



2019/20
ANNUAL REPORT

The Hon. Kevin Anderson MP
Minister for Better Regulation and Innovation

and

The Hon. Dominic Perrottet MP Treasurer
Parliament of NSW 6 Macquarie Street
Sydney NSW 2000

Dear Minister and Treasurer

It is our pleasure to forward to you for presentation to the NSW Parliament the Annual Report for the Greyhound Welfare & Integrity Commission for the year ended 30 June 2020.

This report has been prepared in accordance with the provisions of the *Annual Reports (Departments) Act 1985*, the *Annual Reports (Departments) Regulation 2015*, section 15 of the *Greyhound Racing Act 2017* and clause 5 of the *Greyhound Racing Regulation 2018*.

Yours sincerely



Alan Brown
Chief Commissioner
Greyhound Welfare & Integrity Commission



Steve Griffin
Interim Chief Executive Officer
Greyhound Welfare & Integrity Commission

30 November 2020

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FOREWORD FROM THE CHIEF COMMISSIONER

2019-20 was a difficult year for both the greyhound racing industry and for the Commission.

The extremely hot weather and resultant bushfires between October 2019 and January 2020 severely impacted the race calendar, industry participants and the Commission's workforce. Our stewards and veterinary practitioners had to find a solution and rallied impressively to do so, often at short notice. Race meetings were often re-scheduled to a cooler time of day and, whilst meetings were still conducted, continued at times with fewer races than originally scheduled.

In March 2020, the emergence of the COVID-19 virus in Australia again disrupted the industry – as well as our society and our economy – in a most unexpected and unprecedented manner. Yet by introducing strong protocols to limit the risk of transmission, racing was affected far less than most other activities.

I and my fellow Commissioners wish to place on record our thanks to all industry participants, club officials and the Commission's staff whose commitment and tireless efforts ensured that greyhound racing could continue during the pandemic without major interruption.

On top of all that, the Commission and some of our staff were subjected to a campaign of criticism and often unfounded allegations which affected morale. The Commission has and will continue to respond in such circumstances by revealing the truth and to keep working hard on improving services to the industry.

The Commission is at times accused of "over regulation". The challenge for any new regulator is to ensure there is a good balance between the past, where there was too little scrutiny and oversight, and where there is too much. The Commission believes that it has got that balance just about right.

In 2017, when enacting strong new laws for creating a respected and sustainable greyhound racing industry, the NSW Parliament decided that the legislation should be reviewed three years on. This 'statutory review' was legislated to be held in mid-2020. A report on the outcome of the review is due to be tabled in the NSW Parliament in 2021.

Overall, the Commission considers that the current arrangements are operating in line with the recommendations of the Greyhound Industry Reform Panel and the subsequent adoption by the Government of those recommendations.

In my view, the separation model – with GRNSW running the commercial side and the Commission primarily responsible for welfare and integrity – is the correct one and has largely met expectations.

Apart from the mechanism for funding the Commission, there is nothing otherwise fundamentally problematic with the structure that was established by the reforms and the *Greyhound Racing Act 2017*.

Due to the financial impact of COVID-19 on the industry, the Commission looked for every avenue to reduce its expenditure which it was able to do from a budgeted figure of \$17.1m to \$16.4m. This meant that GRNSW's contribution to funding the Commission, as required by section 24(1)(f) of the *Greyhound Racing Act 2017*, was reduced from \$9.2m to \$8.4m for the 2019/20 financial year and enabled it to redirect those savings to other industry priorities.

The Commission is very conscious of the need to deliver its services as efficiently and cost-effectively as possible, thereby minimising the cost to the greyhound racing industry. In keeping with this, the Commission undertook a review of its workforce which resulted in a restructure management plan designed to reduce future operating costs. This plan will be implemented throughout 2020/21 with potential savings being realised in the 2021/22 financial year.

In addition, the Commission has kept its budget for 2020/21 to the same as the previous year, namely \$17.1m and will again seek ways to reduce that figure as the year progresses.

The feedback we have received from participants in recent times indicates that, in just two short years, the Commission has come a long way to becoming acknowledged as a trusted, fair, firm and impartial regulator. In addition, through increased scrutiny and new policies, which have been embraced for the most part there has been a noticeable improvement in the welfare outcome for many greyhounds.

During the reporting period, the Commission developed and implemented a number of landmark reforms; delivered significant new services to industry participants including online transaction facilities, and high-quality information; fostered and increased transparency of the industry; and positively influenced industry culture and public perception.

The legislation under which the industry and the Commission now operates is very different from previously, and fundamental cultural change will take time. At the end of the day, it will be greyhound racing participants exhibiting good culture towards all their greyhounds that will ultimately ensure the future of this industry.

The highlight of the year was the Government's approval and publication of the Greyhound Welfare Code of Practice, the provisions of which will come into force from 1 January 2021. Finalisation of the Code followed an extensive and intensive period of consultation with industry stakeholders and the public, a process that was facilitated by the Commission.

The Code sets new and higher standards for the keeping, treatment, handling and care of greyhounds; and for the facilities, equipment and conditions at premises where greyhounds are kept, trialled, trained or raced. This is a major milestone in the reform of the industry and its embrace by all greyhound participants will signal to the community at large that the industry has reformed and has done so willingly.

In October 2019, I welcomed the appointment of two new Commissioners – Mr Chris Wheeler PSM and Mr Peter Collins. I express my sincere appreciation for the support and guidance they have provided to me in many industry and Commission-related matters.

As in previous years, I also express appreciation for the significant contribution by Ms Judy Lind, our Chief Executive Officer. Judy has certainly earned my full respect for the diligence with which she led the Commission's work during the reporting period. Judy assembled a team of committed and capable staff who have worked extremely hard in a very challenging environment. The Commissioners acknowledge and appreciate that effort and commitment.

In addition, Minister Anderson provided encouragement throughout the year, for which the Commission is very grateful. I also thank Ms Rose Webb, Deputy Secretary of the Department of Customer Service, for her guidance and for the assistance of a number of other Departmental officers.

I also acknowledge the cooperation and assistance received from the Office of Racing, Greyhound Racing NSW and the Greyhound Breeders Owners & Trainers' Association throughout the reporting period.

Mr Alan Brown AM
Chief Commissioner

FOREWORD FROM THE CHIEF EXECUTIVE OFFICER

This year saw the completion of the second full year of operation of the Commission. It was a year that required not only the bedding down of this very young organisation but concerted effort to finalise implementation of the Government's greyhound industry reforms. This work included the development, on behalf of Government, of the NSW Greyhound Welfare Code of Practice; defining and registering participant roles in accordance with Government policy; and implementing whole of life tracking for registered greyhounds.

This year's achievements outlined in this report attest to the variety of functions performed by the Commission and the pace of operational activity. It was a very difficult year, made more so by the bushfires and then the COVID-19 pandemic and its widespread and catastrophic impact on all of us.

It was an outstanding effort on the part of everyone involved in this industry, including Commission staff, race club staff and volunteers and industry participants to keep racing going throughout the pandemic. New race day procedures and protocols had to be quickly devised and implemented and everyone was required to adapt to and comply with bio-security measures – all of which occurred without fuss and bother. It is a fine example of everyone working together in pursuit of a common goal and demonstrates the ability of the industry to adapt to change.

Throughout the year, the Commission worked hard to improve the way that it supports and services the industry. Considerable investment was made in improving registration and notification transactions ensuring they were simple and easy to complete. As a result, the average timeframe for processing registration applications reduced substantially from many weeks to 6.2 business days.

The Commission's business improvements were very much guided by feedback received from the industry. Throughout the year the Commission surveyed over 400 participants and club managers. We were pleased to see that customer satisfaction with our frontline and transactional services was around 86%, which is well above the average for a Government agency.

Next year, the Commission will continue to utilise the feedback it is receiving from industry participants and its key stakeholders to further improve the many ways that we support and service the industry.

Finally, I wish to thank the Chief Commissioner, Commissioners and staff for their dedication in helping to secure a prosperous and respected industry by promoting and protecting the welfare of all greyhounds and safeguarding the integrity of greyhound racing.

Ms Judy Lind
Chief Executive Officer

ABOUT THE GREYHOUND WELFARE & INTEGRITY COMMISSION

The Greyhound Welfare & Integrity Commission is the independent regulator of the greyhound racing industry in NSW. The establishment of the Commission was a key recommendation of the Greyhound Industry Reform Panel, which was set up to provide recommendations to the NSW Government on how to establish greater oversight and enforcement of integrity and welfare standards in the industry.

The Commission became operational on 1 July 2018. As of early June 2020, the Commission had implemented 43 of the 46 Reform Panel recommendations which are exclusively or primarily the Commission’s responsibility.

The Commission is established by the *Greyhound Racing Act 2017* (Act) and its principal objectives are to:

- promote and protect the welfare of greyhounds
- safeguard the integrity of greyhound racing and betting
- maintain public confidence in the greyhound racing industry

The programs conducted by the Commission to achieve these objectives are shown below (Figure 1).



Figure 1. Overview of the Commission’s programs

The Act gives the Commission powers to control, supervise and regulate greyhound racing in New South Wales. Important integrity-related functions of the Commission are provided for in Part 5 of the Act which includes registering greyhounds, greyhound racing industry participants and greyhound trial tracks; in Part 6 which details the disciplinary scheme; and in Part 7 which details investigation and enforcement powers.

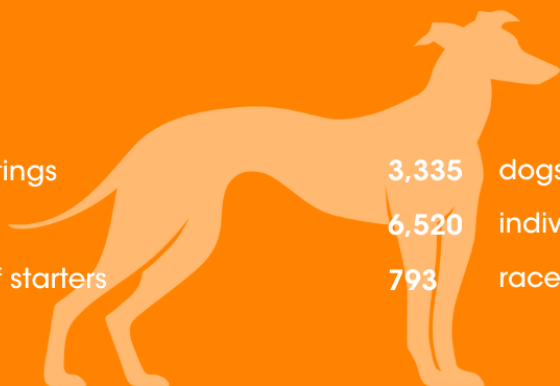
Veterinary aftercare and advisory services	<ul style="list-style-type: none"> • Ensure greyhounds that are injured on the track receive appropriate veterinary care in accordance with the directions of the Commission's On-Track Vets • Provide participants with appropriate veterinary advice to ensure sound animal welfare outcomes are achieved 	<ul style="list-style-type: none"> • 5 499 post-race examinations • Regular follow up phone calls • Race Injury Review Panel reviewed 170 injuries
Welfare of racing greyhounds	<ul style="list-style-type: none"> • Ensure that all racing greyhounds are fit to compete; receive immediate veterinary care when required; and are examined when performance falls short of expectations • Monitor racing in hot weather and provide welfare advice to Stewards • Necessary to protect the welfare of greyhounds and improve public confidence in the sport • Achieved through the provision of vets at every race meeting conducted in NSW. 	<ul style="list-style-type: none"> • Lowest overall injury rate in the Apr-Jun quarter since 2018 • Lowest ever rate of catastrophic injuries in Q4 (0.5/1000)
Rehoming facilitation	<ul style="list-style-type: none"> • Assist greyhound racing participants who are in need of additional support to rehome greyhounds and/or facilitate temporary care arrangements • Ensure greyhound welfare outcomes are maintained when participants fall on hard times • Provided on an 'as needs basis' by GWIC customer service staff and inspectors 	<ul style="list-style-type: none"> • 74% decrease in non-medical euthanasia since new Rehoming Policy was introduced
Routine kennel inspection program	<ul style="list-style-type: none"> • Ensure registered greyhounds in NSW are being kept and cared for according to required industry animal welfare standards and policies • Physical kennel inspections routinely conducted by GWIC inspectors 	<ul style="list-style-type: none"> • 181 kennel inspections including routine, new kennels, new participants and follow-ups
Target kennel inspections	<ul style="list-style-type: none"> • Regularly monitor participants in the industry whose compliance with animal welfare standards is at risk and/or falls short of requirements • Prevent animal welfare harms occurring • Assist participants meet required standards • Conducted by inspectors 	<ul style="list-style-type: none"> • 128 targeted kennel inspections including intelligence or swabbing based, out of competition swabbing, welfare checks and follow-ups
Tracking of registered greyhounds program	<ul style="list-style-type: none"> • Achieve public confidence with the industry by ensuring participants comply with notification requirements • Targeted interventions to confirm whereabouts of greyhounds • Annual audits to confirm whereabouts of greyhounds 	<ul style="list-style-type: none"> • Targeted program introduced in 2019 to be revolutionised in 2021 with new scanning capabilities
Register participants and greyhounds	<ul style="list-style-type: none"> • Ensure only persons who are 'fit and proper' to participate in the industry are registered. • Ensure registered participants are competent to perform their roles in the industry 	<ul style="list-style-type: none"> • 3 284 participants (excl owners) • 20 168 registered greyhounds
Develop standards and policies for the industry	<ul style="list-style-type: none"> • Develop policies and standards for the industry that achieve integrity and welfare outcomes 	<ul style="list-style-type: none"> • Rehoming Policy revised • Race Day Hydration & Hot Weather Policy revised • Code of Practice approved
Provide information and educate the industry	<ul style="list-style-type: none"> • Help participants meet requirements through continuous delivery of information, assistance and education initiatives 	<ul style="list-style-type: none"> • Regular web and social updates • 20 fact sheets and flyers published this year • 40 stakeholder meetings/ events
Monitor industry practice and performance	<ul style="list-style-type: none"> • Undertake analysis and produce reports to inform stakeholders about how the industry is tracking against integrity and welfare measures 	<ul style="list-style-type: none"> • Breeding & whelping stats • Retirement & end of life report • Injury statistics
Detect and investigate wrongdoing in the industry	<ul style="list-style-type: none"> • Detect and address wrongdoing in the greyhound racing industry to prevent harm and build public confidence 	<ul style="list-style-type: none"> • Action for wrongdoing taken against 93 participants • 172 of 183 charges proven
Racing integrity	<ul style="list-style-type: none"> • Ensure that greyhound racing is conducted fairly according to the rules • Necessary to provide assurance and confidence to the wagering public that greyhound racing in NSW is conducted on a fair and level playing field • Achieved through oversight by stewards of every race meeting conducted in NSW and 'off track' wagering and other analysis 	<ul style="list-style-type: none"> • Daily Stewards' Reports • Publication of Protocol for track inspections and race abandonment
Prohibited substances detection and deterrence program	<ul style="list-style-type: none"> • Maintain the integrity of racing by deterring and detecting the use of prohibited substances • Protect greyhound welfare through preventing use of drugs in racing animals • Improve confidence in greyhound wagering product • Involves multiple capabilities to conduct on track and off track swabbing; swabbing analysis and investigative and disciplinary processes 	<ul style="list-style-type: none"> • 7 557 race day swabs tested • 178 out of competition swabs taken • 77 positive results • 30 threshold warnings issued for cobalt and arsenic

Figure 2. Explanation of the Commission's programs

2019/20 STATISTICAL SNAPSHOT

RACING

1,092	race meetings	3,335	dogs named to race
10,998	races	6,520	individual dogs raced
78,946	number of starters	793	race day notices issued by stewards



SERVICES TO PARTICIPANTS

14,876	transactions processed
18,157	calls taken on the hotline
86%	customer satisfaction score
40	stakeholder engagements

BREEDING & LIFECYCLE

653	greyhounds serviced
625	litters
3,935	pups whelped
1,405	dogs retired

COMPLIANCE, ENFORCEMENT & INTEGRITY

7,557	race-day swab samples taken	327	industry concerns reported
178	out-of-comp swab samples taken	172	charges found proven
77	prohibited substances detected	123	disciplinary actions taken
309	inspections of kennel premises	7	appeals to RAT
26	verbal directions issued	5	appeals dismissed
50	written welfare/work notices issued	1	internal review - decision confirmed
1,734	greyhounds sighted during inspections		
15,118	greyhounds whereabouts checked		

ACHIEVEMENT HIGHLIGHTS

0.5/1000

lowest ever rate of catastrophic racing injuries reported in Q4 Injury Report

74%

average monthly reduction in non-medical euthanasia since implementing the revised Greyhound Rehoming Policy

20 168

greyhounds confirmed on the NSW Greyhound Register as at 18 October 2020

Publication of the Customer Charter has led to improvements to customer service transactions including the implementation of online services and significantly faster turnaround for application approvals



12 months registration reprieve for NSW greyhound racing participants

Club Managers

94%

satisfied with GWIC services

Industry Participants

86%

satisfied with GWIC services



With increased biosecurity and health measures implemented by the Commission, GRNSW and greyhound clubs, greyhound racing was able to continue during COVID-19

SUMMARY OF ACHIEVEMENTS

WELFARE

Greyhound Welfare Code of Practice approved – After extensive development and industry and public consultation, publication of the Code of Practice represents a major milestone in the reform of the industry. The Code sets out standards for the keeping, treatment, handling and care of greyhounds, and for the facilities, equipment and conditions at premises where greyhounds are kept, trialled, trained or raced.

Decline in catastrophic racetrack injuries – The rate of catastrophic injuries occurring in race meetings has declined for the third year in a row, to an all-time low in 2019/20.

Reduction in off-track euthanasia – A demonstrable reduction in greyhound euthanasia has followed the implementation of a stronger Greyhound Rehoming Policy which came into effect on 1 December 2019.

Veterinary advice boosted – The Commission published 14 industry practice guidelines, six fact sheets about canine diseases, and provided veterinary advice to participants with greyhounds injured at race meetings.

Race Injury Review Panel – The Race Injury Review Panel reviewed 52 catastrophic and 118 'major II' or serious injuries on its way to developing evidence-based recommendations to reduce serious injury rates.

INTEGRITY

New participant registration types – A broader range of people involved in the greyhound racing industry can now be registered, fulfilling another recommendation of the Greyhound Industry Reform Panel.

Reforms implemented for trial track operation – A new Trial Track Policy developed this year and effective from 11 June 2020 implements specific recommendations of the Reform Panel, conditions of operation and record-keeping requirements to reduce animal welfare risks at trial tracks.

Accurate greyhound population records – The Greyhound Register Reconciliation Program has enabled the Commission to derive accurate records of living registered greyhounds in NSW and track their movements into the future.

COMPLIANCE

Tracking of Registered Greyhounds Program – This program inquires into the whereabouts and status of registered greyhounds in high-risk cohorts, such as those greyhounds who have been whelped but not yet named, a key recommendation of the Greyhound Industry Reform Panel, as well as ensuring a measure of participant compliance with kennel notification and ownership transfer requirements.

Compliance explained – A new Compliance and Enforcement Explanatory Guide provides a plain-English guide to greyhound industry participants about their obligations and the Commission's approach to detecting and bringing to account non-compliance.

Compliance made easier with online services – Participants transferring greyhounds to new trainers or owners – one of the most commonly conducted transactions – can now lodge notices and forms online, saving them both time and money and making compliance easier.

PUBLIC CONFIDENCE

Help for bushfire-affected participants – Working together, GRNSW, clubs, participants and the Commission organised safe kennelling at club premises, racetracks and private premises with kennels, food and other supplies for safely housing evacuated dogs.

Keeping the industry on track – Industry-wide cooperation has ensured that the racing schedule continued through the national response to the COVID-19 pandemic. During the year, no race meeting was interrupted or abandoned due to breaches of NSW Health guidelines and no COVID-19 cases had been

reported on tracks or at Commission workplaces.

Fee relief in tough times – Fees for re-registration of participants were deferred until June 2021, putting more money in the pockets of trainers to maintain the welfare of racing and retired greyhounds in their care.

Customer satisfaction high – In surveys, 86% of participants and 94% of club managers said they were satisfied with the customer-facing services provided by the Commission.

CAPABILITY

Customer Charter – The Commission published a Customer Charter and continued to invest in improved customer services this year, as part of our ongoing commitment to deliver the highest standard of service possible.

Strategic plan published – The Commission's Strategic Plan 2018-21 was released in November 2019 and outlines how the Commission intends to reduce serious racing injuries, improve compliance within the greyhound racing industry and improve public confidence in the conduct of greyhound racing.

Continued investment in information systems – The Commission continued to invest in improved information systems which underpin customer service standards and compliance with racing and welfare standards, as recommended by the Greyhound Industry Reform Panel.

A RESILIENT AND GENEROUS COMMUNITY

The Commission would like to thank the many greyhound trainers, greyhound attendants, owners, race and club officials who adapted to the 'new normal' at race meetings in the face of NSW Government public health guidelines to prevent the spread of COVID-19.

Your resilience, cooperativeness and ability to keep the races going is a credit to the industry.

We would also like to thank the many greyhound owners, trainers and clubs that stepped up to help industry participants who were affected by the catastrophic bushfire season with offers of kennels, dog food and safety.

The generosity and solidarity shown should be a source of pride for every participant in the greyhound racing community.

A CHALLENGING YEAR

1. Industry rallies in the face of extreme bushfire season

The summer of 2019-2020 brought serious challenges to life, property and animals in NSW rural communities, with many greyhound racing industry participants directly or indirectly impacted by extreme heat and destructive bushfires.

The Commission extends its sympathies to all members of the industry who lost greyhounds, friends and relatives, and property in these conditions.

The bushfire season followed an extended period of drought in rural NSW where many communities were already experiencing hardship, and the Commission is aware that for some individuals and communities, recovery is still continuing.

During the long bushfire season, the Commission worked closely with GRNSW, GBOTA and individual clubs to provide practical assistance to participants, their families and their greyhounds by:

- ensuring that club premises and racetracks were available as a safe area for members and their greyhounds when properties, homes or kennels were under threat or in some cases destroyed, and when greyhounds and people had to be evacuated from properties;
- connecting participants experiencing hardship due to the bushfires with a free independent counselling service;
- publishing an industry practice guide on planning for emergencies, with key contacts, telephone numbers and practical recommendations to assist participants.

On 9 October 2019, as the first summer fires raged, the Commission issued a joint statement with GRNSW advising participants of the details of club premises, racetracks and private premises available at Casino, Grafton, Lismore and Yorklea with kennels, food and other supplies for safely housing evacuated dogs.

Stewards and veterinarians were also available at designated locations as a source of advice and assistance for affected participants and their greyhounds. Commission staff visited bushfire-affected communities in the devastated Northern Rivers and South Coast regions to guide and assist participants in assessing the damage to their facilities and begin the journey to recovery.

The Commission remains committed to providing support and advice to the industry and to assist the industry prepare for future bushfire seasons.

2. Resilience and adaptation during the national COVID-19 crisis

After the devastating bushfires experienced in many areas of NSW, communities found themselves facing a new and unexpected emergency, COVID-19. Since March 2020, this virus has challenged almost every aspect of people's lives.

The industry demonstrated its resilience and ability to adapt and thrive in the 'new normal' required by the pandemic.

From 16 March 2020, public health guidelines required that only essential personnel attend race meetings. Essential personnel included stewards, on-track veterinarians, GRNSW officials, club officials, medical and emergency personnel, broadcast service providers, and trainers and attendants with greyhounds nominated at the meeting. No spectators or bookmakers were allowed to enter. Anyone who was unwell or showing symptoms consistent with COVID-19 was asked to avoid the track, self-isolate and seek testing. With these restrictions in place, racing was able to continue.

The Commission also developed a multi-pronged contingency strategy, in case the industry was required to cease operating. Luckily, this did not eventuate, but the Commission was well positioned to support the industry if it had.

The Commission committed to continued servicing of race meetings. NSW Government guidelines required Commission personnel to work from home, and enhanced online and phone services continued to provide the most up to date information about restrictions and assist participants.

Throughout this period the Commission worked closely with GRNSW, GBOTA, individual clubs and members of the industry to protect participants and the community and ensure business continuity. Procedures introduced to ensure that health guidelines were complied with included:

- establishing entry checks onto racetracks;
- temporarily relaxing a rule to allow a person to catch more than one dog in the catching pen, and introducing an amended boxing procedure to provide for social distancing;
- working with GRNSW to implement a regional COVID-19 zone race schedule across 11 racing venues to comply with travel restrictions;
- prioritising kennel inspections to focus on urgent and immediate matters, and assist participants experiencing hardship.

GRNSW amended its race nomination procedure to allow trainers to take another registered trainer's greyhounds to the track on their behalf.

Club staff, stewards and veterinarians established safe workplace procedures and biosecurity protocols. Participants also played a major role by adhering to new procedures on track and social distancing when kennelling and boxing their greyhounds.

Following the easing of NSW Government restrictions in early June 2020, regional racing zones were removed, and handlers, owners and bookmakers, plus limited numbers of the public, were permitted to attend race meetings again.

Co-operation between GRNSW, GBOTA, clubs, participants and the Commission ensured that the racing schedule continued through these most difficult of times. By the end of the reporting period on 30 June 2020, no race meetings had been interrupted or abandoned due to breaches of NSW Health guidelines. No cases of COVID-19 had been reported on tracks or at Commission workplaces.

The Commission commends the industry for this outcome and looks forward to continuing to support clubs, participants, and their communities to a gradual and safe return to 'normal' as soon as NSW Health guidelines permit.

FEE RELIEF IN TOUGH TIMES

In June 2020 the Greyhound Welfare & Integrity Commission announced a 12-month registration fee reprieve for NSW greyhound racing participants and a holiday from re-registration.

Chief Executive Officer Judy Lind said that the unprecedented and challenging times caused by the COVID-19 epidemic had put a financial strain on many households across the state and rolling over greyhound racing registrations would be one less cost that participants have to worry about.

"These are challenging times and some people are finding themselves in difficult financial positions, this is one way we can help to alleviate financial strain in the racing industry," Ms Lind said.

"This also means that there is more money in the pockets of trainers to maintain the welfare of racing and retired greyhounds in their care."

Under the *Greyhound Racing Regulation 2019*, greyhound racing participants were due to renew registrations and pay a renewal fee from 1 June 2020. An amendment to the Regulation was made to defer the re-registration until 30 June 2021.

WELFARE

The first of three principal objectives of the Commission under the Act is to promote and protect the welfare of greyhounds that are owned or kept by registered greyhound racing industry participants.

Greyhound welfare refers to how a greyhound's health, comfort and mental wellbeing are affected by its physical and social environment. All owners, trainers, breeders and other registered greyhound racing industry participants have a responsibility to ensure the best welfare outcomes for their greyhounds.

The Commission's welfare role includes setting standards for breeding and keeping greyhounds, providing veterinary guidance to the industry and assessment of greyhounds at racetracks, reducing racing injury rates, and requiring that greyhounds are given every opportunity to be behaviourally suitable for rehoming and are not unnecessarily euthanased.

3. NSW Greyhound Welfare Code of Practice

Section 35 of the Act required the Commission to prepare for submission to the Minister, a code of practice for the welfare of greyhounds. The Commission sought the advice of the Greyhound Industry Animal Welfare Committee on appropriate animal welfare standards and consulted with GRNSW and the Greyhound Breeders, Owners and Trainers Association (GBOTA).

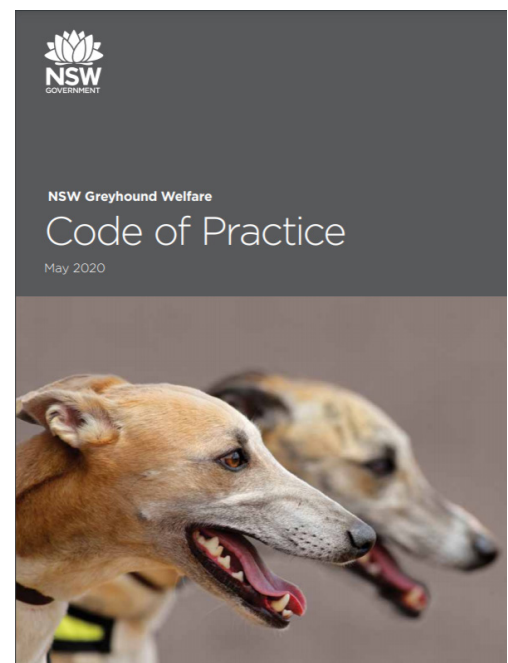
In January 2020 a draft NSW Greyhound Welfare Code of Practice was released for public consultation on the Commission's website and the NSW Government Have Your Say website. The Commission also wrote directly to key stakeholders to seek their feedback and conducted a series of information sessions at greyhound racing clubs to engage directly with participants.

The Commission received 244 submissions. As a result, a significant number of amendments were made before the Code was submitted to the Minister for Better Regulation and Minister for Agriculture for approval in May 2020. The NSW Government published the NSW Greyhound Welfare Code of Practice on 1 July 2020.

The Code sets out standards for the keeping, treatment, handling and care of greyhounds. It also includes standards for the facilities, equipment and conditions at premises where greyhounds are kept, trialled, trained or raced.

The Commission will now work closely with GBOTA, GRNSW and other industry stakeholders to help industry participants become familiar with the Code and get ready for its commencement on 1 January 2021. As part of that commitment, the Commission published 14 industry practice guides on:

- Greyhound nutrition and diet
- Planning for emergencies
- When to take your greyhound to the vet
- Vaccinating your greyhound
- Worm and parasite prevention
- Greyhound dental health
- Maintaining your greyhound's toenails
- Shaping a confident greyhound
- Effective biosecurity procedures
- Storage and disposal of medicines
- Muzzling of greyhounds
- The benefits of socialisation
- Greyhound breeding: heritable defects
- Code of Practice interpretation



 <p>Commencement 1 JANUARY 2021</p>	 <p>Exemption (grandfathering)</p> <ul style="list-style-type: none"> • All existing greyhound housing areas will be deemed compliant until 31 December 2030 • Participants who meet certain criteria can apply to the Commission for an extension to the exemption for a period of up to five years • All greyhound housing areas will need to be compliant from 1 January 2036
 <p>The Standards</p> <p>All standards, excluding the greyhound housing area standards (standard 5.9), will commence on 1 January 2021</p>	 <p>Appeals of Decisions</p> <p>Decisions made by the Commission in relation to early enforcement of the greyhound housing area standard and extension applications will be reviewable by the NSW Racing Appeals Tribunal</p>
 <p>Housing Area Standards</p> <ul style="list-style-type: none"> • New standard for greyhound housing areas is 3.5 sqm. This standard does not apply to retired greyhounds 	 <p>Retired greyhounds</p> <p>The Code contains standards relevant to the particular phases of a greyhound's life, with requirements specific to puppies, breeding bitches, racing greyhounds and retired greyhounds. Standards that apply to retired greyhounds are clearly marked with an "R"</p>

4. Greyhound Industry Animal Welfare Committee

The Greyhound Industry Animal Welfare Committee is established under section 33 of the Act. The Committee comprises a person with expertise in animal welfare or behaviour, the NSW Chief Veterinary Officer or their delegate, and representatives of the RSPCA, the greyhound racing industry and GRNSW.

The role of the Committee is to provide advice to the Commission on any matter relating to the welfare of greyhounds, including the formulation of welfare policies and standards. A report of the Committee's activities and membership for 2019/20 is provided at Appendix A.

5. Strengthened rehoming obligations

Early in 2019/20 the Commission conducted a review of its Greyhound Rehoming Policy. As a breach of a Commission policy can be regarded as an offence under the Greyhound Racing Rules, the Greyhound Rehoming Policy is a critical mechanism to promote the rehoming of greyhounds who are exiting the racing industry. Led by Chief Commissioner Alan Brown AM, the review identified opportunities to improve conformity between the Policy and GRNSW's Greyhounds As Pets Program, and to increase transparency in the reporting of participants' rehoming efforts. The strengthened Policy came into effect on 1 December 2019 and has had a positive impact, with a 74% reduction in the average number of greyhounds euthanased for non-medical reasons in the first seven months of the Policy's implementation (Figure 3).

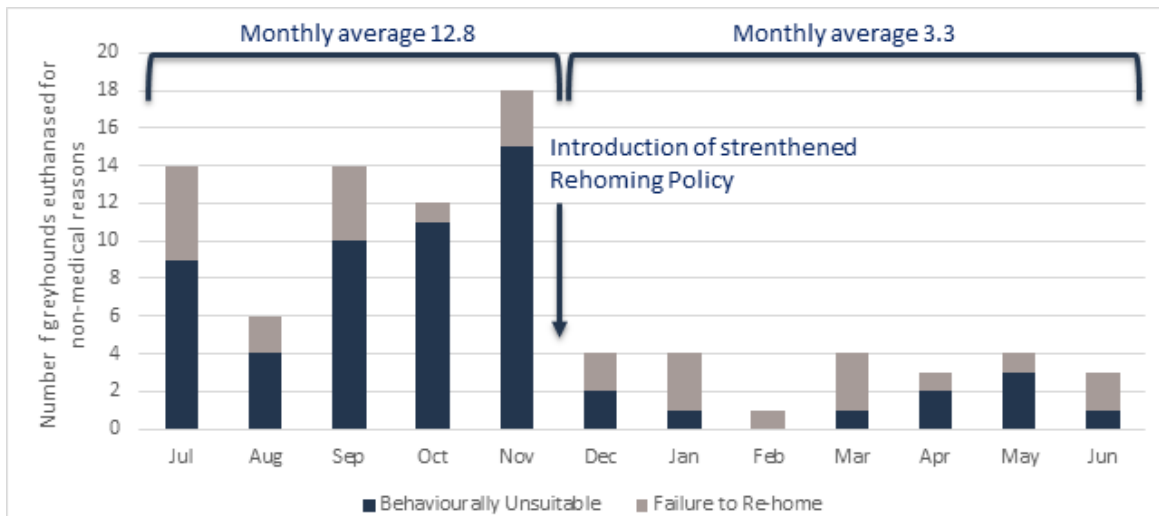
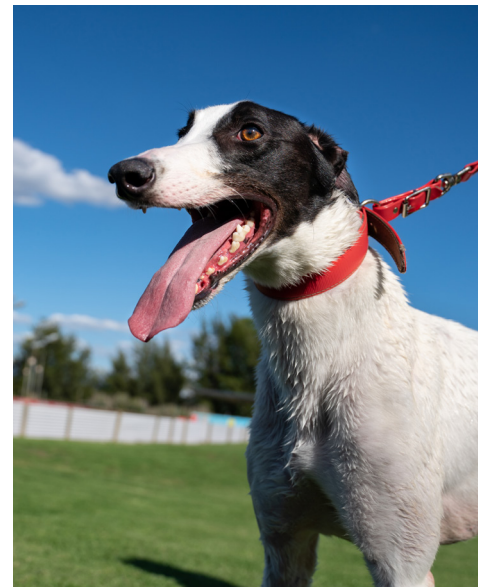


Figure 3: Euthanasia for non-medical reasons 2019/20

6. Race Day Hydration and Hot Weather Policy

The Commission’s Race Day Hydration and Hot Weather Policy was made under section 12(b) of the Act. In doing so, the Commission adopted the policy previously introduced by GRNSW. The purpose of the policy is to protect the health and welfare of greyhounds on race days, while also ensuring the integrity of greyhound racing. This policy requires participants to provide water to greyhounds in race kennels, and details the circumstances in which the Commission will order races or race meetings to be cancelled when the temperature is above, or forecast to rise above, 38°C.

The Commission undertook a review of the policy during 2019 and introduced some amendments. These included clarifying the process for exemption from the requirement to provide water in race day kennels where the welfare risk of providing water in kennels outweighs the welfare risk associated with not providing it. This followed instances where greyhounds had injured themselves on water bowls. The amended policy came into effect on 1 September 2019.



7. Veterinary guidance

The Commission’s efforts to improve the welfare of greyhounds and integrity of greyhound racing include publishing fact sheets to inform participants about veterinary risks and best practice. Fact sheets were prepared by the Commission’s team of veterinarians and based on the most up-to-date information available.

The Commission also issued fact sheets to alert participants to symptoms, treatment and management of canine diseases:

- Neospora caninum
- Ehrlichia canis
- Canine infectious diarrhoea (Canine Coronavirus)
- Biosecurity FAQs
- Leptospirosis

The Commission also declared canine infectious diarrhoea a reportable disease under Rule 105A of the Greyhound Racing Rules.

8. Veterinary examinations

Veterinarians examine every greyhound that attends a NSW race meeting to ensure it is fit to race, in accordance with Rule 37(1) of the Greyhound Racing Rules.

Some greyhounds are also examined after each race. The reasons for post-race veterinary examination can include: at the request of a steward due to sub-optimal performance; a racing incident (race collision or marring); a race fall or failure to finish a race; and an examination initiated by the Commission's veterinarian or the greyhound's trainer.

Commission veterinarians are the first responders if greyhounds are injured in racing. Their work includes provision of pain relief, initial diagnosis, stabilisation of injuries and advice to trainers on further injury management. In 2019/20 the Commission introduced a practice that all on-track vets (OTVs) carry emergency aid packs containing all necessary medications on their person at all times, enabling pain relief to be administered on the track before the greyhound is transported to the treatment room.

Veterinarians also determine the length of time that an injured greyhound will not race so that its injuries can heal and will also humanely euthanase greyhounds which have suffered a catastrophic injury in a race. Veterinarians also provided guidance on nutrition, medication and injury rehabilitation at tracks.

In 2019/20, the Commission's veterinarians conducted 5,449 post-race examinations, more than 78,900 pre-race examinations of every presented runner, and additional examinations of greyhounds returning to racing after injury.

Each quarter, the Commission published on its website a report of racing-related injuries to ensure transparent and accurate reporting of injuries sustained by greyhounds while racing.

Following consultation with industry participants and veterinarians in 2019, the decision was made to not include as an injury any post-race observations of greyhound condition made by OTVs which did not require a rest period or treatment. Consequently, the category formerly known as Minor 1 is no longer included in injury reports and the category formerly known as Minor II is now called Minor in injury reporting from 1 January 2020 onwards.

Injury reports issued after January 2020 have been adjusted to make past data comparable with current and future reports.

9. Race Injury Review Panel

Established by the Commission in February 2019, the Race Injury Review Panel reviews all Catastrophic and Major II category injuries to greyhounds racing on NSW tracks.

The panel includes the Commission's Chief Veterinary Officer and Chief Steward, an experienced professional greyhound trainer, the Chair of the Greyhound Industry Animal Welfare Committee, a GRNSW track expert, and a GRNSW's General Manager, Welfare Strategy and Development. Together they bring a wealth of expertise and experience in veterinary science, greyhound racing and track oversight to assist in identifying the probable causes of race injuries in the previous month, and to build evidence for future actions to reduce injuries.

In 2019/20, the Panel analysed 52 Catastrophic and 118 Major II injuries, according to the following criteria:

- race-related factors such as interference, collisions and falls;
- track-related factors such as the conditions of the track at the time of the incident, track maintenance history and environmental influences;
- greyhound-related factors such as the greyhound's racing history, frequency of racing, prior experience and performance, breeding and genetics, training influences, and previous injuries.

The Panel met monthly and created a log of contributing factors and recommendations. Feedback was also provided to GRNSW where track issues were judged to be a contributing factor. The Panel's reports were published on the Commission's website.

10. Inspection of kennels

Consistent with recommendations 56 and 57 of the Greyhound Industry Reform Panel report, the Commission initiated a program of kennel premises inspections as a key aspect of the Commission’s welfare strategy.

Inspections are primarily conducted as part of a routine program, but may also result from intelligence, a positive swab, change or initiation of a participant’s registration, or the construction of new kennels.

The Commission conducted 261 initial inspections of kennel premises and 48 follow-up inspections in 2019/20 (Table 1). During those inspections 1734 greyhounds were identity-checked. The number of kennel inspections conducted in 2019/20 was less than half of that completed in the previous reporting period as a result of inspectors being engaged in the Greyhound Register Reconciliation Program (section 26) and travel restrictions associated with COVID-19.

Table 1: Inspections of kennel premises conducted in 2019/20

	Initial inspection	Follow-up inspection	Total
Routine	67	12	79
Positive swab	13	3	16
New kennels	32	3	35
Greyhound audit	13	2	15
Registration new or upgraded	61	6	67
Targeted (based on intelligence)	64	22	86
Out of competition swabbing	11	0	11
Total	261	48	309

All inspected kennel premises were assessed against the Code of Practice for the Keeping of Greyhounds in Training and the Code of Practice for Breeding, Rearing and Education. Where possible breaches of the *Prevention of Cruelty to Animals Act 1979* were identified, applicable provisions of that Act were also considered.

Inspectors issued 26 verbal instructions, 25 written work directions and 25 animal welfare directions, and referred the owners of four premises for disciplinary action.

Instructions and directions given during inspections included:

- seek veterinary advice for:
 - advanced dental disease
 - fleas and ticks
 - lupus
- establish or maintain kennel treatment records
- increase the dimensions of kennels
- undertake kennel maintenance to remove welfare hazards to greyhounds (such as sharp edges, holes in floor)
- address kennel hygiene (such as remove built-up faeces and clean floors of built-up urine)
- replace or clean beds and bedding
- provide shade in outdoor yards

11. Inspection standards

The Commission published Frequently Asked Questions about Kennel Inspections in September 2019, to assure participants that inspections are conducted in accordance with rules and standard policies and procedures.

Since July 2018, inspectors have used body-worn cameras when conducting kennel inspections and at properties where greyhounds may be located. The recordings made by the body worn cameras are securely stored in an uneditable form, in a system that records user access which provides protection for participants, inspectors and the public alike.

Any participant whose premises has been inspected may request to view the body-worn camera footage at no cost as part of the Commission's commitment to transparency and fairness.

ROY GOING STRONG

Commission staff celebrated the ninth birthday of our colleague Roy, former racing greyhound Isaac Panther, in October 2019.

Roy leads by example: greeting Commission staff each morning, getting out into the fresh air at lunchtime, and reminding us of the important work we do for his beautiful breed.

During the COVID-19 crisis Roy has been working more from home, where his job is to ensure every bed and sofa gets tested for comfort.



12. Racetrack minimum standards

Racetrack design and construction affects the number, nature and severity of race injuries. As per its responsibility under section 26 of the Act, GRNSW has been developing minimum standards for racecourse design and construction, and these standards must be approved by the Commission to have effect.

However, the Commission has no direct authority under the Act to ensure that racecourse infrastructure complies with the minimum standards or other critical safety features for greyhounds and racegoers, including specific recommendations which may have been made by acknowledged experts in safe track design.

The Commission has provided a submission to government as part of the review of the Act that the Commission should be given additional powers to intervene in track design and safety standards if they are not delivering appropriate animal welfare outcomes, consistent with Reform Panel recommendation 105.

INTEGRITY & COMPLIANCE

Participant compliance is essential to protect the welfare of greyhounds and to implement the second principal objective of the Act, to safeguard the integrity of greyhound racing and betting.

The laws, rules and codes which the Commission administers align with community expectations about welfare and integrity. Participants who adhere to those laws not only protect themselves from penalty but also protect the reputation, and therefore the future, of greyhound racing.

The Commission’s teams of stewards, inspectors, investigators, veterinarians, legal officers and registration officers safeguard integrity across the full range of greyhound racing industry activities. As part of this:

- Stewards oversee every NSW race meeting to ensure that each race is conducted in accordance with the Greyhound Racing Rules.
- Disciplinary action is initiated following detection of prohibited substances, participant misconduct, animal welfare matters and other rule breaches.
- Inspectors engage and educate participants to raise awareness of obligations and encourage voluntary compliance.
- Investigators receive and investigate complaints and concerns about industry participants, while anomalies in relation to wagering activity and greyhound racing performances are monitored to inform investigations.
- Registration and Welfare officers offer transaction services that are user friendly and make it easier for participants to manage their registration and notification requirements.

13. Race day integrity services

Commission stewards attend all race meetings and are guardians of integrity at racetracks. In 2019/20 stewards oversaw 1092 race meetings consisting of 10998 races. Stewards issued 389 notices for matters related to the performance of greyhounds in races (unsatisfactory performance, failing to pursue, marring) and 404 notices for non-performance related breaches (Figure 4).

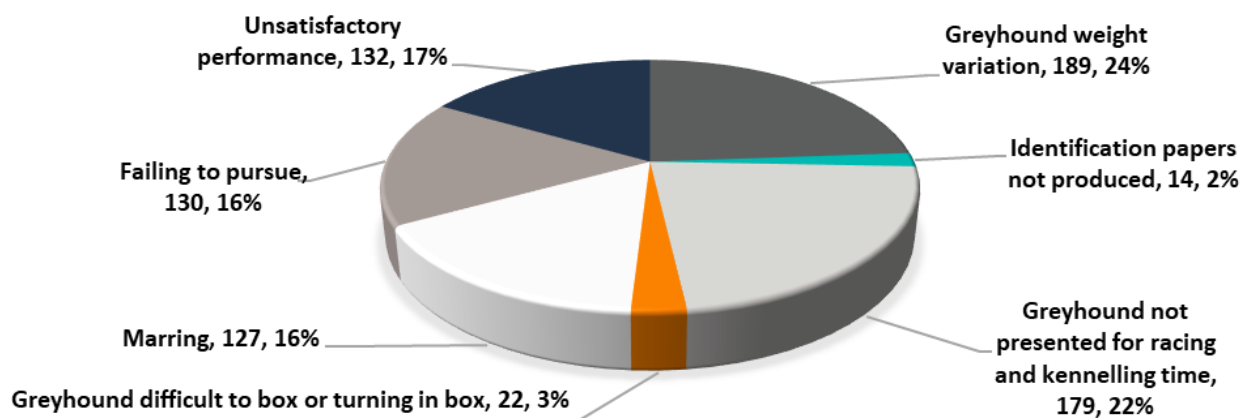


Figure 4: Common disciplinary actions taken at racetracks under the Greyhound Racing Rules

14. Prohibited substances detection program

A key aspect of the Commission's integrity program is the prohibited substance program, aimed at detecting and deterring the use of prohibited substances. The Commission's swabbing program focuses on both race day and out-of-competition testing.

In 2019/20, 7,557 raceday swabs and 178 out of competition greyhound swabs were tested. With 78,946 starts at NSW races, this is a sampling rate of 9.8% which is similar to the previous three financial years.

Of all swabs collected, 77 swabs returned positive for a prohibited substance, a rate of 1.0% of all swabs (Figure 5). The rate of positive swabs was more than double that of 2018/19, but similar to the 2016/17 and 2017/18 rates.

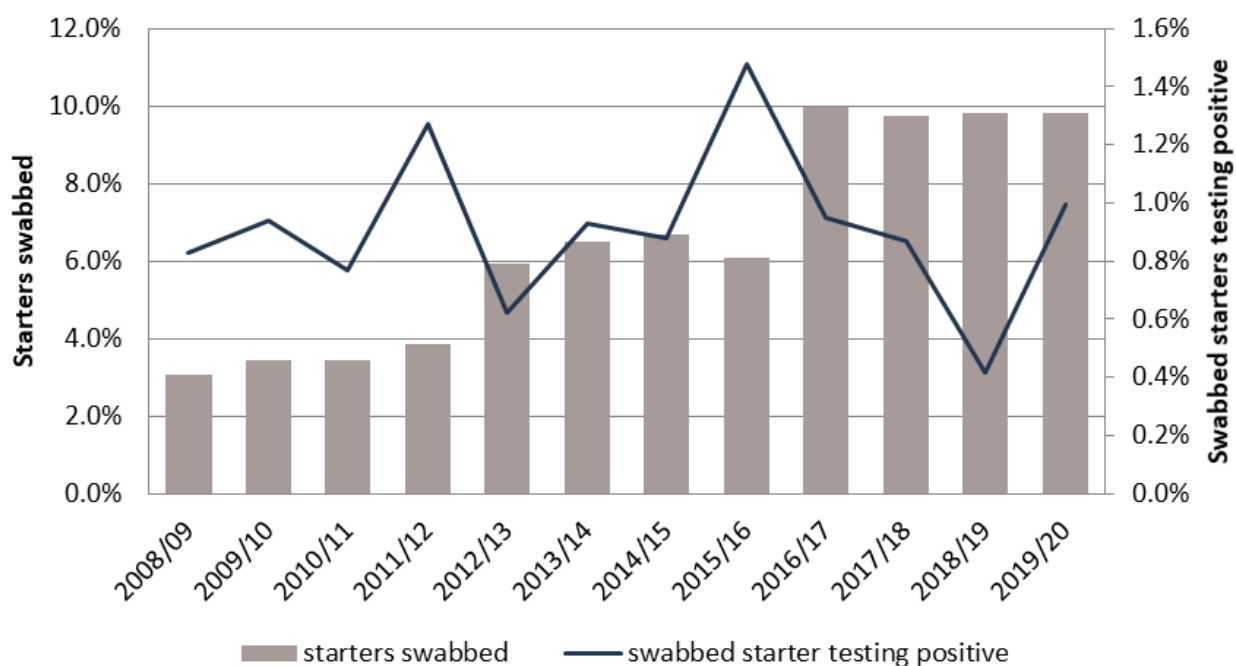


Figure 5: Percentage of starters swabbed and positive swabs (Includes swabs taken out of competition and at trials; 2008/09 – 2017/18 data from GRNSW annual reports; 2018/19-2019/20 data from RASL)

INTEGRITY PROGRAM FOR THE WORLD'S RICHEST GREYHOUND RACE SERIES

For the second annual Million Dollar Chase the Commission again implemented a targeted swabbing program to detect any use of prohibited substances, ensure clean and fair racing and ensure the welfare of all participating greyhounds.

Throughout the series the Commission conducted 362 swabs both in and out-of-competition, including all finalists in the Million Dollar Chase grand final. A total of 228 swabs were taken during the qualifying race meetings across regional NSW.

The Commission conducted 101 out-of-competition swabs, with 63 samples taken from regional qualifiers and a further 32 samples taken from finalists in the feature races.

The Commission also worked with interstate counterparts to ensure participants from outside NSW were subject to the same level of scrutiny in relation to welfare and integrity.

15. Threshold warnings for cobalt and arsenic

The Commission continued its cobalt and arsenic prevention notification strategy, in which trainers are notified if samples taken from their greyhounds return high levels of cobalt and arsenic but are still under the thresholds permitted in the rules. The Commission issued 21 arsenic and nine cobalt threshold notifications during 2019/20.

16. Alerts for prohibited substances

The Commission recognises that, in many cases, there is no intention to administer a prohibited substance to a greyhound, and a breach may result from dietary or environmental contamination, a supplement or a medicine.

During 2019/20 the Commission issued four separate advisories about environmental and dietary sources of caffeine, cobalt, arsenic and prohibited substances that may be found in knacker meat after the substance has been used legally to treat livestock shortly before their death.

17. Compliance and enforcement guide

In 2019/20 the Commission published a Compliance and Enforcement Explanatory Guide which provides a plain-English guide to greyhound industry participants about their obligations and the Commission's approach to detecting and dealing with non-compliance.

The Commission acknowledges the importance of being proportionate in its response to non-compliance and misconduct (Figure 6) and consistently applies responses without bias against or in favour of any particular person or organisation.

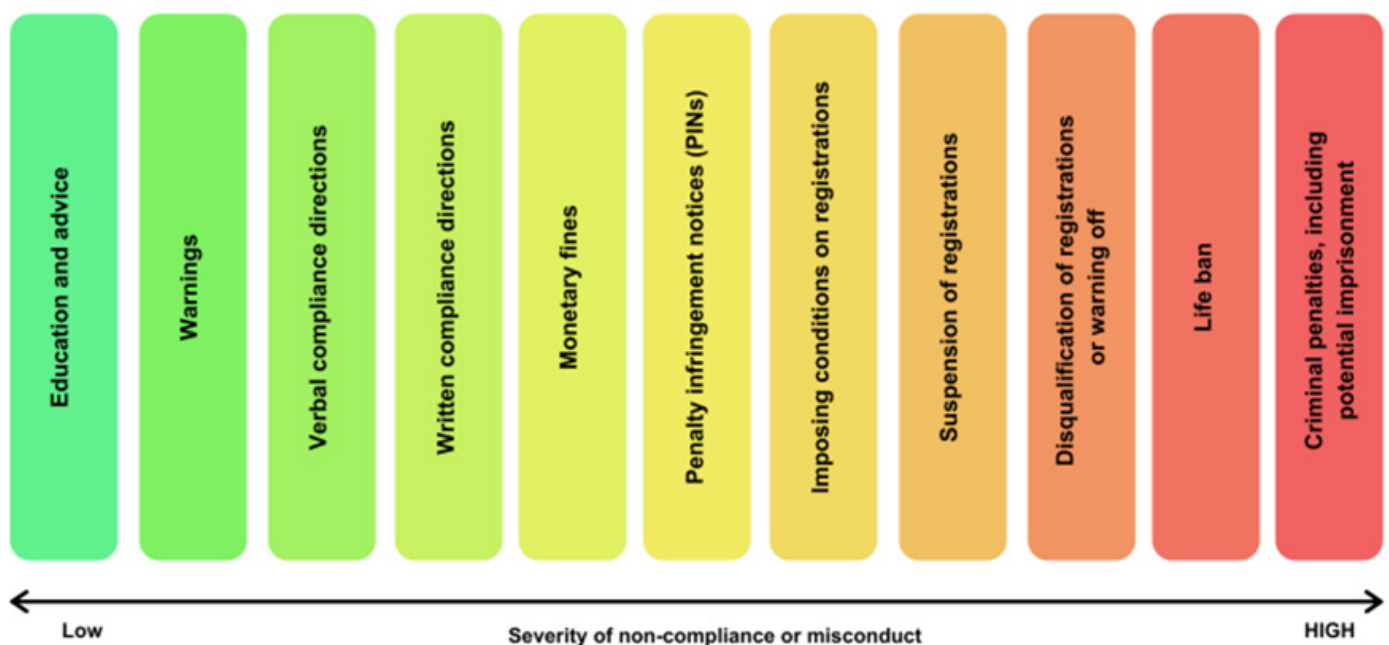


Figure 6: The Commission's proportionate approach to compliance action

18. Complaints and allegations of potential non-compliance

In 2019/20 the Commission received and triaged 327 reports of potential non-compliance and wrongdoing, a similar number to the previous year. The largest proportion of reports concerned animal welfare matters, followed by participant misconduct (Figure 7).

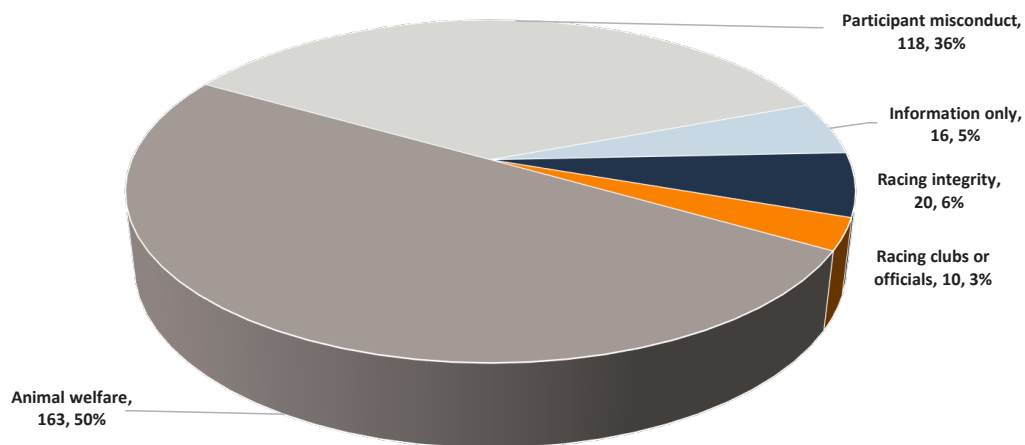


Figure 7: Subjects of reports 2019/20 (n=327)

Animal welfare matters comprised 8% more reports this year than in 2018/19 but reports about staff and club officials were 8% lower this year (Figure 8). Reports about staff that are potentially serious are referred immediately to the Internal Complaints Panel (see Section 56) for investigation and are not counted here.

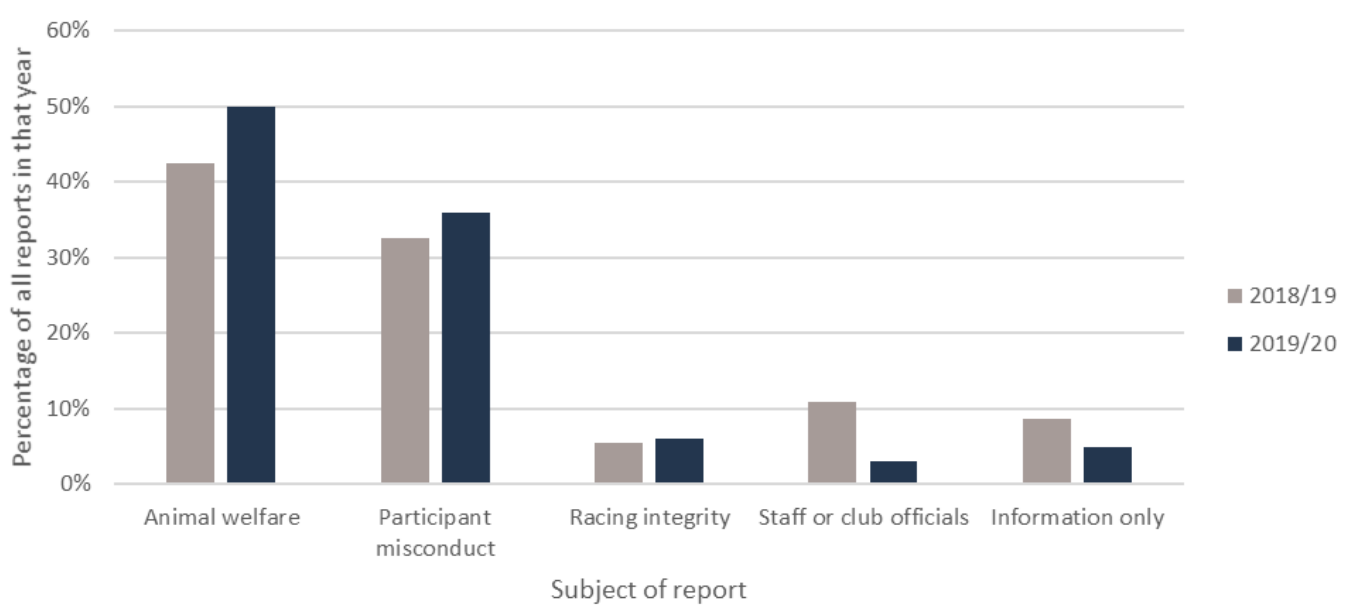


Figure 8: Complaints and allegations in 2018/19 and 2019/20

(not including civil matters outside GWIC jurisdiction; 2018/19 n=340, 2019/20 n=327)

Reports that do not proceed to formal disciplinary action are still valuable. All information received by the Commission forms part of the Commission’s intelligence holdings, which with additional information received in the future can help identify potential wrongdoing.

19. Disciplinary matters

In addition to the disciplinary action taken by stewards on race days, the Commission took action against 93 participants and issued a total of 183 charges. Eleven charges were not sustained, while 172 were proven (Table 2).

Table 2: Charges proven in 2019/20

Type of charge	Number of charges proven
Prohibited substance	76
Participant conduct	96

The Commission has the power to take interim action against a participant if the Commission considers that the participant's continued involvement in the industry whilst their disciplinary matters are determined presents an ongoing risk to welfare or integrity. The Commission issued interim action against 20 participants.

20. Appeal and internal review of Commission decisions

For any disciplinary action or registration refusal taken by the Commission there are two legislative avenues of appeal. One is the Racing Appeals Tribunal (RAT), an independent statutory body empowered under the *Racing Appeals Tribunal Act 1983*. The RAT presides over disciplinary matters from all three racing codes in NSW. Seven greyhound racing matters were appealed to the RAT, with five of these appeals dismissed and two upheld.

The other avenue for review is by way of Internal Review, where any person aggrieved by a decision of the Commission can apply to the Commission to have certain decisions reviewed by one or more reviewer who were not substantially involved in making the original decision. One internal review was determined and the original decision confirmed.

All RAT and Internal Review decisions are published on the Commission's website.

21. Legislative changes

In June 2019, the Office of Racing in the Department of Customer Service commenced a period of public consultation for a proposed *Greyhound Racing Regulation 2019*. After considering submissions made by stakeholders and the public, the NSW Government introduced new regulations for the greyhound racing industry, effective 1 September 2019.

The new regulation replaced the *Greyhound Racing Regulation 2018* and was another step in delivering the Government's commitment to ensuring a sustainable greyhound racing industry based on high standards of animal welfare and integrity, as recommended in the Greyhound Industry Reform Panel report.

The Greyhound Racing Regulation 2019 provides legislative support and administrative detail for the effective operation of the Act; expands the definition of a participant; sets out practical requirements for the registration of greyhounds, participants, clubs and trial tracks; and sets penalty infringement amounts for various offences under the Act and Regulation.

No changes were made to the Greyhound Racing Rules in 2019/20. Continuation of the current Rules was extended for another 12 months to enable development, consultation and implementation of updated Rules.

DISCIPLINARY ACTION PROCESS

Prohibited substance matters



Other matters



22. New participant registration types

The commencement of the *Greyhound Racing Regulation 2019* enabled the Commission to implement the next phase of the enhanced registration framework, covering a broader range of people involved in the greyhound racing industry:

- Greyhound health assistants who provide prescribed health services on a greyhound including: massage therapy, acupuncture, non-invasive injury detection or chiropractic treatment;
- Trial track proprietors who own, lease, manage or occupy a greyhound trial track;
- Race officials who officiate at a greyhound race or trial as a race starter, judge, lure operator or kennelling assistant;
- Promoters who invite participants or members of the public to join a greyhound ownership syndicate;
- Artificial insemination technicians.

Any participants who were performing these activities in the industry were deemed to be registered on 1 September 2019 and were required to apply for registration by 31 December 2019 in order to continue performing these roles.

KEY CHANGES IN THE GREYHOUND RACING REGULATION 2019

- Introduction of five new participant registration types.
- Participants are now required to notify the Commission if they are charged with an animal cruelty offence.
- An adjustment to the amount of some fines that can be issued for offences under the legislation, and the introduction of new fines for other offences.
- A list of the types of organisations with which the Commission can share information from its registers of greyhounds, greyhound racing industry participants and greyhound trial tracks, but sharing any personal financial information the Commission may hold is not permitted.

23. Time and money saving with online services

Since its inception, the Commission has worked hard to develop and implement more efficient mechanisms for participants to transact business with the Commission. In 2019/20, these faster and easier notification and registration services became available to participants in addition to online services already available:

- Online owner transfers
- Online trainer transfers
- All forms able to be submitted online

Participants also benefited from the decision to waive registration renewal fees for 2020. All participants will be required to renew their registrations between 1 April and 30 June 2021 and will be able to renew registrations on-line for up to three years if they wish.

24. Reforms for trial track operation

On commencement of its operations in July 2018, the Commission adopted the Trial Track Registration Policy formerly administered by GRNSW. As the 2017 Greyhound Industry Reform Panel made several recommendations relating to the management and operation of trial tracks, a review of the Policy was completed in January 2020.

The new Trial Track Policy implements the recommendations of the Reform Panel, instituting conditions of operation and record-keeping requirements to reduce animal welfare risks at trial tracks. The Commission's Trial Track Policy came into effect on 11 June 2020.

The enhanced registration framework made possible by the *Greyhound Racing Regulation 2019* now enables the Commission to register any person who owns, leases or occupies a greyhound trial track.

25. Tracking of Registered Greyhounds Program

In 2019/20 the Commission began a program to track the location of all registered greyhounds – commonly referred to as ‘whole of life tracking’. The Act confines the Commission’s responsibility to greyhounds that are owned or kept in connection with greyhound racing.

The Tracking of Registered Greyhounds Program comprises activities designed to keep track of the whereabouts and status of registered greyhounds. The program is risk-based, focusing on critical times in a greyhound’s lifecycle using gathered intelligence and other information to check whether the registered location of greyhounds is correct.

The Commission conducted an initial tracking of registered greyhound program in 2019. The program focused on a cohort of greyhounds whelped between 1 July and 30 September 2018 with the registered custodians of those greyhounds asked to confirm the current location and ownership of these pups. Validation of the participants’ reports was undertaken by inspectors who visited a sample of kennels to identify greyhounds and confirm that the reported location of the greyhounds was accurate.

This initial program found that the majority of pups (85.1%) were still with their original owner, breeder or in the custody of a trainer, and 13.4% had been either sold directly or via auction to another industry participant. The new owners had a compliance rate of 65% with the requirement to complete ownership transfer notification. Those participants who had not met their reporting requirements were provided with guidance regarding their notification obligations.

26. Greyhound Register Reconciliation Program

The Act requires the Commission to maintain a current register of greyhounds. However, greyhound data provided at the commencement of the Commission contained significant numbers of outdated records, and the Commission has conducted an extensive program of work to improve the accuracy of the greyhound data.

The Greyhound Register Reconciliation Program was initiated to establish accurate records of living greyhounds and track their movements.

The first phase of the program archived from the register those greyhounds reported as deceased, or with a birthdate more than 15 years ago, or with no recorded owner or trainer predating the Commission. Greyhounds aged between 10 and 15 years with no activity since 1 July 2018 were also archived from the register.

The second phase of the program sought to confirm the current location, ownership and status of greyhounds that were less than 10 years of age and which did not appear in a participant’s interactions with the Commission since 1 July 2018. This involved staff contacting 4795 industry participants who were registered as the custodians of 15 118 greyhounds.

The Commission was able to clarify records for all of these greyhounds by mid-October 2020 (Table 3).

The Greyhound Register Reconciliation Program has improved the accuracy and reliability of the greyhound register and was an integral component in establishing a baseline for the Commission’s ongoing lifecycle tracking of greyhounds.

Table 3. Outcome of Greyhound Register Reconciliation Program

Status update for 15,118 greyhounds	Number	%
Greyhound continues to be with registered participant	2370	15.7%
Greyhound sold, rehomed, exported or died before 1 July 2018	7744	51.2%
Greyhound was sold, rehomed or died after 30 June 2018 (participant did not notify GWIC)	698	4.6%
Participant had incorrect or no contact details on file, did not respond to repeated requests for information, or had died	3028	20.0%
Greyhound had been removed from register by GRNSW in earlier data cleanse	1278	8.5%

As a result of the work undertaken in the Greyhound Register Reconciliation Program and with improvements in notification compliance since 1 July 2018, the Commission was able to prepare a reliable estimate of the actual number of greyhounds currently within the NSW industry (see section 41). Every year the Commission will provide an updated estimate.

CUSTOMER SERVICE & PUBLIC CONFIDENCE

The third of the three principal objectives of the Commission under the Act is to maintain public confidence in the greyhound racing industry.

Genuine public confidence in greyhound racing can only be built through demonstrating high standards of welfare, integrity and compliance within the industry. Achieving those standards requires the industry and the Commission to work cooperatively, and for the Commission to support the industry by:

- being a trusted, fair, firm and impartial regulator
- providing excellent customer service
- listening and responding to participants who are experts in the industry.

27. Customer charter

In April 2020 the Commission released its Customer Charter. The Commission aims to deliver the industry and our customers the highest standard of service possible.

The Commission's Customer Charter sets out what customers can expect whenever they interact with the Commission. It allows customers to hold the Commission to account and provide feedback so that the Commission can get better at delivering services to the industry.

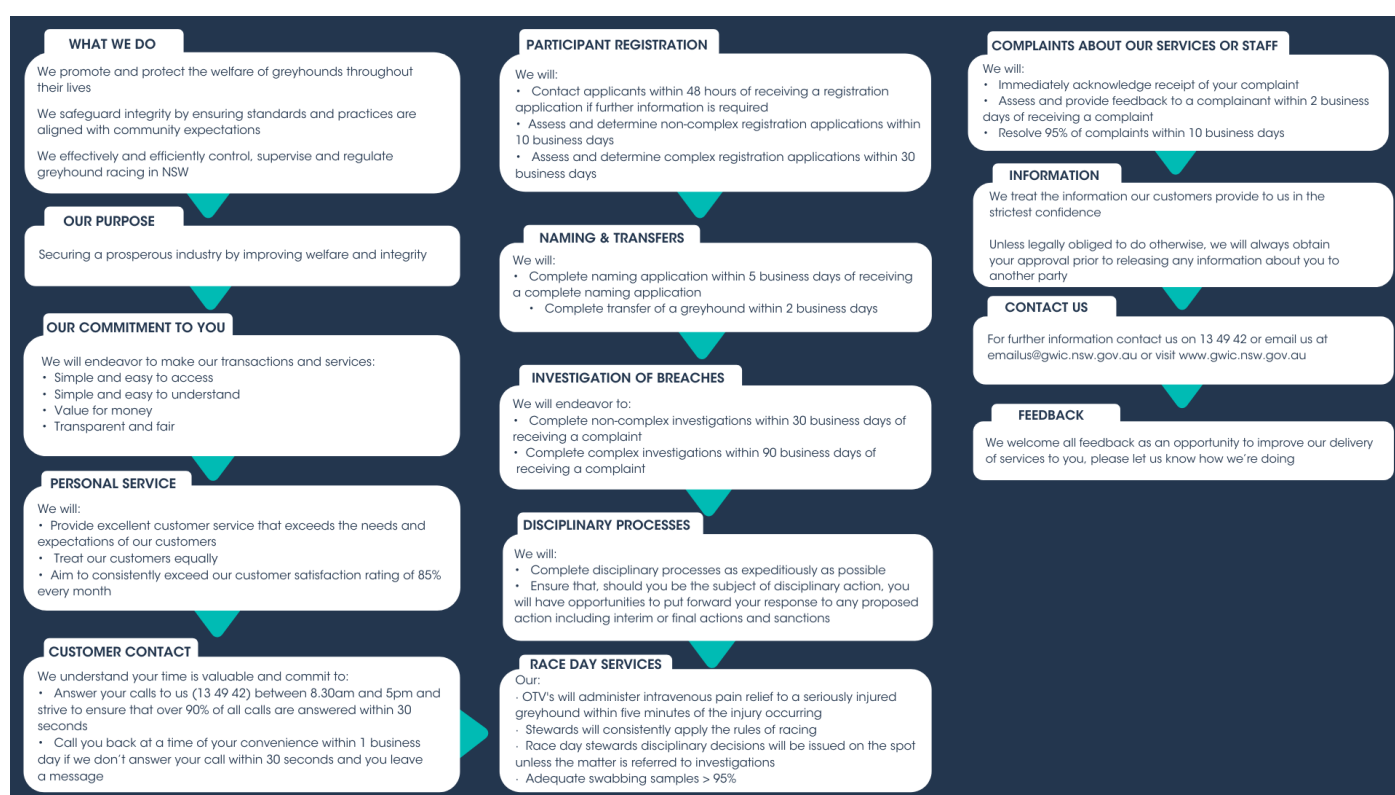


Figure 9. GWIC Customer Charter

28. Listening to our customers

The Commission is committed to improving the way that it supports and services the industry. At the beginning of 2020 the Commission commenced an ongoing process of surveying its customers. The first round involved 399 industry participants who had recently conducted business with GWIC.

Over 106 participants responded to the survey and indicated 86% satisfaction with the Commission's services.

While this was a pleasing result, GWIC will continue to look to implement service improvements that will increase our customer satisfaction to even higher levels.

A survey of club managers was conducted in June 2020. Of the 33 managers invited to participate 19 responded. The results showed that 94% of respondents rated the overall quality of the Commission's race day services between very high and acceptable quality. Additionally:

- 79% were very satisfied to satisfied with our stewards' management of race meetings and 89% said that our stewards were impartial in their management of meetings;
- 84% were very satisfied to satisfied with the services provided by On-Track Veterinarians (OTVs) and 88.8% rated the standard of examination and treatment of injured greyhounds provided by our OTVs as very high to acceptable.

Club managers also provided valuable feedback on areas where services could improve and the Commission is taking steps to act on those suggestions, which include:

- Ensuring greater consistency of decisions by stewards;
- The advisability of race officials, particularly swabbing officials, becoming Commission employees;
- Developing accreditation courses or training for race officials;
- Providing OTVs at trials; and
- Ensuring OTV's receive feedback from trainers.



29. Participants benefit from faster services

In mid-2019 the Commission embarked on a service delivery transformation of the registration and notification processes that had been used prior to the Commission's commencement as industry regulator.

By making all registration applications and notifications available as online forms and streamlining processes, the Commission has been able to give participants a spectacularly improved speed of service.

The current timeframe for approval of registration applications is now an average of 6.2 days, down from an average of 205 days prior to July 2019 – and contributing to the Commission's recent customer satisfaction score of 86%.

The take up of online transactions is currently around 60%. In 2020/21 Commission staff will be attending race meetings with electronic kiosks to help more participants become familiar with online transactions.

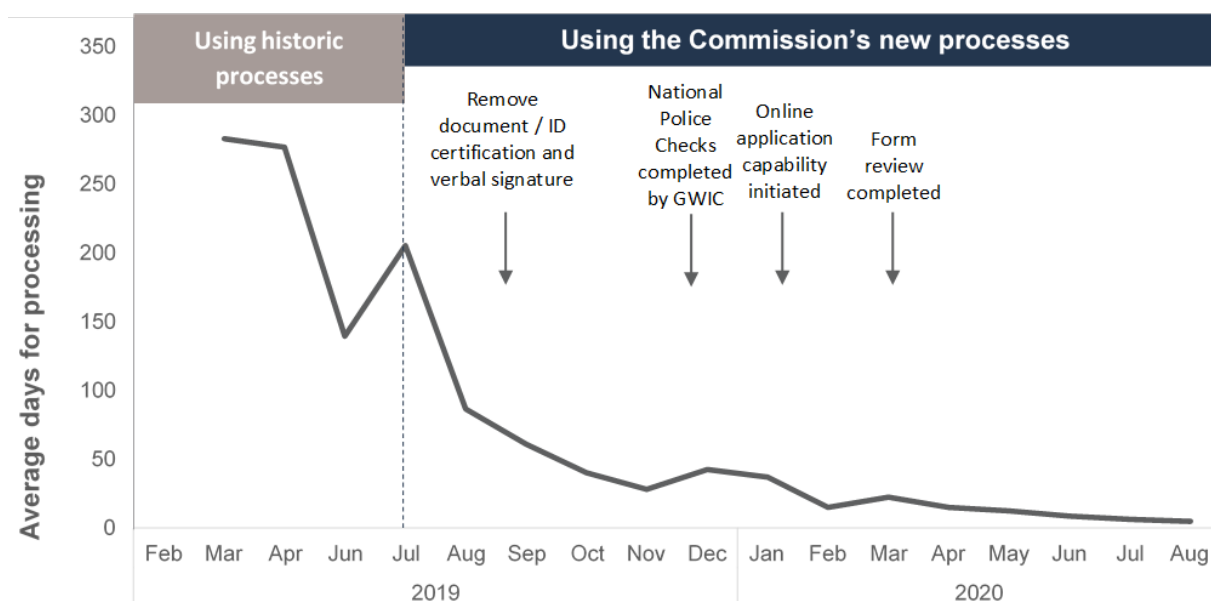


Figure 10. Average time for processing participant registrations following the introduction of process reforms

30. Helping at times of dire need

In the course of their duties, Commission inspectors sometimes talk with participants whose personal circumstances have changed for the worse. Often these participants have experienced deteriorating health or family medical issues and feel that they can no longer care for their greyhounds adequately.

On each occasion the inspectors work closely with the participant and facilitate the rehoming of their greyhounds with the GRNSW Greyhounds As Pets (GAP) or other greyhound rehoming and rescue groups.



One participant had unfortunately suffered a stroke, and his wife had become his full-time carer. They had received much joy from being involved with the industry for many years but made the extremely difficult decision to rehome their greyhounds with the assistance of inspectors who facilitated the transfer and rehoming of seven greyhounds to GAP.

The wife of another participant had unfortunately suffered a heart attack and the participant would become her sole carer after her discharge from hospital. While rehoming opportunities were being explored, the participant also suffered a medical condition that resulted in his hospitalisation. Inspectors were able to facilitate the transfer and rehoming of his greyhounds to GAP with the participant's consent while he recovered. When things had settled down on the home front, the participant contacted the Commission to say thanks for the "amazing job" the inspectors had done in helping him with his greyhounds.

In another example, the Commission was contacted by industry participants who held concerns for the welfare of a fellow trainer who was unwell and finding it challenging to care for their greyhounds.

When the inspectors attended the kennels and met with the trainer to discuss rehoming opportunities, they found the trainer was very unwell. Arrangements were made for the participant to be seen by a doctor, which ultimately resulted in their hospitalisation.

Inspectors worked with industry participants to ensure the many greyhounds in the kennels were fed and watered and that the kennels were regularly cleaned. Over the following days, with the assistance of another participant, a number of greyhounds were collected by their owners and transferred to the care

of other trainers. The remaining 12 greyhounds were collected by GAP and provided with ongoing care and rehoming assessment.

After all the greyhounds had been delivered safely to temporary care, inspectors scrubbed and disinfected the kennels so that they would be clean and tidy when the participant was discharged from hospital.

During the trainer's hospital stay and after discharge, Commission staff worked closely with the trainer to assist them with the completion of transfer and retirement paperwork. Ultimately, five greyhounds remained in the care of GAP for adoption, three greyhounds were transferred into the care of a greyhound rescue group, and four greyhounds were returned to the trainer upon their release from hospital.

When the trainer had recovered and returned to the track, the trainer told the on-track veterinarian how thankful they were for the support and asked that thanks and commendation be passed on to the vets, stewards, inspectors and other GWIC staff who had supported the trainer in their time of need.



FINDING A FOREVER HOME

Near the end of 2018 a participant contacted GWIC to request an Intent to Euthanase form for his greyhound. The customer didn't really want to euthanase his greyhound but didn't see any other choice.

One of our dedicated Registration & Welfare Team members, Jay, convinced him to book a GAP assessment. But when the greyhound failed the assessment and euthanasia looked possible once more, Jay and the participant talked again.

A year later, a retirement form was received from the rehoming organisation about the same greyhound, who was now on his way to finding a forever home.

It's great to see this participant worked with his greyhound to meet the behavioural needs for rehoming and gave his dog a bright future as a pet.

Congratulations to Jay and all our staff who work with committed participants to deliver great results for greyhound welfare and the industry.

31. Consultation with stakeholder organisations and the public

The Commission worked closely with GRNSW board members and staff during 2019/20 on key topics such as funding for the Commission; injury analysis, measurement and reporting; race programming; and the NSW Greyhound Welfare Code of Practice.

In the first months of 2020, public consultation on the draft Greyhound Welfare Code of Practice was undertaken through the Commission's website and the NSW Government Have Your Say website. The Commission also wrote directly to key stakeholders to seek their feedback and conducted a series of information sessions at greyhound racing clubs to engage directly with participants. The Commission received 244 submissions which resulted in a significant number of amendments to the draft.

The Commission promoted the opportunity for participants and the public to comment on the proposed *Greyhound Racing Regulation 2019*, a public consultation led by the NSW Office of Racing.

The Commission used a range of media to communicate with stakeholders and the public, including 46 media releases, 233 social media posts, 29 website updates, 34 fact sheets and update fliers, four direct communications (post, SMS or email) with participants, and 40 stakeholder meetings or events.

The Commission's industry consultation mechanisms this year included:

- Formal monthly meetings with GRNSW and GBOTA
- Regular dialogue with officials of GRNSW on specific topics such as injury, data and track condition
- Biannual meetings with the board directors of GBOTA and regular discussions with GBOTA staff
- Contact with members of the Commission's Greyhound Industry Knowledge Network
- Informal discussions with industry participants
- Quarterly meetings of the Greyhound Industry Animal Welfare Committee.

The Commission intends to expand on these industry engagement processes, including scheduling more regular 'grass roots' engagement sessions at clubs across the State. This initiative will be progressed when COVID-19 restrictions are relaxed.

32. National forum

In June 2020 the Chief Commissioner and the Chair of GRNSW came to the consensus view that GRNSW was the appropriate NSW representative as a voting member of Greyhounds Australasia (GA), due to a refocus of GA's objectives towards more commercial outcomes.

The CEO of GRNSW now represents NSW on the Board of GA and seeks the advice of the Commission on welfare and integrity matters that come before GA. Commission staff continue to engage directly with counterparts in other jurisdictions and to collaborate on issues of national interest. One such example was engagement with the New Zealand greyhound racing controlling body to strengthen reporting obligations of NSW registered participants who have greyhounds racing or breeding in New Zealand.

33. Transparent reporting

The Commission provides regular, accurate and transparent public reports on key measures of greyhound welfare and integrity, and information for participants about veterinary, racing, integrity and registration matters.

In 2019/20 the Commission published five reports on greyhound racetrack injuries, monthly reports on breeding service and whelping, and commenced quarterly reporting on greyhound retirement and end of life figures.

A summary of the Commission's expenditure in 2019/20 was published, as well as 10 fact sheets, 29 news and update statements, five updates from the Commission's CEO, and 46 media releases on a variety of industry issues.

34. Release of government information

With the assistance of the Information and Privacy Commission, the Commission undertook a review of its program for the release of government information under the *Government Information (Public Access) Act 2009* (GIPA Act) in 2019/20.

The Commission's disclosure log (available on the Commission's website), in accordance with sections 25 and 26 of the GIPA Act, publishes details of information released by the Commission in response to the access applications that may be of interest to other members of the public.

One application for access to information under the GIPA Act was received and responded to during 2019/20. Statistical information relating to applications to the Commission is available at Appendix 3.

The low number of formal requests received under the GIPA Act is believed to directly relate to the Commission's policy of transparent and proactive reporting of information in relation to its functions and activities, as described above. In this way, all stakeholders with an interest in the industry can access pertinent information without having to make formal GIPA Act requests.

THANKS CHAMP!

Our Chief Steward received a phone call from a trainer who expressed his gratitude to the Commission's on-track veterinarian and stewards, staff of the Lismore Greyhound track, and other trainers who had helped him at a Lismore meeting when his champion greyhound fractured a hock.

The trainer, well known at Northern Rivers racetracks for always presenting his dogs in pristine condition, deeply appreciated all the efforts to help him and his injured greyhound. The trainer reported that the greyhound had been operated on, had many screws holding things in place, and would be joining his other retired greyhounds for a well-deserved life as a loved pet.



CAPABILITY

The sustainability of greyhound racing in NSW depends, in part, on the Commission having the resources and business systems to do its job effectively and efficiently.

The Commission's key resource is its staff. The Commission continues to invest in the skills, capabilities and knowledge of staff to build a high-performing workforce, and monitor employee well-being and performance to ensure that investment is sustained.

A high performing workforce needs business systems that are fit for purpose. The Commission has invested in new data and reporting systems for registration, intelligence and compliance monitoring, and racetrack injury reporting.

This Annual Report represents the Commission's second year of operations, and the organisation continues to grow and mature.

35. Strategic planning

The Commission's Strategic Plan 2018-21 was released in November 2019 and outlines how the Commission intends to:

- promote and protect the welfare of greyhounds throughout their lives;
- safeguard integrity by ensuring standards and practices are aligned with community expectations;
- build public confidence in the industry by fostering welfare and integrity improvements;
- effectively and efficiently control, supervise and regulate greyhound racing in NSW.

Section 15(b) of the Act requires the Commission to include a progress report on the implementation of the strategic plan over the 2019/20 financial year (next page).

36. Business planning improved

In 2019/20 the Commission developed a detailed business plan that operationalises the strategic plan and sets out the projects that the Commission will implement. All of the projects are designed to improve the way that the Commission delivers welfare, integrity and regulatory services to the industry.

Many of the projects that the Commission is implementing under this plan are also designed to:

- make it simpler and easier for industry participants to access our services and information;
- make it simpler and easier for the Commission's staff to deliver services and undertake their roles;
- ensure that the Commission cost-effectively delivers on its key objectives of improving the welfare of greyhounds and the integrity of the greyhound racing industry.

Strategic Plan Key Performance Indicators Progress Report 2019/20

WELFARE					
A strong and enforceable welfare code of practice has been completed and is enforceable from 1 January 2020.	Information systems for whole-of-life monitoring of greyhounds have been established and a monitoring program has been trials .	GWIC's strengthened rehoming policy has been a success , reducing non-medical euthanasia of greyhounds by 74% in the first 7 months since its introduction.	The annual rate of greyhounds suffering catastrophic injuries at the track has declined by 58% since 2016/17.	Progress through the Code of Practice requirements for participants to prepare greyhounds for rehoming throughout their rearing, training and racing years.	Stable breeding numbers for 3 years and a 17% increase in the proportion of retired greyhounds rehomed suggests progress in reaching an industry equilibrium.

INTEGRITY					
Reporting wrongdoing continues to be encouraged , with 10% more reports about welfare, misconduct and racing integrity made in 2019/20.	A robust and transparent registration framework has been introduced and will continue to be progressed over 2020/21.	The review and modernisation of the NSW Greyhound Racing Rules has been postponed until review of the national rules by Greyhounds Australasia is complete.	The Commission continues to identify and fairly discipline integrity-related breaches.	Internal reviews and RAT appeals are managed according to clearly defined procedures and 77% of the Commission's initial decisions have been upheld .	Our Compliance and Enforcement Explanatory Guide and extensive information about registration is publicly available on the Commission's website.

PUBLIC CONFIDENCE					
GWIC met the goal to regularly and transparently report on greyhound race injury, breeding, retirement and end-of-life; and charges and penalties against participants. We regularly and transparently report on key welfare and integrity matters.	GWIC continues to listen to stakeholders from industry and welfare bodies, government and the public through events, invitations, special track visits and forums.	GWIC is committed to seeking future independent feedback about public confidence in the greyhound racing industry.	The Commission has initiated an extensive risk register to identify, categorise and manage business risks.	The Race Injury Review Panel, Greyhound Register Reconciliation Project, and Tracking of Registered Greyhounds Program were initiated to examine key industry issues.	

COMPLIANCE					
The Commission has implemented procedures and appeal processes to effectively and fairly investigate and resolve complaints.	Significant progress has been made through identity-checking more than 5,000 greyhounds during more than 1,000 inspections of kennels in 18 months.	The Tracking of Registered Greyhounds Program initiated in 2019/20 set a benchmark for compliance with registration requirements.	The Greyhound Racing Regulation has been amended twice and the Act is currently under review so as to meet contemporary standards and best practice.	The Commission has and will continue to disciplinary action against serious wrongdoers and where warranted, ensuring they are no longer part of the industry.	

CAPABILITY					
GWIC data systems have improved significantly in 2019/20 and further improvements will be delivered in 2020/21.	GWIC's customer service has achieved a satisfaction rating of 86% from surveyed participants.	We built foundations for good governance and business practices with strategic and operations plans, and registration and compliance frameworks.	Complaints about GWIC staff formed a low 3% of all reports that were received in 2019/20, less than half the 6% received the year before.	Positive staff wellbeing and engagement is an ongoing mission to underpin the Commission's long-term successful performance.	

37. Investment in information systems

Significantly stronger greyhound industry information systems were recommendations of both the Greyhound Industry Reform Panel and the Special Commission.

In 2019/20 the development of the data and reporting system, OneGov, delivered efficiencies in data recording and reporting systems:

- Improvements to breeding transaction workflows in OneGov to receive near real-time updates from GA when a service request has been completed for a dam;
- Recording of last scanned location (longitude and latitude) of NSW registered greyhounds;
- Online owner and trainer transfers and form submission.

The Commission also introduced the first stage of a case management system, and an online inspection form with near real-time data updates on greyhound owners, trainers, kennel and premises location.

Progress has also been made in:

- The inclusion of new participant registration types introduced on 1 September 2019;
- SMS and Email capability to communicate with participants;
- New microchip scanners to receive real-time updates on greyhound owners, trainers, kennel/box allocation, greyhound location/premises;
- Ability to track a greyhound based on its last scanned location;
- Improved reporting and dashboard capability.

The Commission also commenced development of the capacity to enable approved greyhound racing regulators in other states and territories to access real-time data for greyhound owners, trainers and kennel locations, to support race day operations nationally.

38. Investment in staff capabilities

Commission staff engaged in a range of learning experiences in 2019/20:

- Team leaders and managers - project management training
- Dealing with aggressive stakeholders training
- Project Team - change management workshop
- Registration and Welfare Team - training in OneGov system improvements and process improvement workshops
- Staff across the Commission - swab training
- Inspections Team - Self Enforcing Infringement Notice Scheme training
- Veterinarians - CRI Canine Sports Medicine Course

As part of changes to the machinery of government, in March 2020 the Commission migrated from the Department of Planning, Industry and Environment cluster to the Department of Customer Service cluster. The change involved considerable work by Commission staff and the clusters to align information technology, financial and human resource systems.

Throughout the year, staff workshops and update sessions were held about the NSW Greyhound Welfare Code of Practice.

Facts about GWIC

The Commission respects the views of others and values constructive feedback. At the same time, it is important that the information disseminated to and within the industry and the wider community is factually accurate. Below you will find some allegations made about the Commission and the facts that show many of the claims are incorrect. It's important that the Commission correct the public record when misinformation is circulated so that public confidence in the regulation of the industry can be maintained.

Is GWIC trying to close the industry by stealth?

FACT

The Commission's principal objectives are to promote and protect the welfare of greyhounds, to safeguard the industry's integrity and to maintain public confidence in the industry. If we achieve those, then we would have played our part in helping to secure a prosperous industry. We will do just that.

Over the past 18 months, the Commission has introduced new approaches and technologies to make it simpler and easier for all participants to comply with their regulatory responsibilities. We will continue with this work into the future.

Many participants would have witnessed first-hand, that the Commission's staff worked tirelessly throughout the COVID-19 crisis to help keep the industry functioning.

Earlier this year a customer satisfaction survey was conducted for the Commission of anonymous participants which returned a customer satisfaction score of 86%.

These results indicate that the overwhelming majority of the industry understand that the Commission is working for the industry, not against it.

Is the code of practice just a tool for removing small participants from the industry?

FACT

The requirement for a new Code of Practice was one of the principal recommendations of the Lemma Reform Panel accepted by the NSW Government as a precondition to allow greyhound racing to continue. That requirement was passed into law as the *Greyhound Racing Act 2017*.

The code is not GWIC's code. It is a document that has been approved by the NSW Government.

The draft code that was circulated for everyone to comment on was developed with input from the Greyhound Industry Animal Welfare Committee which includes industry representatives.

It is therefore untrue to assert that the Commission is seeking to use the Code to force its will on the industry and to drive people out of the industry. In fact, the Code will do the opposite. The Code is intended to ensure there will be enforceable standards so the welfare of greyhounds is fully protected and the industry can pass public scrutiny. That is vitally important to ensure the industry not only survives but can thrive.

Does GWIC cost the industry too much?

FACT

An independent review of GRNSW's previous expenditure on welfare functions was undertaken in 2019 by a working party chaired by the Deputy Secretary of the Department of Industry. The review concluded that GRNSW's annual expenditure on welfare and integrity functions before they were transferred to GWIC was \$13.89m (not \$9m as alleged).

The Special Commission of Inquiry into the Greyhound Racing Industry conducted by former High Court judge the Hon Michael McHugh AC QC determined that there had been a substantial underspend on welfare by GRNSW.

Accordingly, the Commission's total annual expenditure of \$15.7m in the 2018-19 financial year was found to be reasonable and only a modest but appropriate increase in the costs of welfare and integrity particularly as the Commission's responsibilities were considerably greater.

The Commission continues to review its budget and introduce new technological capabilities that are all aimed at delivering further efficiencies and savings and enhanced service delivery.

Is GWIC an over-zealous regulator?

FACT

There will always be participants who object to being held accountable for their actions or inaction. The Commission makes no apology for carrying out its responsibilities to protect the welfare of greyhounds and the integrity of the sport.

The Commission's disciplinary decisions are externally reviewable by the Racing Appeals Tribunal and the conduct of the Commission and its staff is subject to review and/or investigation by the NSW Ombudsman and the Independent Commission against Corruption (ICAC).

The Commission carries out its compliance & enforcement functions in line with its Compliance & Enforcement explanatory guide, which can be found on its website at www.gwic.nsw.gov.au/integrity/rulesandpolicies.

The Commission welcomes transparent review and feedback in relation to everything it does, including adherence to its compliance and enforcement guidelines. The Commission views this feedback as an opportunity to improve its services to the industry and the community.

Since commencing in July 2018, the Commission has received no formal complaints directly from industry participants requiring referral to the NSW Ombudsman or ICAC.

Since July 2018, Commission inspectors have been required to wear body-worn cameras. Most good regulatory agencies now do this.

The Commission appreciates that some participants may view this as being confronting. However, the video footage taken is designed to protect participants and the Commission's inspectors from false allegations.

The Commission is more than happy to provide participants who are captured on video during inspections with a copy of the video.

PROFILE OF THE GREYHOUND RACING INDUSTRY

Data presented here is based on information provided by participants to the Commission. The Commission has made every effort to ensure its accuracy.

39. Participants and registrations

Excluding registered greyhound owners, 3284 participants were registered with the Commission, many in more than one registration category (Table 4). The number of greyhound owners (not including owner-trainers) is not included due to uncertainty about the currency and accuracy of data from GRNSW which enabled owners to register for lifetime. This uncertainty will be resolved in 2021 when owners are required to re-register with the Commission.

The number of registrations in every type reported in 2018/19 has increased slightly in 2019/20. The *Greyhound Racing Regulation 2019* enabled new registration types such as Race Official and Greyhound Health Assistant.

Table 4: Numbers of registrations by registration type (Source: OneGov)

Registration category ¹	Registered as at 1 Sept 2019	Registered as at 30 June 2020
Artificial Insemination Technician	n/a	11
Attendant	n/a	819
Bookmaker	24	29
Bookmaker Clerk	24	25
Breeder	951	996
Health Assistant	n/a	13
Owner Trainer	1192	1275
Public Trainer	1008	1075
Promoter	n/a	4
Race Official	n/a	382
Studmaster	37	43
Trial Track Proprietor	n/a	7
Trial tracks	n/a	6
Total registrations excluding greyhound owners	3236	4685
Total participants excluding greyhound owners	2970	3284

¹ Participants may be registered in more than one category so the number of total registrations is larger than the number of total participants.

40. Racing

Table 5: Racing activity in 2019/20

	Number
Racetracks operating	32
Race clubs operating	33
Race meetings held ²	1092
Races held ²	10 998
Starters ^{2,3}	78 946
Individual greyhounds raced ^{2,4}	6520
Greyhounds named for racing ⁵	3335

² OzChase 8/7/2020

³ Starters is the number of times a greyhound left a race starting box, where individual greyhounds are counted every time they race.

⁴ Individual greyhounds raced is the number of individual greyhounds registered in any jurisdiction that raced in NSW, each counted only once irrespective of how many times it raced.

⁵ Greyhounds named for racing is the number of greyhounds that received their racing name in 2019/20, a step in becoming eligible to race. Data from OneGov July 2020.

41. Greyhound population

The Greyhound Register Reconciliation Program conducted in 2019/20, and improvements in notification compliance since 1 July 2018, provided the first opportunity for an estimate of the number of greyhounds in the NSW industry.

A greyhound in the NSW industry is defined as a greyhound owned by or in the registered custody of a registered NSW industry participant. It does not include pet greyhounds owned by people outside the industry.

The industry greyhound population as at 18 October 2020 is estimated to be 20,168.

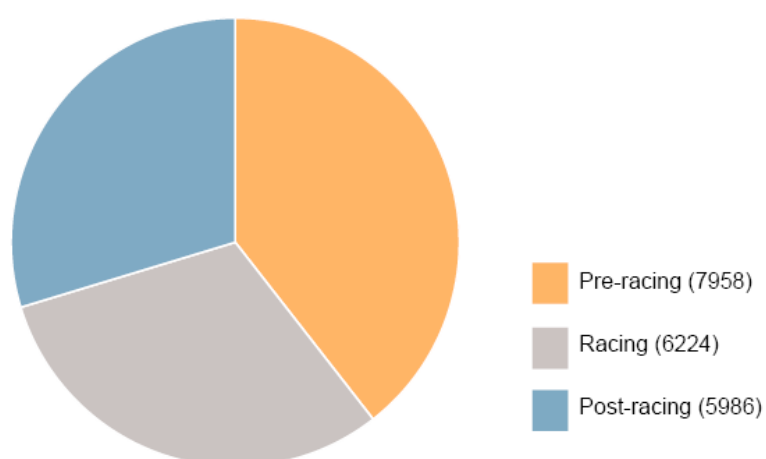


Figure 11. Lifecycle stages of current registered greyhound population

42. Breeding

A total of 653 breeding services conducted in 2019/20 were notified to the Commission up to 10 September 2020, similar to the previous two years (Figure 12).

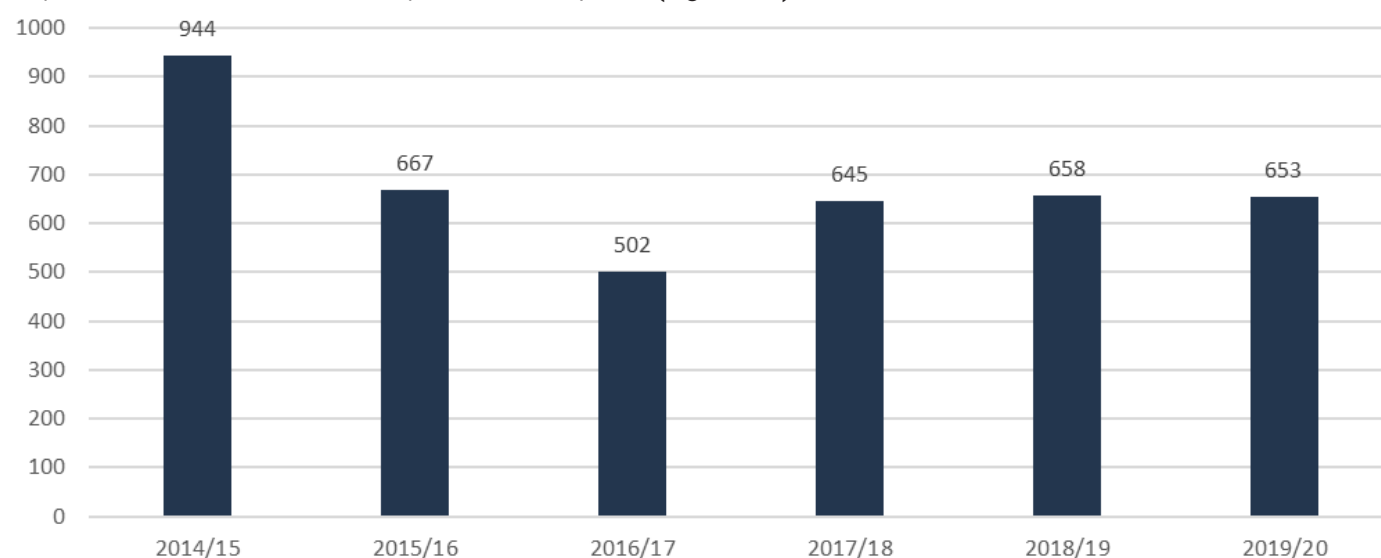


Figure 12: Number of breeding services from 2013/14 to 2019/20 notified (Source: 2014/15 – 2018/19 from OzChase 25/8/2020; 2019/20 from OzChase 10/9/20. Note these figures may vary from published monthly service and whelping reports due to late submissions of notifications).

A total of 3,935 pups were whelped from litters in 2019/20 (Table 6), almost 900 more pups than in the low point of 2016/17 (Figure 13).

Table 6: Greyhound services and whelpings reported in 2019/20

Months	Services	Litters	Female pups (alive)	Male pups (alive)	Total pups	Mean litter size
July	38	40	121	104	225	5.6
August	56	31	97	100	197	6.4
September	50	30	101	97	198	6.6
October	61	57	192	196	388	6.8
November	71	46	153	156	309	6.7
December	71	87	262	311	573	6.6
January	99	68	218	208	426	6.3
February	56	81	265	249	514	6.3
March	42	67	206	220	426	6.4
April	24	56	158	156	314	5.6
May	37	27	69	82	151	5.6
June	48	35	96	118	214	6.1
Total	653	625	1938	1997	3935	6.3

(Source: OzChase 10 September 2020. Note these figures may vary from published monthly service and whelping reports due to late submissions of notifications in monthly reports.)

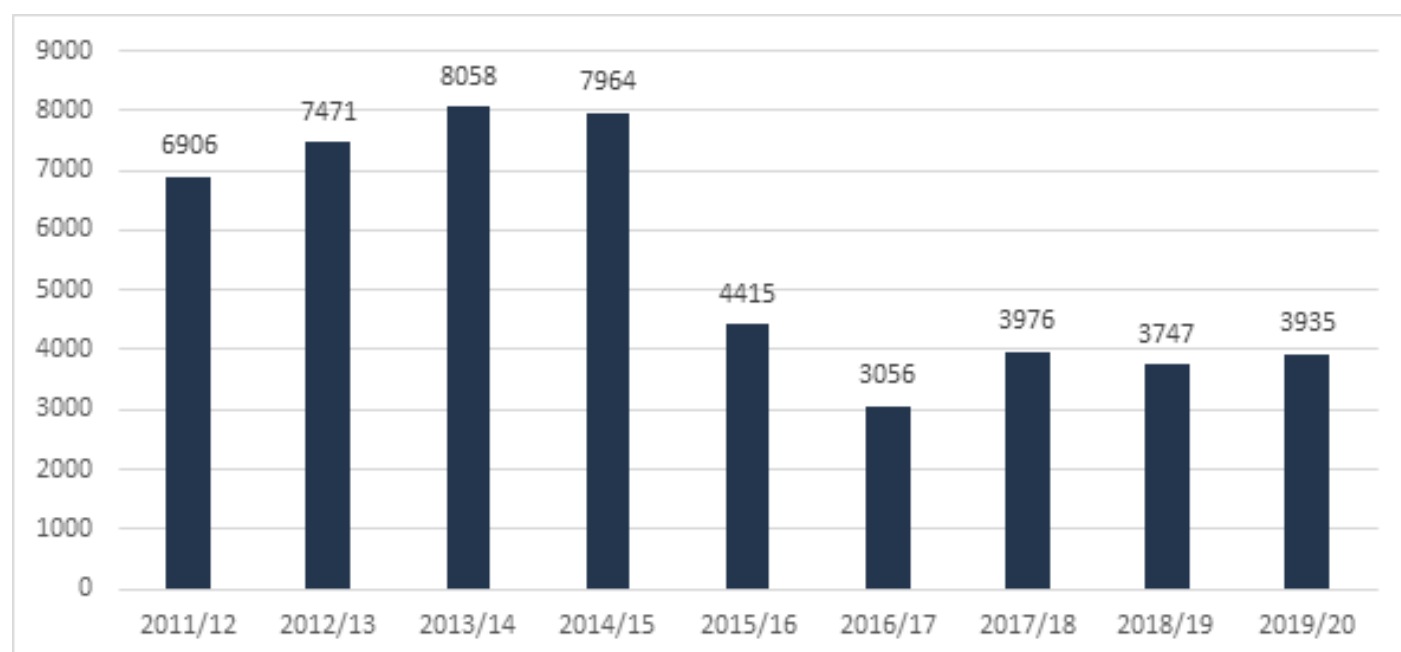


Figure 13: Number of pups whelped in NSW from 2011/12 to 2019/20 (Source: 2011/12 – 2017/18 from GRNSW annual reports, 2018/19 – 2019/20 from OzChase 10/9/2020. Note these figures may vary from published monthly service and whelping reports due to late submissions of notifications in monthly reports.)

43. More pups going on to race

The percentage of pups whelped in NSW that go on to race in one or more Australian states or territories has increased by approximately 15%, from 58-61% of those pups born in or prior to the 2015/16 financial year to 74% of those pups born in the 2017 and 2018 financial years (Figure 14).

An increase in the ratio of pups that get to the track was an industry goal identified by the Greyhound Industry Reform Panel to reduce the risk of over-breeding. The drivers for the increase are not definitively known, but may include one or more of these factors:

- improved breeding selection for racing characteristics
- improved rearing and training methods resulting in more pups with chase motivation
- the industry may be making more effort to train the available pups following the decline in whelping numbers from levels prior to 2015/16 (Figure 15)

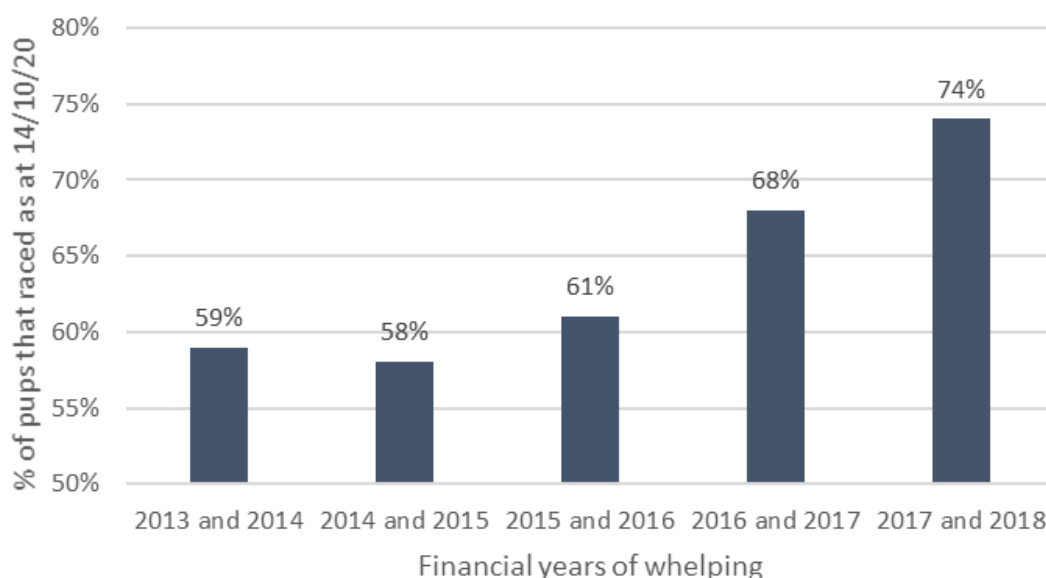


Figure 14: Percentage of NSW-born pups that have raced (Source: OzChase 14/10/2020)

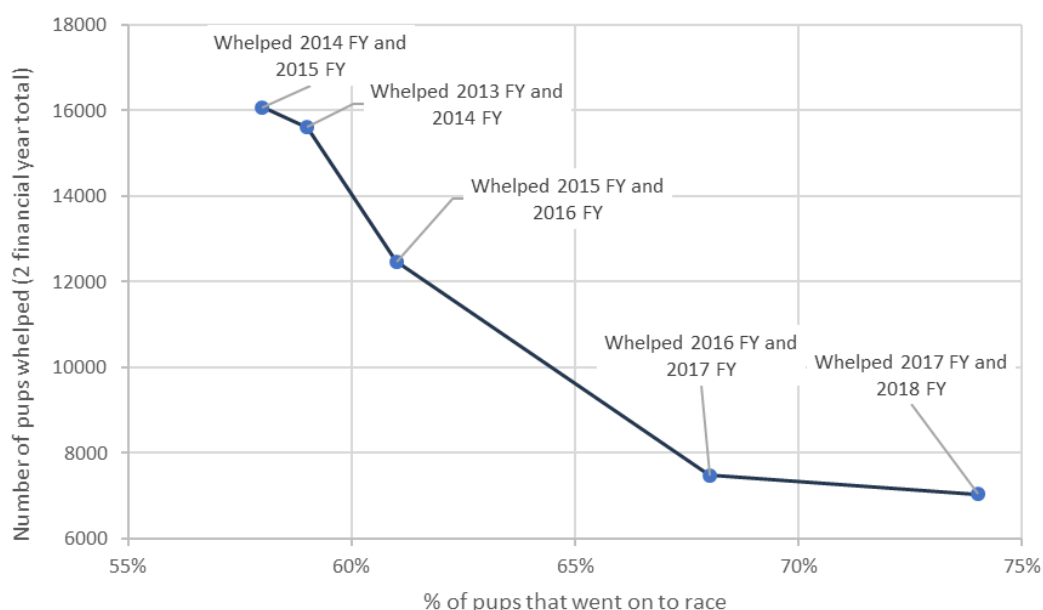


Figure 15: Percentage of NSW-born pups that have raced in an Australian jurisdiction with the decline in number of pups whelped (Source: OzChase 14/10/2020)

44. Race injuries

Race injury numbers reported here do not include those which require no stand down period (formerly reported as Minor I category).

In 2019/20, 5449 post-race examinations of greyhounds were undertaken by on-track veterinarians and 2447 were found to have injuries requiring a stand-down period, equal to 3.1% of race starters. The majority of race injuries reported (91.9%) required a stand down period from racing of 42 days or fewer. Serious injuries which may have required surgery, were career ending or life threatening accounted for 8.1% of all injuries (Major II and Catastrophic), at a rate of 2.5 per 1000 starts.

Table 7: Number of greyhound racing injuries

Injury category ¹ and stand down period	Number	Injuries per 1000 starts ²	Proportion of all injuries
Minor - 1-10 days	1176	14.9	48.1%
Medium - 14-21 days	744	9.4	30.4%
Major I - 28-42 days	329	4.2	13.4%
Major II - more than 42 days	146	1.8	6.0%
Catastrophic - euthanased or sudden death	52	0.7	2.1%
Veterinary examinations detecting injury for which stand-down period required	2447 ³	31.0	-

¹ Where an individual greyhound sustains injuries in more than one injury category, only the more severe category is used in reporting. Numbers do not include examinations or injuries from trials, return-to-racing examinations or pre-race examinations.

² Injuries per 1000 starts is an industry standard for measuring the rate of injury

³ 2447 equates to 3.1% of total number of starters, 78,946

While the total race injury rate has increased since 2016/17, the rate of catastrophic injuries has declined (Figure 15). Detailed injury reports are published quarterly on the GWIC website.

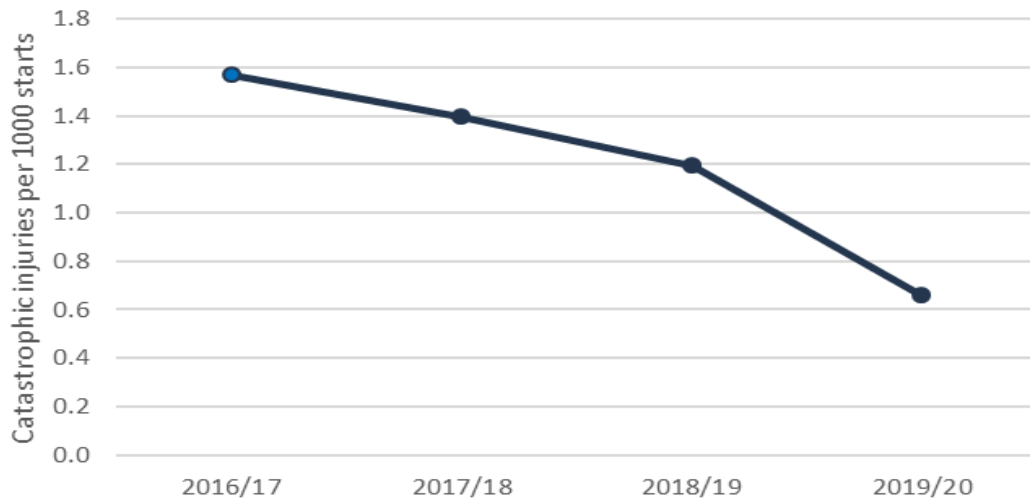


Figure 16: Annual rate of catastrophic greyhound racing injuries

45. Retirement

The Commission was notified of 1,405 greyhound retirements that occurred in 2019/20.

Over one-third (37%) of retired greyhounds were retained by their registered owner or trainer as a pet or breeding greyhound, while 2% (23) were retired to another greyhound racing industry participant. These greyhounds remain registered with the Commission.

A total of 858 greyhounds (61%) were retired outside the industry, either privately (17%) or through rehoming organisations. The Greyhounds As Pets program managed by GRNSW received 246 (18%) while other agencies accepted 373 (27%) of retired greyhounds.

Table 8: Greyhound retirements in 2019/20 reported to the Commission

Destination	Greyhounds	%
Retained by owner or trainer	524	37%
Gone to another registered participant as a pet	23	2%
Rehomed to a non-participant privately by owner or trainer	239	17%
Accepted by Greyhounds As Pets	246	18%
Accepted by another animal adoption or rescue agency	373	27%
Total	1405	100%

(Source: OneGov)

46. Greyhound mortality

A total of 685 greyhound deaths off racetracks were reported during 2019/20. Of these, 68% were euthanased and 32% died without medical assistance. Of those euthanased, 81% (380) were euthanased by veterinarians for medical reasons such as injury or illness (Table 9).

Table 9: Greyhound mortalities reported in 2019/20 (not including those at racetracks)

Mortality by type and cause	Number	%
Euthanasia		
Due to injury	192	41%
Due to illness	188	40%
After a private veterinarian certified that the greyhound was behaviourally unsuitable for rehoming (typically aggressive)	59	13%
At owner's request after rehoming attempts failed	28	6%
Emergency	1	0.2%
Euthanasia total	468	100%
Death		
Due to injury or accidental causes	81	37%
Due to illness, age or natural causes	136	63%
Death total	217	100%

Source: OneGov.

A change in the Commission's Greyhound Rehoming Policy in December 2019 saw a 33% decline in the monthly average number of greyhounds euthanased overall in the first seven months after the reintroduction of the policy (Figure 16).

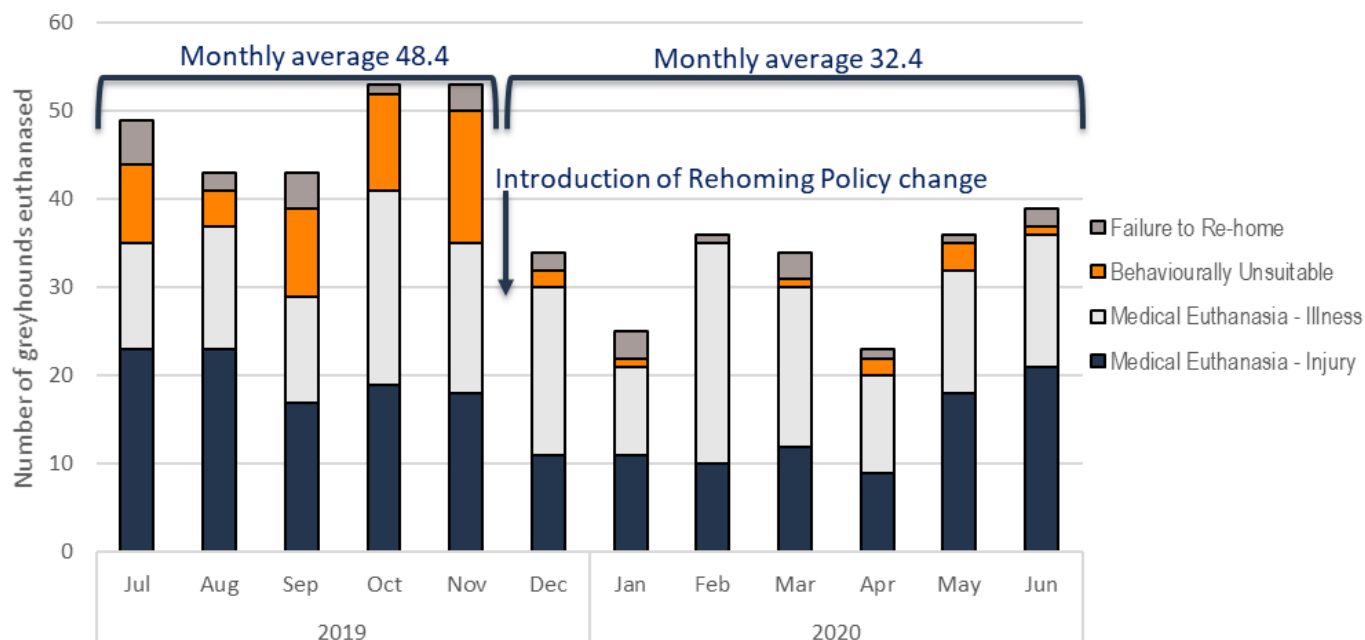


Figure 17: Euthanasia by stated reason 2019/20 (not including racetrack euthanasia)

Slightly fewer greyhound deaths off racetracks occurred in 2019/20 (685) compared to 2018/19 (735). Fewer euthanasias occurred in 2019/20, but deaths (without medical intervention) were somewhat higher (Figure 18).

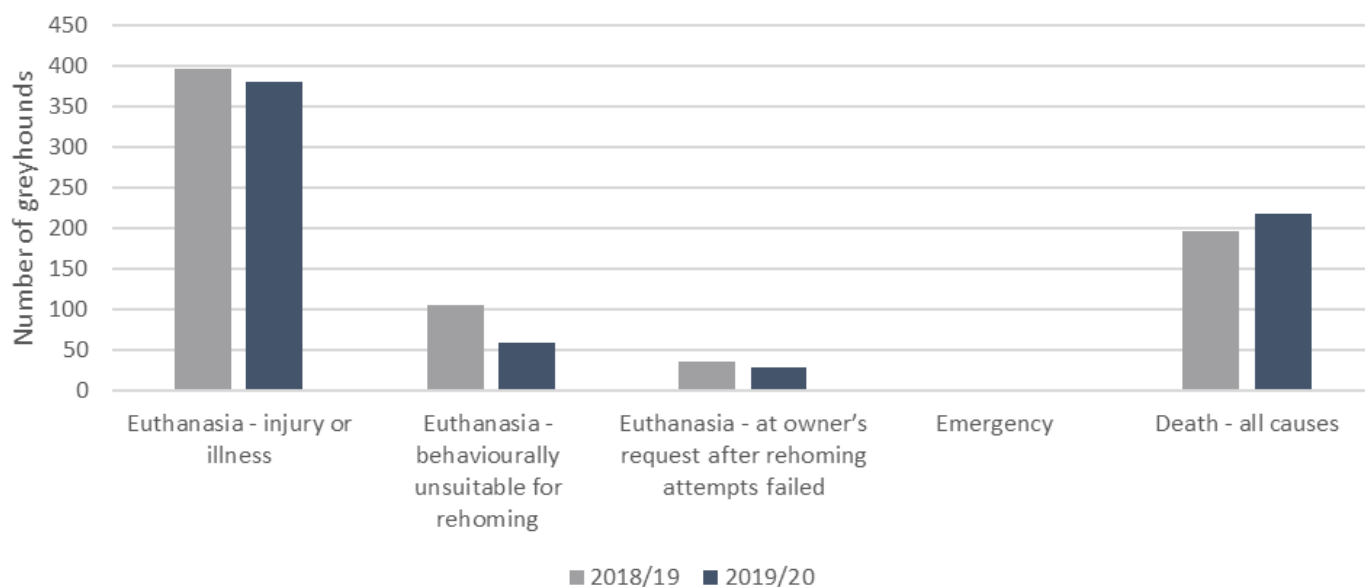


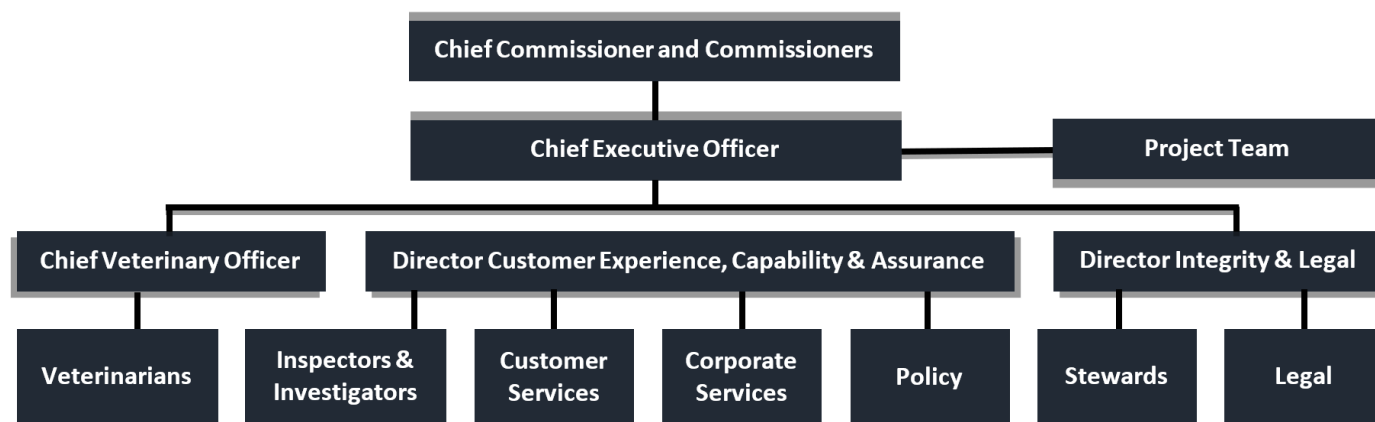
Figure 18: Comparison of greyhound mortalities reported in 2018/19 and 2019/20, not including those at race meetings. (Source: OneGov)

47. Export of NSW greyhounds

The Commission received four notifications of an intention to export a greyhound to New Zealand for racing. Another two greyhounds were issued greyhound passports by Greyhounds Australasia with the intention of exporting them to Ireland for breeding.

ORGANISATIONAL GOVERNANCE & HUMAN RESOURCES

48. Organisational structure



49. Our leaders

The Chief Commissioner and two Commissioners are appointed by the Governor on the joint recommendation of the Minister for Better Regulation and Innovation and the Minister for Agriculture. Commissioner John Keniry AM retired from his appointment in July 2019 after serving 18 months as an inaugural Commissioner, and Commissioner Clare Petre completed her term of office in October 2019 after serving two years as an inaugural Commissioner. Commissioners Chris Wheeler PSM and Peter Collins were appointed in October 2019, joining Chief Commissioner Alan Brown AM.



Chief Commissioner Alan Brown AM

A solicitor for 45 years, Alan specialised in banking, finance, property and commercial law. During that period, he was the managing partner of several law firms. He was also the independent chair of Moss Capital Funds Management Limited, and a member of the advisory board of Moss Capital Pty Ltd before its listing on the ASX as Elanor Investments Limited. Alan retired from full-time legal practice in 2017. Alan has a long association with thoroughbred racing. He held leadership roles in that industry from 1983 until 2014, principally with the Sydney Turf Club, Racing NSW, Racing Corp and the Australian Pattern Committee. He was also a director of the Australian Racing Board. In addition, Alan has had a very longstanding exposure to greyhound racing. His grandfather bred and raced greyhounds with notable success, and Alan's son also raced greyhounds successfully. In August 2017, the NSW Government appointed Alan as the Chief Commissioner of the newly established Greyhound Welfare & Integrity Commission for a three-year term. In 2019, Alan was appointed a Member of the Order of Australia for significant service to the thoroughbred racing industry.



Commissioner Chris Wheeler PSM

Chris is a former Deputy NSW Ombudsman. He has longstanding experience in complaint handling and investigations, as well as extensive experience in management and public administration. Chris is a qualified town planner and lawyer who has worked in a variety of roles in State and local government in NSW and Victoria. He has also worked as a solicitor in the private sector.

Chris was appointed as a Commissioner for a two-year term in October 2019.



Commissioner Peter Collins

Peter has a diverse professional background in aviation, travel and general management. For 27 years he worked in the Qantas aviation and travel businesses, including as CEO of the Qantas-owned Jetset Travelworld. Peter also has experience in the sport and not-for-profit sectors. Peter has qualifications in Economics and Business and is a graduate of the Australian Institute of Company Directors.

Peter was appointed as a Commissioner for a two-year term in October 2019.



Chief Executive Officer Judy Lind

Judy has over 37 years' experience in public sector regulatory and enforcement agencies including senior leadership roles at the Australian Criminal Intelligence Commission, the Australian Federal Police, the Australian Sports Anti-Doping Authority and the Australian Taxation Office.

The Commission was established under Judy's leadership and is supporting the greyhound racing industry's future through efficient and effective regulation, with animal welfare and industry integrity at its heart. Judy stepped down from the role of CEO in October 2020.

50. Management groups and committees

The Commissioners and CEO were supported in their roles by management groups and committees.

Senior Leadership Team

Comprising the Director Integrity & Legal Services, the Director Customer Service, Capability and Assurance, the Chief Veterinary Officer, and leaders of the inspectors, investigators, stewards, policy, communications, customer service, finance and human resources teams, this group met weekly to monitor progress, identify risks, and provide strategic advice to the CEO.

Operational Coordination Committee

Comprised of senior staff of veterinary, stewarding, investigations, inspections and legal teams, this committee coordinated all aspects of field operations and advised the CEO on operational matters and risks.

Workplace Health and Safety Committee

This committee advised the CEO and Commissioners on all aspects of workplace health and safety, with particular attention to risks for field-based staff such as inspectors, investigators, stewards and veterinarians.

Project Implementation Steering Committee

This committee superseded the Registration Reform Group during 2019/20 and tracked progress on a wide range of projects aimed at improving all aspects of customer service, data management, animal welfare reform and racing integrity.

Internal Complaints Panel

This group investigated complaints against staff according to the Commission's Misconduct & Complaint Handling Policy.

51. Executive officers

Members of the Commission's executive team are employed under individual Public Sector Senior Executive employment contracts, the terms of which provide for regular performance assessment.

Table 10: Diversity and earnings of senior executives and Commissioners as at 30 June 2020

	Range set by SOORT	2019/20			2018/19		
		Average earnings	Female	Male	Average earnings	Female	Male
Band 4	-	0	0	0	0	0	0
Band 3	-	0	0	0	0	0	0
Band 2 ¹	\$274,701 - \$345, 550	\$261,253	1	1	\$254,881	1	1
Band 1 ²	\$192,600 - \$274, 700	\$159,856	1	4	\$125,746	2	2

¹The Chief Commissioner was appointed on a part-time basis at 0.6 FTE at an actual annual cost of \$222,165 in 2019/20 and \$199,717 in 2018/19.

²All Commissioners were appointed on a part-time basis at 0.2 FTE, at an actual annual cost of \$91,138 in 2019/20 and \$100,114 in 2018/19.

Table 11: Senior executive employee remuneration costs as a percentage of all employee costs

	2019/20	2018/19
Senior executive percentage compared to total employee costs	13.5%	12.2%

52. Non-executive officers

Officers of the Commission are employed under the *Government Sector Employment Act 2013* and the *Crown Employees (Public Services Conditions of Employment) Reviewed Award 2009*.

Table 12: Number and diversity of non-executive officers as at 30 June 2020

	Female	Male	Not identified	Total
Welfare and race day integrity functions	8	27	0	35
Integrity, compliance and enforcement	6	8	0	14
Strategic reform, policy, customer service and business operations	21	5	0	26
Total	35	40	0	75

53. Employment conditions

All roles in the Commission were recruited in accordance with the *Government Sector Employment Act 2013* and *Government Sector Employment Rules 2014*. All recruitment to the Commission was merit-based.

As a condition of employment, the Commission's Code of Ethics and Conduct requires all staff to demonstrate ethical behaviours and comply with the requirements of the *Privacy and Personal Information Protection Act 1998*.

54. Workforce diversity

The Commission is committed to the advancement of women into leadership roles and to providing flexible working arrangements for all employees. At 30 June 2020, women made up 47% of the Commission's officers. Seven staff were employed part-time, and/or on other special work arrangements.

The Commission did not develop its own workforce diversity strategy, disability inclusion action plan, or a multicultural policies and services program during 2019/20. On 1 July 2019 the Commission became part of the Department of Customer Service cluster and refers to the Department's policies for these matters.

55. Work health and safety

Nine work health and safety incidents were reported. There were no prosecutions under the *Work Health and Safety Act 2011*.

Table 13: Reported work health and safety incidents

Type of notification	Number	%	Reported within 24 hrs
Injury / illness	2	22%	100%
Dangerous occurrence	1	11%	100%
Hazard / damage	2	22%	100%
Near miss	4	45%	100%

56. Human resources policies and staff complaints

A new Employee Handbook and a Manager's Handbook outlining human resource processes and procedures were developed in 2019/20 and complement the Commission's:

- Human Resources Policy
- Code of Ethics and Conduct
- Gifts and Benefits Policy
- Misconduct and Complaints Handling Policy
- Public Interest Disclosure Policy
- Fraud and Corruption Policy

Eighteen reports about Commission staff were received and assessed and, where necessary, investigated by the Commission's Internal Complaints Panel under the Commission's Misconduct & Complaint Handling Policy.

One matter was referred to an independent firm for investigation and proceeded to disciplinary action. A staff member resigned prior to the conclusion of another matter with all remaining matters resulting in informal or formal counselling or no further action.

FINANCIAL PERFORMANCE

The Commission's financial statements present the financial performance and the position of the Commission for the year to 30 June 2020.

57. Funding

The Commission's income is sourced jointly from State Government grants, payments from GRNSW as required under its operating licence, the point of consumption tax on wagering, and own-source revenue such as registration fees.

Table 14: Summary of income

	2019/20 (\$000)	2018/19 (\$000)	2017/18 (\$000)
Greyhound Racing NSW	8,403	9,187	-
State Government grant	3,000	4,500	2,500
Point of consumption tax on wagering	4,000	2,000	-
Department of Industry additional grant as an outcome of the Joint Working Group process	-	701	-
In kind contribution from Department of Industry	-	533	-
Registration fees	658	324	-
Other	2	2	-
Acceptance by the Crown entity of employee benefits and other liabilities	257	496	8
Total funding and revenue, cash and non-cash	16,320	17,743	\$2,508

58. Expenditure in 2019/20

The Commission's cash expenditure in the year ended 30 June 2020 totalled \$16.4 million. People related expenditure (including employee related expenditure and contractor costs) is the largest expense type accounting for \$11.2 million or 68% of total expenditure. Payments to an accredited testing laboratory for analysis of samples from racing greyhounds is the second largest expense category amounting to \$1.5 million or 9% of expenditure.

The Commission's expenditure of \$16.4 million is split into key program categories and shown in Figure 19.

Since commencing operations on 1 July 2018, the Commission has faced criticism from industry participants and sections of the media that its costs are too high. The Commission rejects the criticism.

In the Commission's experience, the costs of operation during its first two years were both necessary and appropriate having regard to:

- The need for expenditure on start-up costs and capacity-building requirements
- The role the Commission was expected to play in developing and implementing key industry reforms as recommended by the Reform Panel and having regard to its obligations under the Act
- The need to undertake significant data cleansing in order to verify the current population of greyhounds and industry participants as demanded by the Reform Panel recommendations
- The development and delivery of new, and much needed, customer service interfaces for industry participants to transact business more efficiently, including online services
- The need and expectation for a seamless delivery of day-to-day racing functions, including daily oversight of race meetings, registration and related transaction functions, and compliance and disciplinary measures.

In January 2019, an independent review conducted by the Department of Industry determined that the average cost of integrity and welfare functions conducted by GRNSW in the three years preceding the commencement of the Commission was \$13.89m. The Commission's outlays in 2019 and 2020 compared favourably with this figure after allowing for unavoidable higher cost factors arising mainly from NSW public sector employment arrangements and necessary business systems investments to avoid fundamental deficiencies in pre-existing racing industry systems.

The Commission's costs also compared favourably with those of GRV for performing similar integrity and welfare functions. GRV reported a cost of \$19.3m for its integrity and welfare functions in 2018/19. The Commission assessed the cost of 'like for like' functions performed by GRV and concluded a figure of \$15.3m appears a reasonable estimate of GRV costs, while recognising that differences between organisations make it difficult to accurately reconcile.

This comparison also shows that NSW operates many more tracks spread over a vast geographical area and has jurisdiction over a much larger number of greyhounds due to the Commission's remit covering all greyhounds associated with industry participants, including retired greyhounds.

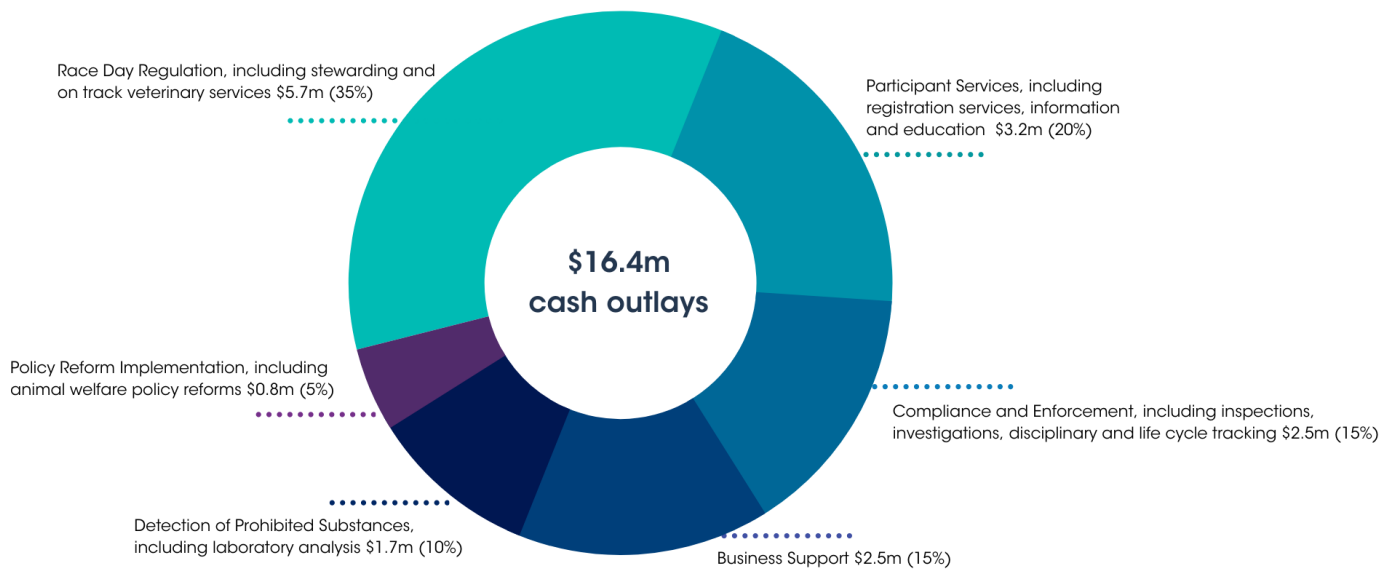


Figure 19: Cash expenditure by key program for the year ended 30 June 2020

59. Financial position and funding outlook

At 30 June 2020 the Commission held a cash balance of \$1.2 million compared to \$1.6 million in the prior year. The Commission also had payables totalling \$0.8 million relating to unpaid invoices and accrued expenses and salaries. The Commission has come to agreement with GRNSW on its funding for the 2020/21 financial year.



INDEPENDENT AUDITOR'S REPORT

Greyhound Welfare and Integrity Commission

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of the Greyhound Welfare and Integrity Commission (the Commission), which comprise the Statement of Comprehensive Income for the year ended 30 June 2020, the Statement of Financial Position as at 30 June 2020, the Statement of Changes in Equity and the Statement of Cash Flows, for the year then ended, notes comprising a Summary of Significant Accounting Policies and other explanatory information.

In my opinion, the financial statements:

- give a true and fair view of the financial position of the Commission as at 30 June 2020, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 45E of the *Public Finance and Audit Act 1983* (PF&A Act) and the Public Finance and Audit Regulation 2015.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Commission in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Other Information

The Commission's annual report for the year ended 30 June 2020 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Chief Commissioner of the Commission is responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the Statement by the Chief Commissioner and the Chief Executive Officer.

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

Chief Commissioner's Responsibilities for the Financial Statements

The Chief Commissioner is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the PF&A Act, and for such internal control as the Chief Commissioner determines is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Chief Commissioner is responsible for assessing the Commission's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements.

Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Commission carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Weini Liao
Director, Financial Audit Services

Delegate of the Auditor-General for New South Wales

29 September 2020
SYDNEY

GREYHOUND WELFARE AND INTEGRITY COMMISSION

STATEMENT BY THE CHIEF COMMISSIONER AND CHIEF EXECUTIVE OFFICER

Pursuant to section 45F (1C) of the Public Finance and Audit Act 1983, we state that:

(a) the accompanying financial statements have been prepared in accordance with applicable Australian Accounting Standards (which include Australian Accounting Interpretations), the provisions of the *Public Finance and Audit Act 1983*, the applicable clauses of the *Public Finance and Audit Regulation 2015*, and the Financial Reporting Directions mandated by the Treasurer;

(b) the accompanying financial statements exhibit a true and fair view of the financial position and the financial performance of Greyhound Welfare and Integrity Commission for the year ended 30 June 2020;

(c) at the date of signing we are not aware of any circumstances that would render the financial statements misleading or inaccurate.



Alan Brown AM
Chief Commissioner

Date: 29 September 2020



Judith Lind
Chief Executive Officer

Date: 29 September 2020

GREYHOUND WELFARE AND INTEGRITY COMMISSION					
STATEMENT OF COMPREHENSIVE INCOME					
FOR THE YEAR ENDED 30 JUNE 2020					
	Notes	Consolidated		Parent	
		2020 \$000	2019 \$000	2020 \$000	2019 \$000
Expenses excluding losses					
Employee related	2(a)	10,182	8,821	-	-
Personnel services	2(b)	-	-	10,182	8,821
Other operating expenses	2(c)	6,267	6,882	6,267	6,882
Depreciation and amortisation	2(d)	646	146	646	146
Finance costs	2(e)	11	-	11	-
Total Expenses excluding losses		17,106	15,849	17,106	15,849
Revenue					
Grants and contributions	3(a)	15,403	16,921	15,403	16,921
Acceptance by the Crown Entity of employee benefits and other liabilities	3(b)	257	496	-	-
Other revenue	3(c)	660	326	917	822
Total Revenue		16,320	17,743	16,320	17,743
NET RESULT		(786)	1,894	(786)	1,894
Other comprehensive income		-	-	-	-
TOTAL COMPREHENSIVE INCOME/ (LOSS)		(786)	1,894	(786)	1,894

The accompanying notes form part of these financial statements.

GREYHOUND WELFARE AND INTEGRITY COMMISSION

**STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2020**

	Notes	Consolidated		Parent	
		2020 \$000	2019 \$000	2020 \$000	2019 \$000
ASSETS					
Current Assets					
Cash and cash equivalents	4	1,224	1,623	1,224	1,623
Receivables	5	120	207	120	207
Total Current Assets		1,344	1,830	1,344	1,830
Non-Current Assets					
Property, plant and equipment	6	827	930	827	930
Right-of-use assets	7	1,420	-	1,420	-
Intangible assets	8	713	961	713	961
Total Non-Current Assets		2,960	1,891	2,960	1,891
Total Assets		4,304	3,721	4,304	3,721
LIABILITIES					
Current Liabilities					
Payables	9	824	941	824	941
Lease liabilities	10	292	-	292	-
Provisions	11	891	566	891	566
Other Liabilities	12	-	271	-	271
Total Current Liabilities		2,007	1,778	2,007	1,778
Non-Current Liabilities					
Lease liabilities	10	1,139	-	1,139	-
Provisions	11	56	55	56	55
Total Non-Current Liabilities		1,195	55	1,195	55
Total Liabilities		3,202	1,833	3,202	1,833
Net Assets		1,102	1,888	1,102	1,888
EQUITY					
Accumulated funds		1,102	1,888	1,102	1,888
Total Equity		1,102	1,888	1,102	1,888

The accompanying notes form part of these financial statements.

GREYHOUND WELFARE AND INTEGRITY COMMISSION					
STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2020					
	Notes	Consolidated		Parent	
		Accumulated Funds \$000	Total Equity \$000	Accumulated Funds \$000	Total Equity \$000
Balance at 1 July 2019		1,888	1,888	1,888	1,888
Net Result for the year		(786)	(786)	(786)	(786)
Other comprehensive income		-	-	-	-
Total comprehensive income for the year		(786)	(786)	(786)	(786)
Balance at 30 June 2020		1,102	1,102	1,102	1,102
Balance at 1 July 2018		(6)	(6)	(6)	(6)
Net Result for the year		1,894	1,894	1,894	1,894
Other comprehensive income		-	-	-	-
Total comprehensive income for the year		1,894	1,894	1,894	1,894
Balance at 30 June 2019		1,888	1,888	1,888	1,888

The accompanying notes form part of these financial statements.

GREYHOUND WELFARE AND INTEGRITY COMMISSION					
STATEMENT OF CASH FLOWS					
FOR THE YEAR ENDED 30 JUNE 2020					
	Notes	Consolidated		Parent	
		2020 \$000	2019 \$000	2020 \$000	2019 \$000
CASH FLOWS FROM OPERATING ACTIVITIES					
Payments					
Personnel services		-	-	(9,632)	(7,861)
Employee related		(9,632)	(7,861)	-	-
Suppliers of goods and services		(7,208)	(7,308)	(7,208)	(7,308)
Finance costs		(11)	-	(11)	-
Total Payments	2(e)	(16,851)	(15,169)	(16,851)	(15,169)
Receipts					
Grants and other contributions		15,403	16,921	15,403	16,921
Other revenue		1,334	1,161	1,334	1,161
Total Receipts		16,737	18,082	16,737	18,082
NET CASH FLOWS FROM OPERATING ACTIVITIES	14	(114)	2,913	(114)	2,913
CASH FLOWS FROM INVESTING ACTIVITIES					
Purchases of property, plant and equipment		-	(996)	-	(996)
Purchases of intangible assets		-	(991)	-	(991)
NET CASH FLOWS FROM INVESTING ACTIVITIES		-	(1,987)	-	(1,987)
CASH FLOWS FROM FINANCING ACTIVITIES					
Payment of principal portion of lease liabilities		(285)	-	(285)	-
NET CASH FLOWS FROM FINANCING ACTIVITIES		(285)	-	(285)	-
NET INCREASE/(DECREASE) IN CASH		(399)	926	(399)	926
Opening cash and cash equivalents		1,623	697	1,623	697
CLOSING CASH AND CASH EQUIVALENTS	4	1,224	1,623	1,224	1,623

The accompanying notes form part of these financial statements.

GREYHOUND WELFARE AND INTEGRITY COMMISSION

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2020

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Reporting Entity

The Greyhound Welfare and Integrity Commission is a NSW Government Department, established pursuant to the Greyhound Racing Act 2017. The Greyhound Welfare and Integrity Commission ('the Group') comprises Greyhound Welfare and Integrity Commission ('the Commission') and the entity under its control, the Office of the Greyhound Welfare and Integrity Commission ('the Office'). The Group is a NSW government entity and is controlled by the State of New South Wales, which is the ultimate parent. The Group is a not-for-profit entity (as profit is not its principal objective) and it has no cash generating units. The Group was established on 3 July 2017.

In the process of preparing the financial statements for the consolidated group, consisting of the Commission and the Office, all inter-entity transactions and balances have been eliminated, and like transactions and other events are accounted for using uniform accounting policies.

These financial statements for the year ended 30 June 2020 have been authorised for issue by the Chief Commissioner and Chief Executive Officer on the date the accompanying statement by the Chief Commissioner and Chief Executive Officer was signed.

(b) Basis of Preparation

The Group's financial statements are general purpose financial statements which have been prepared on an accruals basis and in accordance with:

- applicable Australian Accounting Standards (AAS) (which include Australian Accounting Interpretations);
- the requirements of the *Public Finance and Audit Act 1983* (the Act) and *Public Finance and Audit Regulation 2015*; and
- Treasurer's Directions issued under the Act.

Property, plant and equipment are measured at fair value. Other financial statement items are prepared in accordance with the historical cost convention except where specified otherwise.

Judgements, key assumptions and estimations management has made are disclosed in the relevant notes to the financial statements.

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency, which is the Group's presentation and functional currency.

(c) Statement of Compliance

The financial statements and notes comply with Australian Accounting Standards, which include Australian Accounting Interpretations.

(d) Going concern

The Commission's financial statements have been prepared on a going concern basis. The NSW Department of Customer Service has agreed the Commission's budget for the year to 30 June 2021 including the funding required to meet the budgeted outlays. The Department of Customer Service has provided a letter of financial support to the Commission which will ensure that debts are able to be paid as and when they become due and payable.

(e) COVID-19

Following the emergence of the Novel Coronavirus (COVID-19) pandemic in late February 2020, the greyhound racing industry continued to operate under a restricted regional model with racing continuing at fewer tracks due to the need to implement biosecurity controls. This, coupled with the reallocation of inspection staff to a phone-based program, resulted in reduced travel costs for the year.

The primary area of heightened risk from COVID-19 is to the Group's workforce, in both public-facing and office-based roles. As a result, significant focus has been placed on managing work health and safety (WHS) risks, physical, mental and social. Most office-based staff have moved to working from home arrangements, and the Group has acted to reduce any adverse impact on staff arising from these work arrangements. Frontline staff have also been provided with guidance in relation to hygiene, travel, illness prevention, and flexible working. The Group continues to support the health and safety of all its staff.

There has been no impact on the Group's liquidity or credit risk profiles as a result of COVID-19 and as a result there is no uncertainty about the Group's ability to continue as a going concern at 30 June 2020 due to the pandemic.

On account of COVID-19, a further assessment on the fair value of the following accounts, taking into consideration relevant assumptions and estimates, has been performed resulting in no impact being identified:

- Receivables – Note 5
- Property, plant and equipment – Note 6
- Right-of-use assets – Note 7
- Intangibles – Note 8; and
- Financial instruments – Note 16.

(f) Accounting for the Goods and Services Tax (GST)

Income, expenses and assets are recognised net of the amount of GST, except that the:

- amount of GST incurred by the Group as a purchaser that is not recoverable from the Australian Taxation Office (ATO) is recognised as part of the cost of acquisition of an asset or as part of an item of expense; and
- receivables and payables are stated with the amount of GST included.

Cash flows are included in the Statement of Cash Flows on a gross basis. However, the GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the ATO are classified as operating cash flows.

(g) Comparative Information

Except when an Australian Accounting Standard permits or requires otherwise, comparative information is disclosed in respect of the previous reporting period, 30 June 2019, for all amounts reported in the financial statements.

(h) Changes in Accounting Policy, Including New or Revised Australian Accounting Standards

Effective for the first time in 2019-20

The Group applied AASB 15 Revenue from Contracts with Customers, AASB 1058 Income of Not-for-Profit Entities, and AASB 16 Leases for the first time. The nature and effect of the changes as a result of adoption of these new accounting standards are described below.

Several other amendments and interpretations apply for the first time in 2019-20, but do not have an impact on the financial statements of the Group.

AASB 15 Revenue from Contracts with Customers

AASB 15 supersedes AASB 111 Construction Contracts, AASB 118 Revenue and related Interpretations and it applies, with limited exceptions, to all revenue arising from contracts with customers. AASB 15 establishes a five-step model to account for revenue arising from contracts with customers and requires that revenue be recognised at an amount that reflects the consideration to which an entity expects to be entitled in exchange for transferring goods or services to a customer.

AASB 15 requires entities to exercise judgement, taking into consideration all of the relevant facts and circumstances when applying each step of the model to contracts with their customers. The standard also specifies the accounting for the incremental costs of obtaining a contract and the costs directly related to fulfilling a contract. In addition, the standard requires relevant disclosures.

In accordance with the transition provisions in AASB 15, the Group has adopted AASB 15 retrospectively with the cumulative effect of initially applying the standard recognised at the date of initial application. i.e. 1 July 2019, the Group has used the transitional practical expedient permitted by the standard to reflect the aggregate effect of all the modifications that occur before 1 July 2018 when:

- identifying the satisfied and unsatisfied performance obligations
- determining the transaction price
- allocating the transaction price to the satisfied and unsatisfied performance obligations.

The impact of applying the above practical expedients is not expected to significantly affect the financial statements.

The adoption of AASB 15 did not have an impact on Statement of Comprehensive Income, Statement of Financial Position, Other Comprehensive Income and the Statement of Cash Flows for the financial year.

AASB 1058 Income of Not-for-Profit Entities

AASB 1058 replaces most of the existing requirements in AASB 1004 Contributions. The scope of AASB 1004 is now limited mainly to contributions by owners (including parliamentary appropriations that satisfy the definition of a contribution by owners), administrative arrangements and liabilities of government departments assumed by other entities.

AASB 1058 applies to income with a donation component, i.e. transactions where the consideration to acquire an asset is significantly less than fair value principally to enable a not-for-profit entity to further its objectives; and volunteer services. AASB 1058 adopts a residual approach, meaning that entities first apply other applicable Australian Accounting Standards (e.g. AASB 1004, AASB 15, AASB 16, AASB 9, AASB 137) to a transaction before recognising income.

Not-for-profit entities need to determine whether a transaction is/contains a donation (accounted for under AASB 1058) or a contract with a customer (accounted for under AASB 15).

AASB 1058 requires recognition of receipt of an asset, after the recognition of any related amounts in accordance with other Australian Accounting Standards, as income:

- when the obligations under the transfer is satisfied, for transfers to enable an entity to acquire or construct a recognisable non-financial asset that will be controlled by the entity.
- immediately, for all other income within the scope of AASB 1058.

In accordance with the transitional provisions in AASB 1058, the Group has adopted AASB 1058 retrospectively with the cumulative effect of initially applying the standard at the date of initial application. i.e. 1 July 2019. The Group has adopted the practical expedient in AASB 1058 whereby existing assets acquired for consideration significantly less than fair value principally to enable the entity to further its objectives, are not restated to their fair value.

The adoption of AASB 1058 did not have an impact on Statement of Comprehensive Income, Statement of Financial Position, Other Comprehensive Income and the Statement of Cash Flows for the financial year.

AASB 16 Leases

AASB 16 supersedes AASB 117 Leases, Interpretation 4 Determining whether an Arrangement contains a Lease, Interpretation 115 Operating Leases – Incentives and Interpretation 127 Evaluating the Substance of Transactions Involving the Legal Form of a Lease. The Standard sets out the principles for the recognition, measurement, presentation and disclosure of leases and requires lessees to recognise most leases on the balance sheet.

AASB 16 requires the Group to account for all leases under a single on-balance sheet model similar to the accounting for finance leases under AASB 117. As the lessee, the Group recognises a lease liability and right-of-use asset at the inception of the lease. The lease liability is measured at the present value of the future lease payments, discounted using the interest rate implicit in the lease, or the lessee's incremental borrowing rate if the interest rate implicit in the lease cannot be readily determined. The corresponding right-of-use asset is measured at the value of the lease liability adjusted for lease payments before inception, lease incentives, initial direct costs and estimates of costs for dismantling and removing the asset or restoring the site on which it is located.

The Group has adopted the partial retrospective option in AASB 16, where the cumulative effect of initially applying AASB 16 is recognised on 1 July 2019 and the comparatives for the year ended 30 June 2019 are not restated. The Group will also adopt the practical expedient whereby the fair value of the right-of-use asset will be the same as the lease liability at 1 July 2019.

In relation to leases that had previously been classified as 'operating leases' under AASB 117, a lease liability is recognised at 1 July 2019 at the present value of the remaining lease payments, discounted using the lessee's incremental borrowing rate at the date of initial application. The weighted average lessee's incremental borrowing rate applied to the lease liabilities on 1 July 2019 was 1.5%.

The corresponding right-of-use asset is initially recorded on transition at an amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments relating to that lease recognised in the statement of financial position as at 30 June 2019.

In applying AASB 16 for the first time, the Group has used the following practical expedients permitted by the standard:

- not reassess whether a contract is, or contains, a lease at 1 July 2019, for those contracts previously assessed under AASB 117 and Interpretation 4.
- applying a single discount rate to a portfolio of leases with reasonably similar characteristics
- relying on its previous assessment on whether leases are onerous immediately before the date of initial application as an alternative to performing an impairment review
- not recognise a lease liability and right-of-use-asset for short-term leases that end within 12 months of the date of initial application and lease contracts for which the underlying asset is valued at \$10,000 or under when new (low-value assets)
- excluding the initial direct costs from the measurement of the right-of-use asset at the date of initial application
- using hindsight in determining the lease term where the contract contained options to extend or terminate the lease.

The effect of adoption AASB 16 as at 1 July 2019 (increase/ (decrease)) is, as follows:

	<u>\$'000</u>
Assets	
Right-of-use assets	<u>1,716</u>
Liabilities	
Borrowings	<u>1,716</u>

The lease liabilities as at 1 July 2019 can be reconciled to the operating lease commitments as of 30 June 2019, as follows:

	<u>\$'000</u>
Operating lease commitments as at 30 June 2019 (GST excluded)	652

Weighted average incremental borrowing rate as at 1 July 2019	1.5%
Discounted operating lease commitments as at 1 July 2019	(21)
Add: commitments relating to 5-year lease extension option of Bathurst office	822
Add: commitments relating to motor vehicle leases previously classified in the accounts of the Department of Industry but transferred to the Group from 1 July 2019 (GST excluded)	263
Lease liabilities as at 1 July 2019	1,716

(ii) Issued but Not Yet Effective

NSW public sector entities are not permitted to early adopt new Australian Accounting Standards, unless Treasury determines otherwise. Certain new accounting standards and interpretations have been published that are not mandatory for 30 June 2019 reporting periods.

AASB 1059 Service Concession Assets: Grantors

- AASB 1059 *Service Concession Assets: Grantors* ("AASB 1059") is effective from reporting periods commencing on or after 1 July 2020.
- The Group will adopt AASB 1059 on 1 July 2020 through application of the modified retrospective approach, where the current year is adjusted as though AASB 1059 had always applied.
- For the financial year, the Group does not have any Service Concession Assets.

2. EXPENSES EXCLUDING LOSSES

	Consolidated		Parent	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
(a) Employee Related Expenses				
Salaries and wages (including annual leave)	8,640	7,220	-	-
Superannuation	716	633	-	-
Long service leave	232	504	-	-
Payroll tax	496	429	-	-
Fringe benefits tax	4	2	-	-
Workers' compensation insurance	87	20	-	-
Redundancy payments	-	11	-	-
Animal welfare committee member remuneration	7	2	-	-
	10,182	8,821	-	-
(b) Personnel Services				
Personnel services	-	-	10,182	8,821
	-	-	10,182	8,821

Recognition and Measurement

Personnel services

The cost of personnel service in respect of salaries and wages, superannuation, annual leave, long service leave and personal leave are recognised when it is probable that settlement will be required.

	Consolidated		Parent	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
(c) Operating Expenses				
Advertising and promotion	45	34	45	34
Auditor's remuneration for audit of the financial statements	42	41	42	41
Bad / doubtful debts	10	-	10	-
Computer software development	673	-	673	-
Computer software licences	353	350	353	350
Consultancy	496	415	496	415
Contractors – contingent workforce	270	464	270	464
Contractors - other	695	946	695	946
Corporate services provided by government departments	549	533	549	533
Legal fees	56	80	56	80
Memberships	101	105	101	105
Minor equipment	58	137	58	137
Occupancy and maintenance	276	441	276	441
Operating lease rental expense – minimum lease payments	-	323	-	323
Postage, couriers and phone	217	161	217	161
Printing, stationery, consumables and stores	147	240	147	240
Fees for services	158	192	158	192
Swabs analysis	1,512	1,456	1,512	1,456
Travel	363	565	363	565
Other operating expenses	246	399	246	399
	6,267	6,882	6,267	6,882

Recognition and Measurement

Lease expense (up to 30 June 2019)

Operating lease rental expense

Up to 30 June 2019, operating lease payments are recognised as an operating expense in the Statement of Comprehensive Income on a straight-line basis over the lease term. An operating lease is a lease other than a finance lease.

Lease expense (from 1 July 2019)

From 1 July 2019, the Group recognises the lease payments as an operating expense in the Statement of Comprehensive Income for the following types of leases:

- Leases that meet the definition of short-term, i.e. where the lease term at commencement of the lease is 12 months or less. This excludes leases with a purchase option.
- Leases of assets that are valued at \$10,000 or under when new.

From 1 July 2019 the cost associated with the right-of-use building in Bathurst and motor vehicle assets is shown as depreciation of those right-of-use assets.

(d) Depreciation and Amortisation Expense

	Consolidated		Parent	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Depreciation				
- Plant and equipment	4	1	4	1
- Leasehold improvements	98	115	98	115
	102	116	102	116
Depreciation – Right-of-use asset				
- Buildings	166	-	166	-
- Motor Vehicles	130	-	130	-
	296	-	296	-
Amortisation				
- Intangible assets	248	30	248	30
	646	146	646	146

Refer to Note 6, 7 and 8 for recognition and measurement policies on depreciation and amortisation.

Revision in Accounting Estimates

The useful lives of intangible assets were reassessed during the year from 10 years to 4 years. The impact on the current and future years is to increase amortisation expense by \$148,624 each year until fully amortised.

(e) Finance Costs

	Consolidated		Parent	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Interest expense from lease liabilities	11	-	11	-

3. REVENUE

Recognition and Measurement

Until 30 June 2019, income is recognised in accordance with AASB 111 Construction Contracts, AASB 118 Revenue and AASB 1004 Contributions.

From 1 July 2019, income is recognised in accordance with the requirements of AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities, dependent on whether there is a contract with a customer defined by AASB 15 Revenue from Contracts with Customers. Commentary regarding the accounting policies for the recognition of income are discussed below.

(a) Grants and contributions

	Consolidated		Parent	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Greyhound Racing NSW	8,403	9,187	8,403	9,187
Department of Customer Service – Point of consumption tax – deemed appropriation	4,000	-	4,000	-
Department of Industry – Point of consumption tax	-	2,000	-	2,000
Department of Customer Service – grant	3,000	-	3,000	-
Department of Industry - grant	-	5,201	-	5,201
Department of Industry - in-kind contribution	-	533	-	533
	15,403	16,921	15,403	16,921

Movement in deemed appropriations is shown below.

	Consolidated		Parent	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Opening balance	-	-	-	-
Adjustment for appropriations deemed on commencement of section 4.7 of the GSF Act	1,613	-	1,613	-
Add: additions of deemed appropriations	16,737	17,156	16,737	17,156
Less: expenditure charged against deemed appropriations	(16,851)	(17,156)	(16,851)	(17,156)
Closing balance	1,499	-	1,499	-

Recognition and Measurement

Until 30 June 2019, income from grants and appropriations is recognised when the Group obtains control over the assets comprising the grant or appropriation. Control over grants and appropriations is normally obtained upon the receipt of cash.

From 1 July 2019, income from grants and appropriations is recognised when the Group satisfies its obligations under the transfer. Income from grants and appropriations without sufficiently specific performance obligations is recognised when the Group obtains control over the granted asset (cash).

The Group did not receive any appropriations or grants in the reporting period with specific performance obligations.

(b) Acceptance by the Crown Entity of Employee Benefits and Other Liabilities

The following liabilities and/or expenses have been assumed by the Crown Entity.

	Consolidated		Parent	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Superannuation	38	24	-	-
Long service leave	218	471	-	-
Payroll tax	1	1	-	-
	257	496	-	-

(c) Other Revenue

	Consolidated		Parent	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Registration service fee income	658	324	658	324
Other revenue	2	2	259	498
	660	326	917	822

Recognition and Measurement

Until 30 June 2019

Registration service fee income

Revenue from rendering of services is recognised when the service is provided.

From 1 July 2019

Registration service fee income

Revenue from rendering of services is recognised when the Group satisfies the performance obligation by transferring the promised services. For the Group, this service is the provision of registration of people and greyhounds and other services associated with participation in the greyhound racing industry in NSW. Revenue is recognised at the time the person registers themselves or a greyhound as a participant in the industry and the fee is received for that or other related service. The revenue is measured at the transaction price set for each registration service. No element of financing is deemed present as payments are due when the service is provided.

4. CURRENT ASSETS - CASH AND CASH EQUIVALENTS

	Consolidated		Parent	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Cash at bank and on hand	1,224	1,623	1,224	1,623
	1,224	1,623	1,224	1,623

For the purposes of the Statement of Cash Flows, cash and cash equivalents includes cash at bank, cash on hand, and short-term deposits.

Cash and cash equivalent assets recognised in the Statement of Financial Position are reconciled at the end of the financial year as shown to the Statement of Cash Flows as follows:

	Consolidated		Parent	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Cash and cash equivalents (per Statement of Financial Position)	1,224	1,623	1,224	1,623
Closing cash and cash equivalents (per Statement of Cash Flows)	1,224	1,623	1,224	1,623

Refer to Note 16 for details regarding credit risk and market risk arising from financial instruments.

5. CURRENT ASSETS – RECEIVABLES

	Consolidated		Parent	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
GST receivable	106	122	106	122
Other	14	85	14	85
	120	207	120	207

Recognition and Measurement

Receivables

Receivables are initially recognised at fair value plus any directly attributable transaction costs. Trade receivables that do not contain a significant financing component are measured at the transaction price. Short term receivables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

Subsequent measurement

The Group holds receivables with the objective to collect the contractual cash flows and therefore measures them at amortised cost using the effective interest method, less any impairment. Changes are recognised in the net result for the year when impaired, derecognised or through the amortisation process.

Impairment

The Group's receivable values have been considered in light of COVID-19 and it has been determined that the pandemic has not resulted in a change to the expected value of each receivable.

The Group recognises an allowance for Expected Credit Losses (ECL) for all debt financial assets not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows that the Group expects to receive, discounted at the original effective interest rate.

For trade receivables (if any), the Group applies a simplified approach in calculating ECLs. The Group does not have any trade receivables and therefore no impairment loss is recognised in the net result for the year.

6. NON-CURRENT ASSETS - PROPERTY, PLANT AND EQUIPMENT

	Plant and Equipment \$'000	Leasehold Improvements \$'000	Total \$'000
30 June 2020 – fair value			
Gross carrying amount	18	1,027	1,046
Accumulated depreciation and impairment	(5)	(213)	(218)
Net carrying amount	13	814	827
30 June 2019 – fair value			
Gross carrying amount	18	1,027	1,046
Accumulated depreciation and impairment	(1)	(115)	(116)
Net carrying amount	17	913	930

Reconciliation

A reconciliation of the carrying amounts of each class of property, plant and equipment at the beginning and end of the current reporting period is set out below:

	Plant and Equipment \$'000	Leasehold Improvements \$'000	Total \$'000
Year ended 30 June 2020			
Net carrying amount at beginning of year	17	913	930
Depreciation expense	(4)	(98)	(102)
Net carrying amount at end of year	13	814	827
Year ended 30 June 2019			
Net carrying amount at beginning of year	-	973	973
Additions (current year expenditure)	18	55	73
Depreciation expense	(1)	(115)	(116)
Net carrying amount at end of year	17	913	930

Recognition and Measurement

Acquisitions of Property, Plant and Equipment

Property, plant and equipment are initially recognised at cost and subsequently revalued at fair value less accumulated depreciation and impairment. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the requirements of other Australian Accounting Standards. Fair value is the price that would be received to sell an asset in an orderly transaction between market participants at measurement date.

The Group's non-current asset values have been considered in light of COVID-19 and it has been determined that the pandemic has not resulted in a change to the expected asset values.

Capitalisation Thresholds

Property, plant and equipment and intangible assets costing \$5,000 and above individually (or forming part of a network costing more than \$5,000) are capitalised.

Maintenance

Day-to-day servicing costs or maintenance are charged as expenses as incurred, except where they relate to the replacement of a part or component of an asset, in which case the costs are capitalised and depreciated.

Depreciation of Property, Plant and Equipment

Depreciation is provided for on a straight line basis for all depreciable assets so as to write off the depreciable amount of each asset as it is consumed over its useful life to the Group. All material identifiable components of assets are depreciated separately over their useful lives

7. NON-CURRENT ASSETS – RIGHT-OF-USE ASSETS

From 1 July 2019, property, non-current assets includes right-of-use assets under AASB 16 Leases, which is effective from that date. The following table presents right-of-use assets:

	Buildings \$'000	Motor Vehicles \$'000	Total \$'000
Balance at 1 July 2019	-	-	-
Recognition of right-of-use assets on initial application of AASB 16	1,453	263	1,716
Additions	-	-	-
Depreciation expense	(166)	(130)	(296)
Balance at 30 June 2020	1,287	133	1,420

Right-of-use assets under leases

Recognition and measurement (under AASB 117 until 30 June 2019)

Until 30 June 2019, AASB 117 Leases (AASB 117) distinguished between finance leases that effectively transfer from the lessor to the lessee substantially all the risks and rewards incidental to ownership of the leased assets, and operating leases under which the lessor does not transfer substantially all the risks and rewards.

Until 30 June 2019, a lease was classified at the inception date as a finance lease or an operating lease. A lease that transferred substantially all the risks and rewards incidental to ownership to the entity would be classified as a finance lease. Only assets acquired under finance leases would be recognised as Property, plant and equipment. The Group held no finance leases at 30 June 2019.

An operating lease is a lease other than a finance lease. Operating lease payments were recognised as an operating expense in the statement of comprehensive income on a straight-line basis over the lease term.

Recognition and measurement (under AASB 16 from 1 July 2019)

The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets, except for short-term leases and leases of low-value assets.

i. Right-of-use assets

From 1 July 2019, AASB 16 Leases (AASB 16) requires a lessee to recognise a right-of-use asset for most leases. The right-of-use asset and corresponding liability are initially measured at the present value of the future lease payments.

Therefore, at that date property, plant and equipment includes amounts for right-of-use assets in respect of leases previously treated as operating leases under AASB 117, as well as any arrangements that are assessed as leases under AASB 16 that were not leases under AASB 117.

Subsequent to the adoption of AASB 16, the Entity, as a lessee, recognises a right-of-use asset at cost and a corresponding lease liability at the lease commencement date.

Right-of-use assets are measured at cost and are depreciated on a straight-line basis over the lease term. Right-of-use assets are subject to impairment. The Group assesses, at each reporting date, whether there is an indication that an asset may be impaired.

ii. Short-term leases and leases of low-value assets

The Group holds no short-term leases or leases of low-value assets.

8. NON-CURRENT ASSETS – INTANGIBLE ASSETS

	Software \$'000
30 June 2020	
Cost (gross carrying amount)	991
Accumulated amortisation and impairment	(278)
Net carrying amount	713
30 June 2019	
Cost (gross carrying amount)	991
Accumulated amortisation and impairment	(30)
Net carrying amount	961

Reconciliation

A reconciliation of the cost of intangible assets at the beginning and end of the current and previous reporting period is set out below:

	Software \$'000
Year ended 30 June 2020	
Net carrying amount at beginning of year	961
Amortisation (recognised in depreciation and amortisation)	(248)
Net carrying amount at end of year	713
	Software \$'000
Year ended 30 June 2019	
Net carrying amount at beginning of year	26
Additions	965
Amortisation (recognised in depreciation and amortisation)	(30)
Net carrying amount	961

Recognition and Measurement

The Group recognises intangible assets only if it is probable that future economic benefits will flow to the Group and if the cost of the asset can be measured reliably. Intangible assets are measured initially at cost. Where an asset is acquired at no or nominal cost, the cost is its fair value as at the date of acquisition.

Following initial recognition, intangible assets are subsequently measured at fair value only if there is an active market. As there is no active market for the Group's intangible assets, the assets are carried at cost less any accumulated amortisation and impairment losses.

The useful lives of intangible assets are assessed to be finite. The Group's intangible assets (computer software) are amortised using the straight-line method over their estimated useful lives. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period. As a result of this review, the useful lives were revised on 1 July 2019 from the previous year where a useful life of 10 years (10%) was applied, to 4 years (25%). The financial impact to this change has been quantified in note 2(d) as \$148,624.

Intangible assets are tested for impairment where an indicator of impairment exists. If the recoverable amount is less than its carrying amount, the carrying amount is reduced to recoverable amount and the reduction is recognised as an impairment loss.

A review of the value of the Group's computer software reflected in intangible assets was conducted in light of COVID-19. As the pandemic has not significantly impacted greyhound racing in NSW, the value of the Group's computer software is considered appropriate.

9. CURRENT LIABILITIES – PAYABLES

	Consolidated		Parent	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Accrued salaries, wages and on-costs	115	148	115	148
Trade creditors	138	164	138	164
Accruals - external suppliers	432	581	432	581
Accruals - State Government Departments	135	38	135	38
Liability to Crown	4	10	4	10
	824	941	824	941

Recognition and Measurement

Payables represent liabilities for goods and services provided to the Group and other amounts. Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

Payables are financial liabilities at amortised cost, initially recognised at fair value, net of directly attributable transaction costs. These are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in the net result when the liabilities are derecognised as well as through the amortisation process.

Refer to Note 16 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

10. CURRENT / NON-CURRENT LEASE LIABILITIES

	Consolidated		Parent	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Current liabilities				
Lease liability	292	-	292	-
Non-current liabilities				
Lease liability	1,139	-	1,139	-
Total lease liabilities	1,431	-	1,431	-

Property leases

An accommodation lease has been entered into with Bathurst Regional Council. The term of the accommodation lease is from January 2018 to April 2023 with the option of renewal for a further 5 years thereafter. The lease liabilities have been measured including the extension option to April 2028 as this is the most likely outcome.

The lease agreement allows the lessor to review rents on specified dates. There is no option for the purchase of the building at the expiry of the lease term. Recurrent outgoings including cleaning, electricity, management fees and public liability insurance is the responsibility of the Group and rates and all repairs and maintenance of a structural or capital nature is the responsibility of the lessor.

Motor vehicle leases

The Group leases motor vehicles. Lease contracts are made for fixed periods of 3 years and have extension options. The lease liabilities have been measured without the extension options. The lease agreements do not impose any covenants, but leased assets may not be used as security for borrowing purposes. The Group does not provide residual value guarantees in relation to leases.

Lease liabilities

The following table presents liabilities under leases.

	Lease liabilities \$'000
Balance at 1 July 2019 per note 1(h)	1,716
Additions	-
Interest expense	11
Payments	(296)
Balance at 30 June 2020	1,431

Future minimum lease payments under non-cancellable leases as at 30 June 2019 were as follows:

	Operating leases \$'000	Total \$'000
Within one year	181	181
Later than one year and not later than five years	536	536
Later than 5 years ¹	-	-
Total (including GST)	717	717
Less: GST recoverable from the Australian Tax Office	(65)	(65)
Total (excluding GST)	652	652

¹ At 30 June 2019, the minimum lease payments associated with the possible extension option of the Bathurst office lease was not included in the value since the extension was not a minimum payment under a non-cancellable lease.

Recognition and Measurement

Lease liabilities

Finance lease liabilities are determined in accordance with AASB 117 until 30 June 2019. From 1 July 2019, lease liabilities are determined in accordance with AASB 16.

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. Lease payments include:

- fixed payments (including in substance fixed payments);
- variable lease payments that depend on an index or a rate;
- amounts expected to be paid under residual value guarantees;
- exercise price of a purchase options reasonably certain to be exercised by the entity; and
- payments of penalties for terminating the lease, if the lease term reflects the entity exercising the option to terminate.

Variable lease payments that do not depend on an index or a rate are recognised as expenses in the period in which the event or condition that triggers the payment occurs.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for the entity's leases, the lessee's incremental borrowing rate is used, being the rate that the entity would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

11. CURRENT / NON-CURRENT LIABILITIES – PROVISIONS

	Consolidated		Parent	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Current				
Employee benefits and related on-costs				
Annual leave	657	452	657	452
Long service leave on cost	87	46	87	46
Other employee on-costs	147	68	147	68
Total Current Provisions	891	566	891	566
Non-Current				
Other employee on-costs	8	7	8	7
Make good provision for Bathurst office	48	48	48	48
Total Non-Current Provisions	56	55	56	55
Total Provisions	947	621	947	621
	Consolidated		Parent	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Aggregate employee benefits and related on-costs				
Provisions	899	573	899	573
Accrued salaries, wages and on-costs (Note 8)	115	148	115	148
	1,014	721	1,014	721
Employee benefits expected to be settled within 12 months from reporting date				
Annual leave	217	452	217	452
Long service leave on-costs	87	46	87	46
Other employee on-costs	147	68	147	68
	451	566	451	566
Employee benefits expected to be settled in more than 12 months from reporting date				
Annual leave	440	-	440	-
Long service leave on-costs	8	7	8	7
	448	7	448	7

	Consolidated		Parent	
	2020	2019	2020	2019
	\$'000	\$'000	\$'000	\$'000
Movements in provisions (other than employee benefits)				
Movements in each class of provision during the year, other than employee benefits, are set out below:				
Make good provision for Bathurst office				
Carrying amount as at beginning of year	48		48	
Increase/(decrease) in provision from remeasurement	-	48	-	48
Carrying amount at end of year	48	48	48	48

Other provisions in the table above are expected to be settled after 12 months from reporting date.

Recognition and Measurement

Employee Benefits and related on-costs

Salaries and Wages, Annual Leave and Sick leave

Salaries and wages (including non-monetary benefits) and paid sick leave that are expected to be settled wholly within 12 months after the end of the period in which the employees render the service are recognised and measured at the undiscounted amounts of the benefits.

All annual leave is classified as a current liability even where the Group does not expect to settle the liability within 12 months as the Group does not have an unconditional right to defer settlement.

Unused non-vesting sick leave does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the benefits accrued in the future.

Long Service Leave and Superannuation

Long service leave is measured at present value of expected future payments to be made in respect of services provided up to the reporting date, in accordance with *AASB 119 Employee Benefits*. Consideration is given to certain factors based on actuarial review, including expected future wage and salary levels, experience of employee departures, and periods of services (specified in NSWTC 18/13) to employees with five or more years of service, using current rates of pay. Expected future payments are discounted using Commonwealth government bond rate at the reporting date. These factors were determined based on an actuarial review to approximate present value.

The superannuation expense for the financial year is determined by using the formulae specified in the Treasurer's Directions. The expense for certain superannuation schemes (i.e. Basic Benefit and First State Super) is calculated as a percentage of the employees' salary. For other superannuation schemes (i.e. State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees' superannuation contributions.

Long Service Leave and Superannuation Liabilities Assumed by the Crown Entity

The Group's liabilities for long service leave and defined benefit superannuation are assumed by the Crown Entity. The Group accounts for the liability as having been extinguished resulting in the amount assumed being shown as part of the non-monetary revenue item described as "Acceptance by the Crown Entity of employee benefits and other liabilities".

Consequential On-costs

Consequential costs to employment are recognised as liabilities and expenses where the employee benefits to which they relate have been recognised. This includes outstanding amounts of payroll tax, workers' compensation insurance premiums and fringe benefits tax.

12. CURRENT / NON-CURRENT LIABILITIES – OTHER LIABILITIES

	Consolidated		Parent	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Current				
Unearned income	-	271	-	271
	-	271	-	271
Non-Current	-	-	-	-

13. COMMITMENTS**Operating Commitments**

Apart from lease liabilities in note 9, the Group does not have any operating commitments as at the balance date (2019: \$652,000).

Capital Commitments

The Group does not have any capital commitments as at the balance date (2019: nil).

14. CONTINGENT ASSETS AND LIABILITIES

The Group does not have any contingent assets or liabilities as at the balance date (2019: nil).

15. RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET RESULT

	Consolidated		Parent	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Net cash used in operating activities	(114)	2,912	(114)	2,912
Depreciation and amortisation	(646)	(146)	(646)	(146)
Increase/(decrease) in receivables	(88)	166	(88)	166
(Increase)/decrease in payables	387	(593)	387	(593)
(Increase)/decrease in provisions	(325)	(445)	(325)	(445)
Net result	(786)	1,894	(786)	1,894

16. FINANCIAL INSTRUMENTS

The Group's principal financial instruments are outlined below. These financial instruments arise directly from the Group's operations or are required to finance the Group's operations. The Group does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

The Group's main risks arising from financial instruments are outlined below, together with the Group's objectives, policies and processes for measuring and managing risk. Further quantitative and qualitative disclosures are included throughout these financial statements.

The Chief Commissioner has overall responsibility for the establishment and oversight of risk management and reviews and agrees policies for managing each of these risks. Risk management policies are established to identify and analyse the risks faced by the Group, to set risk limits and controls and to monitor risks. Compliance with policies is reviewed by management on a continuous basis.

(a) Financial Instrument Categories

			2020 \$'000	2019 \$'000
Financial Assets	Note	Category	Carrying Amount	Carrying Amount
Class:				
Cash and cash equivalents	4	N/A	1,224	1,623
Receivables ⁽ⁱ⁾	5	Amortised cost	14	85
Contract assets	7	-	1,420	-
Financial Liabilities	Note	Category		
Class:				
Payables ⁽ⁱⁱ⁾	9	Financial liabilities measured at amortised cost	820	931

(i) Excludes statutory receivables and prepayments (i.e. not within scope of AASB 7)

(ii) Excludes statutory payables and unearned revenue (i.e. not within scope of AASB 7)

(b) Derecognition of financial assets and financial liabilities

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is derecognised when the contractual rights to the cash flows from the financial assets expire.

(c) Offsetting financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the Statement of Financial Position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

(d) Financial Risk

Credit Risk

Credit risk arises when there is the possibility of the Group's debtors defaulting on their contractual obligations, resulting in a financial loss to the Group. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for impairment).

Credit risk arises from the financial assets of the Group, including cash, receivables, and authority deposits. No collateral is held by the Group. The Group has not granted any financial guarantees.

The Group considers a financial asset in default when contractual payments are past 90 days past due.

The Group has considered the potential impact of COVID-19 on credit risk and has determined that there is no heightened risk to the Group due to the pandemic.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and bank balances within the NSW Treasury Banking System.

Accounting policy for impairment of trade debtors and other financial assets under AASB 9

Receivables - trade receivables

All trade debtors are recognised at the amounts receivable at balance date. Collectability of trade debtors is reviewed on an ongoing basis. Debts which are known to be uncollectible are written off. An allowance for impairment is raised when there is objective evidence that the Group will not be able to collect all amounts due. This evidence includes experience, and current and expected changes in economic conditions. No interest is earned on trade debtors.

The Group is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors.

All the receivables of the Group at 30 June 2020 are with Department of Customer Service. Therefore, no expected credit loss was calculated. As at 30 June 2020, the ageing analysis of trade debtors is presented below. The receivable outstanding at 30 June 2020 was paid on 8 July 2020.

	30 June 2020					
	\$000					
	Current	<30 days	30-60 days	61-90 days	>91 days	Total
Expected credit loss rate	0%	0%	0%	0%	0%	0%
Estimated total gross carrying amount at default	-	-	-	-	14	14
Expected credit loss	-	-	-	-	-	-
Total	-	-	-	-	14	14

	30 June 2019					
	\$000					
	Current	<30 days	30-60 days	61-90 days	>91 days	Total
Expected credit loss rate		0%	0%	0%	0%	0%
Estimated total gross carrying amount at default	-	85	-	-	-	85
Expected credit loss	-	-	-	-	-	-
Total	-	85	-	-	-	85

(e) Liquidity Risk

Liquidity risk is the risk that the Group will be unable to meet its payment obligations when they fall due. The Group continuously manages risk through monitoring future cash flows and maturities planning to ensure adequate holding of high-quality liquid assets. The objective is to maintain a balance between continuity of funding and flexibility through the effective management of its cash balance.

The Group's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk. Based on management's assessment of COVID-19, there was no change to the underlying terms and conditions of the Group's financial liabilities. However, in line with a decision taken by the Department of Customer Service, the Group has reduced the payment period on all creditors and other payables to assist with struggling businesses during the COVID-19 period. This has not affected the Group's ability to settle and pay for all debts as and when they arise.

Liabilities are recognised for amounts due to be paid in the future for goods or services received, whether invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in *Treasurer's Direction NSW TC 11/12*. For small business suppliers, where terms are not specified, payment is made no later than 30 days from date of receipt of a correctly rendered invoice. For small business suppliers, where payment is not made within the specified time period, simple interest must be paid automatically unless an existing contract specifies otherwise. For other suppliers, if trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received.

For the year ended 30 June 2020, the Group was not required to pay any interest for late payment (2019: \$nil).

The table below summarises the maturity profile of the Group's financial liabilities based on contractual undiscounted payments, together with the interest rate exposure.

	%	\$'000 Nominal Amount	\$'000 Interest Rate Exposure			\$'000 Maturity Dates		
			Fixed Interest Rate	Variable Interest Rate	Non- interest Bearing	< 1 Year	1-5 Years	> 5 Years
2020								
Payables	0.00%	820	-	-	820	820	-	-
2019								
Payables	0.00%	931	-	-	931	931	-	-

(f) Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Group has no interest-bearing assets or liabilities and is not exposed to market risk. The Group has no exposure to foreign currency risk and does not enter into commodity contracts.

Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Group's cash balance is not exposed to any interest rate risks as its bank account is non-interest bearing.

(g) Fair Value Measurement

(i) Fair value compared to carrying amount

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability or in the absence of a principal market, in the most advantageous market for the asset or liability.

(ii) Fair value recognised in the Statement of Financial Position

Management assessed that cash, trade receivables, trade payables, and other current liabilities approximate their fair values, largely due to the short-term maturities of these instruments.

17. RELATED PARTY DISCLOSURES

Key management personnel

The total remuneration of the key management personnel of the Group are as follows:

	2020 \$'000	2019 \$'000
Short-term employee benefits:		
- Salaries	575	547
- Non-monetary benefits	-	-
Post-employment benefits	48	49
Other long-term employee benefits		-
Total remuneration	623	596

During the period, the Group did not enter into transactions with key management personnel, their close family members and controlled or jointly controlled entities thereof.

Other related party transactions

During the period, the Group entered into transactions with other entities that are controlled / jointly controlled / significantly influenced by NSW Government. These transactions (incurred in the normal course of business) in aggregate are a significant portion of the Commission's revenue and expenses, and the nature of these significant transactions are detailed below:

Entity	Nature of transaction	2020 \$'000	2019 \$'000
Department of Customer Service	Provision of funding	7,000	-
Department of Customer Service	Provision of administrative, payroll, finance and operational assistance. Computer system development and software licence fees. Recharge of usage costs.	1,105	
Department of Customer Service	Computer system development and software licence fees.		1,344
Department of Planning, Industry and Environment	Provision of funding	-	7,734
Department of Planning, Industry and Environment	Provision of administrative, payroll, finance and operational assistance. Recharge of usage costs.	476	759
Audit Office of NSW	Provision of independent audit services of the Group's financial statements	42	41
Crown Solicitors Office	Provision of professional legal advice	12	12
Greyhound Racing NSW	Provision of funding	8,403	9,187
Greyhound Racing NSW	Provision of contracted staff at cost	127	126

18. EVENTS AFTER THE REPORTING PERIOD

There are no known events after the reporting period which would give rise to a material impact on the reported results or financial position of the Group as at 30 June 2020.

END OF AUDITED FINANCIAL STATEMENTS

ADDITIONAL REPORTING REQUIREMENTS

Greyhound Racing Regulation requirements

For the purposes of clause 5 of the *Greyhound Racing Regulation 2019*, the Commission reports:

- No directions were given by the Minister under section 8 of the Act
- A report on the activities of the Greyhound Industry Animal Welfare Committee is provided at Appendix A.
- No greyhound trial tracks had their registrations suspended or cancelled under section 51 of the Act.
- No inquiries were conducted under section 84 of the Act.

Consultancies

In 2019/20 spend on consultancies totalled \$495,800. There were 8 consultancy engagements, each less than \$50,000, that incurred a total cost of \$209,000. Consultancies equal to or more than \$50,000 are listed below:

Consultant	Purpose	Amount
Composite Information	Business system consulting - OneGov system	\$146,500
Brooke Institute	Salesforce integration	\$60,000
BCW Burson Cohn & Wolfe	Strategic Communications consulting	\$80,300
Total		\$286,800

Annual report costs

This report was prepared by staff of the Commission. No external contracts or fees were paid as at 20 November 2020.

Risk management and insurance activities

The Group's insurance activities are conducted through the NSW Treasury Managed Funds Scheme of self-insurance for Government entities, which determines the expense (premium).

Other disclosures

Funds granted to non-government community organisations	None
Economic or other factors affecting the achievement of operational objectives	None
Research and development	None
Land disposal	None
Overseas visits undertaken by officers	None
Public Interest Disclosures	None

Cyber security attestation

The Siebel system known as OneGov, which is the main business system deployed by the Commission, has been identified as a 'Crown Jewel' system under the NSW Government's Cyber Security Policy.



CERTIFICATE OF REGISTRATION

This is to certify that:

Department of Customer Service

ABN 81 913 830 179

McKell Building 2-24 Rawson Place Sydney NSW 2000 AUSTRALIA

operates an

INFORMATION SECURITY MANAGEMENT SYSTEM

which complies with the requirements of

ISO/IEC 27001:2013

for the following scope

The provision of services for the development, maintenance and support of:

- The OneGov platform and its associated infrastructure as listed in the OneGov ISMS Asset register and and
- Software products and services listed in the OneGov Service Model Register for NSW government agencies" as per the Statement of Applicability (Version 1.4 dated 02/08/2019)

Certificate No: ITGOV40190

Issued: 7 October 2019

Originally Certified: 7 October 2019

Expires: 6 October 2022

Current Certification: 7 October 2019

Heather Mahon
Global Head of Technical Services
SAI Global Assurance



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APPENDIX A

Statement of activities from the Greyhound Industry Animal Welfare Committee

Ms Judy Lind
Chief Executive Officer
Greyhound Welfare and Integrity Commission
Level 1, 230 Howick St
BATHURST NSW 2795

20 August 2020

Dear Ms Lind

Greyhound Industry Animal Welfare Committee Statement of Activities 2019-2020

I am pleased to provide the following statement of activities of the Greyhound Industry Animal Welfare Committee for the period 1 July 2019 to 30 June 2020.

The Greyhound Industry Animal Welfare Committee (“the Committee”) is established under section 33 of the *Greyhound Racing Act 2017* (“the Act”), to provide advice to the Commission on any matter relating to the welfare of greyhounds.

NSW Greyhound Welfare Code of Practice

As you are aware, section 35 of the Act requires the Commission to prepare, for submission to the Minister, a code of practice for the welfare of greyhounds and to seek the advice of the Committee in doing so.

As requested by the Commission, the Committee invested much of the 2018-2019 year in developing a draft code of practice for the welfare of greyhounds. This work continued in 2019-2020, with the Committee providing advice regarding consistency between the providing further advice in relation to detailed comments on the draft Code provided by GRNSW, and on consistency between the draft Code and existing codes made under the *Prevention of Cruelty to Animals Act 1979*.

The Committee is pleased that the draft Code was submitted to the Minister for Better Regulation and Innovation for approval in June 2020, and the Committee looks forward to its implementation.

Greyhound Racing Regulation 2019

The Committee provided advice on the draft *Greyhound Racing Regulation 2019*. The Regulation sets out requirements for the registration of greyhounds, greyhound racing industry participants and trial tracks. The Committee was pleased to see that the final Regulation includes notification requirements which will promote better tracking of registered greyhounds.

Greyhound Health Assistants

Related to the *Greyhound Racing Regulation 2019*, the Committee was asked to provide advice on registration arrangements for greyhound health assistants. NSW is the only jurisdiction which registers these participants and while it welcomes the greater transparency that registration provides, the Committee is concerned about the interface between the role of greyhound health assistants and that of veterinary practitioners, as well as requirements under the *Prevention of Cruelty to Animals Act 1979*. This work will continue in 2020-2021.

Race Injury and Retirement Reporting

The Commission has established regular reporting of greyhound racing injuries and greyhound retirements and euthanasia. The Committee welcomes this commitment to transparency and appreciates the Commission’s requests for advice on these reports. Regular provision of reporting will enable the Committee to identify emerging trends in relation to these key greyhound welfare indicators.

This interface is enhanced by my participation, as Chair, on the Commission’s Race Injury Review Panel and the Expert Review of the GWIC Guidelines for the Management of serious injuries and euthanasia in racing greyhounds.

Meetings

The Committee met seven times during the reporting period. There were fewer meetings in 2019-2020 than in the previous year, as the Committee's work on the NSW Greyhound Welfare Code of Practice was largely completed in 2018-2019. The Covid-19 epidemic also necessitated postponement of meetings in April/May 2020. A schedule of meetings and attendance is attached to this statement.

However, upon its re-commencement the Committee welcomed new secretariat arrangements, led by Chief Veterinary Officer Dr Michelle Ledger. The Committee also welcomed Chief Commissioner Alan Brown AM at two of its meetings. The Chief Commissioner's engagement provides the Committee with a valuable insight into the Commission's strategic priorities.

Membership

As you would be aware, the Committee's membership changed during the reporting period, with Dr Norm Blackman resigning his role on the Committee and Mr Sandro Bechini's appointment coming to an end. In their stead, the Committee welcomed Dr Alicia Fuller and Ms Ellen Harris who bring fresh perspectives and a wealth of experience.

Disclosure of interests

No pecuniary interest disclosures were made by Committee members during the reporting period. The Pecuniary Interest Register is updated by the Committee on an annual basis.

On behalf of the Committee, I would like to acknowledge and thank you and the staff of the Commission in supporting the work of the Committee over the last year. The coming year will see the NSW Greyhound Welfare Code of Practice come into effect, as well as a statutory review of the Act. The Committee looks forward to continuing its work with the Commission to protect and promote the welfare of greyhounds in NSW.

Yours sincerely



Dr Tanya Stephens

Chair, Greyhound Industry Animal Welfare Committee

Table A1: Membership and attendance - Greyhound Industry Animal Welfare Committee

Name	Basis of appointment	Meetings eligible	Meetings attended
Dr Tanya Stephens (Chair)	S 33 (2) (a), Greyhound Racing Act 2017	7	7
Ms Suzanne Robinson	S 33 (2) (a), Greyhound Racing Act 2017	7	7
Ms Kathryn Jurd	S 33 (2) (a), Greyhound Racing Act 2017	7	5
Mr Sandro Bechini	S 33 (2) (a), Greyhound Racing Act 2017	6	5
Dr Norm Blackman	S 33 (2) (a), Greyhound Racing Act 2017	6	6
Ms Ellen Harris	S 33 (2) (a), Greyhound Racing Act 2017	1	1
Ms Alicia Fuller	S 33 (2) (a), Greyhound Racing Act 2017	1	1

APPENDIX B

Internal audit and risk management attestation

Internal Audit and Risk Management Attestation Statement for the 2019-2020 Financial Year for Greyhound Welfare and Integrity Commission

I, Alan Brown, Chief Commissioner, am of the opinion that the Greyhound Welfare and Integrity Commission had internal audit and risk management processes in operation that were compliant with the eight (8) core requirements set out in the *Internal Audit and Risk Management Policy for the NSW Public Sector*, specifically:

Core Requirements		For each requirement, please specify whether compliant, non-compliant, or in transition
Risk Management Framework		
1.1	The agency head is ultimately responsible and accountable for risk management in the agency	Compliant
1.2	A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS/NZS ISO 31000:2009	Compliant
Internal Audit Function		
2.1	An internal audit function has been established and maintained	Compliant
2.2	The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing	Compliant
2.3	The agency has an Internal Audit Charter that is consistent with the content of the 'model charter'	Compliant
Audit and Risk Committee		
3.1	An independent Audit and Risk Committee with appropriate expertise has been established	Compliant
3.2	The Audit and Risk Committee is an advisory committee providing assistance to the agency head on the agency's governance processes, risk management and control frameworks, and its external accountability obligations	Compliant
3.3	The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'	Compliant

Membership

The chair and members of the Audit and Risk Committee were:

- Carol Holley, Independent Chair, from 1 November 2019 to 31 October 2022;
- Bruce Turner AM, Independent Member, from 1 November 2019 to 31 October 2022;
- Nancy Milne OAM, Independent Member, from 1 November 2019 to 31 October 2022.

The Committee only came into existence from 1 November 2019, as a result of machinery of Government changes.

This Audit and Risk Committee was established under a Treasury approved shared arrangement with the following participating entities:

- Department of Customer Service
- Rental Bond Board
- Building Professionals Board (now dissolved)
- NSW Government Telecommunications Authority
- Greyhound Welfare and Integrity Commission
- Independent Liquor and Gaming Authority



Alan Brown
Chief Commissioner
Greyhound Welfare and Integrity Commission

Date: 1 October 2020

Agency Contact Officer
Anthony Lane
A/Chief Audit Executive
anthony.lane@customerservice.nsw.gov.au

APPENDIX C

Public access to information

As a NSW government agency, the Commission is subject to the requirements of the *Government Information (Public Access) Act 2009* (GIPA Act) and reports the details of the formal access applications received by Commission in 2019/2020.

The main objectives of the GIPA Act is to make information publicly available unless there is an overriding interest against disclosing information. The GIPA Act also promotes proactive release of information.

The Commission's disclosure log (available on the Commission's website) in accordance with sections 25 and 26 of the GIPA Act, publishes details of information released by the Commission in response to the access applications that the Commission considers may be of interest to other members of the public.

Clause 8A: Details of the review carried out by the agency under section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review.

Reviews carried out by the agency	Information made publicly available by the agency
Yes	Yes

Clause 8B: The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications)

Total number of applications received
4

Clause 8C: The total number of access applications received by the agency during the reporting year that the agency refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure)

Number of Applications Refused	Wholly	Partly	Total
0	0	0	0
% of total	0%	0%	

Schedule 2 Statistical information about access applications to be included in annual report

Table A: Number of applications by type of applicant and outcome*

	Access Granted in Full	Access Granted in part	Access Refused in Full	Information not held	Information Already	Refuse to Deal with Application	Refuse to Confirm/Deny	Application Withdrawn	Total	% of Total
Media	0	0	0	0	0	0	0	0	0	0
Members of Parliament	1	1	0	0	0	0	0	0	2	67%
Private sector business	0	0	0	0	0	0	0	0	0	0%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (by legal representative)	0	0	0	0	0	0	0	0	0	0%
Members of the public (other)	1	0	0	0	0	0	0	0	1	33%
Total	2	1	0	0	0	0	0	0	3	
% of Total	67%	33%	0%	0%	0%	0%	0%	0%	0%	

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table C: Invalid applications

Reason for invalidity	No. of applications	% of Total
Application does not comply with formal requirements (section 41 of the Act)	0	0%
Application is for excluded information of the agency (section 43 of the Act)	0	0%
Application contravenes restraint order (section 110 of the Act)	0	0%
Total number of invalid applications received	0	0%
Invalid applications that subsequently became valid applications	0	0%

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of Act

	Number of times consideration used*	% of Total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	0	0%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
Privilege generally - Sch 1(5A)	0	0%
Information provided to High Risk Offenders Assessment Committee	0	0%
Total	0	0%

*More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act

	Number of times consideration used*	% of Total
Responsible and effective government	0	0%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	1	100%
Business interests of agencies and other persons	0	0%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	1	

Table F: Timeliness

Reason for invalidity	No. of applications	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	4	100%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	0	0%
Total	4	

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total	% of Total
Internal review	1	0	1	100%
Review by Information Commissioner*	0	0	0	0%
Internal review following recommendation under section 93 of Act	0	0	0	0%
Review by NCAT	0	0	0	0%
Total	1	0	1	
% of Total	100%	0%		

*The Information Commissioner does not have the authority to vary decisions but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	No. of applications for review	% of Total
Applications by access applicants	1	100%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%
Total	1	

Table I: Applications transferred to other agencies

	No. of applications transferred	% of Total
Agency-Initiated Transfers	1	100%
Applicant - Initiated Transfers	0	0%
Total	1	

Other disclosures

Public interest disclosures	0
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