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**PERTH CASINO ROYAL COMMISSION**

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**PUBLIC HEARING - DAY 39**

**10.05 AM TUESDAY, 21 SEPTEMBER 2021**

**COMMISSIONER NF JENKINS**

**HEARING ROOM 4**

**MS ANN SPENCER and MS KARESS DIAS as Counsel Assisting the Perth Casino Royal Commission**

**MR PETER SADLER as Counsel for the Gaming and Wagering Commission of Western Australia**

**MR ROBERT BATHURST and MR KEAHN SARDINHA as Counsel for the Department of Local Government, Sport and Cultural Industries**

**MR JOSEPH GARAS SC and MS HEATHER MILLAR and MR RICHARD LILLY as Counsel for Crown Resorts Ltd; Burswood Limited; Burswood Nominees Limited; Burswood Resort (Management) Limited; Crown Sydney Gaming Pty Ltd; Southbank Investments Pty Ltd; Riverbank Investments Pty Ltd and Crown Melbourne Limited**

**MR SJ DAVIS and MR SCOTT MEACOCK as Counsel for Mrs Melissa Smith**

COMMISSIONER JENKINS: Before we start, can I reiterate some comments made by Commissioner Owen yesterday and they apply equally today. What the Commissioner said was that in relation to witnesses who are giving evidence, it may be necessary to canvas material which has been provided by patrons who cannot be named or about, or not necessarily provided by but also provided about patrons who cannot be named. From time to time, it may be necessary to take the evidence in private sessions. In that case, appropriate orders will be made. During public hearings, everyone, that's witnesses, counsel and commissioners alike, should exercise caution to ensure that patrons are not named and in case there is a slip or inadvertent naming, there is a general non-publication order prohibiting the name of those..... In case of a slip or inadvertent naming, counsel should raise the issue and the general non-publication order can be made specific. We will also need to guard against the display on public screens of documents that name patrons. This does not apply to documents that are already tended as part of the public record and in respect of which a non-publication order has not been made.

If the name of a patron is already a matter of public record, the general non-publication order can, on application, be lifted. Thank you. We are here to hear the evidence of Mrs Smith. Mrs Smith --- Mrs Smith, is it?

MRS SMITH: Mrs, yes.

COMMISSIONER JENKINS: Before you commence your evidence you must take an oath or affirmation. What do you choose to take?

MRS SMITH: Affirmation.

COMMISSIONER JENKINS: Right. Thank you. Please stand. Would you please state your full name for the record?

MRS SMITH: Melissa Leigh Smith.

**MELISSA SMITH, AFFIRMED**

COMMISSIONER JENKINS: Thank you, Mrs Smith. Please be seated and make yourself comfortable. Yes, Mr Davis, you appear for Mrs Smith?

MR DAVIS: I do, may it please the Commissioner.

COMMISSIONER JENKINS: Thank you. You may examine her.

**EXAMINATION-IN-CHIEF BY MR DAVIS**

MR DAVIS: Mrs Smith, you have been summonsed to appear in this Commission and have prepared a witness statement for the purpose of this hearing, have you not?

MRS SMITH: Yes.

5

MR DAVIS: So could I ask you to look at this document, code CRW.998.002.0587, which will hopefully appear on screen now. Is that the statement you've made in this matter dated 16 September 2021?

10 MRS SMITH: Yes, it is.

MR DAVIS: Thank you. I understand you have a change or a clarification you want to make in relation to paragraph 26.

15 MRS SMITH: Yes, thank you.

MR DAVIS: Which is on page 0590. So I understand it's in relation to the last sentence of that paragraph.

20 MRS SMITH: Correct. In regards to the customer due diligence, myself and my team may be requested to provide enhanced customer due diligence from the Financial Crime or AML team, so we may be asked upon to provide information regarding certain customers. Myself is also an approver for the source of funds process which is providing financial information.

25

MR DAVIS: Thank you.

COMMISSIONER JENKINS: Perhaps we should then just delete the words "however my team and I are not involved in these processes", would that be --- and the oral evidence she has given?

30

MR DAVIS: Yes, my understanding is the correction is to the proposition that her team, Mrs Smith's team and she, were not involved in customer due diligence.

35 COMMISSIONER JENKINS: Yes. So I think we will just delete that phrase from "however" until the end of the sentence and then her oral evidence has explained what her involvement is, hers and her team.

MR DAVIS: Yes.

40

COMMISSIONER JENKINS: Thank you. We'll make that amendment. Was there anything else?

MR DAVIS: Is there anything else?

45

MRS SMITH: No, nothing else, thank you.

MR DAVIS: So could you turn to page 0598. On the screen it's not showing the signature. The copy that you've got there, you can confirm that's your signature?

MRS SMITH: Yes, correct. That is my signature.

5

MR DAVIS: Then on the next page, 0599, that is a document you have referred to in the statement?

MRS SMITH: Yes, correct.

10

MR DAVIS: Thank you. Now can you confirm the contents of your witness statement are true and correct to the best of your knowledge and belief?

MRS SMITH: I can confirm.

15

MR DAVIS: Thank you, Mrs Smith. That is Mrs Smith's evidence-in-chief and I tender the statement.

20

COMMISSIONER JENKINS: Thank you. Mrs Smith's statement with the one amendment to it, and bearing the reference number identified by Mr Davis, will be an exhibit in the Commission.

25

**EXHIBIT #CRW.998.002.0587 - WITNESS STATEMENT OF MELISSA SMITH, WITH AMENDMENT, DATED 16/09/2021**

COMMISSIONER JENKINS: Thank you, Mr Davis.

30

MS DAVIS: May it please the Commission.

COMMISSIONER JENKINS: Yes, Ms Spencer?

MS SPENCER: Thank you, Commissioner.

35

**CROSS-EXAMINATION BY MS SPENCER**

40

MS SPENCER: Mrs Smith, my name is Ann Spencer and I am one of the Counsel Assisting the Royal Commission. I will take you through your statement, asking you to clarify some of your evidence and in some instances I will ask you to expand on that evidence. Then there will also be some further topics which I will ask you about. Now, you have been at Crown Perth since 2008, is that right?

45

MRS SMITH: Correct.

MS SPENCER: You joined as an electronic gaming machine supervisor?

MRS SMITH: Correct.

5 MS SPENCER: Prior to that you'd worked at Sky City Casino in Adelaide for about seven years where you were a gaming machine attendant?

MRS SMITH: Yes.

10 MS SPENCER: Then you later became a VIP host and VIP executive host in Adelaide?

MRS SMITH: Correct.

15 MS SPENCER: Now those host positions that you held in Adelaide, were they in the gaming machine space or --

MRS SMITH: They were.

20 MS SPENCER: Thank you. Now turning back to your positions at Crown Perth. You were an EGM supervisor for about 12 months and then promoted to EGM shift manager; is that correct?

MRS SMITH: Yes.

25 MS SPENCER: What is the difference between those two roles?

30 MRS SMITH: So the electronic gaming machine shift manager actually didn't exist when I was a gaming machine supervisor. So I joined the role of electronic gaming machine shift manger when it was created. So it's managing the operations of electronic gaming machines, whereas gaming machine supervisor supervises the operations of gaming machines.

35 MS SPENCER: So the EGM supervisors actually walk the floor and ---

MRS SMITH: Correct. As did the managers. However, at the time I was an electronic gaming machine supervisor, the table game shift managers had some level of authority in regards to our processes and practices.

40 MS SPENCER: In 2015, you became the Operations Manager for Gaming Machines; is that right?

MRS SMITH: Correct.

45 MS SPENCER: Does that cover EGMs, fully-automated table games, Keno and Trackside.

10:14AM

MRS SMITH: Yes, and also the loyalty program.

5 MS SPENCER: In your statement you refer to electronic table games. Is that the same as a fully-automated table game?

MRS SMITH: Yes. There is fully-automated table games and semiautomated table games, so combined, we refer to them as electronic table games.

10 MS SPENCER: Then, your remit covers both of those?

MRS SMITH: The service provider to patrons and the transactions on the machines. However, they are an approved table game and the revenue and the game belongs to table games, the responsibility of table games.

15 MS SPENCER: Again, I am trying to get an understanding of the difference between an Operations Manager and a gaming machine shift manager. How do you distinguish between the two? What are the different tasks involved?

20 MRS SMITH: The gaming machine shift manager works on shift, so it is a 24/7 position. They are responsible for the operations, the daily operations, and they also are the approver of certain processes and transactions. They will monitor and ensure the customer experience and the staff performance is being adhered to on shift. Then, you want, equally, the difference between an Operations Manager?

25 MS SPENCER: Perhaps if I could ask you one question. You mentioned daily operations. Could you be a bit more specific about what you mean by daily operations.....?

30 MRS SMITH: When I refer to daily, we refer to a whole day. So that's all the processes that we undertake to operate the gaming machines and look after our customers, so making sure our customers are served, our processes are followed, desks are open, machines are open, technically they're working, revenue's being counted.

35 MS SPENCER: In terms of them serving the customers, in what way are you serving the customers?

40 MRS SMITH: Making sure the staff are serving the customers in accordance with the processes. But they do, equally, speak with customers.

MS SPENCER: But in terms of if their customers are playing the gaming machines, I am trying to understand what serving those customers, from a staff point of view, involves?

45 MRS SMITH: Yes, sure. So completing transactions, attending to faults, performing payouts.

10:16AM

MS SPENCER: Can I take you back to transactions?

MRS SMITH: Yes.

5

MS SPENCER: Completing transactions, what do you mean by that?

MRS SMITH: It includes payouts, it includes hopper fills, jackpot payments, short  
pays.

10

MS SPENCER: What is the second one you mentioned? Hopper?

MRS SMITH: Hopper fills. That is filling gaming machines with coins.

15

MS SPENCER: So when there is a payout, there is money in the machine to pay  
out?

MRS SMITH: Certain machines have coins, a hopper with coins in them, yes.

20

MS SPENCER: Sorry, I think I interrupted you. Was there anything else in the  
service of patrons?

MRS SMITH: Transactions including all payouts, hopper fills, faults and customer  
queries. And obviously providing general information to our customers and  
monitoring their behaviour.

25

MS SPENCER: In terms of the faults, what sorts of faults can occur?

MRS SMITH: Ticket faults. A ticket could jam, a note could jam when they are  
inserting it.

30

MS SPENCER: The tickets that are being inserted, what tickets are those that you  
are talking about?

35

MRS SMITH: They are payout tickets. A machine can pay out its credit in the form  
of a gaming machine ticket, which may be referred to in some documents as a TITO  
ticket.

MS SPENCER: Faults with the payouts have been referred to. What sort of issues?  
Is it the customers not getting the right amount of money?

40

MRS SMITH: I don't think I refer to faults with payouts, but there can be, I guess,  
customer queries in relation to their payouts and whether they have been paid out in  
accordance with the game rules.

45

MS SPENCER: Could you go back to my initial question, which was the difference  
between what the shift manager does and then what the Operations Manager for  
Gaming Machines does. The shift manager, you were saying, work shifts; it's a 24/7

position. Could you explain the Operations Manager role for me, please?

5 MRS SMITH: Yes, sure. The Operations Manager role is, I guess, coordinating the operations. Providing guidance as to any process changes, marketing direction, promotions that are occurring, they're collaborating with other teams about how we can provide customer experience.

10 MS SPENCER: You mentioned marketing directions. Does that position --- and that was your previous position. You had a lot to do with the marketing team at Crown?

15 MRS SMITH: No, we worked together. We would, I guess, feed back what the marketing or the promotion processes would be to our operational teams. That's what I would do.

MS SPENCER: Is that the feedback you are getting from patrons about what they think of the marketing or ---

20 MRS SMITH: No, sorry, that's in relation to any promotions or offers we deliver. I would work with the marketing team to determine how that would be operationally delivered and then that would be provided to my staff.

25 MS SPENCER: So it's, sort of, forging the marketing plan with the marketing team, how it will be rolled out?

MRS SMITH: How we would operationally roll it out, yes.

30 MS SPENCER: When you worked as an Operations Manager, were you working from Monday to Friday or what was your - you weren't doing full night shifts? Can you explain?

35 MRS SMITH: Generally, it is Monday to Friday, but I would occasionally work weekends and night shifts, yes.

MS SPENCER: But generally, Monday to Friday business hours?

MRS SMITH: Correct.

40 MS SPENCER: I would like to get a feel for the latest promotion to Director of Casino Operations, Gaming Machines. What extra responsibilities did you take on in October 2019?

45 MRS SMITH: Additional responsibilities would be I was now part of the Business Operations Team, which is a leadership team we have at Crown Perth.

MS SPENCER: You have a team of people reporting to you?

MRS SMITH: Yes, the same team reporting to me.



10:21AM

MS SPENCER: In becoming part of this Business Operations Team, does what that mean practically; going to more meetings?

5 MRS SMITH: I would go to Business Operations Team meetings, yes.

MS SPENCER: Did anything else differ in this new role compared to the Operations Manager role you did before?

10 MRS SMITH: No, I don't believe so.

MS SPENCER: What sorts of things occur at the Business Operations Team? Who attends those meetings as well?

15 MRS SMITH: The members of the Business Operations Team. There are a number of team members.

MS SPENCER: Perhaps I will bring up a document which is the corporate organisation chart. Can we bring up CRW.701.004.9492. Have you seen this  
20 document before?

MRS SMITH: Yes, I have.

MS SPENCER: Can you take a look at that for me. Does that reflect your current  
25 understanding of where you sit in the scheme of things in Crown Perth?

MRS SMITH: Yes, it is.

MS SPENCER: When you were talking about being part of the Business Operations  
30 Team, everyone on this chart is in that team?

MRS SMITH: I think there is a second page as well.

MS SPENCER: We will scroll down. Is that the second page you were looking for?  
35

MRS SMITH: Yes.

MS SPENCER: That is the second page. In terms of those Business Operations  
40 Team meetings you now attend, how often do they occur?

MRS SMITH: I don't think they are a regular occurrence. There's - it's as business  
needs.

MS SPENCER: When was the last meeting?  
45

MRS SMITH: The last meeting held was on Friday.

10:23AM

MS SPENCER: Who, from this chart, was in attendance at that meeting?

5 MRS SMITH: That would be difficult to confirm because it was also done on Webex.

MS SPENCER: But it was just Perth operations?

10 MRS SMITH: No, no. Also group roles attended.

MS SPENCER: You mentioned you talk about operational things at these meetings. I want to get an idea of what is classed as an operational ---

15 MRS SMITH: Sure. We obviously talk about the impact the Royal Commission may have on the business and on our people, on the current culture of our team, and at the last one was also discussed our mandatory vaccination program announced.

MS SPENCER: Is another meeting scheduled or are they just ad hoc?

20 MRS SMITH: I believe there is another meeting scheduled this Friday.

MS SPENCER: Before I pull this chart down, can we go back to the first page. Can I confirm there, Richard Smith, that is your husband?

25 MRS SMITH: Correct, yes.

MS SPENCER: Thank you. In terms of who reports to you in your current role, I think you say in your statement 120 people?

30 MRS SMITH: Approximately.

MS SPENCER: They are just on the main gaming floor, those staff, or are they ---

35 MRS SMITH: Some of them aren't stationed on the main gaming floor, some of them may be back of house, what we refer to as back of house, they are in offices.

MS SPENCER: They are non-client-facing roles?

40 MRS SMITH: Correct.

MS SPENCER: What sort of roles are those?

45 MRS SMITH: A workforce planner, a systems development coordinator, a learning and development coordinator.

MS SPENCER: In terms of your responsibilities, which are refer to at paragraph 9 of your witness statement, you refer there, obviously, to the gaming machines. Is that what we were discussing before, the EGMs and the semiautomatic table games, the

fully-automatic table games, Keno and Trackside?

MRS SMITH: Correct.

5

MS SPENCER: Is it just the ones on the main gaming floor or do you oversee Riverside and the Pearl Room?

MRS SMITH: No, I don't oversee those teams.

10

MS SPENCER: Just the main gaming floor?

MRS SMITH: Correct.

15

MS SPENCER: Do you know how many EGMs are on the main gaming floor.

MRS SMITH: How many we were approved for? 2,500.

MS SPENCER: But that is for the whole footprint, is it not?

20

MRS SMITH: It is.

MS SPENCER: Do you know how many are on the main gaming floor?

25

MRS SMITH: I believe it is --- sorry, I'll just calculate.

MS SPENCER: .....

MRS SMITH: Yes. 1,800.

30

MS SPENCER: You are also responsible for the operation of the Crown Rewards program?

MRS SMITH: Yes.

35

MS SPENCER: This is part of your current role. In your previous role, is that when you took the Crown Rewards responsibility on?

MRS SMITH: When I became Operations Manager.

40

MS SPENCER: You say you facilitate all of the services provided in the TAB agency. The services in that agency, what are those services?

MRS SMITH: We have staff that will sell bets or transact bets for racing and wagering customers.

45

MS SPENCER: You refer to managing your staff who perform transaction activity and interact with Crown Perth's EGM customers. What is the transactional activity

10:27AM

that you refer to there in paragraph 9 of your statement?

5 MRS SMITH: That is in relation to the transactions we spoke of earlier, so payouts, hopper fills, jackpots, various.....

MS SPENCER: When you say managing their interactions, is it the case that you don't, yourself, interact with the customers?

10 MRS SMITH: Sorry, where are you referring to?

MS SPENCER: Paragraph 9, managing interactions. Let me just find it.

15 MRS SMITH: (a) managing the staff who perform transactional activity and interact with our *gaming machines*.....

Is that what you are referring to?

20 MS SPENCER: Yes. I am trying to --- your staff are interacting with the patrons. I am trying to understand if you are on the floor, interacting with those patrons also?

MRS SMITH: No. Not at all times, no.

25 MS SPENCER: .....

MRS SMITH: The shift managers will manage them on the floor.

30 MS SPENCER: So in a typical workday, if there is such a thing, you are not out there walking the gaming floor at all, you are more back of house in the office?

MRS SMITH: Correct.

MS SPENCER: Then things will be elevated to you?

35 MRS SMITH: Correct.

MS SPENCER: Other instances where shift managers come to you because they are not able to resolve some concerns?

40 MRS SMITH: Occasionally.

MS SPENCER: What sorts of things might you need to have a hand in resolving?

45 MRS SMITH: Escalated customer complaints or customer matters --- sorry, staff matters that escalate.

MS SPENCER: In terms of the customer complaints, are you talking about more

serious customer complaints? What is an example of a more serious customer complaint?

5 MRS SMITH: As an example, a machine that has paid out something it shouldn't have.

MS SPENCER: You would step in and help resolve that?

10 MRS SMITH: Correct.

MS SPENCER: It would not necessarily involve meeting with a patron, though? You would more so just deal with your staff?

15 MRS SMITH: Yes, not necessarily always involving the patron.

MS SPENCER: In terms of the other role, you said dealing with staffing issues, I think, what sorts of things are elevated to you from the shift managers? Sorry, I will ask another question first. Does everything come through you from the shift  
20 managers, rather than the main floor staff? Does it, sort of like, filter its way up to you or can.....

MRS SMITH: Not always. Not always.

25 MS SPENCER: Or can anyone on your team approach you with any concerns?

MRS SMITH: Yes, anyone can approach me within the team.

MS SPENCER: Anyone can approach you. Can you think of any examples of  
30 staffing concerns that you have had to deal with as Operations Manager?

MRS SMITH: Staff grievances, as an example.

MS SPENCER: What sorts of things have been grievances in the past?  
35

MRS SMITH: Staff --- I guess I don't have to mention people. Staff complaints about other team members and the way they are treated or the way they are spoken to.

40 MS SPENCER: Like bullying, perhaps?

MRS SMITH: Correct.

MS SPENCER: What would you do with a bullying complaint? Is there a procedure  
45 you follow or is it something you try to deal with yourself or does it go to HR?

MRS SMITH: There is a policy we follow, that's the grievance policy. We provide the team members with the options they have to make a complaint, if they would like to.

10:30AM

MS SPENCER: Do they occur frequently, infrequently, not really a pattern?

MRS SMITH: There's no pattern. Infrequent, I would say.

5

MS SPENCER: Say in the last year, how many staff grievances do you think you would have received?

MRS SMITH: Maybe two.

10

MS SPENCER: But then there could be more but maybe you just don't hear about it as well? They are just the ones that have been brought to your attention?

MRS SMITH: If I am allowed to know about them, I would know about them from my team.

15

MS SPENCER: Going back to paragraph 9, you also say:

(b) managing the staff who facilitate the Crown Rewards loyalty program and perform sales relating to Crown Gifts.....

20

What is Crown Gifts?

MRS SMITH: Crown Gifts is like a gift card.

25

MS SPENCER: I see.

MRS SMITH: They also sell merchandise items, so it could be a bathrobe, a candle.

30

MS SPENCER: With the Crown logo on, those sorts of things?

MRS SMITH: Correct.

MS SPENCER: Turning back to the 120 or so staff you oversee, you say that 48 work in the loyalty team. What do they do day-to-day?

35

MRS SMITH: They will assist our customers with anything to do with their Crown Rewards membership card; Obviously, selling gift cards and selling merchandise items. They will respond to hotline calls in regards to customer membership queries. They will assist in validating parking, which is a benefit of the Crown Rewards member. They will respond to general queries, so it could be related to the complex, to their benefits, to our facilities, anything at Crown.

40

MS SPENCER: When these staff are working, are they based at these - I think you mentioned three desks.

45

MRS SMITH: Correct, yes.

10:33AM

MS SPENCER: Are they based at those Crown Rewards desks for their entire shift?

5 MRS SMITH: Yes. We also have staff, customer service specialists who are on the gaming floor, roaming around the gaming floor.

MS SPENCER: Are they outside the 48 working in the loyalty team?

10 MRS SMITH: No, they are within that group.

MS SPENCER: At any one time, how many of those staff are working and does it perhaps depend on the time of day?

15 MRS SMITH: Yes. At the busiest time, you mean?

MS SPENCER: I am trying to get an idea of what is the maximum amount of those staff that would be working.

20 MRS SMITH: The maximum we would have would probably be 16 to 20.

MS SPENCER: That is at peak period?

MRS SMITH: Correct.

25 MS SPENCER: The peak period is Saturday night?

MRS SMITH: It can vary. If there is a stadium game or something on, it could be a Sunday, it could be any day.

30 MS SPENCER: You refer to the gaming machine staff and I just want to canvas their role. Are they dealing with the payouts and that sort of thing you were referring to earlier?

35 MRS SMITH: The gaming machine customers.

MS SPENCER: Dealing with any gaming machine faults. The same question again: how many at any one time could be working?

40 MRS SMITH: Probably 10 to 15.

MS SPENCER: So they are covering off the 1,800 EGMs?

MRS SMITH: Yes.

45 MS SPENCER: Then, of those others that are fully automated ---

MRS SMITH: That includes the ETGs, yes.

10:34AM

MS SPENCER: It includes that. But how many of those other machines, the Keno and Trackside, how many of those machines are being monitored?

5 MRS SMITH: Currently we are only operating self-serve terminals for Keno, and Trackside is not operating at the moment.

MS SPENCER: Self-serve Keno, is there just the one?

10 MRS SMITH: I believe there's three.

MS SPENCER: You have spoken about the learning and development coordinator who sits in your team, also. What is their role?

15 MRS SMITH: To deliver the training and development for our team members and to also provide coaching and supporting of our team members.

MS SPENCER: What sort of training? Is it about gaming machines, specifically, or RSG?

20

MRS SMITH: It can be all forms of training for our team. So, yes, that can include gaming machines, RSG, AML, procedural training, Crown Rewards.

MS SPENCER: If there was a new EGM on the floor, they would run training on how that new EGM works?

25

MRS SMITH: If required, yes.

MS SPENCER: Would there be a time when that is not required? I am just trying to work out.....

30

MRS SMITH: Yes, sure. Often our gaming machines are very similar, so if it's a similar gaming machine, we may not necessarily provide one-to-one training but we do provide the machine for the staff to familiarise themselves with in our back of house environment.

35

MS SPENCER: The workforce planner you referred to, is that someone organising who is working where?

40 MRS SMITH: Correct.

MS SPENCER: The systems development coordinator?

MRS SMITH: That person does our testing of our systems and upgrades.

45

MS SPENCER: What systems?



10:36AM

MRS SMITH: We have a lot of systems.

MS SPENCER: Yes.

5

MRS SMITH: Our loyalty systems, our gaming machine systems, our monitoring systems, our jackpot service systems.

10 MS SPENCER: Is there responsibility to, in effect, audit those systems to ensure they are always working correctly?

MRS SMITH: More to test them to make sure they are working correctly.

15 MS SPENCER: Then responding to any issues with those systems as well?

MRS SMITH: Yes. They assist in investigating the system issues, yes.

20 MS SPENCER: In terms of the reports you receive in your role, what sort of reports do you receive day-to-day?

MRS SMITH: Daily, I would receive reports on members that join the program, the ---

25 MS SPENCER: Is that called a member's report, or not sure?

MRS SMITH: I'm sorry, I wouldn't be able to recall. I think it's called a new member report. I would receive an EGM performance report.

30 MS SPENCER: Are these all within the one document or are they all ---

MRS SMITH: Various documents.

MS SPENCER: --- dribs and drabs of information?

35 MRS SMITH: It would all be individual documents.

COMMISSIONER JENKINS: What was that last one, the EGM?

40 MRS SMITH: EGM performance report.

MS SPENCER: What is in the EGM performance report?

45 MRS SMITH: It would have details regarding our turnover, our revenue, our carded activity, our --- sorry, it is referred to as "rated play".

MS SPENCER: "Rated play"?

MRS SMITH: Correct.

10:38AM

MS SPENCER: When someone uses a card?

MRS SMITH: Correct.

5

MS SPENCER: That is a daily --- you receive the EGM performance report daily?

MRS SMITH: Correct.

10 MS SPENCER: If you are working five days a week, is anyone checking it on the days you are not there, or is that something you catch up on when you are back in the office?

15 MRS SMITH: I also receive it --- I receive it every day, so I can view it any day, and I can review it obviously when I am back in the office.

MS SPENCER: But no one is allocated that task to review that report in your absence?

20 MRS SMITH: No. Correct.

MS SPENCER: Going back to the Crown Rewards daily report you said you get, what is in that one? Is that about sign up of new patrons?

25 MRS SMITH: Correct. Yes, that would contain information about how many new patrons we have joined to the program, how many would be contactable, how many have used ---

30 MS SPENCER: ..... so tracking what has happened in the last 24-hour period?

MRS SMITH: Correct.

MS SPENCER: Any other reports that you receive?

35 MRS SMITH: I would receive shift reports from our operational teams.

MS SPENCER: They are from the shift managers?

MRS SMITH: Correct.

40

MS SPENCER: Can you tell me about those, please?

MRS SMITH: Yes, sure. That would contain information about the shift and about what occurred during the shift. Yes, that's basically it.

45

MS SPENCER: What sorts of things are they noting? What occurrences would make that shift report?

MRS SMITH: They would talk about any impacts on the customer experience, any performance-related matters in the different areas. The customer experience is quite broad because that includes things like parking, our amenities, our facilities, events  
5 and entertainment that we have onsite.

MS SPENCER: Would it contain grievances, perhaps, from particular patrons?

MRS SMITH: No, we wouldn't put that detail in there. We would reference,  
10 perhaps, in general, but the detail would be in a separate email.

MS SPENCER: Every gaming shift manager, after they complete their shift, they do one of these reports to you?

15 MRS SMITH: There is one received a day.

MS SPENCER: They all contribute to that report?

MRS SMITH: Correct.  
20

MS SPENCER: I don't think we touched on gaming shift managers, how many you might have on the floor at one time. Just one? So who is contributing to that report if it is just from that gaming shift manager? Is it the general gaming machine staff?

25 MRS SMITH: The gaming machine supervisors would contribute to it, the TAB supervisor or the TAB operators would contribute to it.

MS SPENCER: The supervisors sit just below the gaming shift managers?

30 MRS SMITH: Correct.

MS SPENCER: How many of those would be working?

MRS SMITH: At any one time? Four to five.  
35

MS SPENCER: Any other reports that you receive daily?

MRS SMITH: There would be reports related to coupons issued to members' loyalty accounts.  
40

MS SPENCER: Who does that report come from? Marketing?

MRS SMITH: Data analytics.

45 MS SPENCER: Any reports on Responsible Service of Gaming?

MRS SMITH: No. Not daily, no.

10:41AM

MS SPENCER: No reports of concerns of customers misbehaving?

MRS SMITH: You mean security reports?

5

MS SPENCER: Yes, those sorts of things.

MRS SMITH: I don't receive the security reports.

10 MS SPENCER: And surveillance? Anything from surveillance at all?

MRS SMITH: I don't receive those.

15 MS SPENCER: In terms of complaints that come up to you in respect of EGMs, the payout complaint is one that perhaps gets up to you. Are there any other sorts of complaints about EGMs that reach you from patrons?

MRS SMITH: Specifically about gaming machines?

20 MS SPENCER: Yes.

MRS SMITH: There may be complaints received via a feedback forum that I am asked to provide input on and assist the team with responding.

25 MS SPENCER: What is the feedback forum?

MRS SMITH: It is called the daria(?)

MS SPENCER: Who organises that?

30

MRS SMITH: The customers lodge that online and then the comments are allocated to a space on the customers ---

35 MS SPENCER: I am trying to work out the name, the daria (?). Is there a link on the website or something ---

MRS SMITH: Yes, correct.

40 MS SPENCER: --- where they can lodge a complaint about anything, or a gaming machine?

MRS SMITH: Complaint or feedback, yes.

45 MS SPENCER: So those are circulated. Do you know who distributes those complaints?

MRS SMITH: I believe it's the Guest Services Team, which is a group team.

10:43AM

Ms SPENCER: You will get that email saying, "Here's the list of complaints we have received through the" ---

5 MRS SMITH: I receive every complaint, along with my shift managers.

MS SPENCER: In terms of resolving those complaints, is a note then made somewhere where those things have been resolved, if they can be resolved?

10 MRS SMITH: Yes. The update is provided within the system.

MS SPENCER: Are your staff encouraged to tell patrons, "If you have a complaint about anything, go onto the website and look for the daria"? Is that how it works?

15 MRS SMITH: We always encourage our staff to try to escalate it onsite first, so it can be resolved in person.

MS SPENCER: When it happens?

20 MRS SMITH: Correct. Otherwise, if the customer doesn't wish to do that, they are able to provide them that link to provide their feedback.

MS SPENCER: Do you have anything to do with the submissions made to the Gaming and Wagering Commission about electronic gaming machines?

25 MRS SMITH: On occasion, I am asked to review a document to determine if the content is accurate in relation to my operational team and operational duties.

30 MS SPENCER: Can you think about the last time you were asked to do that and who asked you?

MRS SMITH: Sorry, I have the worst memory. I'm not able to recall.

35 MS SPENCER: How about in 2019, are you aware of the change in the gaming speed from 5 seconds to 3 seconds.....

MRS SMITH: I'm aware of the change.

40 MS SPENCER: Did you have any involvement in that submission to the Gaming and Wagering Commission?

MRS SMITH: No, I didn't, no.

45 MS SPENCER: No one asked you for any input in relation to that?

MRS SMITH: Not to my recollection, no.

10:46AM

MS SPENCER: Have you had any feedback from patrons about that change in game speed?

5 MRS SMITH: No, I'm not aware of any feedback.

MS SPENCER: Has it ever been raised with you, any concerns about bread tags or credit cards being used to hold down buttons on the EGMs?

10 MRS SMITH: I am aware, yes, of that being raised.

MS SPENCER: When was that raised?

MRS SMITH: Again, I'm unable to --- I believe it was 2018.

15

MS SPENCER: What happened with that issue?

MRS SMITH: It was raised by the Gaming and Wagering Commission, by the regulator, in response to a report of something that had occurred in Crown  
20 Melbourne or allegedly occurred in Crown Melbourne. As a response to that, we were required to observe the gaming machines and provide a report on when we may have witnessed these items being placed in a machine to enable continuous play.

MS SPENCER: That report, do you know if any of your staff had ever seen that  
25 occur at Crown Perth?

MRS SMITH: Yes, they did report that they saw instances of that.

MS SPENCER: What has been done to manage that issue?  
30

MRS SMITH: So we were, and we continue to provide customers with the advice that they are unable to play using anything to keep continuing the play.

MS SPENCER: Are people still trying to do it to this day or has it been stamped  
35 out?

MRS SMITH: I haven't noticed it continuing to occur.

MS SPENCER: But by saying you haven't noticed it, you are not really walking the  
40 floor, though. Do you mean that no one ---

MRS SMITH: It has not been brought to my attention that it's continuing to occur.

MS SPENCER: I am going to leave the operational side of things for the moment  
45 and deal with training. You have not undertaken any tertiary studies?

MRS SMITH: I have, but not completed.

MS SPENCER: Okay. What about vocational education and training, have you

done any Certificate IIIs, IVs, diplomas?

MRS SMITH: No, I haven't.

5

MS SPENCER: What was the tertiary studies you started?

MRS SMITH: Bachelor of Arts in International Studies.

10 MS SPENCER: Was that in Adelaide?

MRS SMITH: It was, yes, in South Australia.

15 MS SPENCER: In terms of your induction program in 2018, you say in paragraph 21 ---

MRS SMITH: In 2009 or 2008 when I started, the induction?

20 MS SPENCER: Yes. Did I say '18?

MRS SMITH: Yes.

25 MS SPENCER: I meant 2008, thank you. In paragraph 21 on page 3, as best you can recall, that included induction on operations, I think you say? As best you can recall, was that just about the general --- what goes on?

MRS SMITH: It's about the responsibilities of the role and the processes that we perform, yes.

30 MS SPENCER: That is your role as the gaming machine supervisor that you were coming in as. Then, more general employee responsibilities as well?

MRS SMITH: To the best of my recollection, I would have conducted training, online training in respect to those.

35

MS SPENCER: So AML, RSG, health and safety, and RSA?

MRS SMITH: Correct.

40 MS SPENCER: That induction, was it face-to-face or online?

MRS SMITH: When I refer to induction, I refer to that as the whole on-boarding process. The role and responsibilities would have been face-to-face with another person performing that role, what we refer to as buddying in that role.

45

MS SPENCER: Shadowing someone else?

MRS SMITH: Correct, yes, yes. And the other training referencing AML, RSG,

10:50AM

health and safety, RSA and others would have been online.

MS SPENCER: Okay.

5

MRS SMITH: Some may have been covered in that face-to-face as well.

MS SPENCER: How long were you in this buddying system for?

10 MRS SMITH: I'm not actually able to recall.

MS SPENCER: In terms of your AML training, you mention in your statement some training you undertook in November 2020.

15 MRS SMITH: Yes.

MS SPENCER: Did you undertake any AML training between the time you were inducted in 2008 and 2020, in that intervening period?

20 MRS SMITH: The ongoing online training and the risk awareness training?

MS SPENCER: What is the ongoing online training that you do?

25 MRS SMITH: That is mandatory training for our team and, I believe, all employees in relation to AML.

MS SPENCER: All employees across the casino?

30 MRS SMITH: I'm unsure if it's all.

MS SPENCER: How often does that training occur, the online training?

MRS SMITH: I believe it was every two years.

35 MS SPENCER: Is it still every two years or has that changed?

MRS SMITH: It's my understanding the risk awareness training will be annual.

40 MS SPENCER: What is involved in that online training? Is it a scenario, pick A, B, C or D, how should you respond to this?

45 MRS SMITH: It can have elements of that, for staff to interact and try to determine the correct response. It is also informational, so it can provide information and guidance as to what they are looking for, how they can react, where they can --- where they escalate matters.

MS SPENCER: Does it contain videos?



MRS SMITH: It can contain videos.

5 MS SPENCER: Does it change year to year or is it the same every year, or every two years?

MRS SMITH: It can vary. It may change, it may not change sometimes.

10 MS SPENCER: You say it is compulsory. Does the computer --- if you are doing it online, does the computer keep telling you to do it if you haven't done it? Does it recognise when you have done it?

15 MRS SMITH: It does if the employee has an email and access to a computer. Not all our employees have that access. However, we won't --- we run --- I run, myself, weekly reports on online learning and what is due.

MS SPENCER: If there was someone in your team who has not undertaken that two-yearly online training, you would go and chase them up, tell them to ---

20 MRS SMITH: I provide that outstanding learning report to my shift managers, who will then follow up and arrange for it to be completed.

25 MS SPENCER: You mentioned that some staff do not have email access. What staff are you talking about there?

MRS SMITH: The gaming machine attendants.

MS SPENCER: Would they have access to a computer every shift?

30 MRS SMITH: Yes, they do.

MS SPENCER: What are they using the computers for? Is it something they need to check notifications on every time they work or ---

35 MRS SMITH: The computer is used to complete the online learning. That is a program named Crown Learn. The gaming machine attendant, as an example, will log their equipment and sign on their card, what we call an attendant card, that allows them access to the gaming machine.

40 MS SPENCER: Like a staff issued card. Apart from the training, would they have any other reason to access computers during their shift?

45 MRS SMITH: Unless they wanted to access their rosters and that information. But there is also a terminal they can use back of house for that.

MS SPENCER: In terms of escalating any complaints those staff might have, if they don't have an email address, what is open to them?

MRS SMITH: The policies are all available on our generic user computers, so I guess the computers they can use. So those policies are available. Things like submitting a UAR are available, submitting a health and safety hazard, or a risk.

5

MS SPENCER: I think we've got a bit sidetracked. I was initially asking you about the November 2020 training. You were saying there are two sorts of training you have done since your induction in November 2020. One was the online training every two years. What was the other?

10

MRS SMITH: There was AML targeted training which the team also conducted.

MS SPENCER: When was that?

15

MRS SMITH: That was a similar period.

MS SPENCER: Between 2008 and 2020?

MRS SMITH: November 2020.

20

MS SPENCER: Oh, in November 2020?

MRS SMITH: Yes. Sorry.

25

MS SPENCER: Between induction and November 2020, it was every two years the online refresher training. How long does it take to do that refresher training?

MRS SMITH: That would vary by employee.

30

MS SPENCER: How long does it take you to do?

MRS SMITH: It would take me probably half an hour.

35

MS SPENCER: We will deal with the November 2020 training. What did that entail? Was that face-to-face?

MRS SMITH: That was face-to-face, the targeted training.

40

MS SPENCER: Who led that training?

MRS SMITH: Our learning and development coordinator led that training.

MS SPENCER: Who is that?

45

MRS SMITH: Would you like the name of the employee?

MS SPENCER: Yes.

10:56AM

MRS SMITH: John Egan.

MS SPENCER: What sort of things was he addressing in that training?

5

MRS SMITH: He was addressing the suspicious behaviours that staff would look out for, how a customer could launder money, the impact of laundering money or assisting counter-terrorism.

10 MS SPENCER: Did you find that it was a more detailed training compared to the online modules you had been doing previously?

MRS SMITH: I'm not certain how I would --- yes, I think it's very good training.

15 MS SPENCER: Did you learn anything from that training or was it really just a refresher?

MRS SMITH: Personally, I personally didn't learn anything new. However, probably new terminologies that we've not used.

20

MS SPENCER: Then there was the other in-person targeted training in November 2020?

MRS SMITH: That is what I was referring to, yes.

25

MS SPENCER: Was there another training in November 2020?

MRS SMITH: I attended AML training for the BOT team.

30 MS SPENCER: The business operations?

MRS SMITH: Yes.

35 MS SPENCER: I will go back to the other training that John Egan did. Who attended? Was that compulsory for all of your team to go to that training?

MRS SMITH: That was compulsory for our supervisors and managers.

MS SPENCER: Not the ---

40

MRS SMITH: .....

45 MS SPENCER: Not for all staff. Do you know why it was not required for all staff? Was there any discussion about who it was targeted at and why others are excluded from it?

MRS SMITH: No. I believe it was because our supervisors are the escalation point for all of our staff, so they will assist them and support them in anything they

observe.

5 MS SPENCER: Do you think, though, that those more, shall we say, junior staff, in terms of their position, should have attended that training, if they are the ones out on the floor and identifying these issues? They need to know what to identify before they can escalate?

10 MRS SMITH: I think it would assist them if they undertook that training.

MS SPENCER: But there is no current plan for them to go to Mr Egan's training?

15 MRS SMITH: There is, which was discussed last week. I feel like I'm just saying that.

MS SPENCER: Can I take you back to the AML Business Operations Team training in November. What was that training?

20 MRS SMITH: That was similar and went through the new procedures, the joint programs, policies. Yes, it was very similar.

MS SPENCER: What is your understanding of the new joint policy and how it differs from what was in place before?

25 MRS SMITH: I don't understand what difference there is. Our obligations still remain the same, is my understanding.

30 MS SPENCER: When you referred to it as a joint policy, does that mean it is Perth and Melbourne?

MRS SMITH: Correct. It's a group policy.

35 MS SPENCER: So you went to this training and it was nothing new, in terms of you thought those things were already in place anyway?

MRS SMITH: Sorry, there is things new. You know, your customer processes and obligations in regards to financial reporting and things like that.

40 MS SPENCER: That was in November 2020. Have you had any training in the AML/CTF space since then?

MRS SMITH: Not myself personally, but the team have undertaken training in submitting a UAR, which is an unusual activity report.

45 MS SPENCER: Yes. Perhaps I will get an understanding of what your involvement with AML/CTF is first. Day-to-day, is it something that --- if you are not walking the gaming floor, what is your involvement with the AML/CTF space?

11:00AM

MRS SMITH: I am an approver, a level approver of a source of funds, I would assist the AML team with any inquiries they have, if they would like to understand further information.

5

MS SPENCER: The approver of source of funds, what is that in relation to?

MRS SMITH: If we request a customer to provide details about the source of their funds they are presenting.

10

MS SPENCER: Is that something that has been in place for a long time at Crown or is that a new ---

MRS SMITH: No, it's new.

15

MS SPENCER: Is that queries arising if someone comes with a cheque or there is money in a bank account that there is a query over? Is that the sort of scenarios?

MRS SMITH: If someone provides a large sum of cash.

20

MS SPENCER: If that occurs, you will get a phone call or an email about that always or just sometimes?

MRS SMITH: There are a number of approvers, so I may be one of the approvers. There may be other people contacted ahead of myself.

25

MS SPENCER: What is the process in deciding whether a source of funds are approved or not? What sorts of checks do you do?

30

MRS SMITH: I believe we just check --- yes. No, I'm not sure.

MS SPENCER: Have you had to approve a source of funds?

MRS SMITH: I haven't, no.

35

MS SPENCER: When did this process come into play? You said recently; are we talking the last six months, 12 months?

MRS SMITH: I would say the last six months.

40

MS SPENCER: There has been no --- you haven't --- no one has come to you yet, asking to approve a source of funds?

MRS SMITH: No, correct.

45

MS SPENCER: And you are not quite sure of the procedure if that does happen? If it happened tomorrow, you would have to find out what you need to do?

MRS SMITH: We are currently, I guess, formulating the procedure. We are reviewing one that already exists from table games and reviewing it for our department.

5

MS SPENCER: That is one of your responsibilities in the AML space. Do you have anything to do with the UARs at all?

10 MRS SMITH: Not unless I submit it. My team can submit a UAR, so often they will notify me if they submit a UAR.

MS SPENCER: What is the form that a --- say a staff member has seen something concerning on the gaming floor. If they don't have an email address, how do they go about submitting the UAR?

15

MRS SMITH: Very similar to how they complete their online learning. There is a computer with a site that is accessible for them to submit the UAR form.

20 MS SPENCER: Will you hear about any UARs that your team submits, is that part of the process, or does it just go ---

MRS SMITH: It doesn't directly come to me, no. I don't have access to them.

25 MS SPENCER: Where does the UAR go to?

MRS SMITH: It goes to the AML team.

MS SPENCER: Directly to them?

30 MRS SMITH: Correct.

MS SPENCER: The staff member reporting through the UAR process, do you know if they hear back from the AML team about ---

35 MRS SMITH: I don't think they necessarily do.

MS SPENCER: Do you think they should hear back?

40 MRS SMITH: I think a lot of information is confidential and may not be able to be divulged to certain people, so no, not necessarily.

45 MS SPENCER: But do you think maybe from a junior staff perspective, it might provide, say, reinforcement of, you know, that UAR did lead us down a track? It might be worth having a process to inform the staff that they have done the right thing and, actually, it was a bit suspicious, shall I say?

MRS SMITH: I don't know if we can divulge that information.

11:05AM

MS SPENCER: I see. The UARs, how long have they been the process to report? Perhaps I will go back a step. From your point of view, what are the things your team are looking out for which would cause them to lodge one of those unusual activity reports?

MRS SMITH: Yes, sure. Things like placing money into a machine and not having --- or having minimal play or no play at all.

MS SPENCER: What else? Are there any other.....

MRS SMITH: What we ask them to look out for are things like jackpot purchasing. If someone has won money, as an example, someone will come along and try to purchase it from them.

MS SPENCER: I see.

MRS SMITH: People placing lots of little bits of cash into a machine and cashing out multiple tickets.

MS SPENCER: Those sorts of things are what would cause them to lodge a UAR. How long has the UAR process been around?

MRS SMITH: The UAR process, I believe, has been around for more than six months. Prior to that it was called --- a similar process was called a suspicious matter report.

MS SPENCER: It was the same --- is it the same process but a different name?

MRS SMITH: No. It is a new form, online.

MS SPENCER: The SMR was not an online form?

MRS SMITH: No.

MS SPENCER: It was a paper form, was it?

MRS SMITH: Yes.

MS SPENCER: Staff could fill that out and it would go up to ---

MRS SMITH: Often, we would call surveillance and they would complete the SMR for us.

MS SPENCER: Have you ever had cause to lodge a UAR or SMR in your time at Crown?

MRS SMITH: I would have made calls to lodge them. I am not able to recall

11:07AM

specific details, but my team are able to lodge them themselves.

5 MS SPENCER: The SMRs, did you hear about when those things were lodged or is it similar bypassing?

MRS SMITH: It would be similar feedback. So if my team told me, I would be aware.

10 MS SPENCER: You mention at paragraph 27 of your statement on page 4, that you joined the AML/CTF Committee in September 2019?

MRS SMITH: Correct.

15 MS SPENCER: How did that come about?

MRS SMITH: I was invited to join it.

20 MS SPENCER: Who invited you?

MRS SMITH: I don't know the specific person. It would have been someone from group AML team.

25 MS SPENCER: Do you know why you were asked to join?

MRS SMITH: No. Just a greater participation from our gaming representation, I imagine. Sorry, I'm not sure.

30 MS SPENCER: That is fine. So no one communicated, saying "There's a gap in the EGM space from an AML perspective"? None of that?

MRS SMITH: No.

35 MS SPENCER: You didn't hear anything like that?

MRS SMITH: No.

40 MS SPENCER: You have been there two years in that committee now. Do you contribute to these meetings?

MRS SMITH: I have only --- I am unsure how many I have attended. Minimal meetings I have attended.

45 MS SPENCER: How regular are these meetings?

MRS SMITH: They are not regular anymore. That committee doesn't exist anymore.

MS SPENCER: Yes. I think you say it is the Financial Crime Working Group and



the Financial Crime Oversight Committee; is that right?

MRS SMITH: Correct.

5

MS SPENCER: Has the AML/CTF Committee formally dissolved or is it just in abeyance?

MRS SMITH: To my understanding, it is formally dissolved.

10

MS SPENCER: Do you recall the last meeting you attended?

MRS SMITH: No, I don't recall the date.

15

MS SPENCER: Do you recall what your contributions to that meeting have been over the last couple of years?

MRS SMITH: We would review reports, we would review new policies coming, we would review behaviour that we look for on gaming machines.

20

MS SPENCER: Were you providing any reports to that committee at all?

MRS SMITH: No, I wasn't.

25

MS SPENCER: The things that were being discussed at those meetings, the AML/CTF Committee meetings, were they things you would filter down to your staff, as necessary, if things came up in those meetings?

MRS SMITH: Yes , yes.

30

MS SPENCER: Can you think of anything that caused you to inform the staff about? Was there any, sort of, hot topics?

MRS SMITH: A hot topic for my staff would probably have been identification that we accepted.

35

MS SPENCER: In terms of the Crown Rewards program?

MRS SMITH: Correct, yes.

40

MS SPENCER: Was there an issue in relation to that?

MRS SMITH: No, but just a change.

45

MS SPENCER: It was a mitigation of risk strategy, rather than a problem identified?

MRS SMITH: Correct.

11:10AM

MS SPENCER: The Financial Crime Working Group and the Financial Crime Oversight Committee, have they started yet, do you know?

5 MRS SMITH: I am unsure.

MS SPENCER: Who is driving the working group and the committee?

10 MRS SMITH: I am unsure. If I could comment, it would be the Financial Crime Team.

MS SPENCER: And they are in Melbourne?

15 MRS SMITH: There are team members in AML Financial Crimes in Perth, and the group management is in Melbourne.

MS SPENCER: That is Steven Blackburn?

20 MRS SMITH: Correct.

MS SPENCER: At paragraph 28 of your statement, you talk about recently preparing a risk report. Firstly, what was that report? What does it entail?

25 MRS SMITH: We identify risks within our business and controls we have in place to prevent them from occurring.

MS SPENCER: Could you give me a summary of the risks and the controls that are in place?

30 MRS SMITH: There are a lot of them. An example?

MS SPENCER: Yes, please.

35 MRS SMITH: As an example, there would be the risk that our systems would fail.

MS SPENCER: As in like a power blackout, sort of thing?

MRS SMITH: Yes, yes.

40 MS SPENCER: What is the control in place for that risk?

MRS SMITH: Yes, that would be that we have generators, backup generators, we also have manual procedures for our systems.

45 MS SPENCER: Was this a risk report not only relating to AML/CTF, but also more broadly?

MRS SMITH: Relating to our whole department.

11:12AM

MS SPENCER: Who do you prepare that report for?

5 MRS SMITH: That is prepared with our risk team. I am unsure who it is formally provided to. I believe it constitutes a board report.

MS SPENCER: Did you compile that solely or did you get input from your team members?

10 MRS SMITH: I had input from a team member and I also prepared it with someone from the risk team.

MS SPENCER: As far as you are aware, that report went on to a board in Perth to consider?

15 MRS SMITH: I am unsure which board it has gone to, to consider.

MS SPENCER: How recently did you undertake this task?

20 MRS SMITH: Within the last three months.

MS SPENCER: I will circle back to AML, specifically. At paragraph 29, you talk about the Bill Note Acceptor limit of \$100 to prevent bill stuffing. When did that limit come about?

25 MRS SMITH: To my knowledge, it has been \$100 since I have been there.

MS SPENCER: So long-standing?

30 MRS SMITH: Correct.

MS SPENCER: Is it the case that it really just slows down potential bill stuffing? As in, people can still, if there were ---

35 MRS SMITH: Essentially. They can do it 50 times to get \$10,000, sure.

MS SPENCER: Are people monitoring that vulnerability? If someone is putting in \$100 for an extended period of time, is that one of the things your staff are looking for?

40 MRS SMITH: My staff would be vigilant in monitoring for that, yes.

MS SPENCER: What about people doing that activity across multiple machines, is that something that might occur also, that someone could take over.....

45 MRS SMITH: A lot of people, do you mean?

11:14AM

MS SPENCER: Say one person could have, say, four machines?

5 MRS SMITH: I have not seen that behaviour before and I have not been --- I have not had that reported before. But, essentially, someone could, yes.

MS SPENCER: The electronic table games limit, you mention that has recently changed from \$9,995 to \$2,000.

10 MRS SMITH: Correct.

MS SPENCER: Why has that only recently changed?

15 MRS SMITH: I am not able to comment. That wasn't our decision.

MS SPENCER: Who made that decision?

MRS SMITH: Table games.

20 COMMISSIONER JENKINS: Would that be a convenient time?

MS SPENCER: A convenient time, thank you, Commissioner.

25 COMMISSIONER JENKINS: Mrs Smith, we will take morning tea now. Could you be back here in time to recommence at 11.30, thank you. We will adjourn until 11.30.

30 **ADJOURNED** **[11:15A.M.]**

**RESUMED** **[11:32A.M.]**

35 COMMISSIONER JENKINS: Yes, Ms Spencer.

MS SPENCER: Thank you, Commissioner.

40 Mrs Smith, I want to canvas one more topic in relation to AML, some more questions. At paragraph 37 of your witness statement, on page 6, you talk about how the AML team can flag patrons on the system to alert you to any issues. I want to understand, is that something your staff would check for daily? Those that are not computer based roles, is it part of their routine to check the computer for any of those AML signals?

45 MRS SMITH: Those alerts are only accessible to those who have access to our loyalty programs. So it would be, if they were accessing a member's account, there may be a comment or a code on there to identify information is required or action is

required.

5 MS SPENCER: It is not something the team is proactively checking for, are there any marks against ---

MRS SMITH: No, that's not how those work.

10 MS SPENCER: Thank you. Moving on to RSG, the Responsible Service of Gaming, and dealing with the training aspect first. You first undertook training when you were employed at Star City in Adelaide. You have already confirmed that it was part of your induction in 2008. As we did with the AML, I am trying to gauge, from the induction time in 2008 until now, what is the RSG training you have undertaken in that time period?

15 MRS SMITH: Very similar with the AML, it is the mandatory online learning component and then, more recently --- sorry. My team have also undergone certificate III and as part of that, they were required to complete accredited training, which I believe is "Provide Services to Responsible Gaming", I think that is the name of the course. They all completed that as part of the certificate III.

MS SPENCER: That was the, I think you say, 78 people in your team undertaking that training, a cert III?

25 MRS SMITH: It was all members of our team who were enrolled in the certificate III at the time. Then those who are newly inducted undergo similar content. However, it is not accredited. Then, more recently, the managers and supervisors have undergone Responsible Gaming for Managers training.

30 MS SPENCER: I will deal with the accredited training first. Is that face-to-face or is that online?

MRS SMITH: Face-to-face.

35 MS SPENCER: Is that like when you have a new cohort coming through doing that Certificate III in Hospitality, everyone does it, or is it referencing a particular point in time.....

40 MRS SMITH: Yes, there was a particular point in time when our whole team was enrolled in Certificate III in Hospitality.

MS SPENCER: When was that?

45 MRS SMITH: I am unable to recall the specific date, sorry.

MS SPENCER: In the last five years?

MRS SMITH: The last five years.

11:35AM

MS SPENCER: Did you attend that training also?

MRS SMITH: I did not conduct that full training, no.

5

MS SPENCER: Did you participate, I mean, not conduct?

MRS SMITH: No. I would have attended it but I would not have participated in the whole module, no.

10

MS SPENCER: Yes, okay. Do you recall, is that like a whole day on that particular topic?

MRS SMITH: I don't recall the length of time for that module, no.

15

MS SPENCER: How did it compare to --- you talk about the online training. Firstly, the online training, was that every two years like the AML training or is that more frequent?

20

MRS SMITH: It was every two years, it's now every year.

MS SPENCER: When did that change?

MRS SMITH: This year.

25

MS SPENCER: What is the structure of that online training? Is it multiple choice?

MRS SMITH: Very similar to the AML, so there may be videos, there may be information, there may be questions the team have to answer.

30

MS SPENCER: I think we spoke of this earlier, is there someone in your team who creates all those learning ---

MRS SMITH: Not the online learning, no.

35

MS SPENCER: Not the online learning?

MRS SMITH: No.

40

MS SPENCER: Who is responsible for pulling all that together?

MRS SMITH: I am unsure.

45

MS SPENCER: It is the same idea, that every two years there's a little notification on the computer that the training is outstanding and it needs to be done. Back to my question about the difference between that cert III module and this online training, do you recall any differences between that training? Was one in more detail

than the other?

5 MRS SMITH: That module would have been much more detailed. It would have had employee interactions. I know they would go up and find aspects related to Responsible Gaming, and they would be assessed. They would be provided with a workbook they would have to complete and be assessed on that and they would have to pass that training.

10 MS SPENCER: Was that an external provider or was that someone in-house?

MRS SMITH: That was in-house but accredited. I am unsure how that works.

MS SPENCER: .....

15

MRS SMITH: Yes, yes.

MS SPENCER: ..... a certificate or something. So that was someone from the RSG Team delivering that training?

20

MRS SMITH: No, that was our learning and development coordinator or, at the time, it could have been another manager..... training.

25 MS SPENCER: Did you find when you were doing the RSG training every two years that it was repetitive, or was there new material coming in?

MRS SMITH: Very similar to AML. It would sometimes change but not always.

30 MS SPENCER: Was it the same as --- I think you said AML maybe took you 30 minutes to complete. Was it the same for RSG online training?

MRS SMITH: I tend to think --- I believe it was longer.

35 MS SPENCER: Have you had any training on the harmful aspects of EGMs, in particular? Have you had any training provided to you or your team?

MS SPENCER: We discussed harmful aspects of gaming but I have not had any other specific training other than what we have spoken about.

40 MRS SMITH: No training on their addictive nature at all?

MS SPENCER: Not specifically discussing --- the addictive nature of gaming machines, you are referring to?

45 MS SPENCER: Yes.

MRS SMITH: We have not specifically discussed the addictive nature, that it may be addictive.

MS SPENCER: No training from external providers either?

MRS SMITH: Not here, no.

5

MS SPENCER: No research has been provided to you or your staff about the harmful effects of EGMs at all, or other electronic games?

10 MRS SMITH: I have been provided with research as part of my role in the Responsible Gaming Committee. I have been provided with research papers that may discuss that.

MS SPENCER: I will ask you about that Responsible Gaming Management Committee now. You joined that in April 2020?

15

MRS SMITH: Correct.

MS SPENCER: How did your membership of that committee come about?

20 MRS SMITH: Again, I was invited to join that.

MS SPENCER: Do you recall who invited you?

25 MRS SMITH: I recall my direct manager first notified me that I would be participating. The invitation, I believe, was initially received via Josh Preston.

MS SPENCER: It was your immediate manager, that is Shannon Blake?

30 MRS SMITH: Correct.

MS SPENCER: Was any reason given to you as to why you were required to join that committee?

35 MRS SMITH: Nothing specific I can recall. Again, you know, "We want more participation from our gaming representatives".

MS SPENCER: Who is on that --- you are still on that committee currently?

40 MRS SMITH: Correct.

MS SPENCER: Who is on that committee?

MRS SMITH: There are a number of people.

45 MS SPENCER: Let's start with who chairs the meeting?

MRS SMITH: It is chaired by the General Manager of Responsible Gaming in Perth.



11:40AM

MS SPENCER: Who is that?

MRS SMITH: Melanie Strelein Faulks.

5

MS SPENCER: To get an idea of who else is on that committee, anyone else from the EGM space?

MRS SMITH: Would you like names or roles?

10

MS SPENCER: Yes, please.

MRS SMITH: Names?

15

MS SPENCER: Yes. Names and roles. Let's see how we go.

MRS SMITH: Shannon Blake, that is my direct manager, Executive Manager of Gaming Machines. Richard Smith, who is the Director of Gaming, Gaming Machines.

20

MS SPENCER: Does he just deal with the Pearl Room side?

MRS SMITH: The Premium operations, Pearl Room and Riverside.

25

MS SPENCER: Sorry. Continue.

MRS SMITH: That would be the representatives from gaming machines and obviously you have got Lonnie Bossi, who is the ..... would have table games representation. So Cori Cairns, the Executive General Manager of Table Games; Chris Schuenmacher(?), he is my equivalent in table games; Indra Davis, who is Richard's equivalent in table games --- just avoiding the names.

30

MS SPENCER: Yes.

35

MRS SMITH: You have Danielle Reynolds, who is marketing analytics, you have Kelly Townsend who is the General Manager of Marketing.

MS SPENCER: Did any of these people join at the same time as you or have others been long-standing members of the committee?

40

MRS SMITH: To my recollection, my equivalent in table games joined at the same time as me and also the Director of Premium Gaming, Table Games joined.

45

MS SPENCER: Really, it is just a cross-section across electronic gaming and table games?

MRS SMITH: Across the business, yes.

MS SPENCER: Across the business. You say in your statement that committee meets three times a year; is that right?

5 MRS SMITH: Correct.

MS SPENCER: When was your last meeting?

MRS SMITH: August.

10

MS SPENCER: August this year?

MRS SMITH: Correct.

15 MS SPENCER: Do you recall what things were discussed at that meeting in August this year?

MRS SMITH: I will try to the best of my recollection. We discussed the reports on results of customer interactions they had, we discussed the structure of their  
20 department, we discussed policy updates.

MS SPENCER: The structure of the RSG Department?

MRS SMITH: Correct. We discussed their services that they provide and their  
25 facilities, we discussed research papers.

MS SPENCER: What sort of --- are there current research papers being considered?

MRS SMITH: From my recollection, they are from the Australasian Gaming  
30 Council, the majority of them.

MS SPENCER: Were they in relation to just gambling generally or is it, like, electronic gaming, gaming machines?

35 MRS SMITH: In relation to all gaming and wagering.

MS SPENCER: Is that research that Crown has caused to be undertaken?

MRS SMITH: No.

40

MS SPENCER: Or is that just, like, some general research someone has found?

MRS SMITH: Industry research.

45 MS SPENCER: Industry research that someone has found and given to the group to consider?

MRS SMITH: I am unsure how it comes about.

MS SPENCER: Have you been told to consider that research?

5

MRS SMITH: Yes, we do. We consider it and read it.

MS SPENCER: Formulate an action plan in relation to anything that might come out of that paper?

10

MRS SMITH: If required, yes.

MS SPENCER: Is there any research currently being caused to be undertaken by Crown that you are aware of?

15

MRS SMITH: Not to my knowledge, no.

MS SPENCER: Can you think of anything that is on the action list for that committee at the moment?

20

MRS SMITH: Action list? I believe play period reporting is on the action list, changes to be implemented with play period reporting.

MS SPENCER: Play period in terms of a gaming machine or just generally how long someone is playing at the casino?

25

MRS SMITH: Generally, in terms of all gaming.

MS SPENCER: What is being looked at there?

30

MRS SMITH: Reducing the maximum time they can play or be onsite.

MS SPENCER: That is currently 18 hours, is it?

35

MRS SMITH: It is, yes.

MS SPENCER: That is under discussion, whether that is the appropriate time allocation?

40

MRS SMITH: It is under review.

MS SPENCER: Under review?

MRS SMITH: Yes, so it is changing.

45

MS SPENCER: I know you have only been on that committee a short period of time, but what is your sense of three times a year in terms of the meeting? Do you think that is sufficient or does the committee need to be meeting more regularly?

MRS SMITH: It may be difficult for me to say because I have a lot of interaction with the Responsible Gaming team, so I have more regular interaction with them more than just three times a year.

5

MS SPENCER: Can you tell me about those interactions that you have with the RSG team?

10 MRS SMITH: Yes, sure. I meet with the managers or the coordinators or members of the team to discuss how they can support my staff and how our team can support them, how we can broaden their understanding and knowledge and share with them their responsibilities more frequently. Obviously we are discussing the play period reporting and how the operational team can support that initiative.

15 MS SPENCER: The supporting your staff comment, how is it that the RSG --- I am trying to think what extra support your team might need. Is this in relation to if your staff identify someone of concern?

20 MRS SMITH: The additional support is really them meeting with our team. So they may attend our staff briefings, they may attend the desks and have a conversation.

MS SPENCER: The staff briefings you just mentioned then, is that something you run?

25 MRS SMITH: That is something our supervisors will deliver to our staff before they start their shift.

MS SPENCER: Is it like a handover from the ---

30 MRS SMITH: Similar, yeah.

MS SPENCER: --- staff just finishing their shift. What sorts of things are discussed at the staff briefings?

35 MRS SMITH: All sorts of things related to their role and the complex, what is on, what is happening on that day, things they need to be reminded of.

MS SPENCER: Have you ever had cause to refer anyone to RSG? Is that part of your --- has that ever been part of your role to ---

40

MRS SMITH: Yes, I have, yes.

MS SPENCER: Was that more in the past, when you were not in operations so much, but when you were on the gaming floor?

45

MRS SMITH: It would be both. I would have referred people I interacted with on the gaming floor, I would have referred people who I had received customer

feedback from.

5 MS SPENCER: At paragraph 46 on page 7 of your statement, you talk about the play period reporting software and you say that at 12 hours a consecutive play alert is sent on to Responsible Gaming team. Do you know why it is at 12 hours?

10 MRS SMITH: I don't specifically but I have been advised there was research initially that 12 hours was a period to consider.

MS SPENCER: So that was a decision made well before you started at Crown?

15 MRS SMITH: No, because the play period reporting only recently --- this 12 hours only recently changed.

MS SPENCER: When did that change?

MRS SMITH: I can't recall the date. Maybe six to 12 months ago.

20 MS SPENCER: So there will be an alert to the RG team at 12 hours and then again at 15 hours and someone from RG will approach the patron. Is that right?

MRS SMITH: At 15 hours, it would be a member of the operational team.

25 MS SPENCER: Someone from your team?

MRS SMITH: Possibly, yes. It would depend on where the customer was playing.

30 MS SPENCER: In terms of whether they were in the Pearl Room or the main gaming floor?

MRS SMITH: And the product, so table games, gaming machines.

35 MS SPENCER: When a patron reaches that 18-hour mark, are they asked to leave?

MRS SMITH: They are spoken to again at 17 hours and reminded that, yes, at the 18-hour mark, if they are still onsite, they are asked to leave and provided with a 24-hour barring.

40 MS SPENCER: 24-hour barring. Have there ever been instances that you are aware of where patrons will just be offered, say, a hotel room to go and sleep for a few hours and then they can come back and restart the 18-hour clock?

45 MRS SMITH: Not that I am aware of.

MS SPENCER: In terms of the play period reporting, that is only in respect to carded play; is that right?

11:50AM

MRS SMITH: To be first identified as being on site you need to be carded, yes.

5 MS SPENCER: Really my question is, the RG team is only getting these alerts for people who are playing with their card?

MRS SMITH: Correct.

10 MS SPENCER: People who are doing uncarded play, are they monitored at all for this 18-hour time period?

MRS SMITH: The operational staff, if they recognise someone being onsite for that period of time, would notify the RG team.

15 MS SPENCER: Are there sorts of things that your staff are looking out for?

MRS SMITH: They have, yes.

20 MS SPENCER: I don't imagine anyone has an 18-hour shift, so is there any sort of handover watch? "The lady in the pink top over there, she's been there for X amount of hours", does that sort of thing happen?

25 MRS SMITH: It has, yes, and they may often return obviously the next day for their shift and may still notice the person here.

MS SPENCER: In those instances, those patrons are also spoken to regarding the time limits?

30 MRS SMITH: If identified, yes.

MS SPENCER: Are the time limits advertised anywhere in the complex?

MRS SMITH: I don't believe they are specifically advertised currently.

35 MS SPENCER: Is there a plan to start advertising that?

MRS SMITH: I know there is a communication plan when the new play period alerts are rolled out.

40 MS SPENCER: The play period alerts we were just discussing, the 12, 15, 17 and 18, they are not currently rolled out?

MRS SMITH: They are but there is a new time ----

45 MS SPENCER: Yes, I see, because you were saying the 18 hours is up for review?

MRS SMITH: Correct.

MS SPENCER: Can you give the Commission an idea of what your team does day-to-day on the RSG front, outside of the play period that has come in in the last six months?

5

MRS SMITH: Yes, sure. They would be monitoring, I guess, our customers for observable signs.

MS SPENCER: What are those observable signs?

10

MRS SMITH: There are obviously quite a lot. Someone may be distressed, they may self-disclose that they have a problem, they want to speak to someone, they may be doing frequent visits to the ATM so they are not planning their spend well, they may be talking about their losses and not being able to cope with their losses, trying to get their money, recoup their losses, a change in appearance and behaviour. Other people can report to us changes in people.

15

MS SPENCER: On the ATMs, are you aware of limits on the ATMs in terms of cash withdrawals?

20

MRS SMITH: My understanding is the limit is \$400.

MS SPENCER: Is that only per ATM --- sorry. Is that only the specific ATMs? Are there other ATMs in the whole footprint of the hotels and the restaurants where the limit is higher than that?

25

MRS SMITH: I am unsure.

MS SPENCER: Are your staff and are you aware of the self-exclusion barring and time-out options?

30

MRS SMITH: Correct, yes.

MS SPENCER: What is your understanding of the time-out?

35

MRS SMITH: That they may ask customers to have a period of time out rather than self-excluding. I am unsure what the minimum or maximum period is, but they may choose to not visit for a little while rather than self-excluding for the full 12 months.

40

MS SPENCER: Are you ever involved with patrons in their discussions with RSG? Thinking back to the people you might have referred to RSG in your time there, do you hand them over to RSG and that is the end of it, or do you stay involved in their journey, for want of a better word?

45

MRS SMITH: No, I generally wouldn't remain involved in their journey.

MS SPENCER: You talk about in your statement that Responsible Gaming share faces of excluded patrons.

MRS SMITH: Correct.

MS SPENCER: Due to RG concerns. How are these shared amongst the staff?

5

MRS SMITH: We have a television screen, much like that one there, in our back of house office where our operational staff are and where they meet, and that will have the faces displayed on it that they need to be aware of.

10 MS SPENCER: Are they also emailed as well for the people who have access to emails?

MRS SMITH: Yes, they are.

15 MS SPENCER: But for the staff that don't have the email, they would be checking the TV screen before every shift?

MRS SMITH: Correct.

20 MS SPENCER: I want to touch on the Crown Rewards program. What is the process for signing up for that?

MRS SMITH: In a nutshell?

25

MS SPENCER: Yes.

MRS SMITH: The customer will come in, they will present or speak with one of our staff, they will provide identification to join the program, we will enter their personal information into the system to check that they aren't already a member, and then join them.

30

MS SPENCER: You spoke earlier this morning about the identification changes for the Crown Rewards program. What was the accepted identification then, and then what are the changes? I am trying to understand.

35

MRS SMITH: That's fine. I won't know of the specific identifications but generally it was --- if you are familiar with category A and category B?

40 MS SPENCER: You'd have one of them, yes.

MRS SMITH: The major change was that we used to accept category A and category B, so we would accept things like a seniors card and a Medicare card. Now you must provide that photo identification.

45

MS SPENCER: So the real change is the photo ID.....



MRS SMITH: .....

5 MS SPENCER: At paragraph 52 of your statement on page 8, you talk about a working group you are involved in around the Crown Rewards system. Who is in that working group?

MRS SMITH: There will be members of Group Loyalty.

10 MS SPENCER: I think my question was who is in the working group for the Crown Rewards?

15 MRS SMITH: As an example, there would be members of Group Loyalty, so that falls within marketing. There may be some marketing representatives from Crown Perth, IT representatives that assist with system development, and other departments, so maybe table games, F&B, other areas.

MS SPENCER: How long has this working group been around?

20 MRS SMITH: I am unable to --- I am unsure.

MS SPENCER: Is it a recent invention or ---

25 MRS SMITH: No, no.

MS SPENCER: --- a long time standing?

30 MRS SMITH: I am actually on two different groups related to loyalty. One is a working group led by Group Loyalty. That has been around for, I think, a couple of years. The other one is led by Table Games, the equivalent of my position in Table Games. That is a program or a working group that has come out of the Business Operations Team and that has been meeting, I believe, maybe for a year.

35 MS SPENCER: Are they regular catchups with these working groups?

MRS SMITH: The first one mentioned, led by the Group Loyalty, has not been held for some time. The other one is held regularly, I believe monthly.

40 MS SPENCER: What is on the hit list, so to speak, of the Business Operations/Loyalty working group at the moment?

45 MRS SMITH: It is talking about any initiatives we have up and coming. As an example, our parking, automating that system for our members. We will talk about any other impacts of our regrade periods, when we regrade membership and any impact on the team, any changes to policy or procedure.

MS SPENCER: That is working out what --- because there is tiered membership; is that right?

11:59AM

MRS SMITH: Correct.

5 MS SPENCER: Is that working out any changes to what people of certain tiers, what they can get?

MRS SMITH: We could discuss that detail, yes.

10 MS SPENCER: Are these working groups also looking at ways to increase turnover for Crown Perth through the loyalty program?

MRS SMITH: Those working groups would not discuss that detail, no.

15 MS SPENCER: Do they address things like how to keep patrons coming back onsite? You mentioned ---

MRS SMITH: To increase visitation?

20 MS SPENCER: Yes.

MRS SMITH: I don't think that would be something specifically those working groups would discuss, no.

25 MS SPENCER: Is that something you deal with day to day? Is that one part of your role, how to think of those ways to increase patronage from those members?

MRS SMITH: Yes.

30 MS SPENCER: Who are you working with in that? Is that something you are working on with marketing?

MRS SMITH: Generally it would be with my department and with marketing.

35 MS SPENCER: In your time at Crown, are you aware if any consideration has been given to the Rewards program in the context of Responsible Service of Gaming?

MRS SMITH: I am aware that we discuss with them any changes, I guess, to the Rewards program.

40 MS SPENCER: Have there been any discussions about whether Crown Rewards program is, like, a help or a hindrance in terms of the delivery of Responsible Gaming? Has that been looked at specifically, to your knowledge?

45 MRS SMITH: I have not been involved in any specific meetings related to that.

MS SPENCER: Who would that fall to, if that was being looked at?

12:01PM

MRS SMITH: As the loyalty program is owned, I guess, by group marketing, it would perhaps be looked at by them.

5 MS SPENCER: Is that someone sitting in Melbourne who is the head of group marketing?

The play safe limits from Crown Rewards, in terms of time spent and losses that can be set, is the ability to do that advertised at all?

10

MRS SMITH: It is available in brochures, yes, and it is advertised on our website.

MS SPENCER: Where are the brochures?

15 MRS SMITH: The brochures can be across the gaming floor, so they can be at tables, they can be at the desks. We have brochures at what we call a gaming information terminal. I believe it is also available on the website, on the app. We did do a communication piece to our members as well, notifying them of the availability.

20

MS SPENCER: By communication, you mean an email to your members. Was that a recent email?

MRS SMITH: Maybe in the last two months.

25

MS SPENCER: The play safe limits linking with the Crown Rewards, in terms of what the patron can set, is that a new phenomenon?

MRS SMITH: No, it has been some years.

30

MS SPENCER: Longer than you have been at Crown?

MRS SMITH: No, I don't believe longer than I have been at Crown.

35 MS SPENCER: Do you have an idea of what proportion of members utilise this function?

MRS SMITH: The play safe limits?

40

MS SPENCER: Yes?

MRS SMITH: A very small group.

MS SPENCER: Very small group.

45

MRS SMITH: Would you like the exact number?

MS SPENCER: Do you know?

MRS SMITH: I believe there are 18 people who have a limit set.

5 MS SPENCER: Thank you. Do you know in those 18 instances, whether Crown staff had told those patrons, "Did you know we have this? Why don't we set this up for you?", or is it something they sort out? Do you know the specifics around that?

10 MRS SMITH: I couldn't comment on all scenarios. I do know that it is supported and initiated by both the Crown Rewards staff and the Responsible Gaming staff, and the Premium team can also initiate it.

MS SPENCER: Do you get reports on what particular patrons linked to the Crown Rewards have the highest turnover for gaming machines?

15 MRS SMITH: There is --- it is reported in shift reports, daily shift reports, yes.

MS SPENCER: When you read those reports, do you ever refer --- if there is a name that continually comes up, do you ever refer those people to Responsible Gaming or ensure that someone tells them about these play safe limits? Do you do anything  
20 with that information?

MRS SMITH: No. The reports would be on the premium gaming shift reports.

25 MS SPENCER: Not on your reports?

MRS SMITH: No.

MS SPENCER: But you would still get reports on who is turning over the most on the main gaming floor?  
30

MRS SMITH: We don't specifically run that report.

MS SPENCER: What happens if a play safe limit linked to the Crown Rewards program, what happens when that is reached?  
35

MRS SMITH: The member will no longer be able to earn points and an alert is also sent to the RG team.

40 MS SPENCER: Do you know if the RG team then go and speak with that person or is it just a "computer says no" kind of scenario, like the card won't ---

MRS SMITH: As an example, I know an alert was triggered a couple of weeks ago and it was actually a false alarm because a card --- it's very technical, but a card out record did not occur, so it was a false alarm. The RG team attended that, so based on  
45 that, I assume they attend the alerts.

MS SPENCER: That was flagging that there was a going over the limit when there actually wasn't?

12:06PM

MRS SMITH: Correct.

5 MS SPENCER: The player activity statements you talk about in your statement, too. I might bring up that document you refer to, CRW.701.005.5076. That is appearing on the screen in front of you. Firstly, in relation ---

10 MR DAVIS: Can I interrupt. I understand there may be some sensitive information because it does relate to patrons.

MRS SMITH: It is a test account.

MR DAVIS: Thank you.

15 MS SPENCER: The player activity statement, such as this one, a patron has to request one of those?

20 MRS SMITH: They don't have to request it. If you are considering --- they can visit what we call a voucher issuance kiosk and they can elect to print that themselves from that kiosk.

MS SPENCER: Really, they are electing to get that report. What I am trying to ascertain is whether they are provided to Crown Rewards members as a matter of course?

25 MRS SMITH: No.

MS SPENCER: They are not provided?

30 MRS SMITH: No.

MS SPENCER: The information this report spits out is only in relation to carded play; is that right?

35 MRS SMITH: Yes. Sorry, just in relation to they're not provided, at Crown Perth they are not provided as a matter of course.

MS SPENCER: Is it different in Melbourne?

40 MRS SMITH: Yes.

MS SPENCER: I see. I don't think you answered my question about carded.

MRS SMITH: My apologies.

45 MS SPENCER: That's all right. Is it carded play? It's just records related to ---

12:07PM

MRS SMITH: It is carded play.

MS SPENCER: The availability of these statements, are they advertised at all?

5

MRS SMITH: Yes, equally the same as play safe limits.

MS SPENCER: They are in those brochures or the pamphlets you were speaking about?

10

MRS SMITH: Correct.

MS SPENCER: Do your staff also tell patrons about those?

15 MRS SMITH: They will notify them they are able to print a statement, yes.

MS SPENCER: There is the kiosk where they can have them printed. How many of those are on the gaming footprint?

20 MRS SMITH: Oh, jeez, that'll be guessing.

MS SPENCER: More than 10?

MRS SMITH: More than 10, yes. And they are also in the Pearl Room.

25

MS SPENCER: I see.

MRS SMITH: We also have one located off the gaming floor.

30 MS SPENCER: At these kiosks, patrons can print these reports. What else can they do at these --- these are unmanned kiosks?

MRS SMITH: Correct.

35 MS SPENCER: They are like a computer touch screen or something, are they?

MRS SMITH: Yes.

MS SPENCER: What other sorts of things can they get from the kiosks?

40

MRS SMITH: They can get information on the program, information on their tier, they can access promotions if they are available, the terms and conditions of promotions, they can redeem their points for complementary chips.

45 MS SPENCER: In terms of other ways these activity statements can be accessed, Crown Rewards has an app, does it not?

MRS SMITH: Correct, yes.

12:09PM

MS SPENCER: Can these sorts of reports be accessed on the app?

MRS SMITH: It is my understanding not currently.

5

MS SPENCER: The play safe limits, can they be set on the app?

MRS SMITH: No.

10 MS SPENCER: Is that something that Crown is perhaps looking at doing?

MRS SMITH: Yes.

15 MS SPENCER: Looking at this example, there is a reference there to the "Net Amount Won or Lost", the patron does not actually get a record of their turnover, do they?

MRS SMITH: No.

20 MS SPENCER: It is just an indication of their end position at the end of that day?

MRS SMITH: Carded, yes.

25 MS SPENCER: Yes. By way of an example, if someone is playing an EGM for 12 hours and they are sinking, say, \$10,000 into that machine, but at the end of the day they end up \$100 ahead, all that will show on this statement is that \$100. Do you think that is a very clear way of presenting the information?

MRS SMITH: Can you be more specific?

30

MS SPENCER: Do you think the turnover should also be shown on the statement?

MRS SMITH: No.

35 MS SPENCER: Why do you say that?

MRS SMITH: I don't believe a lot of people understand turnover.

40 MS SPENCER: Can a patron, if they want to find out how much they have been putting into machines or playing carded play in whatever forum, is there a way they can find out what they have spent?

MRS SMITH: Their turnover, you mean?

45 MS SPENCER: Yes.

MRS SMITH: Yes. They can make a formal request that is directed to the Legal

12:10PM

Department.

MS SPENCER: Is that ability advertised?

5

MRS SMITH: No.

MS SPENCER: A patron would only find out about it if they made an inquiry?

10

MRS SMITH: Correct.

MS SPENCER: To the staff? That ability, is that something your staff would know about? If they were asked on the gaming floor by a patron, would they know there is that avenue of, yes, just write to the Legal Department to get that information?

15

MRS SMITH: It depends on the staff you are referring to. As an example, the attendant would refer them to the Crown Rewards desk, who then would have that information.

20

MS SPENCER: Note 6 on this form says you can set a net loss limit. Is there any ability to set a maximum turnover limit?

MRS SMITH: No.

25

MS SPENCER: Sorry, I cut you off there.

MRS SMITH: No.

30

MS SPENCER: Is there any ability to do that at all at Crown, to set a maximum turnover limit?

MRS SMITH: No, there's not.

35

MS SPENCER: Just on this activity statement, how far back does the information go when you print it? Is it everything? So if someone has been a patron for, say, 30 years, is it going to spit out 30 years of data or is it just the last 12 months?

MRS SMITH: From my recollection, if you automatically print, it will print from the last statement. However, at the desk you can select the period you wish to print.

40

MS SPENCER: In paragraph 44 of your witness statement --- that document can be taken down, thank you. On paragraph 44 on page 7, you say that in July 2021, 1,500 player activity statements were printed. That is from some 162,000 active Rewards members, which you refer to in paragraph 66 of your statement. I want to get a sense of the 1,500 and is that a fairly average figure per month? Is quite high up or low down? Where does the 1,500 fit?

45

MRS SMITH: I would be speculating. I would imagine it is around the same each



12:13PM

month.

5 MS SPENCER: In terms of Crown Rewards communications with patrons, the Crown Rewards members, does that generally occur by email?

MRS SMITH: It does now, yes.

10 MS SPENCER: Is there an ability for those members to switch off or unsubscribe from emails?

MRS SMITH: Yes, absolutely.

15 MS SPENCER: You talk about the Crown Rewards hotline in your statement. What is that?

MRS SMITH: It is a phone number you can call to speak to a member of the Crown Rewards team.

20 MS SPENCER: So it's like a general inquiry number. Points are collected when a patron spends money anywhere in the Crown footprint, if they are a Rewards member?

25 MRS SMITH: If they are participating outlets, yes.

MS SPENCER: What is an example of something that is not participating? Is it the case that most are participating?

30 MRS SMITH: The majority are participating, yes.

MS SPENCER: Anything on the gaming footprint that is not participating?

MRS SMITH: Trackside and TAB.

35 MS SPENCER: What can those points be redeemed on?

MRS SMITH: They can be redeemed to pay for a hotel stay, for their restaurant bill, they can be redeemed for complementary chips or they can be redeemed for what we refer to as Point Play on the gaming machines.

40 MS SPENCER: All right.

MRS SMITH: There is one other thing. They can also be redeemed online for a gift card.

45 MS SPENCER: The points play, that is effectively acquiring credit for the EGMs?

MRS SMITH: We refer to it as non-cashable credit.

12:15PM

MS SPENCER: Could you explain that concept for me?

5 MRS SMITH: Yes. They convert their points by Point Play and they convert it to what we refer to as Extra Play. I guess you could liken it to calling it a free game. They must start with the credit and initiate the first bet with their own money.

MS SPENCER: I see.

10 MRS SMITH: Then that Extra Play will be deducted from their Extra Play balance and refund their bet to the credit meter.

MS SPENCER: Do you find that a lot of Crown Rewards members use this Point Play?

15

MRS SMITH: Yes.

MS SPENCER: Like a majority of Crown Rewards members? I am trying to get a helpful gauge.

20

MRS SMITH: I don't think you would say a majority because it would probably be people who have a preference for gaming machines.

MS SPENCER: Can Points Play be redeemed in Perth and Crown Melbourne?

25

MRS SMITH: Points earned in Crown Perth need to be transferred when they are in the alternate property, so Crown Melbourne.

30 MS SPENCER: But there is that ability to use the Points Play on EGMs in Melbourne?

MRS SMITH: I don't think they call it the same terminology, so that would be their own system.

35 MS SPENCER: But it sounds like they can, they just call it something else?

MRS SMITH: Yes.

40 MS SPENCER: Is there an ability to load cash or monetary value onto the Rewards card?

MRS SMITH: Yes. That is referred to as cashless or card play.

45 MS SPENCER: Who is that facility --- is that open to all Crown Rewards members?

MRS SMITH: Only Pearl Room members.

12:17PM

MS SPENCER: Only Pearl Room members. Do you have much to do with that?

MRS SMITH: My team will assist with faults related to card --- EGM faults.

5

MS SPENCER: EGM faults within the Pearl Room?

MRS SMITH: Correct.

10 MS SPENCER: EGM faults in the Pearl Room related to ---

MRS SMITH: Yes.

MS SPENCER: --- carded ---

15

MRS SMITH: Card play.

MS SPENCER: Carded play. The cashless EGM play.

20 MRS SMITH: Cashless or card play.

MS SPENCER: What sorts of issues or faults may be occurring?

MRS SMITH: It may lock their card, it may not transfer.

25

MS SPENCER: The card to the ---

MRS SMITH: Yes.

30 MS SPENCER: Does that happen ---

MRS SMITH: Infrequently.

35 MS SPENCER: Infrequently, all right. Is anyone in your team involved in the loading up of the Crown Rewards card with that money?

MRS SMITH: .....

40 MS SPENCER: I think I already asked you this but I can't recall what you said. Is it open to many patrons to use that?

MRS SMITH: Pearl Room members only.

45 MS SPENCER: Thank you. In terms of the membership tiers, am I correct in understanding that there are status points and to move to the next tier, you have to accumulate a certain amount of status points?

MRS SMITH: Status credits, yes.

MS SPENCER: Status credits. There are four tiers, is that right?

MRS SMITH: Five.

5

MS SPENCER: Five. How do patrons earn status credits, as opposed to points?

MRS SMITH: They earn status credits based on their points earned. There is either non-gaming or gaming points that can earn status credits. So, 500 gaming points will earn 1 status credit, or 1,500 non-gaming points will earn a 1 status credit.

10

MS SPENCER: Will they convert automatically if they have not been used? So a patron will have to ---

MRS SMITH: We don't remove those points.

15

MS SPENCER: No, but if a patron wants their 500 points to convert to a status credit, they have to make sure they don't use those 500 points?

MRS SMITH: No, no. It automatically accrues in a status credit.

20

MS SPENCER: I see. What is the fastest you have seen a patron progress through those tiers, through to --- I think black is the highest? Black is the highest Crown Rewards tier?

25

MRS SMITH: I couldn't comment on how fast someone progressed to a black tier. Black is by invitation only.

MS SPENCER: Platinum is just below that. Is that the status --- you have to reach a certain amount of status credits to get to that point?

30

Is it the case that if you are a platinum or a black carded player, you are not on the main gaming floor?

MRS SMITH: No, you may be. You may play anywhere.

35

MS SPENCER: And the gold patrons also?

MRS SMITH: Correct.

40

MS SPENCER: Do you need a specific status level to play in the Pearl Room or the Riverside room?

MRS SMITH: Riverside room you must be silver and above, but obviously you can play as a guest without any tier, without a card.

45

MS SPENCER: In the Riverside room?

12:20PM

MRS SMITH: Yes. You must just access with a member.

MS SPENCER: The Pearl Room, is it the same?

5

MRS SMITH: Pearl Room is eligible to apply for gold and above members.

MS SPENCER: Those Pearl Room members, they can bring guests along also?

10

As someone moves through the tiers, are checks done as to a patron's financial capacity?

MRS SMITH: Yes. Not necessarily as they move through tiers. That is based on win or loss.

15

MS SPENCER: How do you mean it is based on win or loss? I'm not sure I understand.

MRS SMITH: There is a threshold at what point we conduct a significant player review.

20

MS SPENCER: Is this what you were talking about earlier?

MRS SMITH: With the due diligence, yes.

25

MS SPENCER: Is this a fairly new ---

MRS SMITH: Yes.

30

MS SPENCER: --- "concept" is probably not the right word.

MRS SMITH: Process.

MS SPENCER: Process, thank you. When did this come into play?

35

MRS SMITH: It would be within the last six months.

MS SPENCER: What is the due diligence you would do to ascertain that? Is it financial capacity you are really trying to work out?

40

MRS SMITH: The significant player review and there will also be a check of public and paid records into the player, and a source of wealth may form part of that process as well, which is also referred to as a patron declaration form.

45

MS SPENCER: So a patron might be asked, "Can you tell us about your financial circumstances?"

12:22PM

MRS SMITH: Correct.

MS SPENCER: That has just rolled out in the last few months?

5

MRS SMITH: Correct.

MS SPENCER: Has it been utilised yet?

10

MRS SMITH: Yes.

MS SPENCER: Has it been found to be quite useful?

MRS SMITH: Useful in terms of?

15

MS SPENCER: I guess one measure would be have you --- sorry, I lost my train of thought there. I am reading post-its.

MRS SMITH: Useful in terms of?

20

MS SPENCER: Yes, in terms of if someone disqualifies from a certain tier of membership because you are not satisfied with the financial information that has come back?

25

MRS SMITH: To my understanding, yes.

MS SPENCER: You think that has occurred already?

MRS SMITH: Yes.

30

MS SPENCER: Patrons have been excluded?

MRS SMITH: To my understanding, yes.

35

MS SPENCER: Are we talking about a couple of patrons or a number?

MRS SMITH: I wouldn't know the number.

40

MS SPENCER: Are you involved in --- what is your team doing in terms of those checks? You listed about four different things. Public and private records?

MRS SMITH: Those checks are conducted by the Gaming Integrity Team. That is not my team.

45

MS SPENCER: Do you ever flag patrons with the Gaming Integrity Team where you think that due diligence ought to be undertaken?

MRS SMITH: In terms of --- yes, if we were unsure of where their funds had come

12:23PM

from, yes.

MS SPENCER: But this is only a ---

5

MRS SMITH: I have not yet, though.

MS SPENCER: Because it is a fairly recent process, right?

10

MRS SMITH: Correct.

MS SPENCER: Previously when someone joined Crown Rewards, they are asked what their occupation is?

15

MRS SMITH: They are now, yes.

MS SPENCER: They haven't always?

MRS SMITH: No.

20

MS SPENCER: But financial resources aren't, kind of, canvassed?

MRS SMITH: No.

25

MS SPENCER: Is there a plan to canvas financial resources?

MRS SMITH: Not that I am aware of.

30

MS SPENCER: Or is it just when they progress to a certain tier that those things are looked at?

MRS SMITH: Yes.

MS SPENCER: .....

35

MRS SMITH: No plan that I am aware of, and it is part of the significant player review.

40

MS SPENCER: In terms of the extra benefits that, say, platinum or black card holders might get, is it the case they might be offered tickets to the football, tickets to the theatre, and things of that nature?

MRS SMITH: It's my understanding, yes.

45

MS SPENCER: How about dinners, are they treated to dinners at any of the restaurants at Crown?

MRS SMITH: I believe they have been, yes.

12:25PM

MS SPENCER: Are you ever involved with those patrons who get those sorts of benefits, handing out those bonus things?

5 MRS SMITH: No.

MS SPENCER: Have you attended any dinners with black or platinum card holders?

10 MRS SMITH: Hosted it myself, you mean?

MS SPENCER: Or just attended one of those dinners that are put on for, say, all black card members?

15 MRS SMITH: I haven't attended a dinner for all black members, no.

MS SPENCER: Or any other kinds of dinners put on ---

MRS SMITH: I have attended events, yes.

20 MS SPENCER: What sorts of events?

MRS SMITH: Barbecues for members.

25 MS SPENCER: For platinum and black tier or just ---

MRS SMITH: It would be any tier, those sort of events.

MS SPENCER: Are those barbecues held at Crown?

30 MRS SMITH: They have been, yes.

MS SPENCER: Just out in a garden space or something?

35 MRS SMITH: Yes.

MS SPENCER: Have you been involved in going to the football with patrons or anything like that?

40 MRS SMITH: I haven't been to the football, no.

MS SPENCER: Any other form of entertainment with the Premium patrons?

MRS SMITH: Yes. I would have been to a concert.

45 MS SPENCER: At the Crown Theatre?

MRS SMITH: Yes.



MS SPENCER: You would be sitting with the patrons who were invited as guests of Crown?

5 MRS SMITH: Yes.

MS SPENCER: When you undertake those sorts of activities, is that part of your job so you are on the clock, I guess, when you are doing those sorts of things, or is it in your own time?

10

MRS SMITH: I have done both.

MS SPENCER: Could you say which you do more of, classed as your work versus in your own time?

15

MRS SMITH: I always class something being around customers as work, so I would probably say it is always work.

MS SPENCER: What is your understanding of the purpose of those extra benefits you give to those members?

20

MRS SMITH: It is to reward customers for their membership.

MS SPENCER: Is it to encourage patrons to keep coming back to the casino?

25

MRS SMITH: No, I would consider it a reward, but we do encourage people to visit.

MS SPENCER: I will move on to a new topic, KPIs and bonuses. Do you currently have any KPIs?

30

MRS SMITH: I currently do not have any KPIs set, no.

MS SPENCER: But is it usually the case that you do?

35 MRS SMITH: Yes.

MS SPENCER: Who sets those?

MRS SMITH: My manager.

40

MS SPENCER: Shannon Blake. What are those KPIs structured around?

MRS SMITH: They can be structured around performance of the business, achievement of budgets, membership objectives.

45

MS SPENCER: Is it just in terms of your space, like the gaming declarations?

MRS SMITH: There are usually the business performance, the Crown Perth performance, and then the majority go around my business and my people.

5 MS SPENCER: You say at paragraph 15 of your witness statement on page 2, that previously your KPIs were linked to team achievement of service quality and times objectives. What is the service quality you refer to there?

MRS SMITH: That would be based off customer feedback and surveys.

10

MS SPENCER: So you are trying to measure the amount of good versus bad feedback?

MRS SMITH: Correct. Our customers do regular surveys or regular feedback surveys.

15

MS SPENCER: Those surveys, are they emailed to patrons or does someone come up to --- do your staff go up to patrons and say "Would you mind doing a survey?" How is that information trickled through?

20

MRS SMITH: The ones we currently use are emailed to patrons.

MS SPENCER: Do you find a lot of people reply?

25 MRS SMITH: I believe there are approximately 100 a week.

MS SPENCER: Is that an email sent out on a fairly regular basis?

MRS SMITH: I am unsure. It's not sent by my team.

30

MS SPENCER: Going to paragraph 15 of your statement, you talk about times objectives. What are they?

MRS SMITH: Obviously we would like our customers to be served in an appropriate time, so if they are waiting for service, if they have pressed a button or have a transaction, we would like them, obviously, to be served as quickly as possible.

35

MS SPENCER: What is the button you speak of there that they can press for service? Where are they --- what sort of service can they request through those?

40

MRS SMITH: That is on a gaming machine. On the main gaming floor you can request for a game machine attendant. In the Riverside room you can request for an attendant or an F&B attendant.

45

MS SPENCER: Food and beverage? Yes. So those times objectives --- built into those buttons then is a time, like a clock starts ticking and tracks the time?

12:30PM

MRS SMITH: Yes, correct.

MS SPENCER: You also refer to achieving program database objectives.

5

MRS SMITH: Yes.

MS SPENCER: What is that and how is it measured?

10 MRS SMITH: It may be number of sign-ups achieved, it may be how many people are emailable.

MS SPENCER: The higher that number is, the better, in terms of performance?

15 MRS SMITH: Correct.

MS SPENCER: Developing and maintaining positive team culture, how is that measured?

20 MRS SMITH: Again, that would be surveys, so employee surveys.

MS SPENCER: Are they conducted regularly?

MRS SMITH: They have been done previously, yes.

25

MS SPENCER: When was the last one?

MRS SMITH: Possibly 2018, 2019. There have been other surveys conducted but not those specific surveys we were using.

30

MS SPENCER: All of that information is gathered and you are given a report in relation to what staff have said about culture and those things?

35 MRS SMITH: Yes. Sorry, can I just clarify? It is confidential, so I don't receive people's names.

MS SPENCER: Okay.

MRS SMITH: .....

40

MS SPENCER: Eligibility for a monetary bonus, you have said that only in the last year you have been eligible to participate in the short-term incentive plan?

45 MRS SMITH: No, I have been eligible to participate in the short-term incentive plan for some time, it is in the last year I have not participated in it.

MS SPENCER: What was the --- by "not participated" do you mean not received?

MRS SMITH: Notification that I would be participating in it.

MS SPENCER: So you have received bonuses previously?

5

MRS SMITH: Correct, yes.

MS SPENCER: I am not asking how much you have earned for those, I am trying to get a gauge of, you know, 50 per cent of your salary, less than 50 per cent of your salary, kind of gauge.

10

MRS SMITH: I am unsure what my current percentage is but I believe it has been 15 per cent before.

15

MS SPENCER: So it is kind of like a set rate, year to year?

MRS SMITH: Based on your position, I believe.

MS SPENCER: On corporate culture, in your view, what makes a good corporate culture?

20

MRS SMITH: In my view? It is very different for everyone, isn't it? I guess corporate culture, in my view, if I am asked, is about being a good corporate citizen, it's about being good to your people. So "your people" is really your customers, your employees and your community.

25

MS SPENCER: How do you view the corporate culture at Crown Perth and has it changed over time or is it kind of --- does it go in waves? I just want to get an understanding of your experience of the corporate culture.

30

MRS SMITH: In my experience, and I can only speak to my experience because, as I said, culture's very different to everyone. I think Crown has a very good corporate culture. I think our people are very resilient, you know, given what they're currently going through with COVID and this Royal Commission. You know, Crown, as an example, really care about their employees. When we close because of COVID they pay their people. There's no obligation to do that. So, you know, when positions are no longer available due to changes in the business, they will try and find something for people.

35

Customers, you know, they want our customers to have the best experience. You know, we invest a lot in training, not just in compliance and all of those matters but also in having a great customer experience and how we can make their experience and memories even better. And also, I think, in the community, you know, we don't just promote diversity, we embrace diversity, not just for our people but in the community as well and I think we try and truly support our local communities as well as charities as well.

40

45

MS SPENCER: Just in terms of turnover rates, you made a comment in your

statement at paragraph 59 there are low turnover rates in your team, and you might have given evidence..... that two people had left in the last year from your team or have I completely ---

5

MRS SMITH: .....

MS SPENCER: Maybe that was in response to another question. I will just ask you how many of your team of 120 would have left in the last 12 months or so?

10

MRS SMITH: I would probably say five.

MS SPENCER: All right. So you'd class that as low turnover? That is really what I'm trying to gauge because people have different ideas on what ---

15

MRS SMITH: Turnover, I often think, you know, if someone's retiring that that's probably a very positive thing for them. It's not.....

MS SPENCER: All right. So of the five people that you're talking about there, none of those retired?

20

MRS SMITH: Yes, a few of them retired.

MS SPENCER: And how does that five in the last approximately ---

25

MRS SMITH: I'd be guessing.

MS SPENCER: The approximate five in the last 12 months, how does that compare to other years?

30

MRS SMITH: I think it would be similar, if not, perhaps more.

MS SPENCER: And do your staff do an exit interview when they leave?

35

MRS SMITH: They --- so as part of the process, we will elect if they would like to receive an exit interview.

MS SPENCER: And do you know --- proportionately do you know how many take that option up?

40

MRS SMITH: No, so each --- when processed, each person I elect to receive it I'm unsure of who completes it.

MS SPENCER: But you receive all the results?

45

MRS SMITH: No, I don't receive any results.

MS SPENCER: Oh, you don't receive any results?

MRS SMITH: No.

5 MS SPENCER: All right. Now I just want to ask you some questions about --- you will have in front of you some patron pseudonyms and I just wanted to ask you --- I don't want you to say any of the names on there. If you can just refer to them by their pseudonym. I just want to know if you have had any interactions or do you observe any of these patrons in your time at the casino and what those observations or interactions might be?

10 MRS SMITH: Yeah, sure. I've interacted with patron J.

MS SPENCER: So what was the nature of that interaction?

15 MRS SMITH: Just conversation.

MS SPENCER: All right. A recent conversation?

20 MRS SMITH: No, not for some time.

MS SPENCER: A conversation about life generally, about a complaint or something?

25 MRS SMITH: No. I've also attended a dinner with that patron.

MS SPENCER: Okay, I see. And what sort of --- like a dinner at the complex? Is it like one of those dinners we were talking about earlier that some people get invited to attend?

30 MRS SMITH: That was the only person --- only player in attendance to that dinner.

MS SPENCER: Okay, I see. And so the conversations with that patron were just general, I think you said, not in relation to casino activity?

35 MRS SMITH: Not in relation to casino activity, no.

MS SPENCER: All right. And the patrons G, H and Q?

40 MRS SMITH: So G and H I have not observed --- I may have observed them personally but I observed their gaming activity at times.

MS SPENCER: Through reports?

45 MRS SMITH: Through systems, yes.

MS SPENCER: So would you know --- have you observed their behaviour on the gaming floor?

12:38PM

MRS SMITH: Not their behaviour in person, only their activity through the system, or their behaviour of play, I guess, through the system.

5 MS SPENCER: Is that really --- that is your only involvement, there's not been any interactions you've had with those ---

MRS SMITH: Not personally, no.

10 MS SPENCER: Not been asked for information about those patrons?

MRS SMITH: I've been asked for information about those patrons, yes.

MS SPENCER: By particular teams?

15

MRS SMITH: By AML.

MS SPENCER: Right. Commissioner, I will ask if the general non-publication order might be lifted in respect of three patron names which are already in the public domain.

20

COMMISSIONER JENKINS: Certainly.

MS SPENCER: So those names are Daniel Petkov, Alan Tan and Sun Pan(?).

25

COMMISSIONER JENKINS: So the non-publication order will be lifted in respect of those patrons to the extent that the evidence given today in relation to them will not be subject to a non-publication order.

30 MS SPENCER: Thank you, Commissioner. Daniel Petkov, are you aware of who Mr Petkov is or did you have any interactions with him as a patron?

MRS SMITH: I've had no interactions. I know of the name.

35 MS SPENCER: How is it you know of the name?

MRS SMITH: I know him to be a member of the Pearl Room.

MS SPENCER: So you've never seen him at the casino before?

40

MRS SMITH: No.

MS SPENCER: And how is it that you know his name and that it's connected to the Pearl Room?

45

MRS SMITH: I would have seen --- my team may have recorded that he had won on occasion, on a gaming machine. We report on certain wins.

12:41PM

MS SPENCER: Significant wins?

MRS SMITH: Correct, yes.

5

MS SPENCER: And what do you do with that information?

MRS SMITH: So we send an email and place it into our shift report.

10 MS SPENCER: And the name Alan Tan, are you aware of that patron at all?

MRS SMITH: No, I don't believe so.

MS SPENCER: And Simon Pan?

15

MRS SMITH: Yes, I'm aware of that.

MS SPENCER: Have you interacted with Mr Pan?

20 MRS SMITH: No.

MS SPENCER: What are you aware of in respect to Mr Pan?

25 MRS SMITH: I assisted in an investigation into Mr Pan's account and access to the Pearl Room.

MS SPENCER: I see. Commissioner, I have no further questions for Mrs Smith.

30 COMMISSIONER JENKINS: Thank you, Ms Spencer. Mr Sadler?

**CROSS-EXAMINATION BY MR SADLER**

35 MR SADLER: Mrs Smith, my name is Sadler and I appear for the Gaming and Wagering Commission. Just a couple of questions on a few matters in your witness statement and your evidence today. Just for clarification, you're talking about numbers in your team that are actually on the floor at any one time monitoring the EGMs and the other electronic machines. Was that 10-15 people at any one time?

40

MRS SMITH: That would be at a maximum, so on a night like an event night, yes.

45 MR SADLER: And on a night like an event night when you've got the maximum of 15, let's say 15, how many of the 1,800 EGMs are usually in operation, so just average numbers?

MRS SMITH: Sorry, there's currently 1,800 enabled so it had could be up to 2,500,



obviously.

5 MR SADLER: Kind of on the main gaming floor, which is where I understand those 10-15 people to be operating. Is it only 1,800 on the main gaming floor?

MRS SMITH: If they are all enabled?

10 MR SADLER: If they are all enabled, yes.

MRS SMITH: They would be looking after approximately 2,300 of them.

15 MR SADLER: Okay. 2,300, okay. And that strikes me as not --- that's not many people to be looking after a whole lot of gaming machines. I think one of the maths that I did just before with 15 people and 1,500 machines, that's kind of over 100 machines each. Is that enough people to be looking after those machines?

MRS SMITH: They obviously respond to transactional demand.

20 MR SADLER: At paragraph 45 of your statement you talk about the Gaming Operations team looking after patrons, Responsible Service of Gaming, that's one of the things they're tasked with. Is that the 10-15 people we were talking about before?

25 MRS SMITH: As they're on shift, yes.

MR SADLER: Are the only people --- sorry, I withdraw that. Would you accept that those 10-15 people are the front line of Responsible Service of Gambling on EGM machines?

30 MRS SMITH: Amongst other roles, yes.

MR SADLER: Are there other people on the floor of the casino watching out for Responsible Service of Gambling on the EGM machines?

35 MRS SMITH: Well, I can speak to my department. But also table games employees would be monitoring for that, ES employees would be monitoring for that.

40 MR SADLER: They wouldn't be monitoring the electronic gaming machines, would they?

MRS SMITH: We're still monitoring patrons.

45 MR SADLER: Patrons. Okay. Just another topic. This is in relation to the bill note acceptor limit and, just to clarify, would you --- are you aware of the machine the Clown Keno machine?

MRS SMITH: I am, yes.

MR SADLER: Do you call that --- in your witness statement you define the term EGM. Would you consider that an EGM or is that the Keno bracket?

5 MRS SMITH: It is an EGM, yes.

MR SADLER: EGM. And are you aware the bill note acceptor limit is higher?

MRS SMITH: Yes. It's \$500.

10

MR SADLER: Is that in operation at the moment, that machine, or is that one ---

MRS SMITH: Yes, it is in operation.

15 MR SADLER: I think you describe that as the one that's a self-service terminal for Keno?

MRS SMITH: No, no, sorry. That's the game of Keno. Clown Keno is an authorised electronic gaming machine.

20

MR SADLER: Yes.

MRS SMITH: So, yes, there are numerous Clown Kenos in operation.

25 MR SADLER: Okay. I'll just bring up a document, CRW.708.002.4274, and I'll give you the context for this document once it's up. So this is a letter that was prepared by, well, at least it's under the --- signed off by Josh Preston and it's to the Gaming and Wagering Commission. Actually, sorry, I take that back, that's actually to the department of Mr Connolly, the Chief Casino Operator, and it arises from the  
30 allegations Mr Wilkie made. Did you assist in preparing this letter with Mr Preston?

MRS SMITH: I did review it, yes.

35 MR SADLER: You did review it, okay. Just for your reference, I'll come back to ask more questions about it, but the Clown Keno machine is on page 4280 of that document, and I think in the context it's brought up there, it's in relation to --- are you also aware that that Clown Keno machine is one of the machines on the gaming floor that allows for continuous play?

40 MRS SMITH: Yes, I am aware.

MS SPENCER: Okay. Just a slightly different topic. At paragraph 41, you talk about joining the Responsible Gaming and Management Committee at Perth and you joined it in approximately April 2020. You say:

45

I am not aware of the extent to which the Responsible Gaming (RG) team are *involved in decisions affecting gambling operations or the selection of new*

*electronic gaming machines at the casino.* But you are aware that subsequent to April 2020 the casino has sought approval from the Gaming and Wagering Commission for new EGMs?

5

MRS SMITH: New games?

MR SADLER: New games.

10 MRS SMITH: Yes.

MR SADLER: That hasn't been brought up at the Responsible Gaming Management Committee?

15 MR SADLER: Not to my recollection. Can you clarify, sorry?

MR SADLER: Sure. So in June 2020, I mean there's a few examples. I think Crown sought approval for Money Trail, Rising Koi as a new EGM, sound familiar? And that wasn't discussed at the Responsible Gaming Management Committee meeting at any stage?

20

MRS SMITH: Not to my recollection, no.

MR SADLER: Have new EGMs at all been discussed at the Responsible Gaming Management Committee?

25

MRS SMITH: Not specific games, no.

MR SADLER: So could you infer from that that the Responsible Gaming team are not involved in decisions affecting the selection of new electronic gaming machines or is that not a safe assumption to make?

30

MRS SMITH: I would be unable to comment because product is not in my ---

35 MR SADLER: Fair enough. At paragraph 42, you say:

*I was recently involved in preparing a risk report which identifies various risks to business operations. This included consideration of the risk posed by failure to comply with RSG principles in relation to EGMs.*

40

Do you recall what those RSG principles are?

MRS SMITH: So it would be in relation to if we did not provide responsible service to gaming and if we did not minimise the harm to customers.

45

COMMISSIONER JENKINS: Sorry, can I just interrupt, what paragraph are we in?

MR SADLER: This is paragraph 42, so directly below the one before. Sorry, I lost my train of thought. It was whether you did not provide Responsible Service of Gaming in relation to EGM machines.

5

MRS SMITH: That would be the risk, yes.

MR SADLER: Is there any difference in that between the EGM machines?

10 MRS SMITH: And?

MR SADLER: Styles of EGM machines? So the report, you say:

15 This included consideration of the risk posed by failure to comply with RSG *principles in relation to EGMs.*

Is it the same across all EGM machines or is there a difference in between, there's a different type of EGM?

20 MRS SMITH: It would be the same consideration for all EGMs.

MR SADLER: Paragraph 45, then:

25 The gaming operations team are obligated to observe and report where any *customers exhibiting concerning RSG behaviours or making concerning comments.*

Then you give examples of the types of behaviour. Would you include in those types of behaviours playing two machines at once?

30 MRS SMITH: Not necessarily, no.

MR SADLER: Is it normal to see a player playing two electronic gaming machines at once?

35 MRS SMITH: It's possible to see, yes.

MR SADLER: Frequently?

MRS SMITH: I wouldn't say frequent. What do you determine as frequent?

40

MR SADLER: Every shift.

MRS SMITH: Again, I would be unable to comment. I'm not there all the time to comment.

45

MR SADLER: How about using devices to hold down or jam buttons on the machine?

MRS SMITH: That's not an approved operation of play.

5 MR SADLER: I think you gave some evidence about that, that it didn't occur too much, that that was subject of that letter that we just had up on the screen. My reference is page 4274 of that document that's up on the screen. Could we just go to that for a second? Sorry, that's the start. Apologies. It's 4277.

10 MRS SMITH: Sorry, could I just clarify?

MR SADLER: Of course.

15 MRS SMITH: The first letter I saw was this one. Sorry, could you go to the first page for me?

MR SADLER: Of course. The first page is 4274.

20 MRS SMITH: So that letter you asked me if I had involvement in that and I said I reviewed it but then the letter I saw just before, not this one ---

MR SADLER: Should have been the same letter.

MRS SMITH: Sorry. Is it? Can you go to the next page?

25 MR SADLER: Of course. If the operator just moves through it slowly just to give the witness some ---

30 MRS SMITH: No, it wasn't that page. It was a different page where it had the B&A limit.

MR SADLER: The B&A limits. The B&A limits are on page --- I will get it for you.

35 MRS SMITH: Is that a different letter, the one with the B&A limits?

MR SADLER: No, that's the same letter.

MRS SMITH: Where it discusses duplicate accounts? Yes. Okay, yes.

40 MR SADLER: On that same letter can you just turn to page 4277.

MRS SMITH: Sorry, my apologies.

45 MR SADLER: No. Here we are, 4277. So if you see the second-to-last paragraph on that page, which is 4 of 8, it says:

Following your inspection of the above game types, we have temporarily

*instructed all gaming machine shift managers to routinely examine the above game types to gain an understanding if any patrons are using any form of device to hold down or jam the play buttons on any of the above game types.*

5

Can you recall why it was a temporary inspection as opposed to being routine?

MRS SMITH: They wanted records of each inspection to determine how many occasions this was occurring. It's not temporary for the ongoing use of the machines and to not allow it.

10

MR SADLER: So it's not like after this particular inspection they turned a blind eye to people using things?

MRS SMITH: No.

15

MR SADLER: Can we go over the page to 4278. You see there the findings of that report which is just shy of a month? It goes from 3 May 2018 through to 29 May 2018. Were you aware of this at the time that it was --- the inspection was being made?

20

MRS SMITH: Yes.

MR SADLER: Were you surprised that there were 37 incidents in that time when they found that a device was being used?

25

MRS SMITH: Yes.

MR SADLER: Do you have any idea what the statistics are now?

30

MRS SMITH: I would hope it's zero. I've not had any reports of it.

MR SADLER: Okay. Just one last query. Just on page --- sorry, paragraph 57 of your statement, we're talking --- now we're talking about the different topic all together, the loyalty program. And here we're talking about Crown Rewards members are assigned a class based on their status of membership. One of the examples you give there is cage, which is a financial customer or an account created for a transaction. What is that? Can you explain what that is.

35

MRS SMITH: Yes, correct. So they may not be a member of the loyalty program however they may have had a threshold transaction, as an example. So when conducting that threshold transaction at the cage it's my understanding they register that customer as a non --- as a financial customer.

40

MR SADLER: So if a professional transaction had been over \$10,000? Correct. So if you turned up to the cage with over \$10,000 they would register you as a member?

45

MRS SMITH: Not a Crown Rewards member, a financial customer.

12:55PM

MR SADLER: A financial customer. Oh, I see, I see. So Crown Rewards members who is --- I understand. Okay. No further questions for me. Thank you.

5 COMMISSIONER JENKINS: Thank you, Mr Sadler. Mr Bathurst?

MR BATHURST: No questions, Commissioner, thank you.

COMMISSIONER JENKINS: I think that is the back row then. Mr Garas?

10

MR GARAS: No, thank you, Commissioner.

### QUESTIONS BY THE COMMISSION

15

COMMISSIONER JENKINS: Mrs Smith, I have some questions for you. So I want to understand in a bit more detail what the arrangement is for the supervision of EGMs in the Pearl Room and the Riverside Room. So who supervises those machines on a daily basis?

20

MRS SMITH: So the operation of machines and the attending to machines and transactions and customer queries on machines, that would still be our team, the game machine attendants.

25

COMMISSIONER JENKINS: They, in that respect, still, then, report to you, but there is a Director of Premium Gaming, EGMs?

MRS SMITH: Yes.

30

COMMISSIONER JENKINS: That is your husband at the moment; is that right?

MRS SMITH: That's correct.

35 COMMISSIONER JENKINS: Those staff do not report to him in respect of those activities that you have mentioned?

MRS SMITH: Yes, they don't report to him.

40 COMMISSIONER JENKINS: So they are the staff who are going to be observing conduct of patrons in the Riverside and Pearl Room in relation to EGMs primarily?

MRS SMITH: Yes. As other hosts, yes.

45 COMMISSIONER JENKINS: As other hosts. And in relation to RSG issues that they might observe in the Pearl Room and the Riverside Room, who would they report those to? Would they be reported through your staff and reporting structures

or through to the premium --- the Director of Premium Gaming or through ---

5 MRS SMITH: The instruction would be for them to report it through to our supervisors. Not to say they may not mention something to the hosts but their instruction is to report to our supervisors.

10 COMMISSIONER JENKINS: So focusing on Mr Petkov for the moment, did your staff report to you any RSG --- responsible --- I won't --- Responsible Service of Gaming or problem gaming concerns with respect to Mr Petkov in the 18 months prior to his arrest?

MRS SMITH: Not to my knowledge, no.

15 COMMISSIONER JENKINS: Did they in any way bring to your attention concerns that he might be money laundering or using money that wasn't his?

MRS SMITH: Not to my knowledge, no.

20 COMMISSIONER JENKINS: Are you aware of the Pearl Room being open at all during a COVID lockdown period in Perth?

25 MRS SMITH: In the last period the main gaming floor remained closed but the Pearl Room opened, yes.

30 COMMISSIONER JENKINS: Do you have any understanding of --- this might well be above your pay grade --- but the authorisation that was received for that to occur? In respect to your staff submitting suspicious matter reports or unusual activity reports, they would not be --- up until recently where they were provided with a terminal to do UARs, prior to that they would not be able to do an SMR themselves; is that right?

MRS SMITH: That's my understanding, yes.

35 COMMISSIONER JENKINS: How long has the UAR terminal been available to them?

MRS SMITH: I believe it's in excess of eight months, I believe.

40 COMMISSIONER JENKINS: In excess of?

MRS SMITH: Eight months.

45 COMMISSIONER JENKINS: Right. And prior to that then what was the process in which they could initiate an SMR?

MRS SMITH: They would contact the supervisor on shift to report it to them and request an SMR.



COMMISSIONER JENKINS: Then would the supervisor have the capacity to lodge the SMR or not?

5 MRS SMITH: Yes, yes.

COMMISSIONER JENKINS: Are you then saying that there would then be no report back to the supervisor or to the other staff member as to the result of that SMR being lodged or ---

10

MRS SMITH: I'm not aware that they've been provided with a report back, no.

COMMISSIONER JENKINS: I think you said you yourself had not --- had never made an SMR?

15

MRS SMITH: I'm unable to recall if I have. I may have lodged something with surveillance as suspicious but I'm unable to recall.

COMMISSIONER JENKINS: So would that indicate if you had it was a pretty rare occasion?

20

MRS SMITH: Yes correct.

COMMISSIONER JENKINS: Separate to those incidents, how often would you have rung surveillance with concerns about suspicious activities that didn't necessarily lead to an SMR?

25

MRS SMITH: Not frequently.

COMMISSIONER JENKINS: What's not frequently?

30

MRS SMITH: Maybe one a month.

COMMISSIONER JENKINS: In respect of Responsible Service of Gaming again, you said that in your role on the Responsible Service of Gaming Management Committee there had been some research brought to your attention. What was --- and you named an organisation, which organisation was that again?

35

MRS SMITH: I believe it was the Australasian Gaming Council or something similar to that.

40

COMMISSIONER JENKINS: Other than that research, in the period that you've worked at Perth Casino, have you been shown any research papers relating to the potential harm caused to patrons by electronic gaming machines?

45

MRS SMITH: I'm unable to recall any specific research papers, no.

COMMISSIONER JENKINS: So, for example, if I referred to a 2017 paper by Charles Livingstone entitled "How EGMs Work: Structural Characteristics" you wouldn't be familiar with that paper?

5

MRS SMITH: No.

COMMISSIONER JENKINS: So what is your understanding of the addictive nature of EGMs?

10

MRS SMITH: What is my understanding? My understanding would be that it is addictive to individuals; it can be addictive to individuals but not to everyone.

COMMISSIONER JENKINS: How, as the manager of EGMs at Perth Casino, do you manage that risk?

15

MRS SMITH: I think by monitoring our customers and supporting them and providing them with the information, providing them with the team on site that can be there to help them, yes.

20

COMMISSIONER JENKINS: Have you yourself ever approached a patron and suggested that they initiate a pre-commitment?

MRS SMITH: I wouldn't have specifically initiated --- sorry, recommended they initiate a pre-commitment. I would have recommended they speak with RSG, yes.

25

COMMISSIONER JENKINS: How many times in the period of time that you've been at Crown would you have recommended to a patron that they speak to RSG?

30

MRS SMITH: I wouldn't know the exact number. I wouldn't know.

COMMISSIONER JENKINS: How often?

MRS SMITH: Again, not frequently.

35

COMMISSIONER JENKINS: How many times would you have approached a patron and suggested that they have a break in play?

MRS SMITH: Not often.

40

COMMISSIONER JENKINS: In your time at Crown Perth have you seen customers apparently borrowing money from other patrons in order to gamble?

MRS SMITH: I have not seen it. I've been notified of that allegedly occurring.

45

COMMISSIONER JENKINS: Would you agree that that is a sign of a potential problem for that gambler, a problem gambling problem?

MRS SMITH: It can be, yes.

5 COMMISSIONER JENKINS: So in that case did you --- what did you do to ensure that this issue was dealt with?

MRS SMITH: In that case, in that particular case, I recommended that customer --- RSG speak with that customer.

10 COMMISSIONER JENKINS: So is that the --- and that is only one time in the ten plus years you've been there?

MRS SMITH: It's the only time I've been notified of someone borrowing money, yes.

15 COMMISSIONER JENKINS: In respect of customers gaming on two machines at one time, would you agree that that also could also be a sign of problem gambling?

MRS SMITH: It may be for individuals, yes.

20 COMMISSIONER JENKINS: Do I gather from what you've said in evidence, however, that you wouldn't see it as such a risk that you would intervene in such a case?

25 MRS SMITH: Correct. I don't necessarily see it as each person who plays two machines has a problem with their gambling.

COMMISSIONER JENKINS: You said that you've done a risk assessment of your area; is that right?

30 MRS SMITH: Correct.

COMMISSIONER JENKINS: I'm just wondering how you performed a risk analysis of EGMs and Responsible Service of Gaming if you haven't researched, in a fair amount of detail, the risks inherent in EGMs?

MRS SMITH: Could you be more specific?

40 COMMISSIONER JENKINS: Well, for example, if you haven't read the literature, which identifies what it is about EGMs that are addictive, if you haven't read the literature and research which identifies the behaviours that might indicate addiction, I'm just wondering how you then do a risk assessment?

MRS SMITH: I wasn't aware I had to read that literature to be aware of the risks.

45 COMMISSIONER JENKINS: In relation to length of play, you gave evidence that staff noted if an uncarded player would stay for long periods of time, where would we see that information recorded?

MRS SMITH: It's my understanding RG would record that information, or Responsible Gaming team would record that information.

5 COMMISSIONER JENKINS: So one of your staff would report it to Responsible Service of Gaming?

MRS SMITH: Correct.

10 COMMISSIONER JENKINS: Rather than through your reporting?

MRS SMITH: The noter may report it to us but we wouldn't make a record of it, necessarily.

15 COMMISSIONER JENKINS: In the gaming machines shift report, there isn't any heading there for Responsible Service of Gaming, is there? There is all sorts of information recorded there, including how many people have signed up to Crown Rewards that shift, but nothing to indicate issues in relation to Responsible Service of Gaming? You're nodding your head. Why is that?

20

MRS SMITH: There would be no reason. It would just be nothing --- something that we would not have chosen to include on a report.

25 COMMISSIONER JENKINS: You have said in answer to questions just previously, that if staff had concerns they would report it to Responsible Service of Gaming team. So do I understand there that if there is going to be any record of concerns, it would be that team that made the record?

MRS SMITH: Correct.

30

COMMISSIONER JENKINS: In your position description there are key activities and tasks for you related to developing and implement customer retention and attraction strategies and to lead the operations of gaming machines, Crown Rewards, business program, or BUS program, Keno, and TAB with the aim to develop and grow business, there is no specific reference to a key activity being for you to minimise harm for EGM users. Do you understand why that would be given you are the manager of the EGM business?

35

40 MRS SMITH: I would have thought that in that position description it referenced compliance with all RG frameworks and policies, which that would include harm minimisation.

COMMISSIONER JENKINS: So when we read:

45 ..... to ensure compliance with regulatory licensing and legislative framework including but not limited to internal control manuals, Casino Control Act, RSA, RSG, and AML.....

We are to read that as meaning that you have, as a key activity, a responsibility to minimise harm caused by EGMs?

5 MRS SMITH: I consider it one of my key activities.

COMMISSIONER JENKINS: Similarly, that is the only reference that I can see in your job description to AML. So would the same be true there? Do you read that as being a responsibility or a key activity of you to minimise and detect money  
10 laundering at the casino insofar as EGMs are concerned?

MRS SMITH: Yes.

COMMISSIONER JENKINS: Can I ask you about cashless play --- I'm sorry we're  
15 getting past lunch but I will be done shortly --- can you just explain to me, if cashless play is used how is the credit on the card transferred to the EGM?

MRS SMITH: How is the credit from the card transferred?

20 COMMISSIONER JENKINS: When I say credit, I mean the money on account on the card, how is that transferred to the EGM?

MRS SMITH: It's transferred by our EGM monitoring system.

25 COMMISSIONER JENKINS: I understand it gets onto the card, I might ask you about that next. But what I am saying is once it is on the card, how does the patron then play with that money?

MRS SMITH: They access a menu on the gaming machine and elect how much  
30 money to transfer from their card to the machine and they access the same menu to transfer the money from the machine to the card.

COMMISSIONER JENKINS: So you have explained how, if you have got credits  
35 on your Crown Rewards card, you can convert those to Extra Play.

MRS SMITH: Yes.

COMMISSIONER JENKINS: Is the same process used or is it somewhat different?

40 MRS SMITH: It will look like a similar menu. So, yes, you would press a button within that menu to convert your points to Extra Play. You would also use a button within that menu to transfer your credit onto the gaming machine, or your cash onto the gaming machine.

45 COMMISSIONER JENKINS: So it goes direct, it doesn't go through Extra Play?

MRS SMITH: No, correct.

COMMISSIONER JENKINS: Then is the bank note acceptor limit brought into play or not?

5 MRS SMITH: If they are transferred --- yes, because it is linked to the credit on the machine.

COMMISSIONER JENKINS: So you can still only transfer \$100 at a time?

10 MRS SMITH: No, you can transfer --- so transfer limit is based on the tier that they are. So it is \$2,000 for a gold member and \$5,000 cashless transfer for a platinum member.

COMMISSIONER JENKINS: Thank you. Going to that other question I said I  
15 might ask you about. How do patrons load, what I would call the credit, you know what I mean, onto their cards?

MRS SMITH: So credit back to their card, do you mean?

20 COMMISSIONER JENKINS: No. Although maybe I will ask you about that as well.

MRS SMITH: I'm sorry, at the cashier you mean?

25 COMMISSIONER JENKINS: Yes.

MRS SMITH: So they would present at the cashier. I am not certain of the exact processes but they would ask to either withdraw or deposit money on their card.

30 COMMISSIONER JENKINS: As you say, then, if they are at an EGM, they have used a positive amount on their card to play with on the EGM, how do they transfer what might then be on the EGM back onto their card or can't they?

35 MRS SMITH: They can, yes, so that is using that same menu on the gaming machine, or they can take it as a ticket or a hand pay, if they elect to.

COMMISSIONER JENKINS: In respect of cheque cashing facilities, on the main gaming floor, do many patrons use the cheque cashing facilities?

40 MRS SMITH: I have only ever been made aware of one customer relating to game machines that uses it. I am not aware of how many.

COMMISSIONER JENKINS: That is all the questions I have, Mrs Smith. Thank  
45 you, Mr Davis.

MS DAVIS: I have no re-examination. Thank you, Commissioner.

01:19PM

COMMISSIONER JENKINS: Mrs Smith, that does complete your evidence. The summons will be left in place because it is possible that the other commissioners might have some questions for you. But certainly for the time being you are free to  
5 go about your business and thank you for coming in today.

MRS SMITH: Thank you.

10 **THE WITNESS STOOD DOWN**

COMMISSIONER JENKINS: Thank you, and we will now adjourn until 2pm.

15

**HEARING ADJOURNED AT 1.19 PM UNTIL WEDNESDAY, 22  
SEPTEMBER 2021 AT 10.00 AM**

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