

STRATEGIC PLAN 2018-21



OUR VISION

A greyhound racing industry which meets high animal welfare and integrity standards and enjoys public confidence

OUR PURPOSE

We promote and protect the welfare of greyhounds throughout their lives

We safeguard integrity by ensuring standards and practices are aligned with community expectations

We build public confidence in the industry by fostering welfare and integrity improvements

We effectively and efficiently control, supervise and regulate greyhound racing in NSW

OUR PRIORITIES

WELFARE

We will ensure high animal welfare standards for the greyhound racing industry by

- Introducing an enforceable welfare code of practice
- Developing evidence-based standards to reduce the number and severity of greyhound injuries in partnership with GRNSW
- Introducing whole-of-life monitoring to identify welfare risks across the greyhound life cycle and support compliance
- Introducing socialisation requirements to improve the suitability of greyhounds for rehoming in partnership with GRNSW
- Introducing mechanisms to ensure that breeding does not exceed rehoming capacity and is enough for racing
- Preventing euthanasia of healthy greyhounds and enforcing requirements for rehoming
- Developing breeding criteria which will see a higher proportion of greyhounds get to the track, have fewer injuries, be better socialised, and be more suitable for rehoming once retired

INTEGRITY

We will ensure high integrity standards are enforced, and establish the Commission as a trusted, fair, firm and impartial regulator by

- Implementing a robust and transparent participant registration framework
- Applying assessment and competency tests to ensure only participants with integrity and capability are allowed to take part in the industry
- Ensuring participants are aware of and comply with new welfare and integrity standards
- Reviewing and modernising the Greyhound Racing Rules so they are clearer for participants and more easily enforced
- Establishing transparent and proper processes for breaches and appeals
- Working with industry to identify integrity risks and encouraging industry reporting of wrongdoing

PUBLIC CONFIDENCE

We will ensure high integrity standards are enforced, and establish the Commission as a trusted, fair, firm and impartial regulator by

- Providing regular, accurate and transparent public reports on key measures of greyhound welfare and integrity
- Sharing matters of public importance with stakeholders
- Developing a research plan to inform greyhound welfare and industry integrity outcomes
- Understanding community sentiment and expectations regarding greyhound welfare
- Working with stakeholders to optimise improvements in greyhound welfare and industry integrity
- Pursuing evidence-based racing and track reforms in partnership with GRNSW
- Working with participants to encourage voluntary compliance and support for high welfare and integrity standards

COMPLIANCE

We will hold industry accountable and support its improvement by

- Actively and consistently enforcing codes, rules and registration conditions
- Providing participants with accurate advice to assist their compliance
- Work with Government to ensure legislation remains best practice and meets contemporary standards for regulating welfare and integrity
- Identifying wrongdoing and taking appropriate action to tackle wrongdoers and prevent future breaches
- Ensuring serious offenders are excluded from the industry
- Developing systems to accurately track and report compliance
- Encouraging voluntary compliance with greyhound welfare best practice

CAPABILITY

We will strive to be an exemplary agency by

- Being accountable for what we do
- Investing in the skills, capabilities and knowledge of our staff to build expertise in their roles
- Ensuring we have the resources and business systems necessary to drive ongoing performance improvements and are using those resources efficiently and appropriately
- Surveying employee wellbeing and monitoring staff performance
- Maintaining a culture where our people act with the highest integrity and are seen as positive role models
- Ensuring our staff understand the important role they play in delivering the Commission's vision

OUR COMMITMENT

Accountability
for our actions

Transparency
in our decisions

Integrity
in all aspects of
our work

Courage
to do what is right

Service
to our customers

Trust
in our role as
a regulator

Consultation
and collaboration
with stakeholders

Evidence
to demonstrate our
impacts and support
our decisions

KEY PERFORMANCE INDICATORS



| WELFARE | We have a strong and enforceable welfare code of practice and high compliance by participants | Whole-of-life-monitoring of greyhounds is introduced | Fewer greyhounds are euthanased for non-medical reasons | Fewer greyhounds are injured on the track | More greyhounds are suitable for rehoming | Breeding doesn't exceed rehoming capacity and is enough for racing needs |
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| INTEGRITY | Industry participants are encouraged to identify risks and report wrongdoing | All industry participants meet standards of the registration framework | The Greyhound Rules of Racing are reviewed and modernised | Integrity-related breaches decline | Internal reviews and Racing Appeals Tribunal appeals are well managed and support initial decisions | Our approach to registration and compliance is publicly available |
| PUBLIC CONFIDENCE | We regularly and transparently report on key welfare and integrity matters | We listen to stakeholders from industry and welfare bodies, the government and the public | Public confidence in the greyhound racing industry improves according to independent feedback | Our work is supported by the best available information and risk analysis | We initiate research on key issues and apply the findings | |
| COMPLIANCE | All complaints are effectively and fairly investigated and resolved | All premises with registered greyhounds are inspected according to assessed risks | Compliance with registration requirements, codes and racing rules increases | Our legislation, codes and rules are best practice and meet contemporary standards | Serious wrongdoers are no longer part of the industry | |
| CAPABILITY | Our data systems deliver as required now and into the future | Our customer service is rated highly by industry participants | We demonstrate good governance and business practices | Complaints about staff are low | Staff wellbeing and engagement is positive | |

Achievements in 2017-18

Establishment of the Commission

A dedicated independent welfare and integrity regulator with extensive powers to safeguard greyhound welfare and target wrongdoing, the Commission is led by three Commissioners and a CEO and is supported by a staff of experienced inspectors, investigators, stewards, veterinarians, lawyers, customer relations officers, business managers, communications and policy experts.

Integrity first

Strict new standards to ensure the independence and integrity of Commission staff and to prevent corruption have been put in place.

A new era for industry engagement

In April and May 2018 the Commission travelled to greyhound racing clubs across NSW, meeting with more than 300 industry participants to hear their concerns and begin building positive relationships with the industry.

A better system to support racing and compliance

Our new business system to support participants and enable the Commission to carry out its functions was ready to 'go live' on 1 July 2018, with new features and enhancements planned.

The Greyhound Industry Animal Welfare Committee was established

This independent committee of animal welfare experts and industry representatives made significant progress on the development of a new code of practice for greyhound welfare.

A smooth transition of functions

Extensive planning and consultation with Greyhound Racing NSW ensured a smooth transition of functions on 1 July 2018.

Reporting welfare and integrity concerns

Our confidential online form, telephone hotline and investigations team for concerns about animal cruelty and conduct within the NSW greyhound racing industry were ready for 1 July 2018.

Support for the industry

Existing registrations were extended until 30 June 2019 at no extra cost to give participants time to make the transition to new registration and accreditation requirements.

Ready to race

The Commission's stewards and veterinarians were fully prepared for race days from 1 July 2018, while our registration staff were taking calls to help industry participants as soon as the phone lines opened.

A new head office located in the heart of regional NSW

This brought new employment opportunities to Bathurst, a central location for NSW's many regional greyhound racing tracks.