

# Racing Integrity Board

Business Plan 2023/2024





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## | Introduction from the Chair

As the regulator for licenced thoroughbred, harness and greyhound racing in New Zealand, our objectives are to promote and ensure compliance with high standards of animal welfare, integrity, and professionalism by the racing industry.

To achieve these objectives, this year the RIB finalised a strategic framework which comprises a summary of our business with a three-year work programme, as detailed in our Statement of Intent. This Business Plan outlines the Board's priorities and milestones for the 2023/24 racing season.

Our focus remains firmly on our priority areas of compliance, animal welfare, adjudication, advisory and advocacy, people and capability, processes and systems, assurance, and engagement.

Although we are an independent statutory authority and play a pivotal role in the industry, we cannot achieve our objectives alone. All stakeholders must play their part in doing the right thing to ensure public confidence in racing.

We look forward to continuing our focus on fairness, consistency, professionalism, and transparency in the racing industry throughout 2023/24.

**Kristy McDonald ONZM KC**  
**Chair**  
**Racing Integrity Board**

## | Foreword from the Chief Executive

In 2022/23, the Racing Integrity Board's business plan referenced strategic priorities to deliver on our legislative mandate. We have now captured the essence of these priorities into a strategic framework which comprises a summary of our business with a three-year work programme.

The strategic framework does not change our already-established programme of work across compliance, animal welfare, adjudication advisory and advocacy, but refines it based on the knowledge we have gained as an organisation over the past two years.

Continuous improvement was a key theme across all our work programmes last year, and this will continue into the next racing season. We are determined to ensure every part of our business is as effective as it can be.

A significant priority in the last racing season was the Greyhound Review, which saw the RIB work with Greyhound Racing New Zealand to support them as they delivered the work programme. The RIB presented the final report to the Minister for Racing in December 2022, and we await the outcome of the government's discussion about next steps. In the meantime, we will continue to monitor progress against the work programme.

In the last year we established and embedded health, safety, and wellbeing practices to maintain a safe working environment where our people can thrive. The same focus must now be applied across the whole racing industry. This year we will continue to work with the industry to establish effective health and safety practices to protect those who work in racing.

We established an animal welfare function inside the RIB last year, and in the year ahead we will realise the benefits of this team as they work across the industry to promote and ensure compliance with high standards of animal welfare.

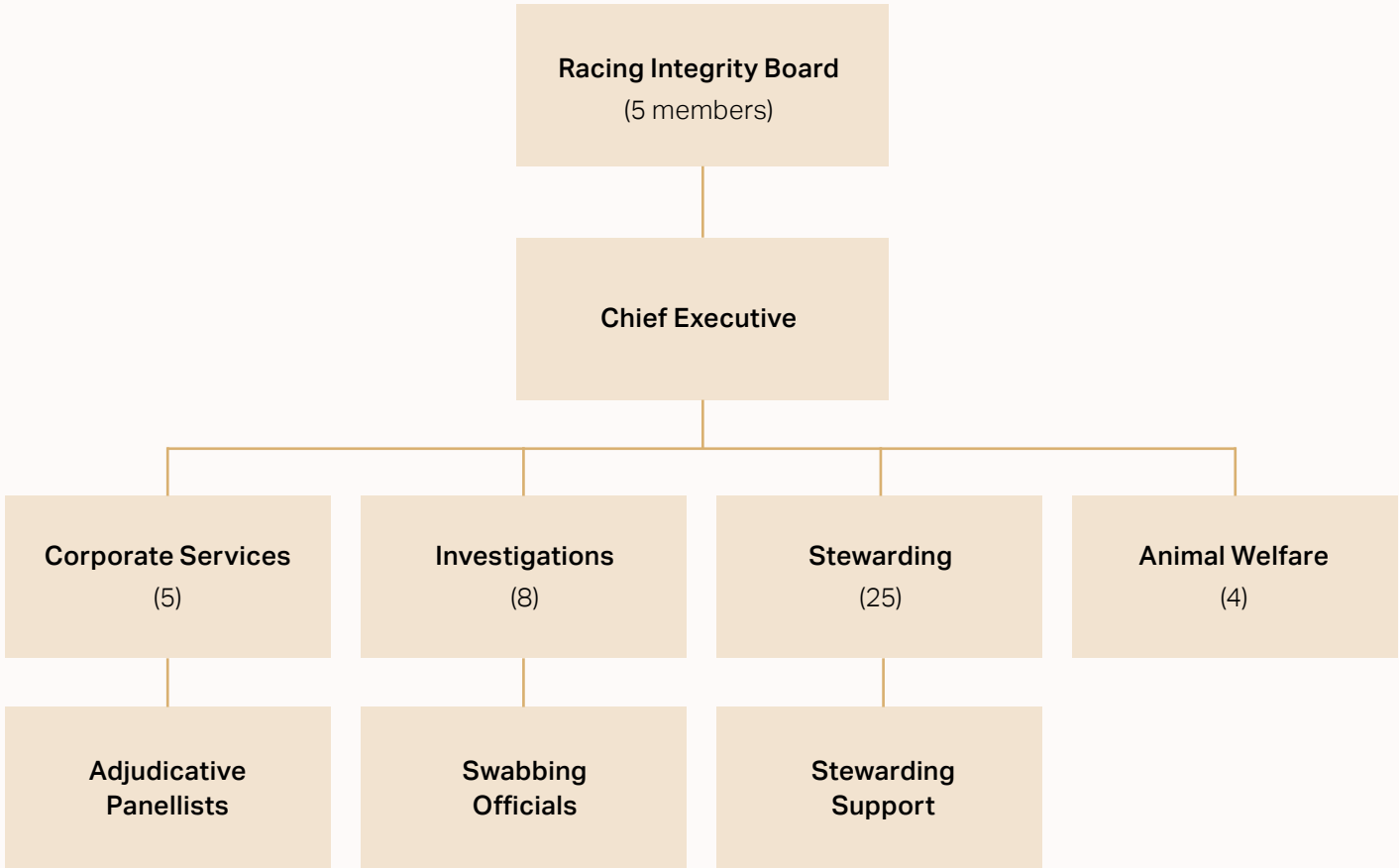
Integrity in the racing industry is reliant on all stakeholders doing the right thing every day, safe in the knowledge that others are committed to doing the right thing too.

The Racing Integrity Board plays a pivotal role in this system, which can only succeed when everyone plays their part. This year, we will continue to ensure high standards are maintained so the industry can meet community expectations.

**Mike Clement**  
**Chief Executive**  
**Racing Integrity Board**

# | About Us

The RIB currently employs **43** permanent team members, and **114** on a contract basis to fulfill its functions under the Act.



## Our Work in a Typical Year

Our raceday teams attend **966** race meetings  
( **432** greyhound, **289** thoroughbred, **245** harness)  
across **59** racetracks throughout New Zealand.  
At these meetings approximately **10,000** 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 **4,000** equine examinations. All racing animals are observed on race days.

We undertake **260** 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 **948** hearings  
to enforce the racing rules and impose penalties in  
accordance with those rules.

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# | 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 and functions.

The other document is the Statement of Intent 2023/24 to 2025/26 which provides a three-year view of plans towards achieving the RIB's strategic goals and priorities.

## 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 Business Plan

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

## Annual Report

Report on 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 Annual Report are submitted to the Minister for Racing for presentation to the House of Representatives.

# | Strategic Framework

Our Strategic Framework is based on the RIB's objectives and core functions established by the Racing Industry Act 2020.

At the heart of our framework (shown on page 8) is our vision which is for integrity to be seen as a critical enabler to the success of the racing industry. In this context, integrity refers to compliance with the rules of racing, as well as all stakeholders behaving in a way that meets the broader expectations of the community.

The framework also outlines:

- eight strategic priorities
- our operating model informs the approach we take, in co-operation with the industry
- our partners who work alongside us
- our values.

This framework is supported by a plan of current and medium-term activities. The Business Plan focuses on activities scheduled for the 2023/24 racing season, as detailed on pages 12 - 16.



# Racing Integrity Board

The independent regulator for thoroughbred, harness and greyhound racing in New Zealand.

## Why we're here

**Our vision** is for integrity to be seen as a critical enabler to the success of the racing industry.



**Our objective** is to promote and ensure the racing industry complies with high standards of animal welfare, integrity and professionalism, for the benefit of the public, participants and the racing industry.



## What we do

### OUR FUNCTIONS

#### Compliance

- Ensure racing complies with the rules
- Employ and train stewards and investigators
- Test for prohibited substances
- Conduct investigations and charge as appropriate

#### Animal Welfare

- Support and monitor the effectiveness of animal welfare rules, policies and standards
- Provide race day and non-race day veterinary services
- Conduct audits and inspections

#### Adjudication

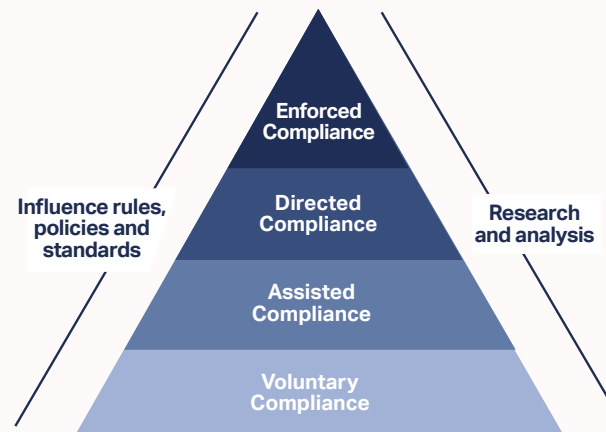
- Hear and adjudicate on breaches of the racing rules
- Conduct appeal hearings

#### Advisory and Advocacy

- Use evidence-based research to identify improvements
- Recommend and review changes to rules, policies and standards
- Ensure the judicial function is effective and efficient
- Undertake ministerial reporting

## How we do it

### OUR OPERATING MODEL



We use this model to recognise good practice, encourage behaviour change, and ensure compliance.

### OUR PARTNERS

Working with and beside us to build trust and confidence in the racing industry are:

- Racing codes
- Racing clubs
- Racing service organisations
- TAB NZ
- Government and non-government agencies
- International counterparts

### Our people are

- Safe
- Competent
- Committed
- Respected
- Leaders

### Our processes are

- Simple
- Consistent
- Accurate
- Modern

### Our assurance practices are

- Targeted
- Transparent
- Guided by lessons learned

### Our engagements are

- Informed
- Collaborative
- Meaningful
- Decisive

## Our Values



Fair



Consistent



Professional



Transparent



Teamwork

# | Our values

Our values, developed by our people, set the tone for how we work and our interactions with stakeholders.



## **Fair**

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



## **Consistent**

We work together to agree best practices, so we operate in a consistent way.



## **Professional**

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



## **Transparent**

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



## **Teamwork**

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

# | Strategic Priorities 2023/2024

The RIB's strategic priorities flow from the strategic framework outlined on page 8.

To deliver on our legislative mandate, our strategic priorities have been 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	Promoting and ensuring compliance with high standards of animal welfare.
Adjudication	Deciding on matters in accordance with each code's Rules of Racing.
Advisory and Advocacy	Working with the codes, informing and educating participants in relation to rules, standards and policies.
How we do it	Target
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 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.

We are committed to continuously improving our service delivery. In the 2023/2024 racing season, we will focus on ensuring all teams have high quality standard operating procedures and assurance practices, which are documented and embedded in the way we work.

In addition, we will raise the capability of our people through further technical skills and personal leadership development. This, alongside the rest of our work, will contribute to increasing trust and confidence in the RIB.



# | What we do

## Compliance

We take a continuous improvement approach to our race day and non-race day operations, improving our practices, leveraging technology, and developing our people.

We will:

- Develop new standard operating procedures for stewarding and investigations functions
- Develop and implement a compliance resourcing model
- Implement remaining recommendations from the exhibit management and drug and alcohol testing review
- Continue to refine our operating and resourcing models based on a continuous improvement approach
- Implement codes’ changes to animal welfare rules, standards, and policies.

### Milestones

Develop and implement a resourcing model for the compliance team	Feb-24
Develop new standard operating procedures for stewarding and investigations	Jul-24

# Animal Welfare

The wellbeing of each animal involved in racing is central to what we do.

Each code is responsible for establishing and operating its own animal welfare framework. Our role is to work with the codes to support and enhance the rules, policies and standards, and monitor compliance.

We will:

- Continue monitoring the greyhound racing industry, as required by the Minister for Racing
- Build the wider RIB team’s capability in the latest animal health and welfare practices
- Update veterinary standard operating procedures
- Design and trial an animal welfare risk assessment framework for greyhound racing, with a view to possible use in other codes
- Conduct the first round of audits for thoroughbred stables.

## Milestones

Conduct thoroughbred stable audits	Dec-23
Update veterinary standard operating procedures	Jun-24

## Adjudication

Adjudicators and members of the appeal tribunal panels decide on matters in accordance with each code's rules of racing.

Adjudicative functions are independent and separate from other RIB functions.

We will:

- Engage equine codes on further opportunities to extend race day charges heard by stewards
- Update adjudication policies and protocols
- Commence cross-code alignment of adjudication rules
- Commission an independent annual review of the separation of functions for the Board and implement any recommendations.

### Milestones

Conduct an independent annual review of the separation of functions	Aug-23
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## Advisory and Advocacy

We work with the codes, informing and educating participants on rules, standards, and policies.

We will:

- Provide feedback on, and recommend changes to rules of racing, animal welfare standards, and policies for all codes
- Provide feedback on, and recommend changes to TAB rules
- Implement relevant recommendations arising from the health, safety, and wellbeing panel.

# | How we do it

## People and Capability

Through strengthening our capability and prioritising the health, safety, and wellbeing of our people, they will feel safe, committed, respected and confident to lead in their own right.

We will:

- Upgrade RIB's induction training
- Offer leadership training to RIB people
- Develop a structured learning programme for stewards
- Continue to embed health, safety, and wellbeing practices, with regular Board review.

### Milestones

Develop a structured learning programme for stewards	Apr-24
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## Processes and Systems

We will focus on continuously improving our processes and systems to ensure they are simple, consistent, accurate, and modern.

We will:

- Develop an information technology roadmap
- Continue to digitise forms and supporting processes
- Implement a digital rostering system
- Update standard operating procedures for stewards in all codes
- Develop and implement a cyber security action plan.

### Milestones

Implement a digital rostering system	Nov-23
Develop a cyber security action plan	Jan-24
Develop an information technology roadmap	Mar-24



## Assurance

We will continue to develop and improve our quality assurance practices and accountability documents.

We will:

- Prepare accountability documents (Statement of Intent, Business Plan and Annual Report)
- Commission an independent financial audit
- Continue reviewing stewards' decisions
- Continue reviewing adjudicators' decisions.

## Engagement

We develop and maintain relationships through informed, collaborative, meaningful, and decisive engagement.

We will:

- Maintain regular engagement with the codes, service organisations, TAB and government
- Maintain our communications and engagement programme to ensure we proactively engage with all audiences, in the interests of building and supporting integrity.



# | Measures of Performance

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

KPI #	AREA / KPI	KPI DESCRIPTION	TARGET
<b>Animal Welfare</b>			
1	Animal Welfare Audits	Conduct kennel and stable audits and inspections	100%
	a. greyhound kennels	• all greyhound kennels (audit)	100%
	b. harness stables	• 100 harness stables per annum (audit)	100%
	c. thoroughbred stables	• 110 thoroughbred stables per annum (audit)	100%
	d. new licence applications processed	• New licence application checks by RIB completed within 15 working days	98%
2	Animal testing	Undertake race day and non-race day prohibited substance testing	95%
	a. Race day swabs taken	• Number of race day drug tests conducted to starters - 10% of starters	100%
	b. OCT - non trials	• Annual OCT - non trials target - 500 tests	95%
	c. OCT - trials	• Annual OCT - trials target - 500 tests	95%
	d. TCO2 testing	• Annual TCO2 testing target - 2,750 tests	95%
<b>Compliance</b>			
3	Race meeting attendance	Stewards attend and officiate at all code race meetings	100%
4	Race day decisions internal review	Original compliance and enforcement decisions and interventions confirmed on internal review	95%
5	Investigation turnaround	Investigations completed within 6 weeks of initiation	85%
6	Complaints processing time	Complaints made against RIB are completed within 6 weeks	95%
7	Rule breach prosecution	Race rule breaches charged within 96 hours	95%
8	Samples comply with the protocols	Race day tests compliant with the swabbing protocols and procedures	100%

KPI #	AREA / KPI	KPI DESCRIPTION	TARGET
<b>Compliance</b>			
9	Human Testing	Human participant testing for drugs and alcohol	100%
	a. Drug testing	• 150 drug tests annually	100%
	b. Alcohol testing	• 150 alcohol tests annually	100%
10	Club satisfaction survey		
	a. Steward services	• Club satisfaction with race day stewarding services	85%
	b. Veterinary services	• Club satisfaction with race day veterinary services	85%
	c. RIB services	• Club satisfaction with RIB racing integrity services	85%
<b>Adjudication</b>			
11	Adjudicative matters filed processing time	Committees are appointed for all non race day charges and appeals within 5 working days from receipt of the relevant documentation	95%
12	Successful appeals rate	Number of successful appeals against the Adjudicative Committee decisions	2%
13	Decisions published on the website	Adjudicative decisions published on the RIB website within 5 working days of the decision being made	95%
14	GRNZ minor infringement processing rate	GRNZ Minor Infringements processed within 5 working days of receipt of papers	95%
<b>Advisory and Advocacy</b>			
15	Code rule change requests	Requests from the codes in relation to rule changes are responded to by the RIB	100%
16	RIB rule change requests	Codes adopt RIB recommendations in whole or in part for consulted rule changes	75%

# | Contact Us



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Make an anonymous report by calling  
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