



Crown Position Description

Position Number	TBA	Department	<i>Legal & Regulatory Services</i>
Position Title	<i>Group General Manager – Risk and Audit</i>	Location	<i>Melbourne or Perth</i>
Reports To (role)	<i>Chief Legal Officer – Australian Resorts (CLO)</i>	Last Modified	<i>12 April 2017</i>
Number of Direct Reports	TBA	Number of Indirect Reports	TBA
Licences Required	<i>VCGLR DRGL</i>	Role Breadth	<i>Organisation wide</i>

Position Purpose

Reporting to the Chief Legal Officer – Australian Resorts (**CLO**), the Group General Manager Risk and Audit is accountable for the development, implementation and maintenance of the internal audit and risk management frameworks across Crown Resorts' Australian resorts. The Group General Manager – Risk and Audit is accountable for:

- Championing the group's corporate risk policy, working effectively with senior and executive management to ensure risks are appropriately and consistently identified and assessed, and that risk mitigation and management practices are effectively incorporated within business practices.
- Ensuring Internal Audit activity is conducted in accordance with the International Standards for the Professional Practice of Internal Auditing, and is effective in ensuring the adequacy of internal control and risk mitigation practices throughout the businesses.
- Reporting on risk and internal audit activities to Executive Management and the Board of Directors.
- Providing independent advice and support to the CLO.
- Ensuring Business Continuity Management and other integrity related frameworks are appropriately and effectively designed and implemented.

Key Result Areas

Key Position Accountabilities	% of Role	Key Activities and Tasks	Outputs Measures
<i>Risk Management</i>	35%	<ul style="list-style-type: none"> • Manage the design and implementation of a risk management policy and 	<ul style="list-style-type: none"> • Creation and maintenance of risk management policy and framework

Created on 2/08/2010 10:48:00 AM

		<p>framework which ensures alignment and consistency, where possible, across Crown's assets. The policy and framework must aim to be consistent with applicable International/Australian standards.</p> <ul style="list-style-type: none"> • Ensure corporate and departmental business risk registers are consistently developed and maintained across all properties, through pro-active interaction and facilitation with departmental management, ensuring business risks are identified, assessed and mitigated by an appropriate control environment. • Ensure risk mitigation plans are effectively implemented on a timely basis. • Ensure risk mitigation strategies are periodically tested to ensure that they are effective and robust. • Provide ad hoc advice to departments in developing and maintaining a strong control environment. • Identify emerging risk trends. • Periodically report on changes to the corporate risk profile, the progress of risk mitigation plans, outcomes of departmental risk register reviews and other matters of significance to the Executive Management of each property, and the relevant boards of directors. • Ensure an appropriate fraud risk management framework is in place for each Crown asset, and 	<ul style="list-style-type: none"> • Effective management of Risk registers • Effective implementation of risk identification measures • Effective control measures and mechanisms are established and appropriately applied • Timely risk mitigation plans • Assessment and testing of risk mitigation strategies in accordance with a robust and coordinated testing plan • Evidence of strategic business partnerships that ensure an effective control environment • Pro-active future risk identification • Schedule and delivery of reporting to Executive management of each property • Management of fraud risk framework in accordance with compliance obligations
--	--	--	--

Created on 2/08/2010 10:48:00 AM

		<p>that the frameworks are, where possible, consistent between assets and compliant with relevant International/Australian standards.</p> <ul style="list-style-type: none"> • Ensure departmental fraud risk registers are consistently developed and maintained across all assets. • Assist the CLO in the convening and administering of the Fraud Risk Management Committee. • Continue to monitor, review and enhance the risk framework. • Continuously review the operation of, and make appropriate updates to, Crown's Business Continuity Management framework, to ensure all elements are being maintained and tested on a timely basis. • Assist the CLO in preparing relevant board and executive papers for committee and other meetings. • Assist the CLO and the Legal Services teams to oversee the Corporate Insurance Program. 	<ul style="list-style-type: none"> • Lead the development of asset fraud risk registers • Fraud Risk Management Committee functions effectively and meets in accordance with established timeframes • Evidence of ongoing and continual risk framework enhancements • Crown's Business Continuity Management framework is maintained and tested on a timely basis • Effective support to CLO in preparing board and executive papers • Effective support to CLO and Legal Service teams with regard to the Corporate Insurance Program
<i>Internal Audit</i>	35%	<ul style="list-style-type: none"> • Develop the Strategic Audit Plan with involvement from key stakeholders, for approval by the appropriate boards. The Plan should consider property-specific audit requirements as well as group function audit requirements, and effectively prioritise the use of audit resources across the group. 	<ul style="list-style-type: none"> • Management of the Strategic Audit Plan

Created on 2/08/2010 10:48:00 AM

		<ul style="list-style-type: none"> • Ensure compliance with International Standards for the Professional Practice of Internal Auditing contained in the International Professional Practices Framework issued by the Institute of Internal Auditors. • Oversee the conduct of internal audit activities across all properties in accordance with the Strategic Audit Plan. This will require the effective management of internal audit teams located at each property. • Ensure internal audit findings are actioned and remediated. • Ensure consistency in the application of audit methodologies across all properties. • Provide assistance to / work effectively with Regulatory, Compliance and Legal Services areas of each property, to ensure independent assurance is provided in support of changes or submissions, as required. • Effectively re-prioritise and respond to ad hoc, unplanned audit requests, as required. • Meet periodically with the CEO – Australian Resorts to discuss audit progress, audit outcomes and other matters of significance. • Report periodically on the progress of the Strategic Internal Audit Plan, outcomes of audit work, status of audit recommendations and other matters of significance to the Executive Management of each property, and the 	<ul style="list-style-type: none"> • Compliance with International Standards • Effective management of internal audit teams across each Crown property • Effective and timely delivery of audit findings and appropriate actions • Audit methodology is applied consistently across Crown • Effective collaboration with Regulatory, Compliance and Legal services • Suitable response to unplanned audit requirements • Inform CEO – Australian Resorts on audit and other appropriate matters • Periodic reporting to Executive Management and boards of directors
--	--	---	--

Created on 2/08/2010 10:48:00 AM

		boards of directors.	
		<ul style="list-style-type: none"> • 	
<i>Special Projects</i>	10%	<ul style="list-style-type: none"> • Involvement in other corporate projects as directed by the CLO, Executive Team or the boards of directors. • Involvement in on-going reviews of major new products / system implementations. • Provide advice and input into the Company Policies relating to each property, to ensure appropriate and adequate. • Work effectively with other areas within the business which are responsible for complementary integrity and risk related activities and frameworks (such as IT Governance, Health and Safety, Compliance, Security and Surveillance). • Undertake special assignments or investigations as requested by the CLO and the boards of directors. • Work with the CLO in the compilation / drafting of Board Papers. • Ensuring efficient use of resources across each property. 	<ul style="list-style-type: none"> • Project participation value add and delivery • Product and system reviews • Input to broader Company policy • Business Partnership and contribution to complimentary integrity and risk related frameworks • Carry out and deliver outcomes into special assignments and investigations • Support and provide assistance to CLO in compiling and drafting board papers • Effective resource management
<i>People Management Training and Coaching</i>	10%	<ul style="list-style-type: none"> • Maintain technical knowledge. • Maintain Industry knowledge • Coach and mentor direct and indirect reports in respect of Risk Management and Internal Audit knowledge. 	<ul style="list-style-type: none"> • Attend and deliver external / internal training courses. • Liaise with Executive and department management and staff. • Deliver presentations / training and information to direct and indirect reports and internal stakeholders to support development • Timeliness and accuracy of guidance to direct and indirect reports
<i>Health and Safety</i>	10%	<ul style="list-style-type: none"> • Provide and maintain a work environment for all 	

Created on 2/08/2010 10:48:00 AM

		<p>employees, contractors and visitors that is safe and without risk to health.</p> <ul style="list-style-type: none"> • Lead by example and support a positive health and safety culture at Crown • Ensure adequate budget and resources are available for health & safety purposes • Ensure all audit outcomes are reviewed and any non-conformances and improvement opportunities are actioned. • Include safety performance as part of employee performance appraisals • Monitor Departmental Business Unit Health & Safety Plan • Make arrangements to ensure appropriate monitoring is conducted that unsafe actions and unsafe conditions are identified. • Monitor and analyse business unit health & safety 	<ul style="list-style-type: none"> • Business planning reflecting H&S considerations • Maintenance of a safe work environment • Safety committee minutes as appropriate • Safety Audit results • Contractor performance
--	--	---	--

Qualifications and Experience

<i>Qualifications</i>	Relevant degree qualified CA, CPA or CIA qualified
<i>Experience</i>	Extensive experience in a similar role at a senior level or via top tier Chartered Accounting firm

Skills and Knowledge

Skill or Knowledge Area	Proficiency Required	Why is this required
<i>Technical Knowledge</i>	Advanced	This role is a key technical resource and subject matter expert that provides advice and guidance to CLO, Board and Executive Management on Risk Management and Internal Audit strategy and implementation and ongoing monitoring.
<i>Negotiation and Influence</i>	Advanced	In providing advice to CLO, Executive and department management the incumbent will at times be required to negotiate and convince the above to recognise a particular situation or access knowledge.
<i>Communication</i>	Advanced	The role requires multiple level reporting to Board, Executive and department management. Accordingly, strong written and verbal communication and influencing skills are required.
<i>Analysis</i>	Advanced	Analysis of key functions and processes is regularly required for the utilisation of technical knowledge, and determination

Created on 2/08/2010 10:48:00 AM

		of appropriate action.
<i>Project Management</i>	Advanced	This role will manage projects or may contribute to larger projects that will require an understanding of how projects are organised and function
<i>Microsoft Office</i>	Intermediate	This role will often be creating documents and presentations in Microsoft Office
<i>Coaching</i>	Advanced	This role requires coaching of direct and indirect reports in technical knowledge and techniques, as required

Key Relationships/Interactions

Role	Internal/External	Frequency	Purpose/Nature of Contact
<i>Board</i>	Internal	As required	To report Risk Management and Internal Audit activities, and to receive feedback / direction in respect of the above
<i>CLO</i>	Internal	Daily as required	To receive tasks, feedback, direction and / or authorisation in respect of Risk Management and Internal Audit activities undertaken or proposed
<i>Executive and Department Management</i>	Internal	Daily as required	To provide advice, recommendations and direction in respect of Risk Management and Internal Audit including identification and assessment of company wide critical risk exposures, presentation of audit findings and recommendations, status of agreed actions
<i>External Regulator</i>	External	As Required	To report and / or discuss Risk Management and / or Internal Audit activities and issues
<i>External Advisors</i>	External	As Required	To discuss Risk Management and / or Internal Audit activities and issues with auditors and external stakeholders

Decision Making and Advice

<i>Decisions this role makes alone</i>	<ul style="list-style-type: none"> • Prioritisation of own day to day and weekly tasks, direct reports (and where applicable indirect reports) day to day and weekly tasks • Content of advice on day to day and short to medium term issues to department management • Coaching and training of direct and indirect reports • Content and format of audit reports to department management
<i>Decisions this role makes under guidance</i>	<ul style="list-style-type: none"> • Content of advice to business / audit reports on issues of a longer term or serious nature or that will have a significant strategic process or budgetary impact • Changes to Risk Management and Internal Audit Strategy • Planning of Risk Management and Internal Audit activities • Content and format of Board and Executive management reports
<i>Advice/Recommendations this role provides</i>	<ul style="list-style-type: none"> • Advice to business on Risk Management and Internal Audit technical issues • Internal control and / or efficiency improvements • Commentary on performance of direct and indirect report performance
	<ul style="list-style-type: none"> • Content of advice to business / audit reports on issues of a longer term or serious nature or that will have a significant strategic, process or

Created on 2/08/2010 10:48:00 AM

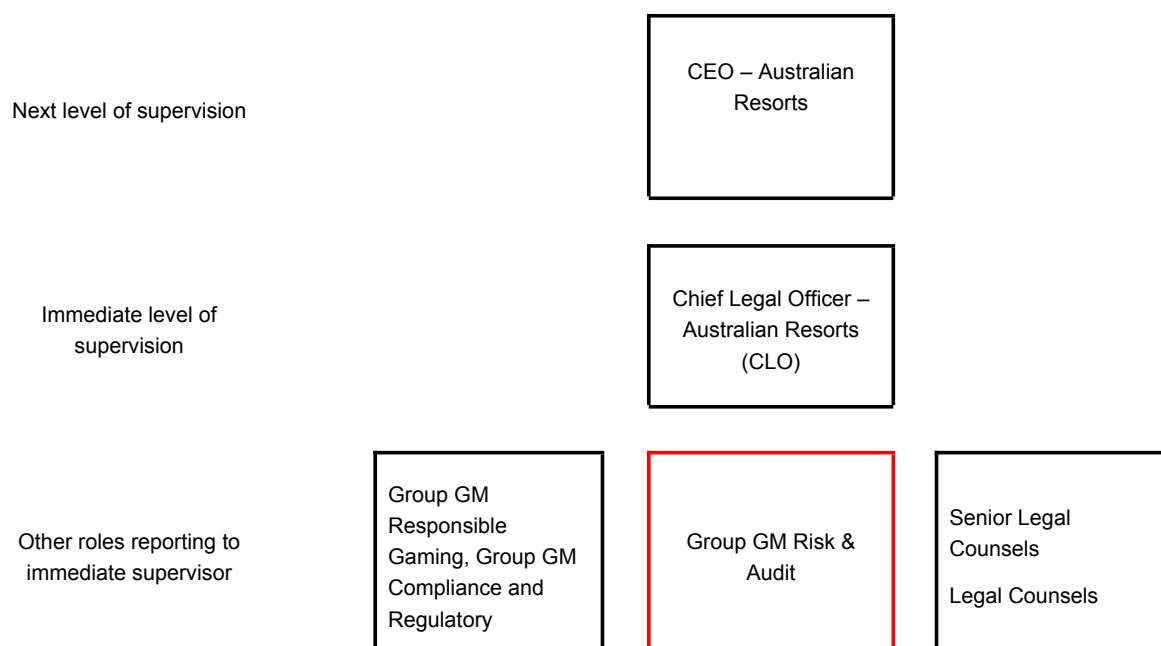
<i>Decisions this role escalates</i>	budgetary impact <ul style="list-style-type: none"> • Issues requiring specialist or Executive management input • Changes to Risk Management and Internal Audit Strategy • Content and format of Board and Executive management reports
--------------------------------------	--

Financial Impact and Accountability

<i>Direct Financial Accountability</i>	<ul style="list-style-type: none"> • Maintain costs within budget allocation
<i>Indirect Financial Influence</i>	<ul style="list-style-type: none"> • Identify and report company direct / indirect cost savings, financial loss and / or inefficiencies, revenue opportunities

Other Information

Key to this role is technical knowledge, communication, negotiation and influencing skills and the ability to partner effectively whilst maintaining independence of the risk and audit function.

Organisational Chart

Created on 2/08/2010 10:48:00 AM

Direct reports (role x no.)

	Internal Audit Managers	
--	----------------------------	--