



Business Plan 2021/22



Introduction

The Racing Integrity Board ('RIB') has been established under section 42 of the Racing Industry Act 2020. It commenced operations on 1 July 2021.

The RIB's statutory objectives are to promote, and ensure compliance with, high standards of animal welfare, integrity and professionalism by participants in the racing industry for the benefit of the public, participants and the racing industry as a whole.

The agency's jurisdiction extends across thoroughbred, harness and greyhound racing.

The RIB's functions are essentially three-fold:

- **Compliance and enforcement** - raceday stewarding and related activities.
- **Adjudication** - determination of matters arising under the racing rules.
- **Advisory and advocacy** – monitoring the integrity system, including animal welfare, and recommending rule and process enhancements as appropriate.

The Minister for Racing appointed the members of the Board after receiving nominations from each racing code and TAB NZ. My fellow board members are:

- Kristy McDonald ONZM QC
- Brent Williams
- Dr Patricia Pearce
- Penny Mudford ONZM

We and our team look forward to working with stakeholders to maintain and strengthen public confidence in the integrity of racing in New Zealand.



Sir Bruce Robertson
Chair
Racing Integrity Board

This Business Plan is prepared in accordance with section 48 of the Racing Industry Act 2020.

Foreword

1 August 2021

A strong and effective integrity system is essential to public confidence in the conduct of racing.

The Racing Industry Act 2020 creates a support and monitoring function of the racing codes' animal welfare policies and initiatives. The RIB budget for the 21/22 racing year provides for the establishment of capability to undertake this role.

In addition to animal welfare, the Board has identified eight (8) further strategic priorities which, when combined, make up the change programme. The change journey will include a review of the way in which we engage with stakeholders; how we are structured; the competence, capability, health and safety of our people; our drug, alcohol and prohibited substances protocols; any alternate option to the current raceday model and the opportunity technology offers to enable our integrity function.

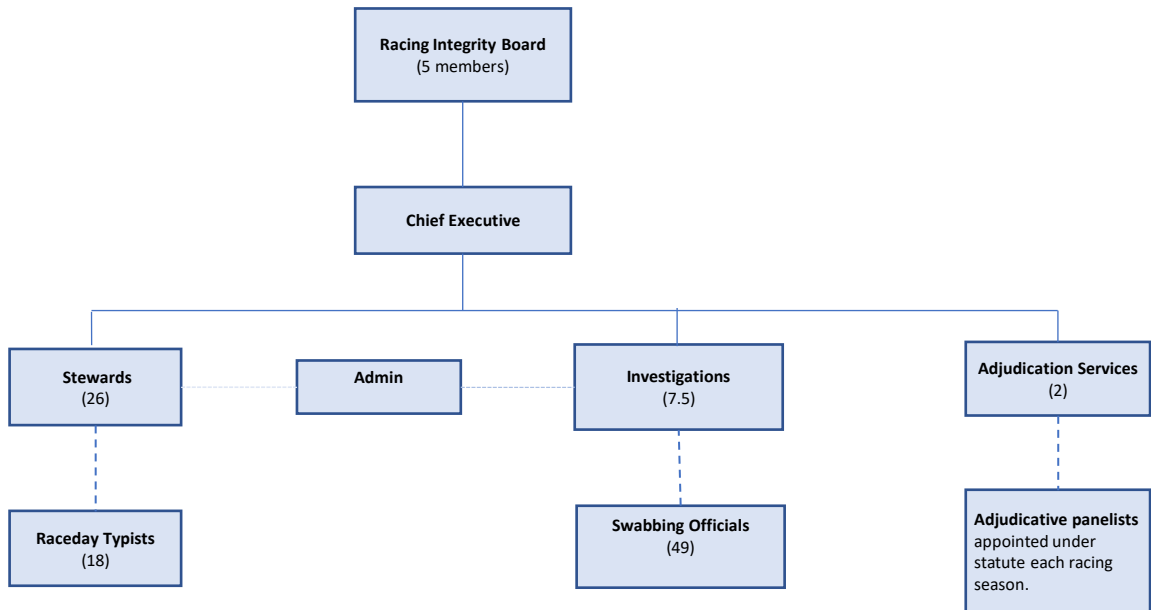
Key stakeholders support this ambitious programme as we seek to ensure the RIB is now, and remains into the future, fit for purpose as a core component of the racing integrity system.

A handwritten signature in blue ink, appearing to read 'Mike Clement', is positioned above the printed name and title.

Mike Clement
Chief Executive
Racing Integrity Board

About us

The RIB employs a nationally dispersed team of 110 staff and engages 18 external adjudicative panelists.



In the racing year our raceday teams will attend **1027** race meetings (481 greyhounds, 293 thoroughbred, 253 harness). These meetings will take place at **52** venues throughout New Zealand. At these meetings **10,698** races are scheduled to be run.



Our stipendiary steward staff will ensure the conduct of these races is fair and compliant with the rules of racing.

Compliance investigators and our prohibited substance swabbing staff will provide over **9,000** samples from the meetings for analysis by New Zealand Racing Laboratory Services.

Accountability framework

This is one of two documents that sets out how we will measure the RIB's future performance in meeting its statutory objectives. The other document is the Statement of Intent 2021/22 to 2023/24, which provides a three year medium-term view of progress made towards achieving the Board's strategic goals and priorities.

Annual Business Plan

Outlines activities for the coming year that will promote our strategic priorities and indicate our performance criteria and measures.

Statement of Intent

Outlook and performance measures to show what success will look like over a three year horizon for the RIB, the racing industry and participants.

Annual Report

Yearly report of progress against the Statement of Intent, results against the Business Plan, overview of key activities and achievements and financial performance.

The key performance indicators (KPIs) used by the RIB's antecedent bodies – the Racing Integrity Unit and the Judicial Control Authority for Racing will be carried forward into the racing year commencing 1 August 2021. Performance against those KPIs will be compared with outcome levels for the 19/20 and 20/21 racing seasons. A set of KPIs will be developed during the current racing year that more suitably align to the efficiency and effectiveness of the RIB.

Both the Statement of Intent and the Annual Report are presented to the Minister at the appropriate time for presentation to the House of Representatives.

The Change Programme

The principal focus of the Board in the 2021/22 racing season will be to align its organisational structure and operating model to its strategic priorities and the statutory and stakeholder expectations for a 'fit for the future' racing integrity system.

To achieve this, the following key initiatives will be undertaken:

- 1 Establish a robust and effective code consultation and relationship model.
- 2 Scope and establish an organisational structure and systems capable and competent to deliver the Board's services and fulfil its statutory obligations.
- 3 Invest in and implement "fit for purpose" technology systems and support.
- 4 Consider raceday adjudicative models and options, implement a preferred option or changes as appropriate.
- 5 Review and strengthen the investigation and raceday stewarding processes and capability.
- 6 Design and implement a capability and people development programme.
- 7 Develop, resource and commence implementation of the Board's animal welfare functions and responsibilities.
- 8 Review the efficacy of the drug testing protocols and methodology.
- 9 Develop, resource and commence implementation of a Health and Safety at Work policy, practice and procedure.

How we will approach our work

Outcome-focused

Resources will be focused where we have the greatest opportunity of achieving desired outcomes and reducing threats to the integrity of racing.

Consistent and certain

Penalty guidelines and peer review processes will be developed to support increased consistency in decision-making.

Effective and efficient

The use of resources will be regularly reviewed to enhance effectiveness and efficiency.



Culture of integrity

Achieved through strengthening the professional capability, skills, training and development of the RIB team.

Open and transparent

The RIB will clearly communicate its intentions and expectations to industry stakeholders and participants, and explain its actions.

Flexible and responsive

An operating model will be developed which will enable the RIB to adapt and respond as appropriate to changing industry conditions.

Strategic priorities for 2021/22

The RIB's strategic intentions for the upcoming racing season are focused on three key priority areas:

1. Compliance

Racing is to be conducted fairly within the rules of racing and is drug free. Participants will meet their conduct and compliance obligations under the code rules.

2. Adjudication

The RIB's adjudicative functions will be independent and separate from its compliance activities and adjudicative outcomes will be consistent and timely.

3. Advisory and advocacy

The RIB will be effective and influential in its review, advice and advocacy for strengthening the integrity system;

and

Code racing animal welfare policies and initiatives will be enhanced through the RIB's support and monitoring.

How will we measure success?

Success will be measured with reference to the performance measures at Appendix 1.

Organisational health and capability

Capability

In response to the commitment to increase funding for organisational development the RIB will develop a comprehensive capability framework which will include competency-based role profiles, structured career pathways, bespoke learning and development opportunities and experiential skills development.

Engagement and culture

The RIB will focus efforts on activity that supports a high performing organisation in terms of cultural health and employee engagement. RIB raceday staff will operate within a strengthened team-based approach to their functions and tasks.

Recruitment

The RIB will broaden the demography and diversity of its people through its recruitment strategy and succession planning will be an area of particular focus.

Health, safety and wellbeing

The RIB will focus on the health, safety and wellbeing of its people and contractors. Staff in the field operate at times in settings and circumstances which are under the control of others and which can be inconsistent in terms of the health and safety environment. The RIB is committed to providing and maintaining a safe working environment for its people.

Technology

The RIB will complete a full refresh of its technology environment introducing best practice office systems, standards and user protocols. Investment will occur in a number of areas including the website, operational applications and developing fit for purpose data capture systems.



Appendix 1

Performance Measures

Compliance

Measure	Forecast/Target
Stewards attend and officiate at all code race meetings.	100%
Clubs surveyed are satisfied with the raceday stewarding services provided.	85% of those surveyed
Percentage of stakeholders surveyed who believe the operation and effectiveness of the racing integrity system has improved in the last 12 months.	70%
Original compliance and enforcement decisions and interventions confirmed on internal review.	80%
Investigations opened are completed.	90% completed within 6 weeks of file being opened
Complaints presented to the RIB are actioned.	95% of complaints actioned or responded to within 5 working days of receipt
Raceday rule breaches prosecuted in a timely manner.	90% of raceday rule breaches charged within 72 hours of the decision to proceed
Percentage of race day drug tests conducted to starters.	8 – 10% of starters
Percentage of raceday tests which are sampled comply with swabbing protocols and procedures.	95%

Adjudication

Measure	Forecast/Target
All matters filed with the RIB are processed within 10 working days.	90%
The ratio of successful appeals against Adjudicative Committee decisions.	Less than 2% of appealable decisions
Decisions excluding minor infringements and minor penalties published on the website within 5 working days of receipt of papers.	95%
GRNZ Minor Infringements processed within 5 working days of receipt of papers.	95%

Welfare

Measure	Forecast/Target
All licensed kennel and stables inspected and reports filed by 31 July 2022.	95%
Annual 'out of competition', TCO and participant testing and intelligence-informed programme completed.	Out of competition: 1,250 TCO2: 2,000 Participant: 150
Clubs surveyed are very satisfied with the raceday veterinary services provided.	85% of those surveyed
Code animal welfare initiatives monitored and reported on	Three times a year

Advisory and advocacy

Measure	Forecast/Target
All requests from the codes in relation to rule changes are responded to by the RIB.	100%
Significant recommendations made by the RIB are adopted/accepted by the codes.	75%
RIB response provided to the code within 10 working days of the Board meeting at which they were considered.	100%

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