

Promoting best practice in NSW casinos

The NSW Independent Casino Commission (NICC) was set up to address gambling harms, money laundering and other criminal activity at NSW casinos. From its establishment phase, the NICC has been steadfast in its work implementing comprehensive measures to ensure the State's two casinos are safe, compliant and responsible.

"Since its inception in 2022, the NICC has been frank and fearless in its resolve to lift the standards of both NSW casinos through intensive remediation programs and stringent oversight."

Philip Crawford, NICC Chief Commissioner

OUR RESPONSIBILITIES

MONITORING AND
ENFORCING
CASINO
COMPLIANCE



PROMOTING FAIR
AND
TRANSPARENT
DECISION MAKING



LIFTING STANDARDS
THROUGH CLEAR
REGULATORY
OBJECTIVES



WORKING
COLLABORATIVELY
TO PERFORM OUR
STATUTORY FUNCTIONS



EXERCISING OUR
POWERS WITH
INDEPENDENCE
AND INTEGRITY



OUR VISION

NSW casinos uphold community expectations through safe, responsible, and compliant operations that are resistant to criminal infiltration and capable of minimising gambling harm.

OUR MISSION

The NICC is an independent, effective, and trusted casino regulator, equipped to minimise risks and harm and maximise the accountability of casinos.

Focus area delivery

The NICC's Strategic Plan established four focus areas. These focus areas represent the NICC's priorities for 2024-25 and provide a framework for activities that meet its regulatory objectives. This Delivery Report highlights the NICC's deliverables against its Strategic Plan between August 2024 and April 2025.

1. Maintain independence and demonstrate accountability

Open and accountable governance	Clear and consistent messaging	Appropriate management of resourcing	Responding appropriately to casino inquiries
<p>Projects and ongoing work include:</p> <ul style="list-style-type: none"> Onboarded experienced public administrator Christine Howlett as a new Commissioner for a four-year term and welcomed the reappointment of Commissioner Janine Rolfe for a further four-year term. Published key governance documents including the NICC Annual Report 2023-24 and Strategic Plan 2024-25. Attended The Australian Financial Security Authority's flagship summit where Chief Commissioner Philip Crawford delivered the keynote speech. Continued the development of the Gambling Harm Minimisation Advisory Committee, which provides advice and recommendations to assist the NICC in preventing gambling harm at NSW casinos. Published the outcomes of disciplinary action taken against casino operators and holders of a Casino Special Employee (CSE) licence. 			
<p>Maintain the NICC's independence and demonstrate accountability and transparency in interactions with casinos, stakeholders and the public.</p>			
<p><i>"The NICC was assembled to clean up the casino industry in NSW which had been plagued by criminal activity and questionable gambling operations. It has since established itself as a trusted regulator with a reputation for clear and effective governance and decision-making processes."</i></p> <p>Philip Crawford, NICC Chief Commissioner</p>			

2. Embed standards

Embed regulatory controls	Facilitate breach reporting	Establish compliance thresholds	Standardise compliance
<p>Projects and ongoing work include:</p> <ul style="list-style-type: none"> • Issued The Star a \$15 million fine and a suite of directions in response to the 2024 Independent Inquiry into The Star’s suitability to hold a casino licence (Bell Inquiry Two). • Oversaw and approved The Star’s sale of its Event Centre and associated spaces, ensuring the casino complied with its regulatory obligations. • Began probity assessments following The Star’s acceptance of a \$300 million investment from Bally’s Corporation and Investment Holdings for 56.7 percent of shares in The Star Entertainment Group, which is subject to regulatory and shareholder approval. • Approved the completion of all outstanding deliverables under Crown Sydney’s Agreed Remediation Action Plan. • Initiated an independent review of Crown Sydney’s culture and governance. • Monitored casino operations through regular engagement with staff and management to ensure both venues continue to develop a culture of regulatory compliance and responsible gambling behaviours. 			
<p>Standardise best-practice internal regulatory controls to prevent and minimise money laundering and criminal activity and minimise gambling harms in compliance with the <i>Casino Control Act 1992</i>.</p>			
<p><i>“It’s no secret the NICC has set a high bar for regulatory compliance in NSW. The agency has consistently proven it will take a strong stance against any serious contraventions of the Act. Both casinos can see this now and have begun to take the appropriate actions to improve their operations.”</i></p> <p>Stephen Parbery, NICC Commissioner</p>			

3. Provide robust supervision

Expand oversight of risks	Build resistance	Mitigate harms	Technology uptake
<p>Projects and ongoing work include:</p> <ul style="list-style-type: none"> • Ongoing facilitation of supervisory agents at both casinos including The Star Manager, Kroll Australia and independent compliance auditor Protiviti. • Extension of The Star Manager Nick Weeks for oversight of day-to-day operations. • Regular engagement with senior management at both The Star and Crown Sydney. • Regular engagement with Liquor & Gaming NSW on operational compliance and enforcement. • Completion of comprehensive probity assessments of 26 applications for casino close associate status, including complex applications involving international inquiry into individuals and their affiliations. • Took disciplinary action against 17 Casino Special Employee licence and former licence holders. • Considered six disciplinary complaints against casino operators (in addition to the Bell Two Inquiry) and determined to take disciplinary action in three of these matters. 			
<p>Supervise NSW casinos and strengthen their capability to meet regulatory and community expectations.</p>			
<p><i>“The NICC has implemented strict new controls at both casinos which aim to eliminate money laundering and other criminal activities while minimising the risks of gambling harm. We are pleased to see some improvements in these areas already and will continue to monitor the casinos to ensure they are moving in the right direction.”</i></p> <p>Janine Rolfe, NICC Commissioner</p>			

4. Identify emerging risks

Invest in relationships	Secure remedial and future compliance	Leverage the Gambling Harm Advisory Committee	Better utilise intelligence and data
<p>Projects and ongoing work include:</p> <ul style="list-style-type: none"> • Held regular meetings with State and Commonwealth agencies to take action on intersecting casino issues. • Hosted a delegation from the Japan Casino Regulatory Commission to discuss the challenges of remediation and the importance of establishing strong gambling harm minimisation measures from the outset. • Facilitated two meetings of the Gambling Harm Minimisation Advisory Committee. • Chaired three meetings and a sub-committee of the Australian Casino and Gaming Regulators - Casino Stream to share information and intelligence. • Maintained direct points of contact and engagement with AUSTRAC and NSW Police. • Facilitated the development of a casino operator breach reporting tool. 			
<p>Identify and respond to emerging risks in modern casino operating environments and intersecting industries.</p>			
<p><i>“The NICC really values its relationships with stakeholders, who have helped expand our reach and develop more channels to share information. This has enabled us to identify the trends and compliance issues which may need a regulatory response.”</i></p> <p>Murray Smith, NICC Commissioner</p>			