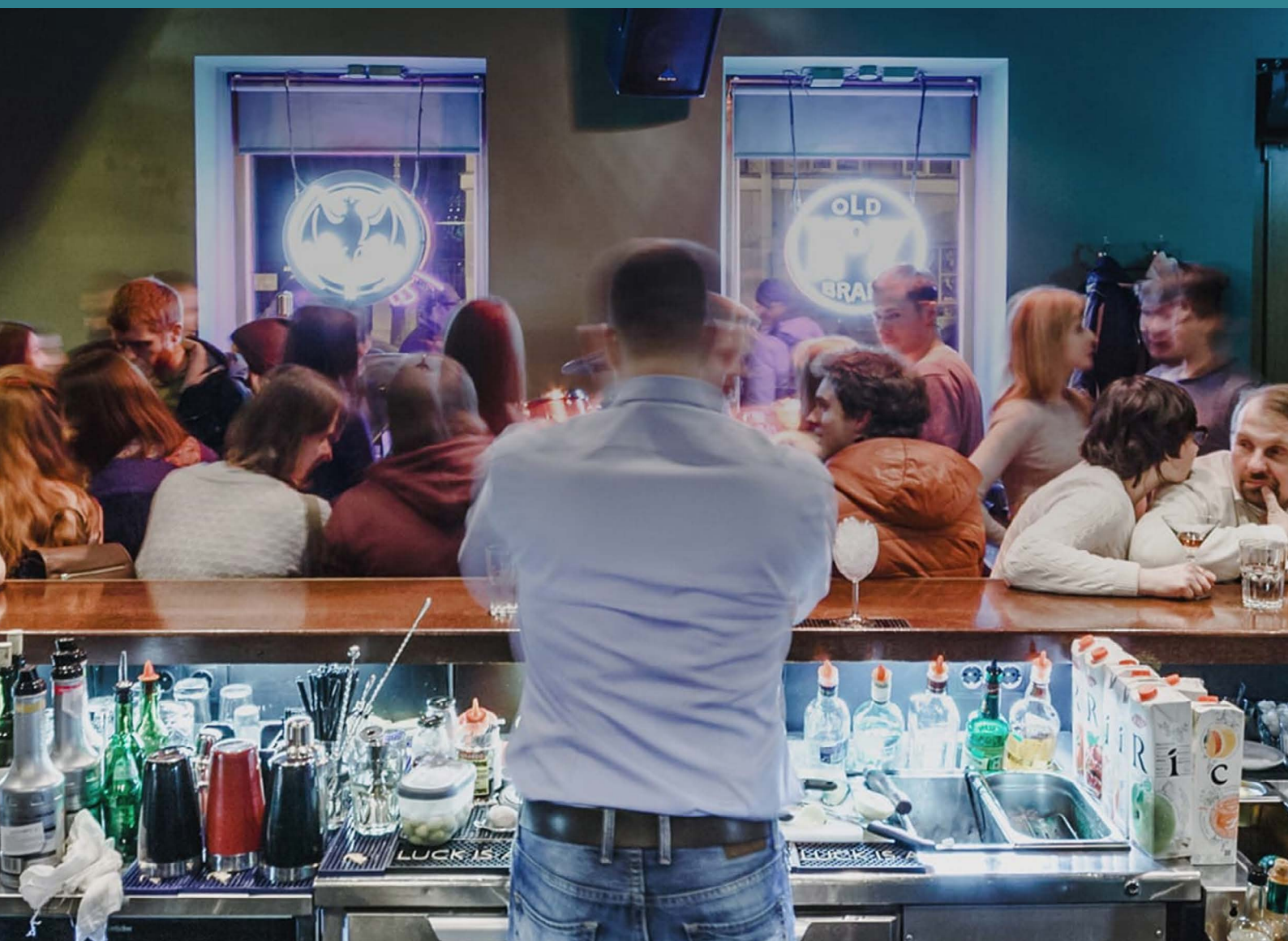


Strategy 2025

Our vision, mission, values and strategic priorities for the period 2023 to 2025

August 2023

liquorandgaming.nsw.gov.au



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Foreword



The hallmark of any successful organisation is the ability to plan ahead, take a longer-term view and set a clear vision for the future. This Strategy does exactly that.

Hospitality and Racing's core role is to provide an innovative regulatory framework that supports a sustainable and competitive industry in line with community and government expectations to reduce harm.

Balancing these objectives is a constant challenge but with careful and targeted regulation, we can create more diverse, vibrant and sophisticated customer experiences while keeping our communities safe.

The Strategy sets out a two-year roadmap to guide Hospitality and Racing's priorities as the regulator of major industries that employ close to 500,000 people and create new economic and cultural opportunities every day across NSW.

The Strategy aligns, as it should, with Hospitality and Racing's vision for a vibrant, safe and responsible hospitality and racing sector and will guide the Department to deliver the Government's reform agenda.

The NSW Government's ambitious reform agenda includes a major overhaul of liquor licensing, a \$103 million support package to boost contemporary live music across NSW, and measures to significantly reduce harms from gambling in our community.

These are complex changes that require an evidence-based approach, detailed consultation with stakeholders and careful consideration of impacts on industry and employment. But we are up for the job.

I look forward to these challenges and opportunities as we take this journey together to support the development of a thriving and innovative hospitality and racing sector in NSW.

The Hon. David Harris MP
Minister for Gaming and Racing

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1

Our design, role and strategic context

Foundations

In 2016, **Liquor & Gaming NSW** was formed to assume most of the responsibilities performed by two former agencies: the **Office of Liquor, Gaming & Racing** and the **Independent Liquor & Gaming Authority (ILGA)**. The ILGA Board was retained as an independent statutory decision-maker to manage higher-risk and contentious licensing decisions, and to continue its merits review and disciplinary functions.

Hospitality and Racing was formed on 1 April 2022 to help support the industry recover from the COVID pandemic and ensure a vibrant, safe, and responsible sector. Importantly, these arrangements provide for a holistic and coordinated approach with improved communication and engagement by bringing together the following entities under one leadership structure:

- Liquor & Gaming NSW
- Office of Responsible Gambling
- Office of Racing.

Hospitality and Racing works closely with and supports the operation of the Independent Liquor and Gaming Authority and NSW Independent Casino Commission.



Casino regulatory reform

In February 2021, the Hon. P A Bergin SC's [Report](#) of the **Inquiry under section 143 of the Casino Control Act 1992** was tabled in the NSW Legislative Assembly and Legislative Council respectively. The Inquiry made recommendations to the NSW Government to reform the State's casino regulatory framework.

In June 2022, in response to the Bergin Report, the Government announced the creation of the **NSW Independent Casino Commission (NICC)** and for both the NICC and ILGA to be made separate Public Service agencies, which took effect on 27 February 2023.

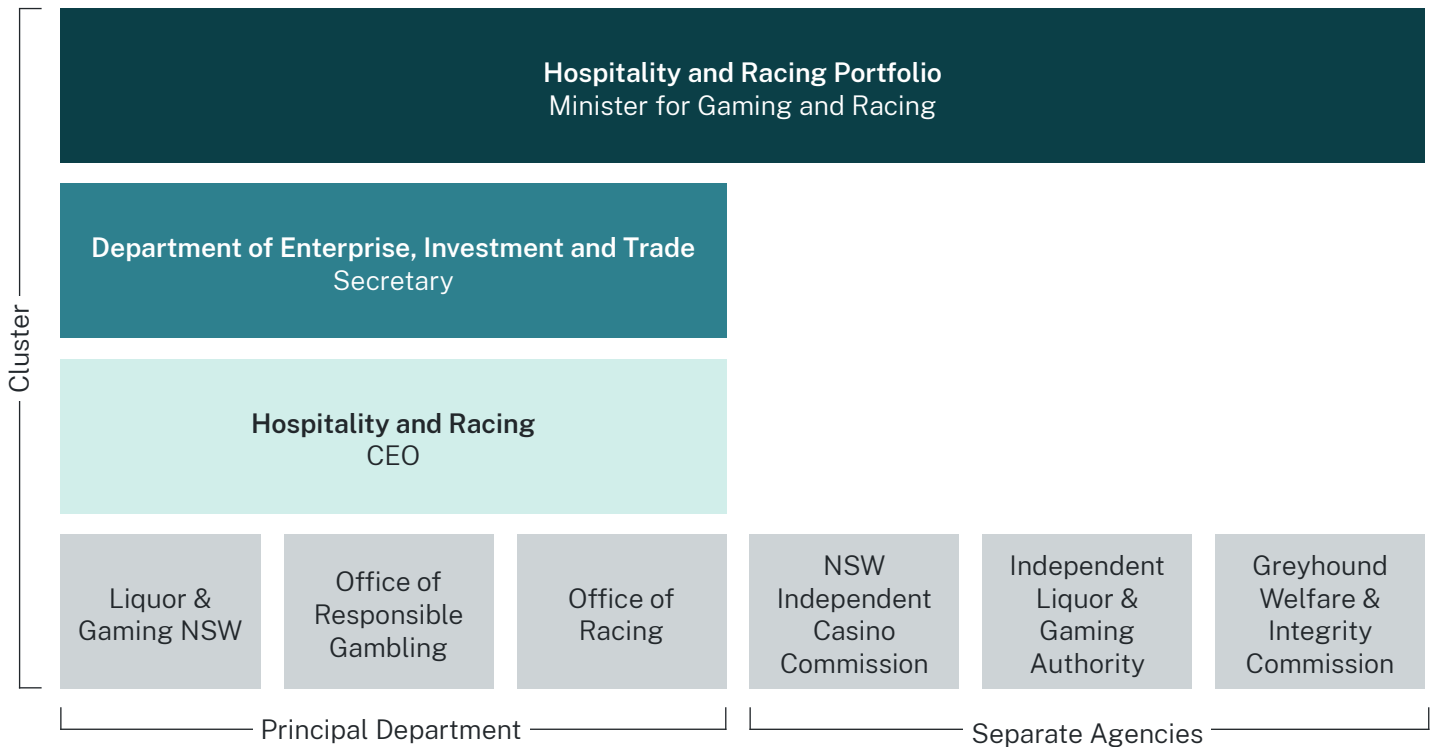
The effect of that decision is to provide robust structural and functional independence for the NICC and ILGA, as set out in the [Casino Legislation Amendment Act 2022](#) which was passed by both Houses of Parliament to come into effect on 5 September 2022.

To ensure ongoing capacity to support the NSW Government's casino regulatory reforms, the Hospitality and Racing Group's organisation design was revised to ensure we remain agile and positioned to anticipate industry changes that necessitate regulatory response.

Design

The Hospitality and Racing Group is comprised of Liquor & Gaming NSW, the Office of Responsible Gambling and the Office of Racing.

We are a Group within the Department of Enterprise, Investment and Trade. The broader hospitality and racing portfolio which is responsible to the Minister for Gaming and Racing also includes the NICC, ILGA, and Greyhound Welfare and Integrity Commission executive agencies.

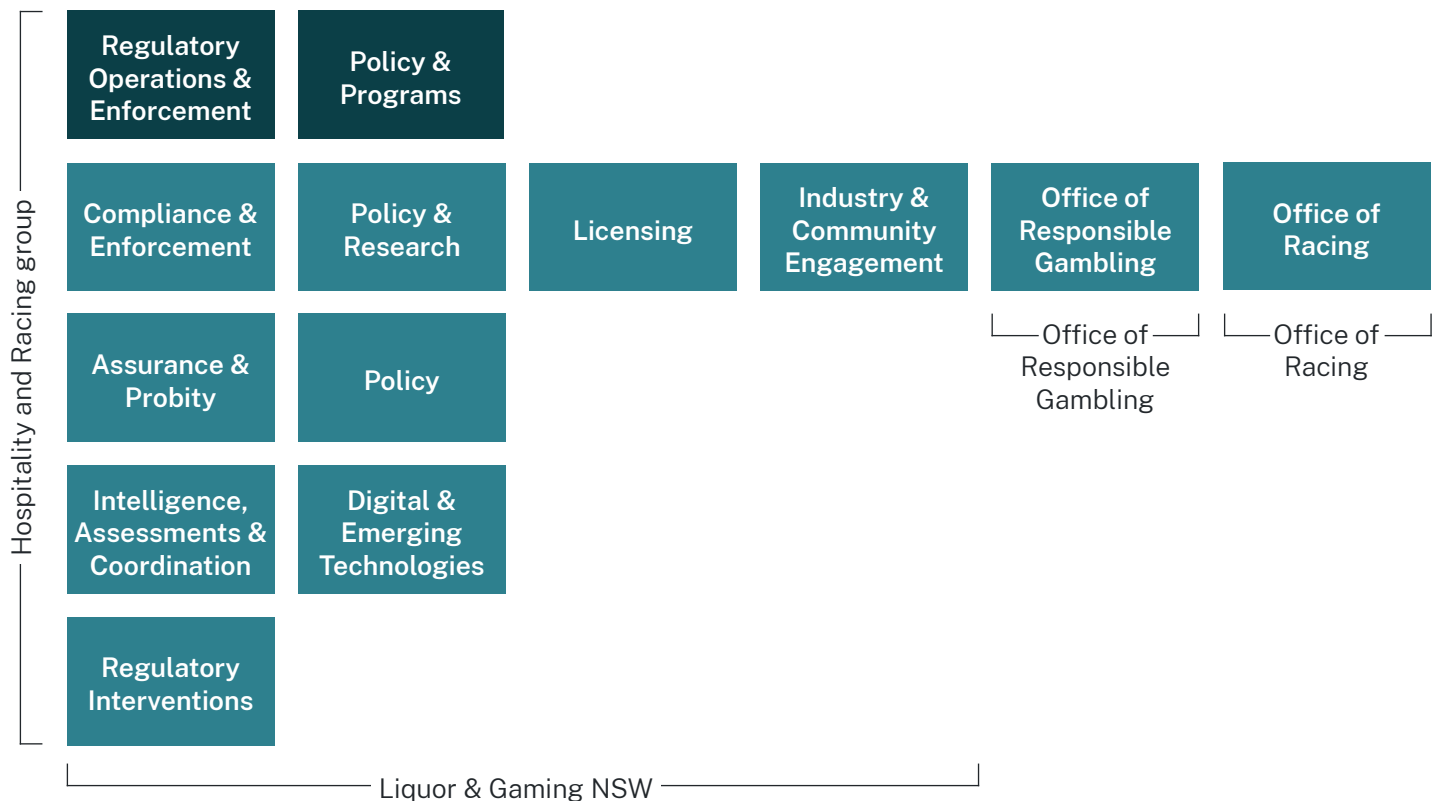


How we organise our functions

The Hospitality & Racing Group is organised into three divisions:

- Liquor & Gaming NSW
- Office of Responsible Gambling
- Office of Racing

Each division is organised into branches, bringing together functions where resource collaboration and efficiencies are realised to position the Group as agile, resilient and fit-for-purpose:



Our role

The Hospitality and Racing group's core responsibilities are enshrined in the objects of the legislation we administer.

We regulate in a way that is consistent with the expectations, needs and aspirations of the community; facilitate the balanced development of industry in the public interest; and exercise our functions with due regard to the need to minimise harm.

Liquor & Gaming NSW

Administers the regulatory framework for liquor, gambling, casinos, wagering, lotteries and registered clubs in NSW.

Key functions include:

- administering the regulatory framework
- providing policy advice to Government
- industry supervision activities including:
 - licensing decision-making and administration
 - compliance operations and investigations
 - revenue assurance and oversight of the probity of key participants
- regulatory education and engagement
- customer experience
- leading strategic initiatives and planning
- policy and program implementation, monitoring and evaluation.

Office of Responsible Gambling

Leads the development of responsible gambling strategy, programs and public policy advice to the NSW Government.

Key functions include:

- managing the GambleAware program
- supporting Responsible Gambling Fund (RGF) trust
- administering the ClubGRANTS Category 3 infrastructure grants
- administering Community Benefit Fund grants and the Community Development Fund.

Office of Racing

Administers the regulatory framework for harness, thoroughbred and greyhound racing in NSW.

Key functions include:

- providing policy advice to Government
- management of legislation
- managing appointments to relevant boards and committees
- managing the relationships between the NSW Government and organisations responsible for the three racing codes.





Legislation we administer

- Australian Jockey and Sydney Turf Clubs Merger Act 2010
- Betting & Racing Act 1998
- Casino Control Act 1992
- City Tattersall's Club Act 1912
- Gambling Two Up Act 1998
- Gaming and Liquor Administration Act 2007
- Gaming Machine Tax Act 2001 (Part 4 and Schedule 1)
- Gaming Machines Act 2001
- Greyhound Racing Act 2017
- Harness Racing Act 2009
- Liquor Act 2007
- Music Festivals Act 2019
- Public Lotteries Act 1996
- Racing Appeals Tribunal Act 1983
- Registered Clubs Act 1976
- Thoroughbred Racing Act 1996
- Totalizator Act 1997
- Unlawful Gambling Act 1998

Our strategic context

State outcome

Vibrant, safe, and responsible hospitality and racing

This State Outcome supports a NSW where people enjoy vibrant and dynamic, safe and responsible, liquor and gaming environments. It allows the operation of a diverse and vibrant industry that contributes to social connection and enriches NSW's cultural and entertainment offering.

This Outcome also supports industry integrity and minimises the risk of alcohol-related and gambling harm, so that NSW is the best place in the world to live, work, invest, visit, study, grow and play.



Key programs underway to support delivery of this state outcome

- Programs focused on the following priorities:
 - Supporting NSW Government priority to revitalise the night-time economy, live music and hospitality sector
 - The responsible service of alcohol, including in the online and express delivery sector
 - The responsible conduct of gambling in pubs, clubs and casinos
 - Regulation of gambling advertising by the online wagering sector and implementation of the National Consumer Protection Framework for online wagering
 - Monitoring music festivals and other major events
 - Monitoring compliance and minimising risk in the casino sector
- Our Hospitality Concierge, a ‘one stop shop’ for hospitality businesses to find out more about the new liquor licence reforms and to help businesses benefit from new initiatives that reduce red tape and support the night-time economy.
- A revenue assurance program focused on providing assurance of the payment of gambling and betting taxes and duties through targeted revenue audits across the various casino, gaming and wagering operators.
- Embedding the GambleAware support and treatment service model across NSW and adding peer support, client guides, self-help, and digital support to the service offering over time.
- Targeted gambling harm education and awareness initiatives for priority populations, such as culturally and linguistically diverse communities, young people, First Nations communities, lower socio-economic and other at-risk groups.
- Progressing proposed reforms to liquor licensing and planning frameworks to streamline approval processes; develop a plan for integrated processes wherever possible; and reduce overall approval timeframes and duplication.
- Implementing a new risk-based licensing model to reduce the number of liquor licence types and classes and minimise complexity and ‘red tape’.



Increasing digitisation to improve customer experience

Over the course of the next two years Hospitality and Racing will be undergoing a digital transformation of the current licensing platform and legacy paper forms that will facilitate improved government efficiency and enable more effective regulation through the better use of data.

This digitisation project directly aligns with policy priorities:

- putting the customer at the centre of everything we do
- a strong economy
- adopting a ‘tell us once’ approach to customer experience.

2

Our vision, mission and values

Our guiding principles



Our vision

Vibrant, safe and responsible hospitality and racing sectors for NSW.



Our mission

Enabling and supporting industry to minimise harm and develop responsibly in step with community expectations and aspirations.

Our values

In pursuing our vision and mission, we approach our work with:

- **Responsiveness**
We champion the NSW Government's 'tell us once' commitment, and we pivot our flexible and multi-skilled workforce to address issues and priorities as they emerge.
- **Innovation**
We investigate novel approaches to solving problems and invest in research and emerging technologies to operate efficiently.
- **Collaboration**
We work with community, industry and Government partners to tailor our approach.
- **Ownership**
We publish our focus areas and priorities in advance so there are no surprises, and we are accountable for our actions; if we make a mistake, we own it and learn from it.
- **Respect**
We treat our talented workforce and community, industry and Government partners with the respect and dignity they deserve.



3

Our strategic priorities

Strategic priorities

In addition to our responsibilities to deliver under the State (Budget) Outcomes, we have set the following strategic priorities to achieve our vision and mission:



Embrace technology

- Consolidate digital systems
- Influence development of market products
- Improve harm minimisation opportunities
- Facilitate responsible industry innovation
- Improve customer experience



Capacity building

- Provide our people with occupation specific competencies
- Maintain competency for appointed inspectors and key officials
- Ensure consistent, robust inspection programs
- Enhanced job proficiency and productivity
- Improve standards of service delivery



Enhance evidence and data

- Undertake, commission and facilitate access to, and promote the use of, high quality research and evaluation evidence to inform liquor and gaming policy, regulation and decision making
- Expand quality data sources
- Identify emerging trends and issues
- Build organisational research and evaluation capability



Improve engagement

- Regional visits and roadshows
- Increase resource allocation to engagement
- Share good industry practice
- Segment external newsletter to target sector audiences
- Provide a Hospitality Concierge to reduce 'red tape'



Future focus

- Modernise operations
- Innovate for efficiency and red tape reduction
- Continuous business improvement
- National regulatory harmonisation
- Minimise red tape

To find out more, visit our websites:

liquorandgaming.nsw.gov.au

gambleaware.nsw.gov.au

nsw.gov.au/office-of-racing

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