

Racing Integrity Board

Business Plan 2024/2025





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| Introduction

This Business Plan is one of three documents in the Racing Integrity Board's (RIB's) accountability framework, alongside the Statement of Intent and Annual Report.

This Business Plan outlines the Board's priorities and key initiatives for the 2024/25 racing season.

It should be read in conjunction with the Statement of Intent which takes a longer-term view; outlining the Board's strategic framework and plans for the next three years, including financial statements.

| Statement from the Chair

The Racing Integrity Board has prepared a Statement of Intent for the period 2024/2025 to 2026/2027 and this Business Plan is a companion document.

The Business Plan specifically reflects the Board's priorities and intended outcomes for the 2024/25 racing season.

The Board's core purpose is the oversight and delivery of race day stewarding, veterinary testing and adjudicative services which underpin the integrity framework for the conduct of racing. We will also continue our commitment to supporting and monitoring the operation and effectiveness of each code's animal welfare policies and initiatives. Unimpeachable integrity is critical to both the public's confidence in and support for the racing industry and the social licence it benefits from.

In developing this Business Plan the Board has taken particular note of the significant and positive influence and impact Entain is having on the future vision for racing in New Zealand. Entain's aspirations and ambition for the racing industry, as embraced by the codes, are intended to take racing to another level in the way it engages with and presents itself to the community. An implicit and key prerequisite to that goal will be the expectation of a lift in the professionalism and standards by which the racing product is delivered.

The Board looks forward to working with all stakeholders in 2024/25 to ensure compliance with the highest standards of conduct, professionalism, and animal welfare by all participants in the industry.



A handwritten signature in black ink that reads "Neville Harris". The signature is written in a cursive, flowing style.

Neville Harris KSO
Chair

Statement from the Chief Executive

I am honoured to be appointed as the new Chief Executive of the Racing Integrity Board (RIB). I have received a very warm welcome and enjoyed the opportunity to meet a number of industry stakeholders since my appointment.

With a lifetime working in racing administration, I appreciate that integrity is the cornerstone of a successful racing industry. In New Zealand the industry sustained 13,632 full time equivalent jobs last year, contributing \$1.87 billion of economic value-add to the economy¹. The RIB plays a key role in supporting this activity.

Over the past three years, the foundational capability of the RIB has been established and I would like to acknowledge the dedication and efforts of my predecessor, Mike Clement. With strong foundations in place, the RIB now has the opportunity to reflect on these achievements and refine or refocus in line with emerging needs or challenges. The RIB's commitment to continuous improvement will stand us in good stead in this regard.

High-performance organisations need to continually assess their performance against global best practice, be open to challenge, and engage in meaningful dialogue with stakeholders. It has become clear in my initial stakeholder meetings that the racing industry wants the RIB to maintain its uncompromising delivery of its core integrity functions, while ensuring our processes and systems are practical and efficient.

The work programme outlined in this Business Plan reflects this feedback and aligns with the Board's mandate to implement and deliver a world class integrity system.

While I am only starting my tenure, I am committed to ensuring the RIB is listening to its stakeholders, is effective and efficient; and fulfills its duties with the utmost of professionalism.

In the weeks and months ahead, I look forward to continuing to meet our industry stakeholders from all walks of life in every corner of the country.

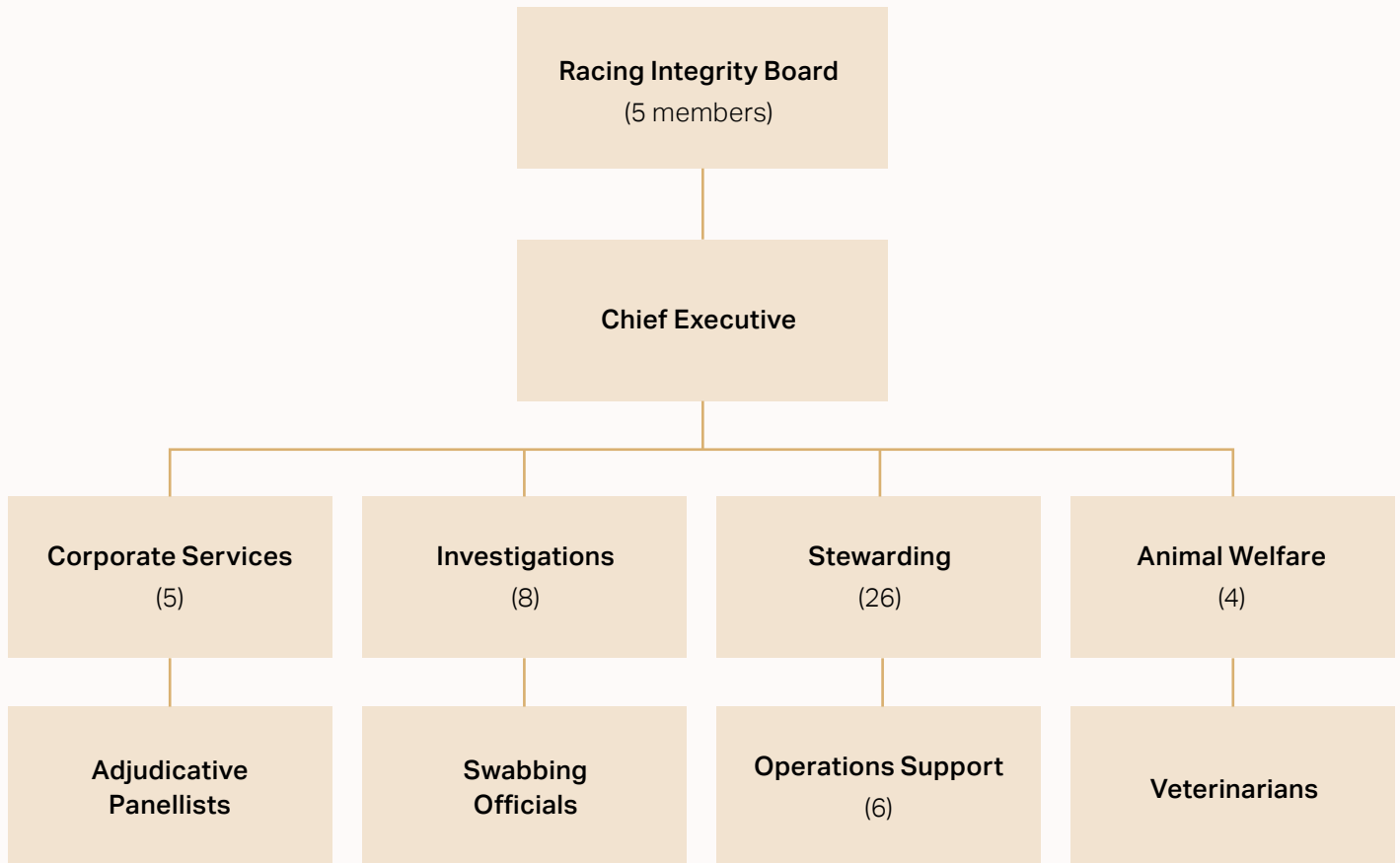


A handwritten signature in black ink that reads "E. Forbes". The signature is fluid and cursive.

Dr Eliot Forbes
Chief Executive

| Our Team & Our Work

The RIB currently employs **50** full time and part time permanent team members, and **100** on a contract basis to fulfill its functions under the Racing Industry Act 2020 (the Act).



| Strategic Priorities 2024/2025

The RIB's strategic priorities flow from the strategic framework outlined in our Statement of Intent.

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.

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:

- Implement race day stewarding standard operating procedures.
- Review the current prohibited substances testing approach.
- Review the current approach to investigations activities, including case management, and benchmark against best practice.
- Review and refine the regulatory framework to ensure it meets contemporary needs and enables the RIB to fulfil its organisational responsibilities.

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 promote and ensure compliance with high standards of animal welfare. This is achieved through monitoring the effectiveness of the codes' animal welfare practices and supporting further improvements to rules, policies, and standards.

We will:

- Adhere to any Ministerial direction(s) in relation to greyhound industry monitoring requirements.
- Review and benchmark industry animal welfare rules, policies, and standards; identify opportunities for improvement and develop recommendations for industry consultation.
- Review the current approach and arrangements for the animal welfare assurance programme.

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:

- Refine arrangements for adjudicative services, leveraging technology and resource planning to achieve efficiencies and maintain service levels.
- Conduct an independent annual review of the separation of functions and implement recommendations, as required under the Racing Industry Act 2020.

Advisory and Advocacy

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

We will:

- Contribute to the effective functioning of the cross-code health and safety panel.
- Participate in national and international forums, including promoting the RIB's integrity system.
- Engage with the codes and the TAB NZ on rules relevant to the integrity of racing and animal welfare.

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:

- Review organisational design and capability and match it to our core functions.
- Continue implementing the stewarding competency framework.
- Develop a new competency framework for investigations.
- Review arrangements for performance management.

Processes and Systems

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

We will:

- Review data ingestion arrangements and identify opportunities for improvement.
- Develop enhanced reporting tools to support organisational decision-making.
- Review and refine arrangements for rules review.
- Develop an enhanced technology roadmap.

Assurance

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

We will:

- Implement the cyber security framework and plan.
- Conduct an annual RIB strategy review.
- Commission an independent financial audit.

Engagement

We will develop and maintain relationships through informed and collaborative engagement.

We will:

- Maintain regular engagement with the codes, Entain, TAB NZ, government and other stakeholders.
- Report to the Minister for Racing (as directed) on the Greyhound Review.



Measures of Performance

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

KPI #	AREA / KPI	KPI DESCRIPTION	TARGET
Compliance			
1	Race meeting attendance	Stewards attend and officiate at all code race meetings	100%
2	Race day decisions internal review	Original compliance and enforcement decisions and interventions confirmed on internal review	95%
3	Investigation turnaround	Investigations completed within 90 days of initiation	85%
4	Complaints processing time	Complaints made against RIB are completed within 6 weeks	95%
5	Rule breach prosecution	Race day rule breaches, excluding prohibited substances, charged within 96 hours	95%
6	Samples comply with the protocols	The use of race day samples is not compromised	100%
7	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%
8	Stakeholder satisfaction survey	Annual stakeholder survey with regards to satisfaction of RIB services	85%
	a. Steward services	• Stakeholder satisfaction with race day stewarding services	85%
	b. Veterinary services	• Stakeholder satisfaction with race day veterinary services	85%
	c. RIB services	• Stakeholder satisfaction with RIB racing integrity services	85%
Animal Welfare			
9	Animal Welfare		
	a. Animal Welfare investigation turnaround	• Animal welfare investigations completed within 16 weeks of initiation	85%
	b. New licence application processed	• New licence application checks by RIB completed within 15 working days	98%
10	Animal testing	Undertake race day and non-race day prohibited substance testing	95%
	a. Race day samples taken	• Number of race day drug tests conducted to starters - 10% of starters	100%
	b. Non-race day samples taken	• Annual OCT target – 1000 tests	95%
	c. TCO ₂ testing	• Annual TCO ₂ testing target - 2,750 tests	95%

KPI #	AREA / KPI	KPI DESCRIPTION	TARGET
Adjudication			
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%
Advisory and Advocacy			
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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Confidential Integrity Line

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