

# Sixth Review of the Casino Licence and Operator

## Project Close Report

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Victorian Commission for  
Gambling and Liquor Regulation

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FINAL  
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## 1 Document Purpose

This close report is a review of the benefits achieved by the Sixth Review of the Casino Licence and Operator Project (Sixth Casino Review), its performance at meeting objectives, and its performance against the Terms of Reference (CD/17/18201).

It has been prepared to report achievements, the impact and outcomes of the project, and to inform and improve future project management.

## 2 Background

Crown Melbourne Limited (Crown) holds the only casino licence granted in Victoria, under which it operates the Melbourne Casino from its premises at Southbank. The licence was originally granted to Crown on 19 November 1993 and will expire on 18 November 2050.

The *Casino Control Act 1991* (the CCA) requires the Victorian Commission for Gambling and Liquor Regulation (VCGLR) to review the casino operator and licence no later than every five years. In particular, section 25 of the CCA requires the VCGLR to investigate and form an opinion about, among other things, whether the casino operator remains a suitable person to hold the casino operator licence. The Sixth Casino Review was completed on 2 July 2018, following the provision of the final report to the Minister for Consumer Affairs, Gambling and Liquor Regulation.

The VCGLR and its predecessors have conducted five previous reviews under section 25. The focus of the Sixth Casino Review was primarily on the five-year period from July 2013 to June 2018. However, the review also had regard to the findings of previous reviews.

Crown holds liquor licences in addition to the casino licence which authorises gambling and which is the primary focus of a section 25 review. The review addressed the management of both gambling and liquor. Greater consideration was paid to the gambling aspects of the casino operation, noting the greater focus in relevant legislation as well as the higher risk factors associated with casino gambling.

## 3 The Sixth Casino review

### 3 Objectives

The objective of the Sixth Casino Review was for the VCGLR to acquit its responsibilities under section 25 of the CCA to assess, at least once every five years, the suitability of the casino operator, its compliance with obligations under legislation and the transaction documents, and whether the integrity and credibility of its casino operations meet a public interest test.

The legislated obligations are under:

- the CCA
- the *Casino (Management Agreement) Act 1993* (CMA)
- the *Gambling Regulation Act 2003* (GRA), and



- regulations made under these Acts.

The Management Agreement, which the CCA requires and which is ratified by the CMA, defines the transaction documents. They include the Management Agreement, the Casino Licence and the Casino Agreement under which the licence was granted, as well as the site lease and other documents which regulate relations between the State and the casino operator.

### 3 Scope of Sixth Casino Review

The Sixth Casino Review focused on the casino operator and the current licence held by it, in accordance with section 25 of the CCA. It was not a review about whether there should be a casino at all in Victoria. Nor was it a review of the relevant legislation (e.g. the CCA and GRA) or of the Government's stated policies in relation to gaming or the casino. The review did not examine the different types of regulation that apply to Crown in relation to matters such as operating hours of electronic gaming machines, smoking bans and tax rates.

The VCGLR was required, by section 25, to report its findings and opinion to the Minister, and take such action as it considered appropriate in light of its findings.

### 3 Governance of the Sixth Casino Review

Under a governance plan approved by the Commission (CD\17\16970), the work of the Sixth Casino Review was undertaken by a project team led by a project director reporting to a Steering Committee. The Steering Committee was made up of:

- the Chief Executive Officer (chair and senior responsible officer)
- the Director, Compliance
- the Director, Corporate Services and Chief Financial Officer
- the Director, Legal Services and General Counsel
- the Director, Licensing, and
- the Director, Research and Engagement.

The Steering Committee held formal meetings, on a fortnightly program, between July 2017 and July 2018, with standard agenda items covering past meeting action items and minutes, risk registers, progress for the past period and work anticipated in the following period.

The work of the project team followed a project plan approved by the Steering Committee.

The project director convened documented team meetings on a minimum fortnightly basis, in addition to purpose-specific ad hoc meetings with some or all of the team.

In addition, a probity governance plan (CD\17\22623) was approved by the Commission, under which a probity adviser (Anne Dalton & Associates) was appointed. The probity adviser undertook assurance activities, provided ad hoc advice as required and reported to the Steering Committee as the project drew to a close.

### 3 Timeline of the Sixth Casino Review

The Sixth Casino Review commenced in July 2017 and the final report was delivered to the Minister on 2 July 2018. Initial timeframes for the review schedule were quite ambitious, with milestones anticipated to be completed much earlier than they were completed in the Fifth Review.

Commencement and start up was affected by recruitment complications largely beyond the VCGLR's control. The recruitment of the project director included a "false start" and the resulting delay flowed into the recruitment of two other positions in the team. In addition, the team's investigator left the VCGLR 6 weeks after commencement.

The investigation and reporting stages overlapped, as initial drafts were made while final materials were still being gathered. This was due to delays in receiving information as Crown was not forthcoming in the provision of requested information, which required several follow-up requests before all materials were received.

The Sixth Casino Review addressed a much larger range of issues and evidence than the Fifth Review, which contributed to delays in meeting the initial schedule. Delays in the project also occurred due to delays in receiving data from Compliance Division, as well as the proposal to incorporate matters concerning the detention of 19 Crown staff in China in October 2016. Initial expectations that the China investigation would be completed well before the closing stages of the review were not realised which, in turn, added complexity to the closing stages of preparation of the report expressing the VCGLR's opinion. The China investigation was ultimately excluded from the considerations of the review.

As a result, the final part of the project schedule was compressed, which greatly reduced the time available for copy editing and checking graphical elements as well as the time allocated for final layout and design.

The final schedule at the close of the project is outlined in the table below.

*Table 1 – Sixth Casino Review Schedule*

Stages of the Sixth Casino Review	Start	Finish
Stage 1 – Project Initiation	2 July 2017	31 August 2017
Stage 2 – Investigation	1 September 2017	31 May 2018
Stage 3 – Reporting	5 April 2018	2 July 2018
Stage 4 – Project Close		27 July 2018

## 4 Project delivery performance

### 4 Evaluation criteria

The Sixth Casino Review evaluation criteria are detailed in the table below:

*Table 2 – Sixth Casino Review Evaluation Criteria*



Evaluation Criteria	Completed	Criteria met/not met
On time delivery of the Sixth Casino Review report to Minister, following appropriate inquiry and investigation by the VCGLR.	YES	MET
On time delivery of the Sixth Casino Review Probity Governance report which endorses the VCGLR's investigation and report from a probity governance perspective.	YES	MET
Minister acceptance of Sixth Casino Review report.	YES	MET
VCGLR Executive acceptance of Sixth Casino Review Internal Report	YES	Pending

The Sixth Casino Review Steering Committee and Senior Responsible Owner (SRO) fulfilled their obligations to the Commission (that is, the Commissioners of the VCGLR) and the VCGLR's obligation to the Minister as specified in the CCA. Continuing tasks remain for the VCGLR and the Commission and are detailed in section 4.6.

#### 4 Performance against key project elements

The performance against key project elements is detailed below:

Table 3 – Sixth Casino Review Performance

Element	Comments	Performance level satisfactory
Scope	The scope of the review was defined by section 25 of the CCA and the associated Terms of Reference (approved by the Commission on 17 September 2017). The VCGLR was required to investigate according to the scope. Issues arose in relation to the investigation of matters relating to China, and were ultimately resolved satisfactorily.	YES
Schedule	The project schedule for delivery of the final report by 2 July 2018 was met.	YES
Budget	The review was funded from a Treasurer's Advance (TA). Initially \$1.5 million was sought based on the cost of the Fifth Review. The work plan for the review assumed that the process and plan of the Fifth would be followed. Work commenced pending determination of the request. The ultimate amount provided was \$1 million. By the time this determination was made, commitments of staff and advisers had been made with the outcome being that actual project cost exceeded budget. Please refer to section 4.4.	NO
Quality	The quality of the deliverables associated with the evaluation criteria detailed in section 4.1 and section 4.5 were satisfactory. This was supported by the Probity Governance reports provided by Anne Dalton and Associates, along with the final review report.	YES
Risks and Issues	Risks and issues were identified, managed and reported on throughout the project.	YES
Documentation	Documents were drafted, approved, and updated with the relevant approvals throughout the project.	YES

Resourcing	Resourcing needs were identified and appropriate resources engaged.	YES
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The Sixth Casino Review project team has fulfilled their obligations to the Sixth Casino Review SRO and Steering Committee.

#### 4 Stakeholder satisfaction

Key stakeholders beyond the client (the Minister) were the Commission, Sixth Casino Review SRO and Steering Committee, and various external stakeholders.

As of the date of this close report, the Minister had not released the report of the review or expressed feedback. External stakeholders' views are therefore also unable to be ascertained.

Internal stakeholders have indicated their satisfaction with the process and deliverables.

#### 4 Financial management

Refer to Table 4 below for a summary of budget versus actual expenditure, with variance.

Table 4 – Sixth Casino Review Budget

ITA stage			
Budget	Actual	Variance	Comments
\$1 million	\$1.205 million	(\$205k)	<ul style="list-style-type: none"> <li>During FY18 the VCGLR highlighted to DTF and OLGR that the project had a number of financial commitments in the second half of the financial year that could not be avoided. The project forecast and actual result were in line with the project forecast.</li> </ul>

#### 4 Outputs and outcomes

The Sixth Casino Review core output was as follows:

- a report to the Minister, approved by the Commission, that addresses the criteria of section 25 of the CCA.

Supplementary Sixth Casino Review outputs were as follows:

- a probity report provided by the Sixth Casino Review probity advisor that endorses the process by which the review team conducted their inquiries and investigations from a probity governance perspective, and
- an internal report, outlining recommendations identified by the review team for consideration in relation to improving business-as-usual management of the casino licensee, and
- this close report, outlining learnings identified by the review team for consideration in relation to improving the process for the next section 25 review.



With the exception of the internal report, which is in draft at the time of this report, the above outputs have been completely delivered.

The core Sixth Casino Review outcome was to ensure the VCGLR was able to fulfil its statutory obligation under the CCA to investigate and form an opinion about, among other things, whether the casino operator remains a suitable person to hold the casino operator licence

This outcome has been successfully achieved.

#### 4 Post-completion tasks

The Sixth Casino Review was closed on 27 July 2018 following approval of this Project Close Report by the Sixth Casino Review Steering Committee.

Following the closure of the project, certain matters will require ongoing management on a business as usual basis. These are detailed in Table 5 below. Section 6 allocates the responsibility for monitoring and management.

Table 5 – Matters for ongoing management

Continuing task	Description	Containment actions
Ownership and monitoring of implementation of Sixth Casino Review Report recommendations.	Recommendations must be owned and monitored to ensure full implementation and within timeframes.	Licence Management and Audit to provide regular updates to the Commission on progress of implementation of the recommendations. Prepare Ministerial brief after all recommendations have been implemented.
Maintenance of probity procedures	Sixth Casino Review investigation information must remain secure and accessible only to relevant staff.	TRIM access to investigation documents has been altered to reflect the requirements of the Document Security Plan.
Leveraging information and intelligence gathered as part of the review process (avoiding "lost opportunities")	Some material gathered for the purposes of the Sixth Casino Review, which might not otherwise have been obtained, has ongoing relevance to business as usual activity.	Dissemination of classes of information held to relevant staff at VPS6 and above, combined with appropriate TRIM access arrangements.
Treatment of confidential financial and commercial information held by project adviser's (PwC)	All confidential financial and commercial information (hard copies and digital files) must be deleted and/or returned to casino operator.	PwC has confirmed that all confidential information has been deleted and/or returned to casino operator. Confirmation of this is to be provided to the casino operator.
Identification of project foundation documents and procedures for next Casino Review.	All project foundation documents and procedures must be identified for the next Casino Review team.	Prepare list of foundation documents and procedures as a starting point for next Casino Review team.

#### 5 Lessons and recommendations



## 5 Lessons learned

### 5 Budget, resourcing and planning

The VCGLR commenced the project on the basis that it would require resourcing similar to that of the Fifth Casino Review. As the required funding was not available within the VCGLR's operating budget, it determined to seek a Treasurer's Advance and make resource commitments similar to those of the Fifth Casino Review, on the assumption that the necessary level of funding would be provided. As noted at sections 4.2 and 4.4, the application was granted only in part, with the decision being communicated after all the necessary commitments had been made.

Initiation of the project was delayed due to unavoidable delays in recruiting a project director and knock on effects for project team recruitment. This contributed to certain time pressures in the project identified at section 5.1.2. Other factors contributing to time pressures included staff turnover, including the resignation from the VCGLR of a seconded Compliance Division staff member in circumstances where Compliance Division was not able to provide a substitute.

The lessons learned from these observations are:

- identify financial scope of the project in time to obtain budget commitments for the fourth and fifth years of the next five year review period (that is, in Year 3)
- plan to commence project director and one other team member no later than 15 months prior to the reporting date
- undertake desktop activities (including internal data compilation, formal data requests from the casino operator and engagement of co-regulators) prior to commencement of field work and within the 15th to 12th months prior to the reporting date
- commence team members progressively as field work phase begins, and
- undertake a first principles review of final report structure prior to commencement of field work.

### 5 Team input

A lessons-learned session was conducted in early July 2018 with the six members of the Sixth Casino Review team. The following issues were identified as lessons for future projects, including the next review of the casino licence and operator.

Table 6 – Summary of Lessons Learned (Team input)

Lesson	Consequence	Recommendations/Actions
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Approach to Crown	Incorrect or incomplete information provided by Crown that does not assist the review. Review process and timeline are negatively affected by Crown priorities.	Ensure that VCGLR documents and data are reliable and accurate before seeking information from Crown. Be very targeted in information requests to Crown to ensure that complete and accurate information is provided. Check information provided by Crown and follow up quickly on any incomplete information. Request all written information first before interviewing Crown employees and executives (as per recommended timeline below). Test Crown evidence against internal VCGLR evidence.
Starting the project	Project does not have a clear outline and direction from the start.	Appoint the Casino Review Project director as soon as possible to establish the project outline and timeline.
Bringing on staff	Project falls behind timeline for completion.	Appoint staff as early as possible (staggered commencement matching team members' arrivals to tasks).
Timelines	Project has unrealistic timeframe for achieving milestones.	Set up milestones and test these with investigators to ensure feasibility of achieving these.
Pre-briefing for new staff	Project falls behind timeline as new staff unfamiliar with casino regulation try to get up to speed. New staff unable to work effectively in early evidence-gathering period.	Prepare Casino Operator 'background and information pack', including close report of the previous review and previous final report to enable new staff to get up to speed quickly. Information should include presentations on Crown corporate structure and governance based on ongoing monitoring by VCGLR as well as updated VCGLR wiki information on Crown.
Consolidated information request	Information provided is piecemeal or incomplete. Gaps in knowledge not identified in a timely manner. Written evidence not tested by interviews.	Re-order consolidated information request as per timeline provided below to gather internal VCGLR evidence first, then Crown documentary evidence, then test evidence through interviews.
Oversight	Inconsistent advice from management that leads to time-consuming reworking of the review document.	We suggest that the management oversight of the review and instructions should be by the CEO and one commissioner. This would allow for weekly oral updates and fortnightly meetings. At the outset a clear timetable of each phase of the investigation should be agreed, with the draft report to be completed by 30 April.



Skills base of staff	Insufficient diversity or balance of skills to complete project adequately. (Note: Resource issues in Compliance Division precluded replacing the probity lead with another investigator.)	Important to recruit staff with skills in evidence gathering and written communications. Diversity and complementarity of skills in the team assists the review process. Strong project management skills important for project director.
Compliance information	Unable to rely on internal data for report conclusions and testing Crown evidence.	Compliance Division improves the quality and rigour of its information-gathering, including statistical data gathered by the casino team, so that information provided to the review team is accurate and can be used by the team to develop conclusions and test evidence provided by Crown.
Media monitoring	Project team does not receive media coverage of the casino operator and relevant issues in timely fashion.	Media monitoring provided to review team should encompass online articles, and articles on the casino operator (and its competitors) outside of Victoria, noting that Crown will soon be operating in three states.
Document access	Project team unable to access relevant internal documents in a timely fashion.	Project team need to access TRIM files easily (including clear and consistent labelling as well as effective search function), as well as information from other parts of the VCGLR without having to submit a formal request to the relevant division.
Crown Resorts documentation	Project team does not receive relevant information about the casino operator.	Since Crown is making decisions at the group level that affect Crown Melbourne, the project team must review all Crown Resorts documents including agendas, minutes and papers for the Board and all relevant Board committees.
Cut-off date for ongoing investigations	Project timeline is affected by ongoing investigations which do not conclude by the end of the review. Final project activities in particular design and quality control are negatively affected.	Establish a firm cut-off date (for example, 30 April) for any outstanding investigations to be concluded. Any matters not concluded by that date to be considered excluded matters. This ensures sufficient time for final project activities such as design and quality control.
Acquittal of ongoing investigations	The casino operator is not held to account in relation to ongoing investigations that do not conclude by the end of the review (for example, the Dunning case for the Fifth Review, the China matter for the Sixth Review).	Excluded matters due to ongoing investigation to be published as addenda to the review report as soon as the investigation is complete, to ensure that the casino operator is held to account for these major issues in a timely fashion.

In addition to the lessons learnt above, the team developed a recommendation for the investigation process for future reviews. It is as follows:

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Table 7 – Recommendation for future investigation process

Phase	Activity	Details
Initial phase – internal information gathering	Gather internal VCGLR data first.	Gather and analyse VCGLR internal records regarding Crown. This includes the data requested from Compliance and Licensing by the Sixth Casino Review team in December 2017 for gambling and liquor related information. Conduct interviews with VCGLR staff and executives who have contact with Crown regularly to assist in identifying issues and subject matters for investigation.
Second phase – Evidence gathering from external sources	Invite public submissions and meet with public key stakeholders, where necessary.	Analyse this material to inform the request for information from Crown and to identify issues for investigation.
	Meet with other government regulators and police including VRGF, AUSTRAC, AFP, Victoria Police, ACIC, Worksafe, DHHS, City of Melbourne, interstate regulators.	
	Do probity searches of public records of associates.	
Third phase – Evidence gathering from Crown	Conduct international research – including research of offshore developments.	
	Meet with Crown and discuss the process of review.	Request a high-level document setting out the organisation structure of Crown Melbourne and Crown Resorts—both the Board structures and staffing structures.
Fourth phase – analysis and commence drafting	Initial Consolidated Request to Crown for data and receipt within specified timeframe and “inspections”	Suggest that VCGLR does not inspect records but simply requests Crown provide all agendas, minutes and representative papers for Boards, Board committees, some selected Management committees. Request needs to include Crown Resorts documentation.
	After receipt of Crown materials, analyse Crown materials in order to commence drafting and preparation for interviews.	Whilst undertaking the analysis, commence drafting factual information. The analysis should be cross-referenced to the analysis of material from VCGLR internal records and the external source material.



	Interview with Crown mid-tier Execs (Group or general managers) on topics including RSG, RSA, VIP International business, table games business, EGM business, compliance, security and surveillance, FATGs and SATGs, Barangaroo, internal audit, external audit.	These interviews would replace the presentations offered by Crown for previous reviews and allow for gathering more targeted information and verifying evidence.
	Further analysis of information and drafting report, in light of interviews and evidence gathered to date.	
Fifth Phase – follow up information and interviews	Follow up information request to Crown in light of interviews and analysis to date.	
	Interview staff at coal face – dealers, VIP hosts, EGM attendants, security, RGLO, Responsible Gaming Psychologist, Cage and Count staff and Area managers.	Front line staff were interviewed for the Sixth Casino Review, but only for validation purposes towards the end of the process. This experience suggests that a broader exercise, earlier in the process, and from which generalisations could be made, would be of benefit.
	Follow up VCGLR internal data in light of Crown information.	
	Benchmarking – overseas and other (interstate) casinos.	
	Interview most senior execs and directors.	
	Finalise matters within scope of report.	
Sixth phase – Finalise drafting of report	Draft report to be completed and authorised by end of April.	
	Draft extracts circulated to relevant external sources who have been referred to for confirmation of contents.	
	Review and finalise all graphical elements including chart content, final titles etc. Review and finalise all references to source material.	
	Copy editing of draft.	
	Draft report prepared for Commissioners.	
	Draft report to Crown by 2 May.	
	Final report provided to designer for layout.	
	Final report submitted to the Minister by end of June.	
	Debrief for VCGLR staff and completion of internal report, close report.	

## 5 Recommendations

As indicated by Section 4, the Sixth Casino Review was overall a successful project for the VCGLR, delivering on the required outputs and outcomes. The internal report prepared by the review team will set out numerous recommendations which may be considered for ongoing management of the relationship with the casino operator.

## 6 Action plan for management of post-completion tasks

As per section 4.6, continuing tasks have been identified following the closure of the project. The management strategy and owner is identified below.

### 6.1 Continuing tasks

No.	Task description	Management strategy	Task owner
1	Recommendations must be owned and monitored to ensure full implementation and within timeframes.	Identify owners and develop monitoring plan. Provide regular updates to the Commission regarding progress of implementation of recommendations.	Licence Management and Audit and Compliance
2	Sixth Casino Review investigation information must remain secure and accessible only to relevant staff.	Ensure security and access controls are in place following closure of project.	CEO and Licence Management and Audit
3	Some material gathered during the course of the review, which might not otherwise have been obtained, has ongoing relevance to business as usual activity.	Disseminate classes of information held to relevant staff at VPS6 and above, combined with appropriate TRIM access arrangements.	CEO and Licence Management and Audit
4	Confidential financial and commercial information (hard copies and digital files) must be deleted and/or returned to casino operator.	File email confirmation from PwC. Provide confirmation to casino operator (Michelle Fielding, Group General Manager, Compliance).	Licence Management and Audit
5	Project foundation documents and procedures must be identified for the next Casino Review team.	Complete task.	Casino Review Project Team/Licence Management and Audit

## 6 TRIM Structure Overview

The Sixth Review of the Casino Licence and Operator (Sixth Casino Review) used the document storage facility TRIM during the project. The table below summarises the location of key documents and each folder within the group.

All files/folders are contained within **FG/17/4 Sixth Review of the Casino Licence and Operator** on TRIM.

Record Number	Title	Description
CF/17/269	Steering Committee and Team Meetings	Contains all agendas, minutes, and papers for Steering Committee and Team meetings held throughout the review.

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CF/17/270	Probity Governance	Contains probity register, signed declarations of interest and confidentiality agreements, and relevant communications.
CF/17/271	Project Management Documents	Contains key project documents, including the probity plan, governance plan, schedule, and risk and issue registers.
CF/17/272	Commission	Contains papers (primarily project status updates) presented at regular and special Commission meetings.
CF/17/273	Resource Engagement – Probity Advisor	Contains documents related to the request for quote and engagement of the probity advisor.
CF/17/274	Resource Engagement – Financial Advisor	Contains documents relating to the request for quote and engagement of the financial adviser.
CF/17/295	Investigations – Review of Crown Melbourne Limited Committee Papers	Contains CML Board Papers 2013-17 (sensitive) and field notes related to review.
CF/17/297	Reporting – Final Report	Contains the draft and final versions of the Sixth Review of the Casino Licence and Operator report, along with the reports from PwC on financials, risk, and draft sections.
CF/17/298	Communications and Stakeholder Engagement	Contains written communication between the casino team and Crown, third party/community sector, the Minister for Consumer Affairs, Gaming and Liquor Regulation, submissions to the review, and information on the website text/public submission process.
CF/17/299	Crown Consolidated Information Request	Contains the communication between the casino team and Crown in relation to the request for data/papers/information for analysis, and the completion of the attestation schedule. Also contains the scanned tranches (1-3) of information received from Crown.
CF/17/300	Investigations – Probity – Crown Melbourne (CML) Associates – Corporate	Contains information related to the investigation of Crown's corporate associates.
CF/17/301	Investigations – Probity – Crown Melbourne (CML) Associates – Individual	Contains information related to the investigation of Crown's individual associates.
CF/17/302	Investigations – Engagement with Regulators and Law Enforcement Agencies	Contains communication and data in relation to contact with external regulators and law enforcement agencies (eg Victoria Police, Austrac, AFP)
CD/17/303	Legal	Contains legal advice received throughout the review.
CF/17/304	Investigations – File Notes (Investigations and Reporting)	Contains file notes relating to the investigation, including analysis of Crown papers, key issues, and summaries of meetings and interviews.
CF/17/305	Investigations – Materials provided by Crown Melbourne (CML)	Contains the presentations from Crown Melbourne to the team.
CF/17/306	Investigations – Legislative and Contractual Obligations	Contains ASX material
CF/17/307	Investigations – Transaction Documents	Contains the Transaction Documents and file notes/memos related to the Attestation Schedule audits
CF/17/319	Crown Melbourne Limited –	Contains the CML annual accounts

	Annual Accounts	
CF/17/320	Crown Resorts Limited – Annual Accounts	Not used
CF/17/332	Investigation Matrix and Issue Log	Contains the Investigation Matrix (retired in favour of the project schedule) and issue log.
CF/17/339	Sixth Casino Review – RECRUITMENT	Contains information related to the recruitment of personnel
CF/17/349	Investigations – Media (office use only)	Contains media (articles/clips) related to the review and used in research.
CF/17/350	Research and Analysis	Contains reports, research and other material related to various report themes, including (but not limited to) money laundering, junkets, and Singapore benchmarking.
CF/17/358	Investigations – Responsible Gambling	Contain research and data related to responsible gaming.
CF/17/365	Internal Divisional Requests and Responses	Contains the requests to Compliance and Licensing divisions and the data received in response.
CF/17/368	Project Administration	Contains information on travel, budget, and financials.
CFD/17/403	Crown Executive Interviews	Contains audio and transcripts of the interviews with Crown executives.

#### Key Project Documents

Record Number	Title	Description
CD/18/4842	Draft Report V2.1	Contains all revisions of the draft up to the final text which was provided to Strategic Communications for layout
CD/18/16576	Sixth review of the Casino operator and Licence	Final report issued to the Minister
CD/17/208279	6CR Project Schedule V0.1	Project Schedule (MS Project file)
CD/17/16970	Sixth Casino review – Project Governance Plan V1.0	Project Governance Plan
CD/17/18380	Stakeholder Communications Plan	Stakeholder Communications Plan
CD/17/21181	6CR Risk Register	Sixth Casino Review Risk Register
CD/17/18587	Issue Register – 6CR	Sixth Casino Review Issue Register
CD/17/23149	15-2017-6CR-Comm-20170912A	September 2017 Commission Paper – Timeline and Investigation Overview
CD/17/18201	Terms of Reference – Establishment of Sixth Casino Review	June 2017 Commission Paper – Terms of Reference
CD/17/20226	Sixth Casino Review – Investigations matrix – 07122017	Investigation Matrix (retired in favour of project schedule)