



Regulatory Strategy

2021 - 2025



QUEENSLAND RACING
INTEGRITY COMMISSION

VISION AND PURPOSE STATEMENT

The Queensland Racing Integrity Commission's (the Commission; QRIC) vision is an ethical and safe racing industry in Queensland.

To achieve this vision, the Commission must seek to uphold integrity in racing and safeguard the welfare of racing animals. We will achieve this through working with the racing industry and community to protect racing animals, ensure high standards of integrity and safety, and undertake education and compliance activities.

Context statement

The Racing Integrity Act 2016, which established the Commission, has as its core purposes to: maintain public confidence in racing; ensure of the integrity of people licensed in the industry; and safeguard the welfare of all racing animals in the Thoroughbred, Standardbred, and Greyhound racing codes. To effectively meet these core requirements, the Commission has identified three key elements that underpin our planning, strategies, and daily activities:

Engage, Educate, Enforce.

These key elements will see the Commission shift from a traditional primary focus on enforcement-driven strategies and regulation, to an enhanced focus on voluntary compliance through an intelligence-led approach. This aims to ensure that our regulatory activity is proportionate to risk and minimises unnecessary burden.

The maturing of the Commission through its systems, processes and procedures provides a platform to reposition the organisation and strengthen our relationships with industry, public stakeholders, and our government partners. The Commission seeks to further enhance this through the development and enhancement of an intelligence-led, risk-based regulatory response.

Whilst the Commission is, by design, independent of the principal racing control body, Racing Queensland, and other industry governance bodies, a key focus is the establishment and nurturing of relationships of trust and confidence with stakeholders at all levels. By the Commission proactively managing its animal welfare and integrity responsibilities through intelligence-led approaches, it will build public confidence, enhance animal welfare outcomes and heighten integrity levels, which will attract stakeholders to Queensland due to its level playing field.

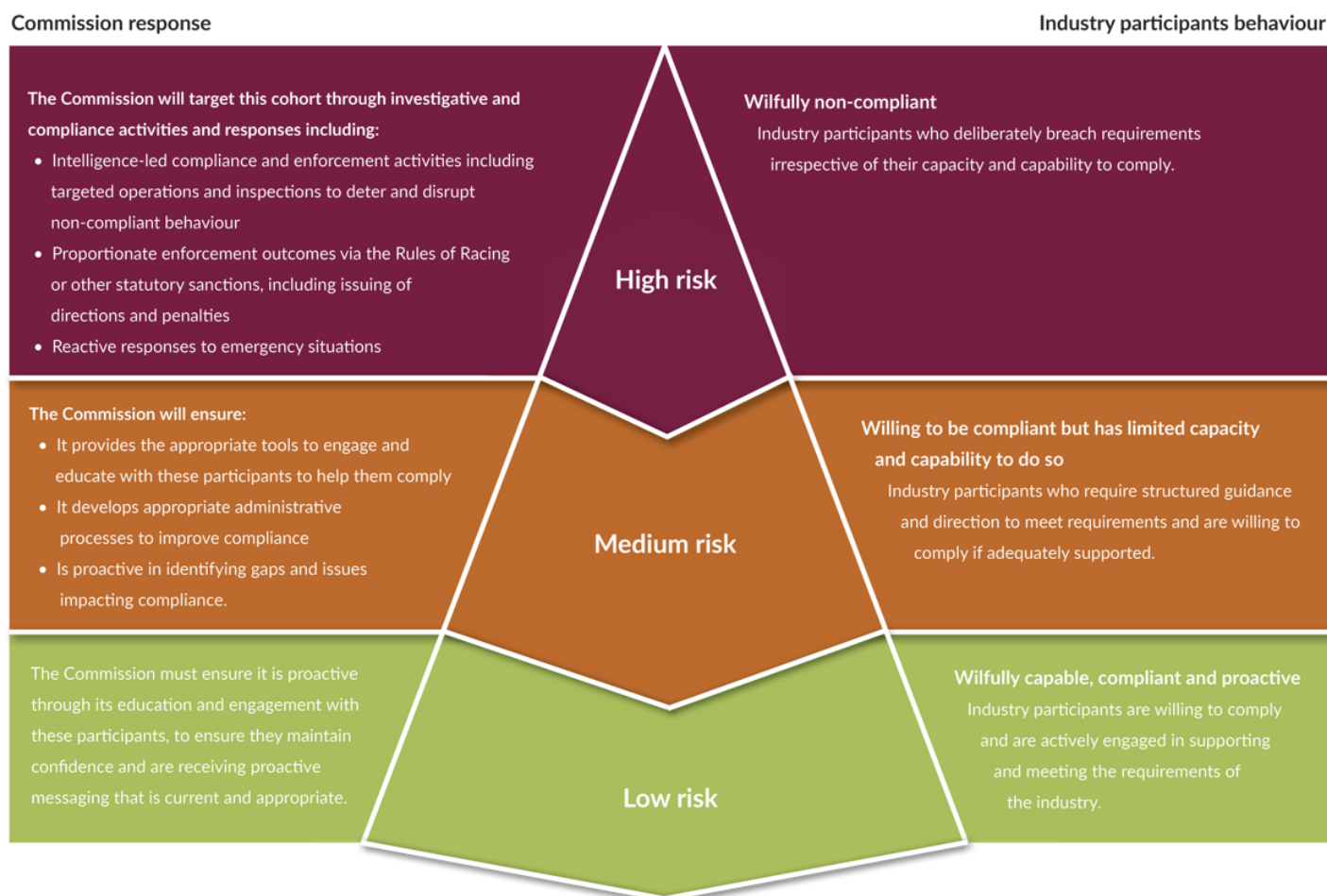
As an independent regulatory body, the Commission’s goal is to encourage and ensure voluntary compliance from the industry within the relevant rules of racing and applicable legislation. This will be achieved through engagement and education, rather than high levels of prosecution and punishment.

Our legal authority to regulate the industry comes from our legislative remit under the Racing Integrity Act 2016 and the respective rules of racing. Our moral authority, underpinned by the respect of participants, must be earned. It can only be derived from our organisational values and our willingness to apply the same standards we expect of the industry to our own people.

REGULATORY RISK RESPONSE

The below diagram outlines the regulatory approach the Commission will take with the racing industry under the Regulatory Strategy.

Regulatory approach



PRINCIPLES

Principle 1: Nurture voluntary compliance

The Commission believes that the majority of industry participants want to do the right thing and is therefore committed to supporting participants in meeting high levels of integrity and animal welfare requirements.

Rationale:

- Due to Queensland's significant geographical size, the most effective use of Commission resources will come from nurturing voluntary compliance within the industry.
- Most participants are invested in the sustainability of the Queensland racing industry, want a high level of integrity, and will voluntarily observe the rules of racing.
- Each code of racing has significant self-reporting responsibilities, the Commission wants to ensure participants meet their requirements under the relevant Rules of Racing for each code.
- The Commission will review how its current systems and processes can better support regulation and voluntary compliance within the industry through integration and planning.

Principle 2: Evidence-based decision-making

The Commission believes that deciding what to do, and how, should be grounded on data and evidence, with results evaluated in a timely manner.

Rationale:

- Decisions are grounded on data, legislative and statutory requirements to ensure they withstand legal scrutiny.
- Evidence-based decisions and regulation will deliver support for decisions by allowing the Commission to predict, plan, evaluate and improve processes, procedures, and outcomes.
- By ensuring decisions are evidence-based, it will create consistency in the outcomes of original decisions, which will lead to fair outcomes for participants.
- The Commission explored how its data and information assets can be integrated and enhanced to improve decision-making.

Principle 3: Risk-based approach

The Commission will prioritise resources based on the level of risk that could result in the Commission failing to meet its core purposes.

Rationale:

- Identification of threats posing the greatest risk of harm to the welfare of racing animals, or the integrity of the industry are the Commission's top priority.
- Regulatory activities will be proportionate to the level of risk identified.
- An intelligence-led approach to enforcement activity will best inform risk-based decision-making and approaches.
- Identification of risks will be achieved through improving data integration and interoperability of the Commission's data and data held in the national racing systems.

Principle 4: Transparent governance

The Commission is committed to being transparent and will ensure appropriate governance and oversight processes are in place so decisions can be made with all relevant facts and information available.

Rationale:

- The Commission's corporate governance processes and structures must be lean but effective and balance to meet the expectations of stakeholders.
- The Commission will seek to develop an Enterprise Architecture Framework that will influence the future design the Commission's ICT environment, including its internal systems and the national racing systems.
- The Commission will develop a fit-for-purpose ICT governance approach, to ensure it effectively directs and priorities how ICT services will support operational and strategic priorities.
- Commission's governance committees will be structured in a way that allows operational and corporate areas of the Commission to share and report information easily and effectively to make risk-based resourcing decisions.
- The Commission will utilise its governance structures to encourage collaboration both internally and externally to ensure decisions are risk-based rather than reactionary.
- The Commission will plan appropriately to ensure its resources are targeted to effectively address strategic and operational priorities.

Principle 5: Professional workforce

The Commission will prioritise the development of its officers' skills, knowledge, and behaviours to ensure professionalism, integrity, consistency in decision-making and transparency.

Rationale:

- The Commission acknowledges that its frontline officers have skillsets experiencing international shortages and therefore need to implement strategies to attract and retain its frontline workforce.
- By developing appropriate competency frameworks for specialist areas, the Commission will aim to attract and retain suitable employees.
- Given the Commission's significant frontline cohort, it must ensure its officers are able to develop and maintain the highest professional standards in delivery of their services.
- To ensure its operational activities are effective and transparent, professionalism of Commission officers is essential.
- The Commission recognises that the development and enhancement of its systems and processes, particularly in the ICT space, will support its workforce in achieving optimal services and outcomes for the organisation.
- The Commission believes that strong leadership and professionalism is key to the success of its operations, and the ongoing development of its leaders will ensure it meets its requirements.
- New systems, processes and innovations will be explored and utilised, where possible, to assist and support the Commission's workforce in meeting its requirements.

OUTCOMES

The Commission's regulatory effort over the next four years of operation will focus on driving seven key regulatory outcomes:

- **Outcome 1:** The Commission adopts a regulatory framework that supports the following key elements with the racing industry: engage, educate, enforce.
- **Outcome 2:** The Commission develops new and innovative processes to support industry participants meeting their obligations in ensuring the integrity of racing and the welfare of racing animals.
- **Outcome 3:** The Commission adopts an intelligence-led approach to enhance its strategic and operational planning processes and outcomes.

- **Outcome 4:** The Commission ensures it prioritises evidence and risk-based decision making as part of its products, processes, and procedures.
- **Outcome 5:** Original decisions made by Commission officers are consistent and proportionate and will withstand scrutiny.
- **Outcome 6:** Seek to maintain public confidence through developing activities and processes that promote a high level of compliance from within industry.
- **Outcome 7:** Strengthen race day integrity management to maintain public confidence in the racing of animals in Queensland for which betting is lawful.

ENABLING STRATEGIES

The Regulatory Framework will be supported by four enabling strategies, including:

- The Racing Animal Welfare Strategy
- The Integrity Strategy
- The Engagement Strategy
- The Workforce Development Strategy

Each of the above strategies will contain specific, focused objectives and priority implementation actions to achieve the Commission’s vision and purpose outlined in the Regulatory Strategy.

Each strategy will have a focus on the Commission’s current opportunities and threats, and align with its legislative remit, as well as strategic and operational priorities.

Racing Animal Welfare Strategy

Objective 1: Continue to achieve a high level of understanding and awareness of racing animal welfare through education, engagement, and enforcement.

- Sub Objective 1: Promote the Strategy and greyhound and equine actions plans.
- Sub Objective 2: Improve stakeholders’ understanding and application of animal welfare in the Queensland racing industry.

Objective 2: Ensure a coordinated approach is undertaken across the Commission and government to monitor the welfare of racing animals through effective governance, data analytics, auditing, and regulation that is fit for purpose.

- Sub Objective 1: Establish sound governance processes to monitor racing animal welfare and the Strategy’s implementation.

- Sub Objective 2: Ensure effective implementation and monitoring of racing animal welfare through mature data collection processes (tailored systems), better technology, racing animal welfare achievements and other racing animal welfare processes undertaken by the Commission.
- Sub Objective 3: Review of the Racing Integrity Act 2016.

Integrity Strategy

Objective 1: Develop an intelligence-led organisation that prioritises risk-based decision-making to ensure the integrity of the Queensland racing industry.

- Sub Objective 1: Develop processes that will integrate and deliver insights from existing Commission data sets and national systems.
- Sub Objective 2: Proactively identify conduct that poses the most significant threats to the integrity of animal racing in Queensland, to prioritise and target Commission resources appropriately.

Objective 2: Deciding what to do, and how, is grounded in data and evidence, to ensure decision-making can withstand scrutiny.

- Sub Objective 1: Proactively manage racing integrity.
- Sub Objective 2: Maintain the Commission’s sampling regime in response to the growing Queensland racing calendar.

Engagement Strategy

- **Objective 1:** To promote voluntary compliance by providing awareness and explanatory materials to participants of the racing industry to help them understand what they need to know and what they need to do.
- **Objective 2:** To drive cultural change and best practice within the industry by setting and communicating expectations around the practice and conduct of participants.
- **Objective 3:** To maintain public confidence in the racing industry by proactively and transparently reporting core integrity and animal welfare datasets, enforcement outcomes and industry success.

Workforce Development Strategy

- **Objective 1:** A high performing, ethical culture.
- **Objective 2:** Build, attract and retain the capability and capacity to support our service delivery priorities.
- **Objective 3:** A safe and healthy workforce.
- **Objective 4:** A sustainable, flexible, and diverse workforce.



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