

Memorandum of Understanding

Between the ACT Gambling and Racing Commission and Access Canberra

Effective from 1 July 2026



Acknowledgement of Country

The Gambling and Racing Commission and the City and Environment Directorate acknowledge the Ngunnawal people as traditional custodians of the ACT and recognise any other people or families with connection to the lands of the ACT and region.

We respect the Aboriginal and Torres Strait Islander people, particularly our Aboriginal and Torres Strait Islander staff, and their continuing culture and contribution they make to the Canberra region and the life of our city.

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Produced by the City and Environment Directorate. Enquiries about this publication should be directed to the City and Environment Directorate or the Gambling and Racing Commission.

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Contents

1.0	Parties.....	4
2.0	Background	4
	Access Canberra, City and Environment Directorate	4
	Gambling and Racing Commission.....	4
	Justice and Community Safety Directorate	6
3.0	Purpose.....	6
4.0	Status.....	6
5.0	Core Focus.....	7
6.0	Governance	7
	Area of Focus: Governance and management	7
7.0	Performance.....	14
	Area of Focus: High level performance management and reporting	14
	Areas of Focus: Operational planning and reporting	15
	Area of Focus: Feedback.....	16
	Area of Focus: Problem solving	16
	Area of Focus: Transparency	17
8.0	Funding	18
	Area of Focus: Value for money	18
9.0	Variation, review and expiry.....	20
10.0	Values and Behaviours	20
11.0	Termination.....	21
12.0	Annexures/Schedules.....	21
	Schedule A: Operational performance reporting requirements in the Gambling and Racing Commission's Annual Report	22
	Schedule B: Funding Forecast	23
	Interpretation/Key terms	24

1.0 Parties

The parties to this Memorandum of Understanding (MOU) are the ACT Gambling and Racing Commission (GRC), represented by the Chair of the GRC Governing Board (the Board), and Access Canberra, City and Environment Directorate (CED) represented by the Head of Access Canberra.

The contact officers for this MOU are:

- a) Head of Access Canberra
- b) Chief Executive Officer (CEO), Gambling and Racing Commission, Access Canberra
- c) Chairperson, Gambling and Racing Commission.

2.0 Background

This section provides background about the parties to the MOU and other key government agencies that have responsibility for different aspects of gambling and racing in the ACT.

Access Canberra, City and Environment Directorate

Access Canberra (first established in 2015) has a wide range of regulatory functions and responsibilities including protecting the community and consumers from a range of harms and maintaining the fair operation of markets to support a vibrant economy. Access Canberra has undertaken functions and activities on behalf of the GRC under a MOU since 2016. The MOU was renegotiated in 2020 and 2023.

Access Canberra is a stream within CED, which was established under the Administrative Arrangements effective from 1 July 2025. CED brings government customer services and regulatory functions into a single reference point for members of the ACT community. The directorate is the front door to ACT Government services with a united vision for a safe and liveable city with people and place at its heart.

Gambling and Racing Commission

The GRC is a Territory Authority with a Governing Board (the Board). The GRC has wide - ranging functions related to the regulation of gaming and racing in the ACT (refer to *Gambling and Racing Control Act 1999* (the Act) and *Financial Management Act 1996* (FMA)). The GRC is supported by a framework of 11 pieces of primary legislation, collectively referred to as gaming laws. The GRC does not employ staff and relies on the MOU with Access Canberra and related arrangements to deliver all its functions, activities and services.

The Board is appointed as follows:

- Sections 11 and 12 of the Act provides for the appointment and eligibility requirements for members of the Board (apart from the CEO).
- Section 13 of the Act establishes the Chief Executive Officer (CEO), a public servant, who is appointed in consultation with the Board under section 80 of the FMA.

Justice and Community Safety Directorate

Policy responsibility for gambling and racing in the ACT sits with the Justice and Community Safety Directorate (JACSD) under the current Administrative Arrangements.

JACSD is not a party to this MOU. However, there is an underlying commitment that the GRC and Access Canberra work collaboratively with JACSD, as policy partners, to advise on and progress policy reforms and implement government priorities and commitments. GRC functions include reviewing legislation and policies related to gaming and racing and making recommendations to the Minister on those matters (section 6(2)(f) of the Act).

The relevant Minister appoints members of the Board, except the CEO. JACSD is responsible for the supporting the recruitment of members to the Board and notification of these Board appointments on the ACT Legislation Register. The CEO is appointed by the Director- General of JACSD , in consultation with the Board, under section 80(3) of the FMA.

3.0 Purpose

This MOU sets out the framework by which Access Canberra delivers GRC's functions, activities and services. This MOU is the fourth iteration. It particularly aims to strengthen governance, planning, monitoring of performance, and quality and timeliness of functions, activities and services delivered under the MOU by Access Canberra.

4.0 Status

All parties acknowledge that:

- This agreement does not establish any legal liabilities between the parties. Any legal liability arising from action under this agreement will be dealt with according to law, legislation and/or other instruments intending to establish a legal relationship.
- They will liaise with each other over any legal liabilities or other legal issues arising from action under this agreement.
- The agreement is entered into with goodwill and a commitment to the undertakings as outlined in a partnership of cooperation and respect.
- The agreement does not diminish the statutory independence of the GRC as a Territory Authority.

5.0 Core Focus

The *Strategy for Gambling Harm in the ACT – A Public Health Approach* (the Strategy) underpins the approach of the GRC and guides the work Access Canberra conducts on its behalf. A renewed Strategy will be released in 2027. It will strengthen the application of the public health approach to GRC's harm prevention functions and also embed this approach further across all GRC functions, activities and services.

In delivering GRC functions, Access Canberra is guided by the Strategy, statutory requirements under the Act, the FMA, gaming laws and the following annual GRC documents:

- Statement of Intent
- Statement of Expectation
- Strategic Board Plan and Risk Register
- Reporting and Performance Framework.

The MOU supports key objectives of the GRC that are reflected in the above documents:

- Contribute to minimising non-compliance and criminality related to gaming and racing laws, as defined in section 4 of the Act.
- Contribute to reducing the risks and costs of gambling harm for the community and individuals in the ACT.
- Communicate with diverse stakeholders and the community in as transparent a manner as resources and the law allows.
- Be an effective and trusted regulator, including applying responsive risk-based and data driven approaches.
- Promote the public interest.

6.0 Governance

Area of Focus: Governance and management

Under this focus area, Access Canberra commits to:

- Notifying the Board in a timely fashion of key changes that impact the MOU including Access Canberra's governance or organisational structures, policies, programs, procedures, practices or resources.
- Providing the Board, and its committees, with adequate secretariat support.
- Providing all relevant information, analysis and assessment to the Board and its delegates to enable lawful, evidence-based decisions.
- Proactively maintaining financial and non-financial delegation instruments as required or through a scheduled annual review.
- Maintaining sound record keeping, information security and responsible information sharing practices with consideration to the independence of the GRC and secrecy provisions of the Act.
- Proactively identifying and briefing the Board about issues and risks.

- Ensuring the Board has sufficient oversight of key decisions and communications, including those provided to the Legislative Assembly and its committees, ministers, and the media.
- Effectively managing conflict of interests.
- Escalating relevant matters about alleged non-compliance with gaming laws to the Board to seek advice or decision.
- Engaging with internal audits approved by the Board and implementing recommendations as required.
- Facilitating the annual financial audit and implementing any recommendations approved by the Board.

Principle 1: There are fit for purpose Board governance arrangements that support the GRC's independent statutory role.

The Board

The Board is comprised of the Chair, a Deputy Chair, the CEO and two other members, one of which must have knowledge, experience or qualifications related to providing counselling services to people experiencing gambling harm.

Under section 56 of the FMA, the Board is responsible to the Minister for the efficient and effective financial management of the GRC. The Board must manage the GRC in a way that promotes the achievement of the purpose of the GRC and its financial sustainability. The Board has an obligation to inform the Minister of significant events affecting the value, assets, performance or significant function/s of the GRC (section 101 of the FMA).

The Chair convenes meetings and presides at meetings where they are present. The Chair is also responsible of managing the affairs of the Board, ensuring a good working relationship between the Board and Access Canberra and keeping the Minister informed on operations (section 82 FMA). Individual members may be assigned oversight and responsibility for special projects or actions as agreed by the Board. Sub committees of the Board may be formed as required.

Access Canberra will assist the Chair when onboarding new Board members. Access Canberra will maintain a central list containing contact details, position numbers, appointment terms, assets and any other information deemed relevant for the effective administration of the Board.

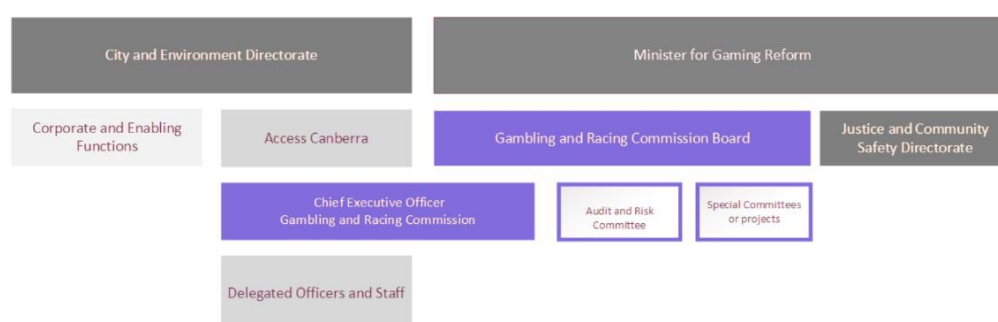
The CEO

The CEO is a public servant, holding a senior executive position in Access Canberra and is a voting member of the Board. The Board has no power to direct Access Canberra employees, with all directions provided through the CEO. The CEO has responsibilities under the FMA and the PSM Act.

The CEO is responsible for the operationalisation of strategies, plans and decisions of the Board. The CEO is responsible for ensuring that Access Canberra has adequate resources and expertise to implement this MOU, and GRC plans, strategies and decisions.

The CEO as a Board member is subject to the Board's conflict of interest policy and processes. Conflict of interests by staff relating to GRC functions, activities and services will be internally managed by Access Canberra.

Figure 1 Governance and functional arrangements related to Gambling and Racing Commission



Board Meetings

The FMA requires the Board to meet at least once every three months. Current practice is to meet at least 12 times per year and more frequently as required. Board quorum and voting for is set out in the FMA.

Access Canberra commits to ensuring relevant qualified persons with responsibilities covering governance, finance, compliance, investigation, licensing and other delegated functions are available to the GRC to provide advice, information, and attend meetings as required. Relevant staff may also be invited to participate in risk, strategic planning, or other workshops to provide operational insights, input and advice.

Access Canberra will provide adequate secretariat and support for the Board, including:

- Coordinating meeting agendas and briefing papers.
- Accurate minute taking and maintaining the Board's action register.
- Sound record management and information security.
- Maintaining the Board's conflict of interest register.
- Assisting the Chair with onboarding processes.
- Assisting managers with onboarding and orientation of Gaming Officers.
- Facilitating communications between external parties, the Board and other parts of government.
- Coordinating timely clearance processes between Access Canberra and the Board.
- Maintaining membership and contact lists.
- Assisting with GRC Annual Report Coordination.
- Ensuring the currency of the GRC website.
- Follow up on activities and projects.

Internal Audit and Risk Committee

The GRC's Internal Audit and Risk Committee is a committee established by the Board. It is responsible for managing the GRC's annual financial audit and internal audit program. The purpose, governance and objectives of the Audit and Risk Committee in provide in the Charter document. The Committee complements audit and risk and other committees of Access Canberra and CED.

Access Canberra will provide adequate secretariat and coordination support for the Internal Audit and Risk Committee including:

- Scheduling meetings, taking minutes and maintaining an action register.

- Access Canberra will support any internal audit approved by the Board and implement any actions or recommendations. Similarly, Access Canberra will facilitate the annual financial audit and implement actions or recommendations as required.

Access Canberra staff that conduct activities on behalf of the GRC are positioned across Access Canberra's organisational structure. The functional areas most relevant to the GRC are depicted in Figure 2. Access Canberra can request or purchase corporate enabling services from across greater CED to support the effective and efficient functioning of this agreement.

The organizational chart for the City and Environment Directorate is structured as follows:

- City and Environment Directorate** (Top Level)
 - CED Executive** (Reporting to City and Environment Directorate)
 - Head of Access Canberra** (Reporting to CED Executive)
 - Chief Executive Officer Gambling and Racing Commission** (Reporting to Head of Access Canberra)
 - Executive Branch Manager Service Delivery & Engagement** (Reporting to CEO)
 - Regulatory Complaints
 - Regulatory Communications
 - Executive Branch Manager Authorisations & Approvals** (Reporting to CEO)
 - Gaming Operations & Licensing
 - Tax Assessment
 - Gambling Harm Prevention
 - Executive Branch Manager Transport, Industry, Gaming, Economic Regulation** (Reporting to CEO)
 - Compliance
 - Investigations
 - Minister for Gaming Reform** (External)
 - Gambling and Racing Commission Board** (Reporting to Minister for Gaming Reform)
 - Reporting to CEO (via a bidirectional arrow)
 - Corporate Enabling Functions** (Reporting to CED Executive)
 - Finance
 - Procurement
 - Communications and Media
 - Government Business and Ministerial
 - Regulatory Intelligence
 - People, Safety and Culture
 - Cyber, Security and Information

Additionally, Access Canberra staff assigned to GRC work are considered “gaming officers” under section 34 of the Act. As such, gaming officers are subject to conflict-of-interest requirements, and unique and stringent secrecy obligations which can affect disclosing information related to GRC functions and activities. Access to GRC information by staff not undertaking relevant work must be appropriately controlled. Access Canberra will manage these additional obligations and ensure compliance. All officers new to GRC functions must be appropriately onboarded and are required to acknowledge their commitment to meeting these requirements. An annual reminder of obligations will be sent to gaming officers. Any breaches will be promptly escalated to the Board.

Given the independence of the GRC, the Board remains the decision-maker for many aspects of its functions, including regulatory and hambling harm prevention activity. The following issues

will require prompt escalation to the Board:

- Shifts in the regulatory environment that are likely to alter strategic risk ratings.
- Establishment/ progress of projects, operations or major deliverables that are high cost, pose risks, and/or subject to high levels of scrutiny.
- Significant financial, people and/or information management issues/implications
- Potential or actual breaches of the MOU.
- All decisions or recommendations resulting from triage, review and/or investigation of an alleged breach of gaming law/s.
- Issues or concerns that involve integrity or conflict of interest.
- Legal advice that raises significant issues for GRC.
- All media enquiries and proposed responses.
- Cyber/data breaches or unauthorised disclosures.
- Complaints about the operations or performance of the GRC.

More detailed thresholds for issues and matters to be escalated to the Board for oversight and decisions can be agreed between the Chair, CEO and the Head of Access Canberra outside the MOU.

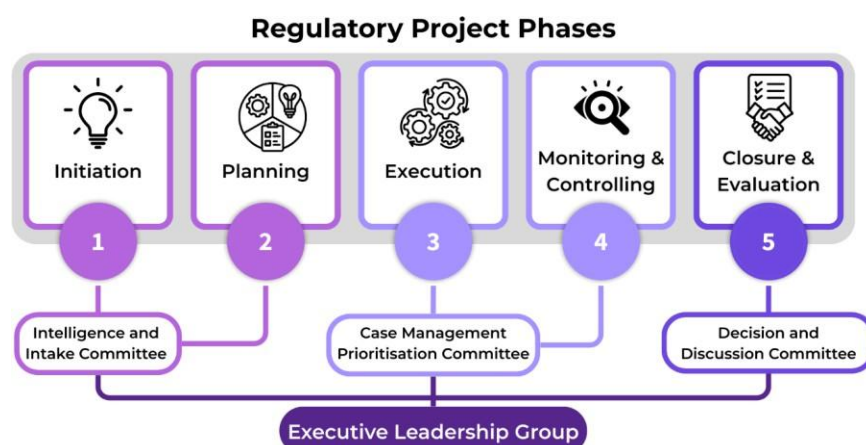
Internal Governance

Access Canberra uses internal governance forums to provide specialised regulatory advice and inform operational activities and processes. Internal governance arrangements provide oversight, accountability and assurances of a consistent regulatory approach where practicable across the range of Access Canberra and CED functions to promote public confidence and credibility. These Access Canberra forums and/or processes do not replace the authority of the Board or the need to escalate and exchange information. Access Canberra acknowledges these may need tailoring to meet GRC's requirements.

Supporting bodies within Access Canberra/CED can complement the Board to ensure ongoing alignment with core objectives and regulatory consistency. Two frameworks underpin Access Canberra's regulatory approach and practices: the CED Regulatory Strategy and the CED Regulatory Governance Framework. Access Canberra acknowledges that these may require tailoring when applied to the GRC in order to support the GRC's independence, its statutory functions, or special provisions in gaming laws.

GRC matters may be presented to the Intelligence and Intake Committee, Case Management Prioritisation Committee and the Decision and Discussion Committee as regulatory activities progress through different phases of the lifecycle (Figure 3). Each of these committees is overseen by the CED Executive Leadership Group. As GRC matters are heard, consideration will be given to the unique secrecy requirements prescribed in the Act and the decision authority of the Board. Access Canberra acknowledges that all matters about alleged non-compliance with gaming or racing law that are triaged, reviewed or investigated are to be promptly advised to the Board and the Board in such cases may be the decision-maker.

Figure 3: Forums established under the City and Environment Directorate Regulatory Governance Framework



Complaints

Access Canberra uses a centralised intake and case management system to triage and progress complaints. This system will be used to support the intake and management of complaints made to or about GRC, including those related to compliance with gaming laws. Access Canberra acknowledges that the complaints system may need tailoring to meet GRC's requirements.

Complaints will be actioned by a delegated qualified gaming officer. Access Canberra will maintain processes and procedures for the oversight of complaints, timely resolution and reporting to the Board. Access Canberra will promptly advise the Board of all complaints received and any outcomes. Investigations will be undertaken consistent with relevant standards and by an adequately trained gaming officer. Complaint themes may be used as intelligence to inform other activities undertaken.

Record Management

Both Access Canberra and the GRC (as a Territory Authority) must comply with the *Territory Records Act 2002*. All official records are to be created, registered, maintained and disposed of accordingly. Access Canberra is responsible for restricting access to GRC records noting the secrecy provisions of the Act and that some records may include personal or health information. The appropriate protective markers should be used on all correspondence and briefing papers related to GRC functions.

Access Canberra is responsible for record keeping and related processes and practices relevant to the MOU. Information sharing between the Board and Access Canberra will be facilitated in a secure and timely manner within the ACT Government ICT environment. The Whole of Government Electronic Document and Records Management System will remain the central source of truth with records maintained under Access Canberra as the administrative unit.

Conflict of interest by staff in respect of GRC functions, activities and services will be internally managed by Access Canberra, except the CEO who, as a Board member, is subject to the Board's conflict of interest policy and processes.

Access Canberra acknowledges and will comply with additional record keeping requirements that may apply to GRC matters such as investigations or personal information relating to those

experiencing gambling harm. Both parties commit to promptly notifying of a disruptive event, breach or unauthorised disclosure of information. In such a scenario, parties commit to a collaborative and consultative approach to resolution.

Board members are responsible for securely storing or destroying paper copies or offline versions of official records.

Risk Management

The GRC and Access Canberra are committed to sound and proactive risk management practices informed by frameworks and tools released by the ACT Insurance Authority (ACTIA). Access Canberra will support and coordinate integrated risk management for GRC, for the Board and all relevant Access Canberra branches. Access Canberra will support and coordinate the Board's annual risk planning and updates to the risk register, including implementation of follow up actions approved by the Board.

7.0 Performance

Area of Focus: High level performance management and reporting

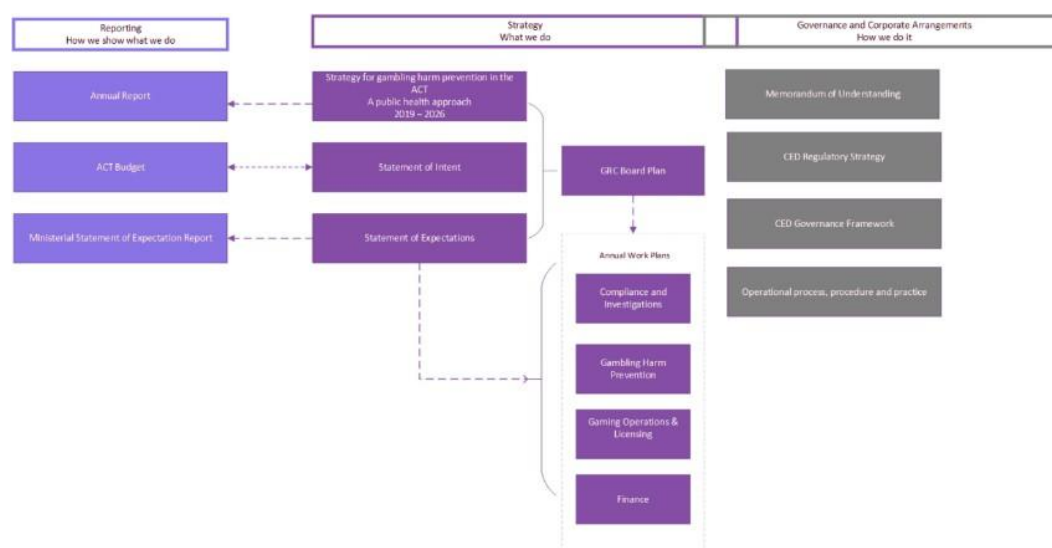
Under this focus area, parties commit to:

- Performance monitoring and accountability.
- Proactively raising issues and risks that can affect performance.
- Supporting audits, assessment, reviews and evaluations in order to continuously improve.

Principle 3: The MOU will be supported by the Board's annual high-level Performance Framework, which includes indicators and a reporting regime. The nature of indicators underpinning the Performance Framework are set out in Schedule 2.

The annual Performance Framework will be informed by and be reflected in the GRC's core strategic documents set out in Section 5 and in Figure 4 below. The Performance Framework will complement and inform monitoring of performance across the functional areas of Access Canberra.

Figure 4 Governance and Reporting Framework



Access Canberra is responsible for drafting the following key annual documents, for approval by the Board, within required timeframes including coordinating approvals as per government process and ensuring timely publication:

- Statement of Intent for endorsement by the Chair, Minister and Treasurer.
- Statement of Expectations.
- Performance report on the Statement of Expectations provided to the Minister and reflected in the Annual Report.
- Gambling and Racing Commission Annual Report.

Access Canberra will support the Board to develop the following:

- Board's annual Plan.
- Annual Performance Framework.

Access Canberra will support the Board to implement activities and track performance against the above documents and the Performance Framework.

Areas of Focus: Operational planning and reporting

Under this focus area, Access Canberra commits to:

- Integrated GRC planning implemented horizontally and vertically across functional areas and between levels of authority.
- Support, coordinate and track the annual Board Plan including the Board's strategic risk register.
- Develop annual business plans and project plans as required.
- Regular reporting to Board against all plans and business as usual activities, informed by the Board's annual Performance Framework.

Principle 4: Annual integrated planning and reporting by Access Canberra to the Board

Access Canberra will support the development of the Board's Annual Plan. This will set the direction for annual business plans relevant to Access Canberra's functional areas (Figure 2).

Access Canberra annual business plans will be submitted and approved by the Board. Activities and performance measures in these plans will be informed by GRC's core strategic documents and the Board's Performance Framework. Annual business plans will also cover business as usual activities or any other special necessary activities.

Access Canberra will facilitate quarterly reporting against the Statement of Intent, the Statement of Expectations and the Board Plan, informed by the Board's Performance Framework. Annual business plans are supported by monthly and as needed reporting.

The Board will be provided with regular operational written reporting via the CEO outside the meeting cycle. This reporting may be provided weekly or less frequently, as required.

Area of Focus: Feedback

Under this focus area, Access Canberra commits to:

- Continuously improving feedback processes from the community, stakeholders, recipients subject to activities, users of services including digital services/websites
- Participating in a rolling program of audits, assessments, reviews, or evaluation across GRC functions to continuously improve.
- Promoting the complaints process across all GRC's functions, activities and services.
- Promoting feedback processes in relevant GRC activities to inform continuous improvement.
- Analysing and reporting to the Board about feedback and related issues and improvements.

Principle 5: Promote feedback processes across GRC functions to support continuous improvement.

Access Canberra will proactively collect and collate feedback from across its activities to provide insights to the Board on areas of improvement. Findings or observed themes may be used to inform internal audit or review schedules. The results can be published in the GRC Annual Report to aid transparency. Feedback process should be promoted through different channels, be accessible and easy to navigate.

The Board may also undertake stakeholder surveys to assess performance against core functions as the Governing Board of the Territory Authority. Separately, activities undertaken by Access Canberra on behalf of the Board can also be reviewed or surveyed to determine quality of interactions or external perceptions of performance. Results of all surveys undertaken can be reported in the GRC Annual Report.

The Board expects that under this MOU, all relevant areas of Access Canberra to work collectively across the regulatory lifecycle and to respond to feedback from across government, the community or industry.

Area of Focus: Problem solving

Under this focus area, parties commit to timely information exchange, briefing of issues and good faith negotiations.

Principle 6: Dispute resolution, problem solving and consequences.

To ensure effective operations under this agreement, the Board and relevant Access Canberra officials should meet at least twice each financial year to discuss the experience of the partnership during the previous six months, continuous improvement, finances and emerging issues/challenges.

Unless a conflict of interest exists, issues are first raised through the CEO. If the matter has not been resolved informally, the claiming party must progress the matter formally in writing specifying the nature of the dispute and particulars for resolution. Parties will take all necessary steps to resolve the dispute expeditiously (or within a timeframe agreed in writing between the parties) by mutual agreement and in alignment with the guiding principles and behaviours outlined in this MOU.

Failing a resolution within an agreed timeframe, the parties can refer the matter to expert persons (to be agreed between the parties) for advice.

If the parties fail to reach a solution within 28 days of receipt of advice from the expert persons, the dispute will be escalated to the Director-General of the JACSD for resolution.

Following escalation to the Director-General JACSD with no resolution, and the party claiming the dispute remains of the opinion that the other party has not complied with any one or more of their obligations under this MOU, then the party claiming the dispute may, at their discretion:

1. give a notice to the other party requiring the situation to be remedied within a reasonable timeframe.
2. where, after the time period specified (or any agreed extension of that period) has expired, and the non-compliance has not been remedied, terminate their participation in this MOU.

Notwithstanding the existence of a dispute, each party will continue to comply with this MOU. Issues of performance and/or disputes can be outlined in the GRC's Annual Report for transparency.

Area of Focus: Transparency

Under this focus area, parties commit to transparency and accountability frameworks, with Access Canberra specifically committing to:

- Maintaining the currency of the website and the public register with a commitment to accessibility and ease of use.
- Responding to media and Freedom of Information requests in required timeframes.
- Publishing summaries of compliance programs and compliance findings.
- Sharing information with other jurisdictions as permitted by gaming laws.
- Reporting themes from environmental scans, data insights or risk assessments.
- Detailing performance and activities in the GRC Annual Report.

Principle 7: Activities under this MOU should be reported and/or made publicly available to maximise accountability and transparency.

This MOU is a public document to be published on the GRC website. Performance against this MOU and outcomes of any reviews will be reported annually to the Minister and in the GRC's

Annual Report. The Annual Report is to be drafted by Access Canberra with oversight from the Board. Access Canberra must ensure adherence to reporting requirements prescribed by the *Annual Reports (Government Agencies) Act 2004* and supporting instruments. Performance measures as described in Schedule A should also be reported annually.

Access Canberra officials may attend public scrutiny hearings if requested by the Board or the Minister.

Both parties will comply with the legislative framework when disclosing or publishing information.

Access Canberra is responsible for maintaining and updating the GRC website including all website collateral such as forms or information sheets.

Principle 8: Timely information exchange.

The parties will exchange information including intelligence to progress objectives under this MOU. More detailed arrangements may be outlined by formal agreement that if appropriate, and can be included as a schedule to this agreement without amendment to the MOU.

Board members or gaming officers authorised to have access to information or intelligence under this MOU may not record, divulge or communicate such information except in the performance of official duties. Disclosures must be for the purposes for which the information was provided and in accordance with any relevant legislative requirements. The parties will comply with any conditions, restrictions or caveat imposed by the other party in respect of the handling or disclosure of information.

As per Principle 2, Access Canberra is responsible for record keeping/record management in accordance with relevant ACTPS policy and the legislative framework. Access Canberra will facilitate the secure transfer of information/records to the Board.

8.0 Funding

Area of Focus: Value for money

Under this focus area, Access Canberra commits to financial management that supports GRC's responsibilities under the FMA by:

- Providing detailed financial reporting, analysis and forecasting.
- Allocating funds as intended.
- Acting transparently on the use of funds.
- Proactively briefing the Board on issues or risks that may affect resourcing or the financial position.
- Reporting against GRC's annual Performance Framework.
- Commitment to and demonstration of continuous improvement.

Principle 9: MOU delivers value for money.

This MOU encourages efficient and effective use of Access Canberra and the GRC resources with an emphasis on best practice, innovation and continuous improvement.

Access Canberra will supply the services (including staff and support) to fulfil the GRC's obligations under the Act and satisfy the requirements in the Statement of Intent, Statement of Expectations and Board's strategic plan. Funding is to be provided on a quarterly basis.

Other expenses incurred by the Board from the operating budget outside of this MOU may include those related to Board member remuneration, select legal services, projects initiated by the Board, specialised procurement and external evaluation services.

Annual outcomes against the GRC Performance Framework demonstrate value for money as does evidence of continuous improvement in key focus areas as determined by the Board, its committees) and Access Canberra.

Access Canberra will draw upon the knowledge and experience of a range of its internal teams to service the needs of the Board. Access Canberra may purchase additional services or expertise from other parts of the directorate and/or government to fulfil its functions. This may include finance, data and intelligence, communications and media, digital and procurement.

Access Canberra is to provide regular financial reporting with an adequate level of detail and analysis to identify potential concern or risk and inform Board decision-making. The type, manner and frequency of financial reporting can be agreed to by both parties, however, at a minimum will be provided at every board meeting and include allocation of MOU funding (including unallocated funds or vacant positions), revenue trends, and operating position.

The value provided in 2025-26 was \$5.9 million. The amount for 2026-27 is expected to be \$6.019 million. The service fee payable to Access Canberra for 2027-28 and 2028-29 is equivalent to the previous financial year indexed by rates as published in the relevant ACT Budget paper. Indicative funding amounts are reflected at Schedule B.

Access Canberra may be provided with additional funding at the discretion of the Board, noting that the Board has limited operation funds and these may already be committed. In these instances, the expectation is that such a request is exceptional and:

1. Access Canberra provides the Board with a business case that identifies need/risks and provides evidence-based or data-informed solutions. Any trade-offs or offsets should also be outlined for the Board to make informed decision.
2. The Board will determine Access Canberra's proposal on merit, balancing other risks and priorities.
3. Any additional funding provided to Access Canberra outside of this MOU must be supported by detailed project governance documentation with regular reporting to the Board against metrics of scope, time, cost and risk.
4. The Board be provided with final deliverables and a project closure report detailing outcomes against objectives and evaluation/lessons learned.
5. The Board has the discretion to cease funded initiatives or proposals if objectives or outcomes are not being met. If this is disputed, the process outlined at Principle 6 is to be followed.
6. All unspent funding is returned to the Board.

9.0 Variation, review and expiry

Principle 10: MOU enables certainty and responsiveness.

The parties commit to a mid-point review of this agreement prior to February 2028 with more frequent reviews occurring as agreed by both parties. Any changes to the Administrative Arrangements may prompt a review of this MOU.

This MOU will expire 3 years after its execution. Renegotiation of the MOU in full, should commence by the written agreement of both parties with ample time to effectively review the terms of agreement. The MOU may continue on a month-to-month basis after the date of expiry with the written agreement of both parties.

It is important that this MOU and its annexes/schedule remain consistent, relevant and current. Should either party seek to vary the MOU, the parties will negotiate in good faith. This arrangement may be varied at any time by agreement in writing and signed by persons holding the offices of the original signatories. Amendments take effect once each party has provided written consent, unless expressly stated otherwise in the written exchange.

10.0 Values and Behaviours

Principle 11: MOU is underpinned by agreed core values.

All Board members, employees, consultants or contractors will provide services in a manner that is consistent with the ACTPS values of respect, integrity, collaboration and innovation as outlined in the Public Sector Management Standards. All ACTPS staff and Board members are bound by the code of conduct and must adhere to all corporate governance policies and procedures that support the integrity of the public service.

This MOU is underpinned by the shared mutual interests of each party to strive for a high standard of governance and integrity. The parties acknowledge that it is in their mutual interests to maintain such standards. Parties acknowledge each other's professional judgement and expertise.

The parties agree to:

- Be open and transparent in dealings with each other.
- Support each other to meet the priorities of the GRC.
- Provide continuous improvement with an ongoing focus on quality.
- Act with integrity, ethically and manage conflicts of interest.

11.0 Termination

This MOU may be terminated by the agreement of both parties or automatically by events such as changes in legislation or the Administrative Arrangements.

In the event of a dispute where there is no resolution to the dispute as per Principle 6, this MOU may be terminated by the party claiming the dispute, by providing 90 days written notice to the other party. Termination does not affect liabilities and obligations separately established by law.

12.0 Annexures/Schedules

Annexes/ schedules relating to specific areas of operation may be developed by the GRC and Access Canberra and will form part of this MOU when formulated in accordance with this clause.

An annex/schedule is taken to be part of this MOU if it is signed or agreed in writing by both parties. It becomes effective from the last date of signing unless expressly stated otherwise in the annex/schedule and will operate until terminated in accordance with the termination provision in that annex. All annexes cease effect from the date this MOU is terminated.

Letters of exchange may be established under this MOU to outline details of procedures such as exchanging information or seconding individuals. These may be made public if appropriate and agreed by both parties.

Annexes/schedule may be reviewed at any stage, although must be reviewed annually to ensure the information is current and recorded accurately. Annexes/schedules may be revised or added to as required, by agreement of both parties without a review of this entire MOU.

This MOU is effective from 1 July 2026.



Laura Beacroft
CHAIRPERSON
ACT GAMBLING AND RACING COMMISSION
21 April 2026



Josh Rynehart
HEAD OF ACCESS CANBERRA
ACCESS CANBERRA
23 April 2026

Schedule A: Operational performance reporting requirements in the Gambling and Racing Commission's Annual Report

Category	Details to be reported
Complaints	Volume, themes, timeliness and outcomes
Proactive regulatory activities	Objectives, methods, and outcomes
Disciplinary action and enforcement activities	Volume, themes, timeliness and outcomes
Licensing transactions	Volume, themes, timeliness and outcomes
Tax assessments	Timeliness and accuracy
Gambling Harm Prevention and Mitigation Fund	Type, purpose, cost, timeliness, findings, outcome
Gambling Harm Awareness Week and campaigns	Purpose, uptake including with digital aspects, performance, outcomes
Approved Training	Participants and feedback, outcomes of evaluations
ACT Self Exclusion	Number of self-exclusions and revocations, trends, aggregated demographic or gambling licensee data.
Gambling Incidents	Number of reported gambling harm incidents, responses, outcomes and trends, Number of reported self-exclusion incident breaches, timeliness of reporting, and trends.

Schedule B: Funding Forecast

The provision of funding to Access Canberra for services and the administration of the gaming laws in the ACT, including the control, supervision and regulation of gambling and racing, is sourced directly from the GRC's appropriation.

Access Canberra will supply the services commissioned by the Board (and satisfying the requirements of the GRC Statement of Intent) for the amounts agreed to by both parties.

Access Canberra is responsible for arrangements to obtain other corporate and enabling services within City and Environment Directorate or other part of government and the transfer of funds for services rendered if required.

The funding provided to Access Canberra on a quarterly basis is recognised as a purchased service. The estimated purchase service amounts for 2026-27, 2027-28 and 2028-29 financial years are included in the purchase services column of Table 1 below.

Additional funding, at the discretion of the GRC Board, may be provided to Access Canberra to undertake additional activities that align with the GRC's objectives and priorities (as outlined at Principle 9)

Table 1. Schedule of funding

Year	Purchase services supplied by Access Canberra to GRC \$ (million)
2026-27	6.019
2027-28	6.117
2028-29	6.217

Interpretation/Key terms

AAs	Administrative Arrangements
ACTPS	ACT Public Service
CEO	Chief Executive Officer
CED	City and Environment Directorate
HoAC	Head of Access Canberra
Gaming Laws	Collective term to describe laws administered by the GRC see section 4 of the Act
GRC	Gambling and Racing Commission
JACSD	Justice and Community Safety Directorate
SoE	Statement of Expectations
	Any reference to the SoE refers to the current agreed version on the GRC website
Sol	Statement of Intent
	<i>Any reference to the Sol refers to the current agreed version of signed by the Chairperson of the GRC and the ACT Treasurer.</i>
Territory Authority	As defined by the <i>Legislation Act 2001</i>
the Act	Gambling and Racing Control Act 1999
The Board	Gambling and Racing Commission Board