

**Direction: MTP-3**

**SUPPLEMENTARY SECTION 23 DIRECTION REGARDING THE MELBOURNE  
TRANSFORMATION PLAN**

TO: Crown Melbourne Limited (ACN 006 973262)  
8 Whiteman Street  
SOUTHBANK VIC 3006

Section 23 of the *Casino Control Act 1991* (CCA) relevantly provides that:

*(1) The Commission may give to a casino operator a written direction that relates to the conduct, supervision or control of operations in the casino and the operator must comply with the direction as soon as it takes effect.*

The direction below has been issued in accordance with this provision and is supplementary to:

- MTP-1 Direction issued by the Commission on 19 April 2024
- MTP-2 Direction issued by the Commission on 29 April 2025.

A failure to comply with the direction below may give rise to enforcement action taken against Crown Melbourne Limited.



Chris O'Neill APM  
Chair, Victorian Gambling and Casino Control Commission  
Date: 1 April 2026

## DIRECTION

### Definitions

In this Direction:

‘**CCA**’ means *Casino Control Act 1991 (Vic)*.

‘**Commission**’ means Victorian Gambling and Casino Control Commission.

‘**Completion Notice**’ means a written notice confirming that the Transformation Plan has ceased to remain in force.

‘**Crown Melbourne**’ means Crown Melbourne Limited.

‘**Final Completion Report**’ means a written report approved by the Crown Melbourne board which includes a board attestation stating, to the best of the board’s knowledge and belief, and having made due enquiry and satisfied itself on reasonable grounds including through appropriate verification and assurance processes:

- Crown Melbourne has completed the implementation of each of the programs of work comprised in the Transformation Plan and Management Remediation Actions on or before 31 December 2026, or
- Crown Melbourne has not completed the implementation of each of the programs of work comprised in the Transformation Plan or Management Remediation Actions on or before 31 December 2026, including:
  - Which programs of work comprised in the Transformation Plan and which Management Remediation Actions have been implemented by that date;
  - Which programs of work comprised in the Transformation Plan and which Management Remediation Actions remain outstanding as at that date;
  - The reasons for non-implementation of each outstanding program of work comprised in the Transformation Plan and Management Remediation Actions; and
  - The date by which Crown Melbourne will complete the implementation of each outstanding program of work comprised in the Transformation Plan and Management Remediation Actions.

‘**Management Remediation Actions**’ means any required actions arising from audits conducted by the Commission into Crown Melbourne’s implementation of the Transformation Plan.

‘**MTP-1 Direction**’ means the direction issued by the Commission under section 23 of the CCA to Crown Melbourne on 19 April 2024 requiring Crown Melbourne to implement and report on the Transformation Plan.

‘**MTP-2 Direction**’ means the supplementary direction regarding the Transformation Plan, issued by the Commission under section 23 of the CCA to Crown Melbourne on 29 April 2025.

‘**Transformation Plan**’ means the Melbourne Transformation Plan dated 11 December 2023 and as amended from time-to-time in accordance with paragraph 4 of MTP-1 Direction.

### **Requirements of the Direction**

#### **Implementation of Transformation Plan**

Pursuant to section 23 of the CCA, the Commission directs that:

1. Further to paragraph 4 of MTP-2 Direction, on or before 31 December 2026, or within such later date as agreed by the Commission in writing, Crown Melbourne must implement Management Remediation Actions to the Commission’s satisfaction.

Completion by Crown Melbourne of the implementation of all programs of work comprised in the Transformation Plan and Management Remediation Actions to the Commission’s satisfaction will not be taken to have occurred until Crown Melbourne has received a Completion Notice issued by the Commission.

#### **Final Completion Report**

Pursuant to section 23 of the CCA, the Commission directs that:

2. Crown Melbourne must submit a Final Completion Report to the Commission on or before 28 January 2027, or within such later time as agreed by the Commission.