

From: Michelle Fielding
Sent: Mon, 18 Nov 2019 18:31:01 +1100
To: Rowan Harris; Anne Siegers
Cc: Jason Cremona; Steve Thurston
Subject: RE: Sixth Casino Review - recommendation 3 (for action) [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

Thanks for your email. I think the table provided covers both of your queries, in summary:

- All recommendations (other than the one that refers to the ERCC Charter) are related to the RMS. Where the table reflects 'Completed' in the 'Status' column, then the final version of the document that was approved by the Board, included the Deloitte recommendations; and
- Regarding the second question, the third column of the table (titled 'Timeframe') provides information on whether the recommendations were for immediate consideration or longer term. The 5th column (titled 'Status') indicates Crown's intention.

I hope this clarifies, but please feel free to give me a call if you would like to discuss further.

Regards

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

www.crownmelbourne.com.au

From: Rowan Harris [mailto:]
Sent: Friday, 15 November 2019 4:14 PM
To: Michelle Fielding; Anne Siegers
Cc: Jason Cremona; Steve Thurston
Subject: Sixth Casino Review - recommendation 3 (for action)

Hi Michelle and Anne,

Thank you for providing Crown's response. The status schedule is very helpful.

I have outstanding queries from my email below.

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 which Deloitte recommendations were incorporated into the Risk Management Strategy document.

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.

Regards

Rowan

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

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From: Michelle Fielding [mailto: [REDACTED]]
Sent: Monday, 28 October 2019 6:53 PM
To: Rowan Harris < [REDACTED] >
Cc: Steve Thurston < [REDACTED] >; Jason Cremona
 [REDACTED]
Subject: HPE CM: RE: Sixth Casino Review - recommendation 3 [CM-COMP.FID19009]

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

| [REDACTED] w:

www.crownmelbourne.com.au

From: Rowan Harris [mailto: [REDACTED]]
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

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