

**From:** Michelle Fielding  
**Sent:** Mon, 28 Oct 2019 18:52:53 +1100  
**To:** Rowan Harris  
**Cc:** Steve Thurston; Jason Cremona  
**Subject:** RE: Sixth Casino Review - recommendation 3 [CM-COMP.FID19009]  
**Attachments:** RMS feedback from Deloitte - Status of recommendations 24-10-19.XLSX, 191025 Letter to the VCGLR - Recommendation 3 - Response2.PDF

Hi Rowan


See attached Crown's response to your queries and please let me know if you have any further questions or concerns.

Regards

Michelle Fielding | Group General Manager – Regulatory and Compliance | Crown Resorts Limited

 w:  
[www.crownmelbourne.com.au](http://www.crownmelbourne.com.au)

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**From:** Rowan Harris [mailto:  
**Sent:** Monday, 14 October 2019 3:28 PM  
**To:** Michelle Fielding  
**Cc:** Steve Thurston; Jason Cremona  
**Subject:** Sixth Casino Review - recommendation 3

Hi Michelle,

Thank you for providing the external provider's (Deloitte) report dated 13 September 2019 in relation to recommendation 3. As discussed, the VCGLR has some follow-up inquiries.

Crown in its 1 July 2019 submission regarding recommendation 3 stated:

*"a number of their [Deloitte] recommendations were incorporated into the Risk Management Strategy document that was presented to the Crown Resorts Board and approved in June 2019."*

Could you please advise:

1. which Deloitte recommendations were incorporated into the Risk Management Strategy document
2. if any Deloitte recommendations were not accepted, and reasons why, and
3. implementation status of each recommendation (ie. whether implemented or if not, the expected timeframe for implementation?)

Crown's 1 July 2019 submission in reference to Deloitte's report also advised:

*“additional [Deloitte] comments were provided for future and longer term enhancements, which will be incorporated and/or considered as to their relevance/appropriateness for the longer term continuous improvement program of Risk Management at Crown”*

Please advise what additional comments will be incorporated and/or considered for the longer term continuous improvement program of Risk Management at Crown.

As this information is to be included in a paper to the Commission, could you please advise if Crown is not able to provide this information within two weeks of the date of this email?

Thanks

**Rowan Harris** | Principal Major Licence Officer | Licence Management and Audit  
**Victorian Commission for Gambling and Liquor Regulation**  
 Level 3, 12 Shelley Street, Richmond Vic 3121 Australia

[www.vcglr.vic.gov.au](http://www.vcglr.vic.gov.au)

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