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24 December 2018

Ms Catherine Myers
Chief Executive Officer
Victorian Commission for Gambling and Liquor Regulation
49 Elizabeth Street
RICHMOND VIC 3121

cc: Rowan Harris

By Email

Dear Ms Myers

Sixth Review of the Casino Operator and Licence (Sixth Review) - Recommendation 1

I refer to Recommendation 1 of the Sixth Review, which provides:

'The VCGLR recommends that, by 1 January 2019, Crown develop, and submit to the VCGLR for approval, a change program to fully engage its independent directors in proactive strategic oversight of the operations of the Melbourne Casino. Particular consideration should be given to:

- 1. Formulating a charter for the Crown Melbourne Board*
- 2. Fully documenting, for visibility to the VCGLR, the reporting and decision-making relationships between all boards, committees and executive meetings with responsibility for, or oversight of, Melbourne Casino functions; and*
- 3. Elevation of governance to the group board and committees.*

The submission should identify any changes to regulatory frameworks and how these will be addressed.'

Crown Melbourne Limited (**Crown Melbourne**) has now developed:

1. a change program, incorporating those elements set out in the Recommendation – along with a detailed overview of the reporting and decision-making relationships between all boards, committees and executive meetings and the methodology of the elevation of governance to the group board and committees; and

2. a Charter for the Crown Melbourne Board.

Please find attached in this respect a detailed memorandum articulating the change program together with a draft Charter for the approval of the Commission.

Please do not hesitate to contact myself or Joshua Preston if you would like to discuss this matter or if there is any further information that can be provided to assist.

Yours sincerely

Barry Felstead
Chief Executive Officer – Australian Resorts

Encl.