

Regulator Performance Framework Reporting 2019-2020

Regulator model practices and supporting principles

1. Ensure regulatory activity is proportionate to risk and minimises unnecessary burden

- A proportionate approach is applied to compliance activities, engagement and regulatory enforcement actions
- Regulations do not unnecessarily impose on regulated entities
- Regulatory approaches are updated and informed by intelligence gathering so that effort is focused towards risk.

Queensland Racing Integrity Commission response

The Commission's Compliance and Enforcement Strategy is based on five guiding principles. Foremost among these principles is a commitment to adopting a risk-based approach, which ensures the Commission prioritises its resources and effort to those areas of non-compliance that pose the greatest risk of harm to the welfare of racing animals or integrity of the racing industry. The strategy is supported by our Appropriate and Proportionate Enforcement Policy which guides Commission staff in determining what type of enforcement action is appropriate in any given circumstances when voluntary compliance fails. Any enforcement action taken by the Commission will be based on the level of harm presented by the breach and the culpability level of the participant.

Additionally, in 2019-20, the Commission finalised its Licensing and Registration Strategy 2020-2024, which aims to achieve robust licensing processes and standards to ensure the integrity and suitability of persons working within Queensland's racing industry.

Three-year licences continue to replace annual licence types allowing licence holders the less onerous task of renewing their licences annually. This three-year licensing model is supported by the introduction of an on-line licence application and renewal system, RandLE, which greatly minimises the administrative burden on racing industry licence holders and Commission staff by removing paper-based processes.

Regulator model practices and supporting principles

2. Consult and engage meaningfully with stakeholders

- Formal and informal consultation and engagement mechanisms are in place to allow for the full range of stakeholder input and Government decision making circumstances.
- Engagement is undertaken in ways that helps regulators develop a genuine understanding of the operating environment of regulated entities.
- Cooperative and collaborative relationships are established with stakeholders, including other regulators, to promote trust and improve the efficiency and effectiveness of the regulatory framework.

Queensland Racing Integrity Commission response

The Commission's three key regulatory principles; **engagement**, **education** and **enforcement**, known as the 3Es, are deliberately presented and communicated in this order to emphasise the value the Commission places on working with industry and other stakeholders to build a better industry.

The Racing Integrity Commissioner and Deputy Commissioner held 10 dedicated industry *education engagement* sessions throughout Queensland in 2019-20. These sessions aim to educate industry on the role of the Commission, including funding, structure, operational priorities, the Report Something hotline, internal and external review processes, as well as providing a forum for questions and feedback which inform future education strategies. Presentations are also provided by the relevant Chief Stewards specific to their code of racing.

In 2019-20 the Racing Integrity Commissioner and Deputy Commissioner collectively attended and/or hosted 99 industry events in order to meet with stakeholders and understand their issues and priorities firsthand.

In 2019-20, the Commission also engaged with stakeholders through:

- The publication of 73 proactive media releases
- The publication of 137 media responses
- The release of 22 campaign emails to industry on industry related topics
- The Greyhound Adoption Program's expanding social media network, which has more than 10,000 followers
- Information published in Race, Pace and Chase (Thoroughbred, Harness and Greyhound industry magazines).

Regulator model practices and supporting principles

3. Provide appropriate information and support to assist compliance

- Clear and timely guidance and support is accessible to stakeholders and tailored to meet the needs of the target audience.
- Advice is consistent and, where appropriate, decisions are communicated in a manner that clearly articulates what is required to achieve compliance.
- Where appropriate, regulatory approaches are tailored to ensure compliance activities do not proportionately burden particular stakeholders (e.g. small business) or require specialist advice.

Queensland Racing Integrity Commission response

In alignment with the 3Es, the Commission has developed an Education Strategy, which aims to support and promote better practice and promote public confidence in the Queensland racing industry. The use of education and awareness nurtures voluntary compliance and allows the Commission to make best use of its enforcement resources by facilitating compliance through education and awareness.

An objective of our Education Strategy includes proactively and transparently reporting core integrity and animal welfare datasets and enforcement outcomes. The Commission publishes a quarterly report on Greyhound breeding, race injury and retirement data and publishes Stewards' Reports and Internal Review outcomes on our website.

Through a calendar of formal education campaigns, industry notices and the already established networks our staff have with industry participants, the Commission will ensure participants have the information they need to comply with our regulatory framework.

Existing education and awareness materials published on the Commission's website include content on:

- Biosecurity requirements
- Prohibited substances
- Greyhound socialisation and rehoming
- Identifying and treating heat stress.

Regulator model practices and supporting principles

4. Commit to continuous improvement

- Regular review of the approach to regulatory activities, collaboration with stakeholders and other regulators to ensure it is appropriately risk based, leverages technological innovation and remains the best approach to achieving policy outcomes.
- To the extent possible, reform of regulatory activities is prioritised on the basis of impact on stakeholders and the community.
- Staff have the necessary training and support to effectively, efficiently and consistently perform their duties.

Queensland Racing Integrity Commission response

Our commitment to continuous improvement is evident in the suite of business strategies that underpin the Compliance and Enforcement Framework, and comprise:

- Animal Welfare Strategy
- Sampling and Analytical Services Strategy
- Intelligence Capability Strategy
- Licensing Strategy.

The Commission's Licensing Strategy was finalised in May 2020 and supports the Commission's reform and desired outcomes in this area and will be supported by the revision of the licensing fee structure as licence categories transition to a three-year period allowing licence holders the less onerous task of renewing their licences annually. The delivery of additional functionality within the licensing and registration system, RandLE, means reduced licence processing times for industry participants and the replacement of paper-based applications to a contemporary user portal and online application and renewal capability.

Additionally, our Corporate Services team manage a rolling program of supporting improvement activities that are captured in the Workforce Development Strategic Plan, Communications and Engagement Strategy and Education Strategy. Collectively, these strategies map out a four-year program of work that is building internal capability and supporting the more efficient and effective delivery of our strategic objectives.

Regulator model practices and supporting principles

5. Be transparent and accountable in actions

- Where appropriate, regulatory frameworks and timeframes for making regulatory decisions are published to provide certainty to stakeholders.
- Decisions are provided in a timely manner, clearly articulating expectations and the underlying reasons for decisions.
- Indicators of regulatory performance are publicly available.

Queensland Racing Integrity Commission response

The Commission provides transparency into its enforcement activities by publishing Stewards' Reports and Internal Review outcomes on our website. Furthermore, we publish proactive industry announcements and media releases, providing detail of significant policy decisions and enforcement outcomes for the industry.

The Commission also publishes quarterly Greyhound breeding, race injury and retirement reports which includes information on injuries that occur in greyhounds which occur during racing at all TAB and non-TAB races in Queensland.