

Racing Integrity Board

Business Plan 2022/2023



| Introduction

This Business Plan outlines the priorities and milestones for the Racing Integrity Board (RIB) for the 2022/2023 racing season – our second year in operation.

The objectives of the RIB, as outlined in section 42 of the Racing Industry Act 2020, 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.

To deliver on these objectives and fulfil its functions under the Act, the RIB is focused on seven strategic priorities – compliance, advisory and advocacy, animal welfare, people and capability, processes and systems, assurance, and engagement. Underpinning all these priorities is a dual focus on building capability and continuous improvement.

The delivery of these strategic priorities will continue to improve the integrity of racing in Aotearoa New Zealand and bring heightened attention to animal welfare standards.

| As an independent body we have an important role to play, and we look forward to working alongside all other stakeholders to ensure fairness and professionalism in the racing industry.

Kristy McDonald ONZM QC
Chair
Racing Integrity Board

| Foreword

Our legislative mandate is to promote and ensure compliance with high standards of animal welfare, integrity and professionalism by the racing industry, for the benefit of the public, participants and racing industry as a whole.

To deliver on this mandate, the last 12 months have seen our team deliver on a significant programme of work across animal welfare, compliance, adjudication and advocacy, focused on maintaining a strong integrity system for the three racing codes.

The last racing year was challenging for the industry. The RIB worked hard with the codes and participants to ensure racing was able to continue in a safe on-track environment.

The change programme referenced in last year's Business Plan continues to be a priority as we create and embed the norms and practices of our organisation. We will focus on creating clear accountabilities through our structure, building the capability we need to deliver on our priorities, and developing our culture to support a high performing team.

Establishing our health, safety and wellbeing system has been a key focus over the year and this will remain a priority as we ensure the RIB maintains a safe working environment where our people can thrive.

The role of the RIB in relation to the Greyhound Review has required the development of animal welfare capability, in order to meet the expectations of the Minister for Racing and other key stakeholders. We have worked closely with Greyhound Racing New Zealand and jointly built a better understanding of how animal welfare fits within the racing industry with inevitable benefits for the wider industry.

We are working on a strategic framework which will be the bedrock of our organisation until at least 2024/25. At its core, our strategy will focus on ensuring high standards both in the performance of our race day functions and in animal welfare and integrity. We look forward to sharing this strategy with our stakeholders in the 2022/23 racing year.

As I have said before, at the RIB we are one part of the overall integrity system, which has many players. Although we have a pivotal role, the system can only succeed when all participants play their part by doing the right thing every day.

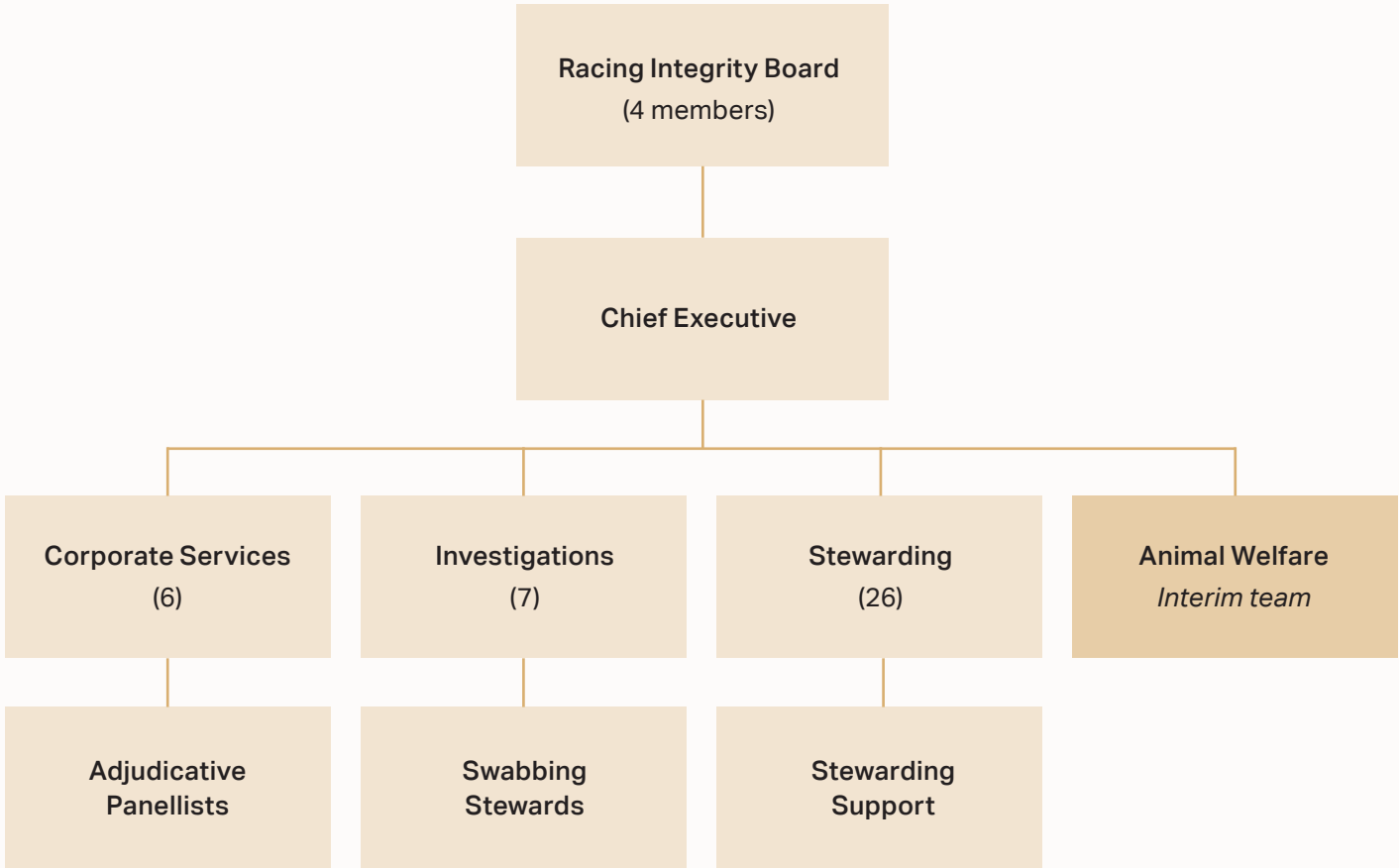
| As an organisation we are committed to continuing to engage in a fair, consistent, professional and transparent way with all of our stakeholders.

I am incredibly proud of the professionalism and resilience our team members continue to show every day in their work.

Mike Clement
Chief Executive
Racing Integrity Board

| About Us

The RIB currently employs **40** permanent team members, and **120** on a contract basis to fulfill its functions under the Act.



In a Typical Year

Our raceday teams attend **974** race meetings
(**432** greyhound, **293** thoroughbred, **249** harness)
across **59** racetracks throughout New Zealand.
At these meetings approximately **11,000** races are scheduled to be run.

Our compliance team collect over **14,000** samples from animals for
analysis by New Zealand Racing Laboratory Services.

Our veterinarians conduct **45,000** greyhound examinations
and over **2,700** equine examinations. All racing animals are observed on race days.

We undertake **220** investigations a year as a result of referrals from our
compliance team, veterinarians, industry sources, and referrals from codes
and other agencies.

Our adjudicators deliberate at approximately **850** hearings
to enforce the racing rules and impose penalties in
accordance with those rules.

| Accountability Framework

This business plan is one of two documents setting out how we will measure the Racing Integrity Board's performance in meeting its statutory objectives. The other document is the Statement of Intent 2022/23 which provides a three-year medium-term view of progress made towards achieving the RIB's strategic goals and priorities.

Statement of Intent	Annual Business Plan	Annual Report
Outlook and performance measures to show what success will look like over a three-year horizon for the RIB, the racing industry and participants.	Outlines activities for the coming year that will promote our strategic priorities and indicate our performance measures.	Report of progress against the Statement of Intent, results against the Business Plan, overview of key activities and achievements and financial performance.

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

| How we will approach our work

The RIB has commenced the process of developing a strategy which will be completed in the 2022/23 year. This has involved discussions with our team about how we want to show up for each other and our stakeholders. We have distilled this into five core values for the RIB.

In working with us, our stakeholders can expect us to be:



Fair

We will treat all stakeholders equally, in a way that is right and reasonable.



Consistent

We will work together to agree best practices so we can behave in a consistent way.



Professional

We will use our specialist knowledge for the benefit of the racing integrity system, and be conscientious and polite in all interactions.



Transparent

We will clearly communicate our intentions and expectations to industry stakeholders and participants and explain our actions.



Teamwork

We will collaborate with colleagues inside and outside the RIB to achieve high standards of integrity.

| Strategic Priorities 2022/23

The 2021/22 business plan referenced nine initiatives to deliver on our legislative mandate. These nine initiatives have now been consolidated into seven strategic priorities which we have grouped into two areas of focus: what we do and how we do it.

What we do	Target
Compliance	Continuously improving our disciplines, working alongside the codes to build high levels of compliance.
Animal Welfare	Developing and implementing an animal welfare capability, to promote and ensure compliance with high standards of animal welfare.
Advisory and Advocacy	Working with the codes informing and educating participants in relation to policies, rules, and standards.
How we do it	
People and Capability	Strengthening our organisational capability and design; and prioritising the health, safety and wellbeing of our people.
Processes and systems	Continuously improving the efficiency and effectiveness of our processes and systems.
Assurance	Developing and improving our quality assurance practices.
Engagement	Maintaining meaningful relationships with key stakeholders in the racing integrity system.

| What we do

Compliance

We will continuously improve our disciplines, working alongside the codes to build higher levels of compliance. It is important to note our adjudicative functions are independent and separate from other compliance activities.

Throughout 2021/22 we have undertaken reviews of various practices to strengthen compliance including:

- Commencing a review of the race day operating model, including trialing remote services and support for race day integrity activities including typing, stewarding and adjudication
- Reviewing penalty guides and Minor Infringement Notices for all codes
- Implementing changes to our drug and alcohol participant testing processes
- Reviewing exhibit handling (swabbing processes).

As a result of these reviews, in 2022/23 we will implement changes including:

- Continuing to work with the codes on the race day operating model
- Investing in more compliance resource to support the animal welfare commitments
- Implementing remote operating for stewards, typists and adjudicators where appropriate
- Addressing connectivity issues at some racecourses and staff home addresses to enable remote operating
- Improving exhibit management capability via storage facilities, swabbing facilities and automation of the end-to-end process through to the laboratory
- Improving consistency throughout our compliance processes
- Ensuring RIB compliance activities are directly related to its legislative functions.

Adjudication

Our adjudicative functions are independent and separate from other compliance activities. We regularly review the independence of the adjudication activities and report to the Board accordingly.

We will:

- Continue the decision review processes currently in place
- Work with the codes to ensure the race day model remains fit for purpose
- Review the adjudicator resource allocation to race days
- Evaluate the use of technology to improve efficiency
- Continue to prioritise the consistency and timeliness of our adjudication practice.

Milestones

Work with the codes to consider race day model options, including adjudication, and implement changes as appropriate.	Jul-23
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Animal Welfare

We will develop and implement an animal welfare capability, to promote and ensure compliance with high standards of animal welfare.

The Racing Industry Act defines our role as supporting and monitoring the operation and effectiveness of each racing code's animal welfare policies and initiatives.

This significantly lifts the profile of the RIB's animal welfare mandate, making it one of the organisation's key functions.

In our first year we learned how we could bring this expectation to life operationally, through our experiences in the Greyhound Review, along with engaging other jurisdictions and relevant government agencies. This has also informed our thinking about how to shape our animal welfare capability, which we will establish in the 2022/23 racing season.

In 2022/23 our priorities to achieve this include the following:

Greyhound Review work programme

Established in September 2021 on instruction from the Minister for Racing, the RIB is working with Greyhound Racing New Zealand to support them as they deliver the work programme.

The programme schedule currently runs until December 2022 when the RIB will provide a report to the Minister outlining our level of confidence in Greyhound Racing New Zealand's progress against the Hansen and Robertson Review recommendations. Our role beyond that will be determined by the Minister's decision.

Equine codes

We are taking lessons learned from the Greyhound Review and sharing these with the equine codes to help inform how these may be applied across thoroughbred and harness racing. There are circa 123 kennels however significantly more stables – 1,391 combined in the equine codes.

Audits, inspections and visits

In 2021/22 the RIB developed a new greyhound kennel audit regime to monitor compliance with animal health and welfare standards. This approach has been introduced with Greyhound Racing New Zealand support.

A priority for the 2022/23 racing season is to work with the equine codes and determine an appropriate approach for each code. This will commence with a period of discovery which will inform the approach to audits, inspections and visits for subsequent seasons. This may include moving towards more of a risk-based auditing model for equine in 2023/24.

In 2022/23 we will re-audit all greyhound kennels and audit 100 harness stables and 110 thoroughbred stables. All other stables will be visited over the two-year period 2021/22 to 2022/23.

Milestones

Greyhound Review final report to the Minister for Racing.	Dec-22
Work with the equine codes to design an appropriate approach to stable audits, inspections and visits for the 2023/24 season, based on a discovery phase in 2022/23.	Jun-23
Re-audit all greyhound kennels in the 2022/23 season.	Jul-23

Advisory and Advocacy

We will work with the codes to increase voluntary compliance with policies, rules and standards.

Our role is to support the codes to develop health and welfare standards, policies and initiatives informed by science-based best practice, and monitor progress. The outcome we are focused on is an ever-improving integrity system.

In 2021/22 we worked with Greyhound Racing New Zealand to influence change in relation to animal health and welfare standards, and our intention in 2022/23 is to do the same with equine.

Our key initiatives to support advisory and advocacy include:

- Continue reviewing any new animal health and welfare standards for Greyhound Racing New Zealand and sharing our learnings as input to the redevelopment of those standards
- Monitoring compliance with the new euthanasia policy for greyhounds
- Providing advice and recommendations on the refinement of horse care regulations for Harness Racing New Zealand
- Participating in the tri-code animal welfare forum
- Observing and providing input to the Greyhound Racing New Zealand Animal Health and Welfare and Serious Injury Review Committees
- Developing animal health and welfare insights for equine as input to the codes' animal welfare policies and practices
- Providing advice to the codes in respect of their proposed rule changes
- Recommending rule changes to the codes.

| How we do it

People and capability

We will improve confidence through strengthening our organisational capability and design; and prioritising the health, safety and wellbeing of our people.

To build the capability of our team, in 2022/23 we will continue the development of:

- A competency framework covering all RIB functions to ensure all team members have the skills required to perform their roles to a high standard
- Technical and experiential training to provide quality learning experiences for all key roles
- Leadership training delivered through a series of learning modules to address the key areas required to build capability
- Soft skills learning in areas such as conflict management.

To provide and maintain a safe working environment for our people, the RIB will continue to:

- Focus on building a safety culture
- Continue to embed our new health, safety and wellbeing digital platform
- Invest in safety equipment for team members, particularly those working with animals.

Milestones

Complete development of competency frameworks for all RIB functions, along with a people development programme.	Feb-23
Implement any changes to organisational structure and systems to support the RIB fulfilling its statutory functions.	Jul-23
Continue to embed the H,S & W system as an integral part of the RIB culture.	Jul-23

Processes and systems

We will focus on continuously improving the efficiency and effectiveness of our processes and systems.

Our priority for 2022/23 is to use technology to build our efficiency. This involves:

- Designing a low-cost tactical technology solution to enable us to replace the manual, paper-based procedures used by stewards, investigators, swabbers, and veterinarians
- Automating the transfer of data between roles, teams and with external partners such as laboratory services
- Familiarising ourselves with code technology solutions and integrating RIB practice.

A longer-term more strategic digital solution will be part of our 2023/24 planning.

Assurance

We will develop and improve our quality assurance practices to build trust and confidence in the RIB and integrity of the racing system.

Priorities for 2022/23 to deliver on this include:

- Implementing the exhibit management (swabbing) recommendations
- Finalising our strategic framework which will become our key internal guiding document for at least the next five years
- Reviewing and formalising assurance practices across all functions
- Capturing stakeholder feedback to inform our continuous improvement practices.

Milestones

RIB strategic framework developed.	Mar-23
Implement findings from the 2021/22 exhibit handling review.	Feb-23

Engagement

The Racing Integrity Board is a pivotal part of the overall racing integrity system, and therefore it is important to develop and maintain meaningful relationships with our key stakeholders.

Work commenced in 2021/22 on a communications strategy to deliver more proactive and targeted stakeholder engagement.

Implementation of the communications strategy will continue into the 2022/23 financial year. This will include:

- Maintaining the confidence of the Minister through regular quality reporting in relation to the Greyhound Review and timely response to Ministerial enquiries
- Continuing purposeful stakeholder engagement to ensure continuous improvement of and confidence in the integrity system
- Engaging with relevant government and non-government entities including National Animal Welfare Advisory Committee, the Ministry for Primary Industries, and SPCA
- Preparing an annual report at the completion of the racing season
- Updating the website so it has consistent and accurate information for all stakeholders.



| Measures of Performance

We will measure progress towards our strategic intentions through timely, relevant and achievable Key Performance Indicators (KPIs).

Compliance	Target
1 Stewards attend and officiate at all code race meetings	100%
2 Clubs surveyed are satisfied with the race day stewarding services provided	85%
3 Stakeholders surveyed believe the operation and effectiveness of the racing integrity system has improved in the last 12 months	70%
4 Original compliance and enforcement decisions and interventions confirmed on internal review	80%
5 Investigations completed within 6 weeks of initiation	90%
6 Complaints registered with the RIB processed within 5 working days	95%
7 Race rule breaches charged within 96 hours	90%
8 Animal race day drug tests conducted to starters	10%
9 Race day tests compliant with the swabbing protocols and procedures	99%
10 Human participant testing for drugs and alcohol (300 per annum)	100%

Adjudication	Target
11 Adjudicative matters processed within 10 working days (excluding race day charges)	90%
12 Number of successful appeals against Adjudicative Committee decisions	<2%
13 Adjudicative decisions published on the RIB website within 5 working days of the decision being made	95%
14 GRNZ Minor Infringements processed within 5 working days of receipt of papers	95%
Animal Welfare	
15 Animal Welfare audits conducted: <ul style="list-style-type: none"> a. kennels - all licensed kennels b. harness stables - 100 per annum c. thoroughbred stables - 110 per annum 	100% 100% 100%
16 Animal Testing: <ul style="list-style-type: none"> a. Race day swabs taken – 9000 per annum b. Out of competition tests performed – 1000 per annum c. TCO2 tests performed – 2700 per annum 	95% 95% 95%
17 Clubs surveyed are satisfied with the race day veterinary services provided	85%
Advisory & Advocacy	
18 Requests from the codes in relation to rule changes are responded to by the RIB	100%
19 Codes adopt RIB recommendations in whole or in part for consulted rule changes	75%



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