

Complaint Management Policy

October 2025

1. Purpose

The NSW Independent Casino Commission (**NICC**) is responsible for regulating and supervising casinos in NSW. The *Casino Control Act 1992* (NSW) (**the Act**) was amended on 5 September 2022 to establish the NICC and include comprehensive measures to target key issues such as gambling harm, money laundering and other criminal activity.

The NICC is committed to maintaining high standards of integrity, accountability and transparency. This policy outlines how the NICC will manage any complaints made by individuals outside of the NICC (**external stakeholders** or **complainants**) about its conduct and/or services.

The policy aligns with the NSW Ombudsman's Effective Complaint Management Guidelines, which reflect the Australian Standard Guidelines for Complaint Management in Organisations.

The policy does not apply to complaints regarding an NSW casino operator regulated by the NICC (**casino complaints**) or other public authorities, or complaints about other gambling venues in NSW regulated by the Independent Liquor and Gaming Authority (**ILGA**), e.g. pubs and clubs.

All casino operator complaints received by the NICC are referred to Hospitality and Racing (**H&R**) for assessment and investigation in accordance with the NICC Instrument of Delegation of the Act and relevant H&R policies.

2. Scope

This policy applies to complaints made by external stakeholders, including members of the public, industry stakeholders, government agencies, non-government organisations and any other stakeholders engaging with the NICC.

The policy covers all complaints by individuals outside of the NICC about the NICC's conduct and services received by the Office of the NICC (**ONICC**), including complaints related to:

- The conduct of ONICC staff, NICC Commissioners, consultants, contractors, agents and outsourced service providers performing work on behalf of the NICC.
- The quality of the NICC's services and processes

- The manner in which the NICC has made a decision or performed another regulatory function.

It also applies to any complaints about how the NICC manages a complaint from an external stakeholder or complainants about the NICC's conduct or services. This policy does not apply to internal complaints made by ONICC staff, Commissioners, consultants or contractors. Guidance for ONICC staff relating to staff grievances, whistleblowing and public interest disclosures is set out in separate policies: NICC Code of Conduct and Ethics, NICC Charter, NICC PID Policy and Procedure.

Any allegations or concerns regarding potential corrupt conduct should be referred to the [NSW Independent Commission Against Corruption \(ICAC\)](#).

3. Types of complaints included in this policy

An external stakeholder makes a complaint when they advise the NICC that:

- they have concerns the NICC has not met the standards required of it under law or its policies or they or someone else has been treated unfairly by the NICC, and
- they are requesting the NICC to rectify the relevant conduct.

External stakeholders can complain about:

- the way the NICC carries out its functions
- the decisions the NICC makes
- the conduct of NICC commissioners and ONICC staff.

For example, a complaint might be about:

- the length of time the NICC took to respond
- the way in which the NICC communicated with the stakeholder
- the accuracy of information the NICC provided the stakeholder
- whether the NICC did something it said it would do
- a decision the NICC made (such as a decision to take, or not take, particular action in response to an external stakeholder made to the NICC about another public authority or service provider).

When an external stakeholder makes a complaint, they become a complainant.

4. Handling a complaint about the NICC

The NICC handles all external stakeholder complaints in accordance with the NSW Ombudsman's Commitments to Effective Complaint Handling. This means that the NICC is committed to:

- **Respectful treatment:** The NICC is responsive and treats complainants with courtesy and respect.
- **Information accessibility:** The NICC makes it easy for complainants to provide feedback so the NICC can make improvements.
- **Good communication:** The NICC keeps complainants informed about the status of their complaint or feedback.
- **Taking ownership:** NICC staff are trained and skilled to manage complaints. One person from the Office of the NICC will manage the complaint.
- **Timeliness:** The NICC will do its best to deal with complaints as soon as possible, noting this is dependent on the complexity of the complaint. The NICC will ensure complainants are informed of its timeframes for finalising their complaint.
- **Transparency:** The NICC records and analyses information on its complaint handling processes to help improve service delivery.

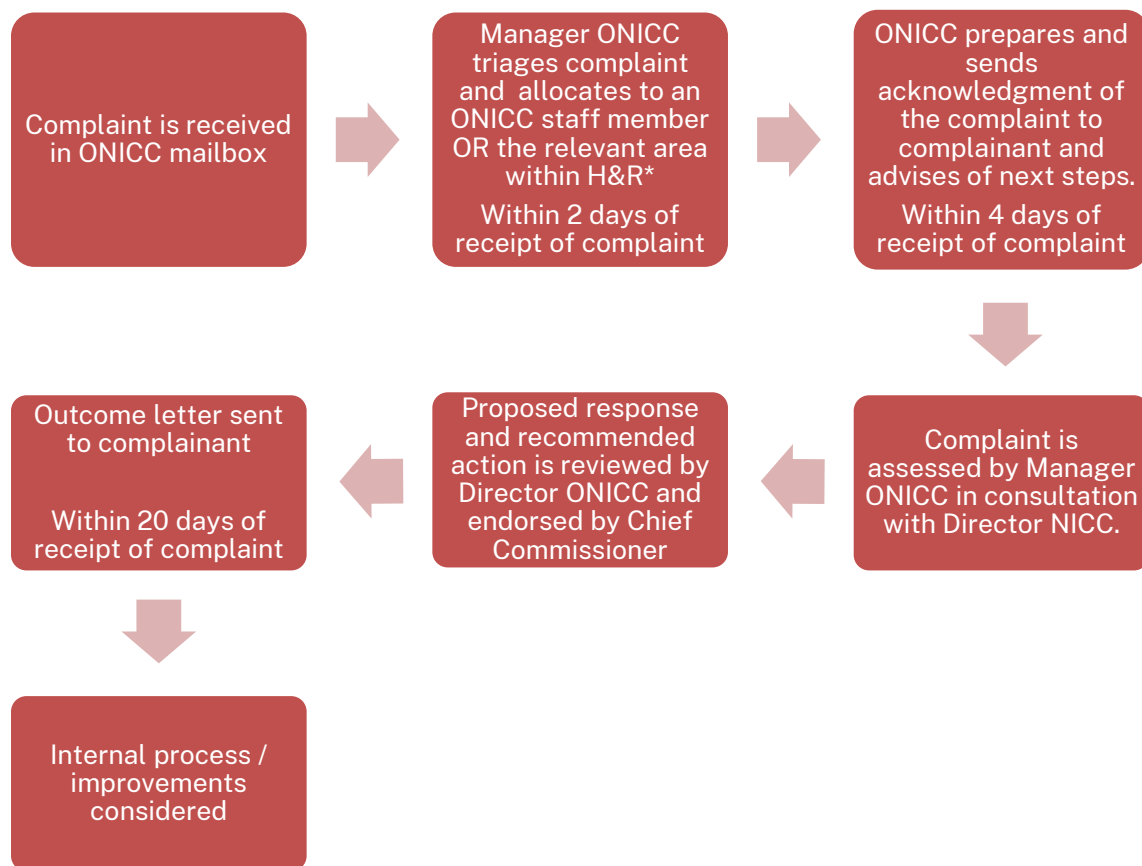
For more information see [NSW Ombudsman, Effective Complaint Management Guidelines](#).

5. The complaint handling process

Complaints by external stakeholders about the NICC are most commonly received via email. There are instructions to this effect and an email link on the NICC's website directing external stakeholders to the NICC office mailbox: office@nicc.nsw.gov.au.

The NICC is committed to ensuring the NICC website is compliant with the web content accessibility guidelines. Translating and interpreting services are also available to complainants on request.

The following chart sets out the standard process and timeframes for receipt and management of external stakeholder complaints related to the NICC's conduct and services:



**Note: Complaints about a casino operator are ordinarily referred to H&R for investigation. If a complaint about a casino operator is referred to H&R, ONICC will advise the complainant in the acknowledgement letter that the matter has been referred to the relevant Department for a response.*

6. Responding to complaints

ONICC staff will respond to complaints quickly. This means that ONICC staff must acknowledge a complaint once it has been made and refer it to the appropriate area if it cannot be resolved.

The NICC is committed to managing complainant expectations and assisting them to an outcome for their complaint. This means the NICC:

- promptly acknowledges complaints
- informs the complainant as soon as possible of:
 - the NICC's complaints process, including possibilities for internal and external reviews if applicable
 - the expected timeframes for any actions
 - the progress of their complaint and reasons for any delay
 - their likely involvement in the complaint resolution process
- assesses and prioritises the complaint in accordance with the urgency and/or seriousness of the issues raised.

If a matter concerns an immediate risk to safety or security the response will be immediate and will be escalated appropriately.

The NICC commits to acknowledging a complaint within four (4) working days of receipt and will communicate the resolution to the person making the complaint within 20 business days of receipt of their complaint.

7. If the NICC cannot resolve a complaint

Where a complainant is dissatisfied with the outcome, they may seek an external review of the NICC's decision by the NSW Ombudsman.

Sometimes the NICC may not be able to resolve an external stakeholder complaint to the satisfaction of the complainant. If this happens, the NICC will advise the complainant of any other avenues available for their complaint. This may include an external body such as the NSW Ombudsman, Information and Privacy Commission or NSW Anti-Discrimination Commissioner. Complaints about suspected corrupt conduct can and should be made directly to the ICAC.

If a complaint is made alleging wrong conduct by the Chief Commissioner, the NICC can, if there are reasonable grounds on which to believe that the complaint should be investigated, engage an external entity to investigate. Alternatively, such a complaint might be more appropriately made or referred to the NSW Ombudsman.

8. Making a complaint on another person's behalf

External stakeholders can make a complaint personally or through another person or representative acting on their behalf, if they have agreed to this. Such representatives for the complainant could include a family member, legal or community representative, an advocate, a friend, a Member of Parliament, or an organisation.

9. Anonymous complaints

External stakeholders can make a complaint anonymously, without disclosing the name under which they had contact or dealings with the NICC. They can do this with or without providing their contact details, for instance, by providing an email address that does not identify them. Obviously, if the NICC has no way of contacting them, it will not be able to provide the complainant with any acknowledgement or information about how their complaint has been dealt with.

If a complaint is made anonymously, this may also affect if and how the NICC is able to deal with the matter and address any concerns raised. For example, the NICC can only handle anonymous complaints if there is enough information to identify the relevant conduct that the external stakeholder is complaining about.

10. The NICC's commitment to be objective and fair

The NICC addresses each complaint with integrity and in an equitable, objective, and unbiased manner.

The ONICC staff member handling a complaint must not be the ONICC staff member whose conduct or service is being complained about.

Conflicts of interest, whether actual or perceived, will be managed responsibly and professionally, consistent with the NICC Conflict of Interest Policy.

The NICC ensures that if the complainant is not happy with the outcome of its internal review, the complainant is informed of the steps they need to take to make a complaint to the [NSW Ombudsman](#).

The NICC can't always provide the solution the complainant would like. No matter the outcome, the NICC will always explain its decisions and ensure the complainant understands the options they may have for a review of decisions.

Where staff consider improvements could be made to NICC services to prevent future similar complaints, NICC staff will provide this feedback to the Chief Commissioner.

11. Confidentiality

The NICC protects the identity of people making complaints where it is practical and appropriate to do so.

The identity of the complainant may be revealed (or become apparent) where it is necessary to provide information about the complaint to investigate and resolve it.

Personal information that identifies individuals will only be disclosed or used by the NICC as permitted under the relevant privacy laws, secrecy provisions and any relevant confidentiality obligations.

12. Recording and reporting complaints

The NICC keeps a record of all external stakeholder complaints in its case management system, and reports on them in its Annual Report. If an external stakeholder advises the NICC that they are not happy with something it has done (or not done) the NICC may seek confirmation from them as to whether or not they are making a complaint, so it can be appropriately recorded.

13. Related policies and legislation

13.1 Related policies

- NICC Compliance Policy
- NICC Conflict of interest policy
- NICC Charter
- NICC Code of Conduct and Ethics
- NICC PID Policy
- NICC Ways of Working Policy
- NSW Independent Commission Against Corruption
- <https://www.nsw.gov.au/nsw-government/ethics-hub>
- [NSW Ombudsman](#)

14. Variation

This Policy is effective from 8 October 2025 and remains in place until amended or revoked. The NICC may amend this Policy from time to time as appropriate.

This Policy will be reviewed every two years as part of the NICC’s policy review processes, or earlier if required by legislative or organisational changes.

Feedback from external stakeholders and complainants will be considered in future revisions to improve the effectiveness of this policy.

14.1 Variation log

Version	Approval date	Changes	Next review date
1	July 2025	N/A	September 2025
2	October 2025	Updates to formatting. Insertion of variation log.	December 2027