



AUSTRALIAN CAPITAL TERRITORY

MEMORANDUM OF UNDERSTANDING

Dated

Parties

AUSTRALIAN CAPITAL TERRITORY

**CANBERRA RACING CLUB
CANBERRA HARNESS RACING CLUB**

Prepared by

Justice and Community Safety Directorate
GPO Box 158
CANBERRA ACT 2601

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PARTIES: AUSTRALIAN CAPITAL TERRITORY, the body politic established by section 7 of the *Australian Capital Territory (Self-Government) Act 1988* (Cwlth) (**Territory**) represented by the Justice and Community Safety Directorate.

**CANBERRA RACING CLUB
CANBERRA HARNESS RACING CLUB**

BACKGROUND

- A. This Memorandum of Understanding (MOU) sets out the funding estimates for the period 2022-23 to 2026-27 to support the Canberra Racing Club and the Canberra Harness Racing Club (the Clubs).
 - B. The MOU provides a range of economic and social benefits for the Territory. The funding provided to the Clubs is intended to contribute to the development of a well-managed, well-regulated and sustainable industry that works to ensure the ongoing welfare of its horses.
 - C. In exchange for the funding provided under the MOU, Clubs agree to meet a range of expectations regarding industry management, including animal welfare obligations. Key Performance Indicators have been agreed to between the parties.
 - D. While this MOU is intended to cover the period from 2022 to 2027, the parties acknowledge that there may be a number of strategic decisions made during this period that may impact on either party and that as a result, this MOU may need to be reviewed from time-to-time, as agreed by the parties.
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IT IS AGREED by the parties as follows.

1. Interpretation

1.1 Definitions

Unless provided otherwise, the following definitions apply in this MOU:

MOU	means this memorandum of understanding.
Representatives	means, in relation to each party, the representatives whose names and contact details are specified in Item 1 Schedule 1 , or as notified in writing from time to time by one party to the other.
Term	means the term specified in Item 2 Schedule 1 , and if extended, the initial term and the extended term.
Territory	means: (1) when used in a geographical sense, the Australian Capital Territory; and (2) when used in any other sense, the body politic established by section 7 of the <i>Australian Capital Territory (Self-Government) Act 1988</i> (Cwlth).

1.2 General

In this MOU, unless the context otherwise requires:

- (1) references to “Clubs” includes any employees, agents or subcontractors of the Clubs;
- (2) references to legislation or to provisions in legislation include references to amendments or re-enactments of them and to all regulations and instruments issued under the legislation;
- (3) words importing a gender include the others; words in the singular number include the plural and vice versa; and where a word or phrase is given a particular meaning, other parts of speech and grammatical forms of that word or phrase have corresponding meanings;
- (4) “include” is not to be construed as a word of limitation; and
- (5) headings have no effect on the interpretation of the provisions.

2. MOU

2.1 Intention

This MOU is a statement of intent and does not create legal obligations between the parties.

2.2 Variation

This MOU may be varied or the Term extended only by the written agreement of the parties prior to the expiration of this MOU.

3. Term

This MOU is effective from 1 July 2022 to 30 June 2027.

Entry into this MOU by the parties does not commit either party to enter into future MOUs beyond the specified term.

3.1 Term Negotiation

The parties may negotiate terms during the agreement period if required.

4. Termination

This MOU may be terminated by the written agreement of all parties.

5. Budget Funding

5.1 Funding Appropriation

The model of budget funding suggested in the Independent Competition and Regulatory Commission (ICRC) Investigation into the ACT Racing Industry Final Report (Report 2 of 2011, April 2011) in May 2012 continues to apply during the term of this MOU. However, in accordance with the Government response to that report, indexation will continue to be set at CPI minus 0.5 per cent, rather than the 1 per cent adjustment recommended by the ICRC.

CPI for this MOU is the indexation rate adopted by ACT Treasury in preparing the ACT Budget. JACS will inform the Clubs of the applicable CPI rate following its determination, generally in late May.

The following amounts represent the funding estimates for the Clubs from 1 July 2022 to 30 June 2027:

Year	Funding
2022/2023	7,946,000 (estimate)
2023/2024	8,085,000 (estimate)
2024/2025	8,226,000 (estimate)
2025/2026	8,370,000 (estimate)
2026/2027	8,517,000 (estimate)

This MOU includes key performance indicators which identify an expectation the Clubs will pursue opportunities for revenue diversification during its term.

5.2 Payment Timings

- (1) In accordance with clause 5.1 and subject to paragraph 5.2 (2) below, the parties agree that payments of budget appropriation funding will be made six-monthly in advance in July and January, upon receipt of a written request for payment.
- (2) The parties acknowledge that the provisions of the *Financial Management Act 1996*, relating to supply, do not permit the payment of a sum greater than 50% of the previous year's funding, prior to the passage of the Budget for the current year.

5.3 Indexation

The total budget funding provided to the Clubs may be subject to changes in the Consumer Price Index (CPI).

Indexation applied to funding from 2022-27 will be in accordance with the formula outlined in clause 5.1.

The Indexation method of CPI minus 0.5 percent is to be applied for the duration of the MOU term.

Indexation will not be calculated in the negative.

5.4 Allocation

The parties acknowledge that budget funding is currently being directly provided to the Clubs based on the allocation agreed by the Clubs, noting that the percentage breakup of the funding appropriation has been agreed between the Clubs to be 85.72% to the Canberra Racing Club and 14.28% to the Canberra Harness Racing Club.

5.5 Goods and Services Tax (GST)

Budget funding provided to the Clubs under this MOU is not subject to GST.

6. Key Performance Indicators

6.1 Key performance indicators

The key performance indicators (KPI's) in Schedule 2 establish a standard performance framework for the ongoing viability, integrity, governance, accountability and efficiency of the industry and animal welfare obligations.

The Clubs agree to report to Joint Racing Industry and Government Committee (JRIGC) during the MOU term as per all KPI requirements. Under the MOU, Clubs are required to report on the reason for any underperformance and the action they will take within the next reporting period to ensure compliance, where 100% compliance against a KPI is not achieved.

Performance against each KPI is measured for each club individually. In the event of one or more KPIs not being achieved, or effort towards achievement being apparent, the Government has the discretion to reconsider the ongoing funding provided during the term of the MOU.

7. Performance Reporting Obligations

The Clubs agree to adhere to the following:

- obligations under but not limited to the *Animal Welfare Act 1992*, *Code of Practice for the Welfare of Horses (ACT)*, *the Liquor Act 2010*, Rules of Racing, Local Rule 114, Australian Harness Racing Rules and the Local Rules of Harness Racing NSW;
- reporting to the ACT Government on the KPIs under the MOU as referred to in paragraph 6 and set out in Schedule 2;
- participating in the JRIGC including meeting attendance, adhering to the Terms of Reference developed by the Justice and Community Safety Directorate (JACS);
- providing a copy of records to the ACT Government on financial commitment in a retraining scheme on a six-monthly basis;
- providing a copy of the Clubs Annual Report to the ACT Government and Minister responsible for Racing;
- reporting to the ACT Government on changes to the Clubs Committee (Board);
- notifying the ACT Government of changes to the Clubs constitution;
- following each race meet, providing details of the names of the race bookmakers who operated at that race meeting on course;
- undergoing regular inspections by the regulator (Access Canberra) in relation to service of alcohol, health regulations, smoking regulations, room capacity, entry and egress requirements; and
- undergoing inspections by WorkSafe ACT.

8. Joint Racing Industry and Government Committee

The Clubs are required to participate in the JRIGC including to report on the performance framework set out by the KPIs. Clubs are required to engage with JRIGC on animal welfare obligations and consult on key racing industry issues. The JRIGC is not a forum for seeking additional funding from the Government.

JACS will develop Terms of Reference (TOR) for the JRIGC to provide guidance on participation and will provide the TOR to the Clubs prior to the first meeting held during the term of this MOU. JACS will consult with the Clubs on the TOR before they are finalised. JACS will provide secretariat support for the Committee and will provide agenda items and scheduling of dates for the meetings during the MOU term. Representatives from relevant parts of Government will be invited on an as needs basis to attend meetings depending on the meeting agenda.

In response to the Animal Welfare Advisory Committee position on the whipping of racehorses (5 April 2022) the JRIG will develop a report in response which will outline proposals to limit the use of whipping in at least three ACT race meetings annually. The Report must be provided to the Minister by the end of 2023.

Issues for consideration of the Committee may include:

- Strengthening racing and integrity measures within the ACT;
- Maximising community engagement and benefits from racing in the ACT;
- Establishing the ACT as a national leader in the management of animal welfare in the racing industry;
- Providing input to Government on policy consultation and direction.
- Potential land development opportunities at Thoroughbred Park;
- Long-term opportunities for financial self-sufficiency for the ACT racing industry;
- An alternative for ACT thoroughbred trainer's workers compensation;
- Future capital funding opportunities; and
- Exploring opportunities to assist CHRC to establish a permanent home base either through a new location or co-location at Thoroughbred Park.

8.1 Communication and information exchange with the Minister

An opportunity will be provided to the Clubs to brief the Minister, or the Minister's representative, on relevant racing issues prior to attendance by the Minister at the National Racing Minister's meetings and conferences. The Ministers representative will contact the Clubs to inform them of the date/time of the meeting and invite the Clubs to inform them of the latest updates either in the form of a meeting or via electronic means.

9. ACT Race Field Information Charge

The Parties acknowledge the legislative changes which came into effect on 1 March 2013, which allow each code to directly set and administer an appropriate race field information charge for the industry.

From 1 July 2013, the Clubs have had full administrative responsibility for the scheme within legislative requirements in the *Racing Act 1999 (ACT)* and associated regulations. The Clubs acknowledge the specific reporting requirements placed on them under these arrangements and agree to provide the necessary information to the Territory within the timeframes required.

10. Economic Impact Report

Each Club is required to fund an independent economic impact report in the first and fourth year of the MOU term to measure the economic impact the industries have on the Territory.

Unless otherwise agreed by the Territory, the study must include, without limitation, details of:

- (1) The total crowd attendance for race meets
- (2) The proportion of crowd that are ACT residents
- (3) The estimated number of interstate and international visitors who visited Canberra (stayed overnight) to attend race meets
 - The State or Country of those visitors
 - The days spent in local paid accommodation of those visitors (if possible).
- (4) Number of people employed full time and casual
- (5) Number hours worked and wages paid annually
- (6) Annual turnover and expenditure
- (7) An estimate of the value of services provided in the ACT, to the ACT racing industry in connection with race meetings
 - This should include the value added by trainers within the ACT, based on average trainer's fee per horse and the number of horses trained within the ACT in relation to ACT race meets.
- (8) An estimate of the value of goods purchased by the ACT racing industry from ACT businesses.

The specific requirements of the economic impact reports will be agreed in consultation between the ACT Government (including Treasury) and the Clubs and with Ministerial agreement.

11. Animal Welfare

The *Animal Welfare Act 1992*, *Code of Practice for the Welfare of Horses ACT 1993*, Rules of Racing, Local Rule 114, Australian Harness Racing Rules and the Local Rules of Harness Racing NSW as applied to Thoroughbred and Harness racing cover in detail the care and treatment of animals. The Canberra Racing Club and Canberra Harness Racing Club acknowledge their responsibilities under their respective national and local racing rules to protect the welfare of animals and agree to continue to conduct all aspects of their activities in line with animal welfare obligations.

Key animal welfare performance indicators are outlined in schedule 2.

12. Traceability

The Clubs agree to participate in development of an ACT traceability framework in consultation with the ACT Government through the JRIGC by the end of the current MoU period.

13. Racing Appeals Tribunal

The operational costs in relation to the Racing Appeals Tribunal are borne in the first instance by the Territory as a matter of expediency in paying members and other providers (such as transcription services).

Following this the Territory will invoice the Club to which the specific appeal matter relates for reimbursement.

Where costs relating to the activities of the Tribunal are to be shared, the Clubs will be invoiced based on the same split agreed for the distribution of government funding.

14. Structure and Governance

14.1 Reporting on the Key Performance Indicators

The Clubs agree to report to the JACS on the KPIs. JACS will provide reporting templates to the Clubs which are to be completed and provided to JACS prior to the reporting due date. JACS will consult with the Clubs on the reporting templates before they are finalised.

Aggregated annual reporting based on inputs provided by the Clubs will be published through the JACS Annual Report.

14.2 Reporting to the Joint Industry and Government Committee

The Clubs agree to report to the JRIGC on the KPIs within the timeframe provided in schedule 2.

The parties are invited to submit industry related issues to JACS for consideration as an agenda item in preparation for the JIGC meeting.

15. Notices

Any notice, including any other communication, required to be given or sent to any party under this MOU must be in writing and given to the relevant Representative. A notice will be deemed to have been given:

- (1) if delivered by hand, on delivery;
- (2) if sent by prepaid mail, on the expiration of two business days after the date on which it was sent;
- (3) if sent by facsimile, on the sender's facsimile machine recording that the facsimile has been successfully and properly transmitted to the recipient's address; or
- (4) if sent by electronic mail, on the other party's acknowledgment of receipt by any means.

SCHEDULE 1

Item 1. Representatives

For the Territory:

Chris Steel MLA
Special Minister of State
ACT Government
ACT Legislative Assembly
GPO Box 1020
CANBERRA ACT 2601

For the Clubs:

Mr Darren Pearce
Chief Executive Officer
Canberra Racing Club Inc
PO Box 275
MITCHELL ACT 2911

Ms Genny Weston
General Manager
Canberra Harness Racing Club Inc.
PO Box 588
DICKSON ACT 2602

Item 2. Term

From 1 July 2022 until 30 June 2027.

DATE OF THIS MOU.....

SIGNED for and on behalf of the)
AUSTRALIAN CAPITAL)
TERRITORY:) Signature

.....
Print name

SIGNED by or for and on behalf of)
Canberra Racing Club:)
) Signature

.....
Print name and position

SIGNED by or for and on behalf of the)
Canberra Harness Racing Club:)
) Signature

.....
Print name and position

SCHEDULE 2

The KPIs in this Schedule 2 have been developed in consultation with all parties to the MOU.

In the event of one or more KPI's not being achieved, or effort towards achievement being apparent, the Government has discretion to reconsider the ongoing funding provided during the term of the agreement.

Key performance indicator	Success	Reporting	Target	Notes	Applicable club/s
Report on non-compliance with duties under the Thoroughbred Rules of Racing, Local Rules of the CRC, Local Rule 114 and the <i>Animal Welfare Act 1992</i> and to notify the Government	Full reporting on non-compliance with duties under the Rules of Racing, Local Rule 114, and the <i>Animal Welfare Act 1992</i> and to notify the Government on reportable incidents.	Six monthly First report due to JACS in January 2023 A breach resulting in death should be reported within 48 hours	100%	<p>The purpose of this performance measure is to increase Government visibility` on non-compliance with equine welfare related duties under the Australian Rules of Racing, Local Rules of the CRC, Local Rule 114 and the <i>Animal Welfare Act 1992</i> and to notify the Government on reportable incidents.</p> <p>In October 2017 Racing NSW enacted Local Rule 114, which is replicated in the ACT Rules of Racing and is intended to ensure the welfare of thoroughbreds from birth.</p> <p>Any person who fails to comply with Local Rule 114 (1)-(5) commits a breach of these Rules and may be penalised.</p> <p>JACS considers a reportable incident to be:</p> <ul style="list-style-type: none"> • an injury that is known to have occurred in-training or racing, or otherwise on the Thoroughbred Park premises for example 	Canberra Racing Club

Key performance indicator	Success	Reporting	Target	Notes	Applicable club/s
on reportable incidents.				<p>trackwork or trials and the injury results in the racehorse being immediately retired;</p> <ul style="list-style-type: none"> • an injury that is known to have occurred in-training or racing, or otherwise on the Thoroughbred Park premises for example trackwork or trials and the injury results in the death of the racehorse; • a breach relating to the improper use of whips where a penalty is given; and • euthanasia of a racehorse not undertaken in accordance with the Rules. <p>Canberra Racing Club must report on all equine deaths occurring at Thoroughbred Park.</p> <p>Canberra Racing Club must report on the reason for underperformance and the action they will take within the next reporting period to ensure compliance. Persistent underperformance will be grounds for reviewing the funding agreement.</p>	
Report on non-compliance with duties under the Australian	Full reporting on non-compliance with the Australian Harness	Six monthly First report due to JACS in January 2023	100%	The purpose of this performance measure is to increase Government visibility on non-compliance with equine welfare related duties under the Australian Harness Racing Rules, the Local Rules of Harness Racing NSW and the <i>Animal Welfare Act 1992</i> and to notify the Government on reportable incidents.	Canberra Harness Racing Club

Key performance indicator	Success	Reporting	Target	Notes	Applicable club/s
Harness Racing Rules, the Local Rules of Harness Racing NSW and the <i>Animal Welfare Act 1992</i> and to notify the Government on reportable incidents.	Racing Rules, the Local Rules of Harness Racing NSW and the <i>Animal Welfare Act 1992</i> and to notify the Government on reportable incidents.	A breach resulting in death should be reported within 48 hours		<p>JACS considers a reportable incident to be:</p> <ul style="list-style-type: none"> • an injury that is known to have occurred in-training or during racing; an injury that results in a racehorse being immediately retired; • an injury that results in the death of a horse; • a breach relating to the improper use of whips where a penalty is given; and • euthanasia of a racehorse not undertaken in accordance with the Rules. <p>Canberra Harness Racing Club must report on all equine deaths occurring at its facilities leased at EPIC.</p> <p>Canberra Harness Racing Club must report on the reason for underperformance and the action they will take within the next reporting period to ensure compliance. Persistent underperformance will be grounds for reviewing the funding agreement.</p>	
Review the Local Rules against the <i>Code of Practice Welfare of Horses in the</i>	Complete a review of the Local Rules against the <i>Code of Practice Welfare of</i>	Six monthly First report due to JACS six months after the publication	100%	Canberra Racing Club and Canberra Harness Racing Club must each complete a review of the Local Rules against the new <i>Code of Practice Welfare of Horses</i> and provide the review to JACS within 12 months of the new Code of Practice being published.	Canberra Racing Club and the Canberra Harness Racing Club

Key performance indicator	Success	Reporting	Target	Notes	Applicable club/s
ACT within 12 months of the revised Code of Practice being published	<i>Horses in the ACT</i> within 12 months of the Code of Practice being published	of the new Code.		<p>The Code of Practice for the Welfare of Horses 1993 (Code of Practice) provides for the care and management of horses in general, including those kept at commercial horse-riding establishments.</p> <p>If a Club does not conduct the review and provide the report, the Club must report to JACS on the reason for underperformance and the actions they will take to meet the KPI.</p>	
Review the NSW Local Rules against Local Rule 114 and/or applicable Harness Racing Rules relating to gifting/sales of racehorses within 12 months	Complete a review of the NSW Local Rules against the Local Rule 114 relating to gifting/sales of racehorses within 12 months	Six monthly First report due to JACS six months after commencement of the new MoU term.	100%	<p>Canberra Racing Club must complete a review of recommendation 4 made in the Equine Welfare Report regarding the NSW Local Rules against Local Rule 114 and provide the review to JACS within 12 months of the new MoU term commencing.</p> <p>The review should consider the NSW Local Rules relating to the publishing of the 'Excluded List' on the Racing NSW website and the introduction of guidelines or a code relating to the sale/gifting of racehorses in response to recommendation 4 in the Equine Welfare Report. The review may include a review of data provided by Racing Australia with respect to horses retired from Thoroughbred Park (new owners/ retirement locations) against the Excluded List published by Racing NSW.</p> <p>Canberra Harness Racing Club must complete a review of recommendation 4 made in the Equine Welfare Report with consideration to Australian Harness Racing Rules and the Local Rules</p>	Canberra Racing Club, Canberra Harness Racing Club

Key performance indicator	Success	Reporting	Target	Notes	Applicable club/s
				<p>of Harness Racing NSW as applicable relation to gifting/sales of harness racehorses and provide the review to JACS within 12 months of the new MoU term.</p> <p>The review should consider Australian Harness Racing Rules and the Local Rules of Harness Racing NSW relating to the publishing of an 'Excluded List' and the introduction of a guideline or code relating to the sale/gifting of racehorses in response to recommendation 4 in the Equine Welfare Report.</p> <p>If a Club does not conduct the review and provide the report, the Club must report to JACS on the reason for underperformance and the actions they will take to meet the KPI.</p>	
Traceability of ACT thoroughbred horses	Complete traceability of racehorses residing in the ACT or moved to a different jurisdiction including following a change in	Six monthly First report due to JACS in January 2023	100%	<p>Traceability includes adherence to the new traceability rules introduced by Racing NSW on 1 May 2021 which requires traceability to ensure the welfare of thoroughbred horses from birth, during their racing careers and on retirement.</p> <p>JACS notes that the Canberra Racing Club is party to the Racing NSW Equine Welfare Fund and racehorse retirement program under Local Rules 114.</p>	Canberra Racing Club

Key performance indicator	Success	Reporting	Target	Notes	Applicable club/s
	ownership as required by the rules.			<p>Reporting of this performance measure is to include;</p> <ul style="list-style-type: none"> • Any breaches established by Stewards report including non-compliance under the traceability rules. • Any breaches established by Stewards relating to the failure to lodge a stable return advising of a horse location change. • Details of the retirement of any horse including the notification of a horse's location (first home) on retirement and notification of the owner's details (name, address) of a horse on retirement from Thoroughbred Park. <p>The Club will submit one report every six months including the above information on individual horses.</p> <p>Traceability is an important component of equine welfare, and it is understood that traceability is difficult if the horse moves to a different jurisdiction.</p> <p>If 100% compliance is not achieved the Canberra Racing Club must report to JACS on the reason for underperformance and the action, they will take within the next reporting period to ensure 100% compliance.</p> <p>Persistent underperformance will be grounds for reviewing the funding agreement.</p>	

Key performance indicator	Success	Reporting	Target	Notes	Applicable club/s
Traceability of ACT harness racing horses	Complete traceability of harness racing horses in the ACT, residing in the ACT or moved to a different jurisdiction including following a change in ownership as required by the rules.	Six monthly First report due to JACS in January 2023	100%	<p>Traceability includes adherence to the Australian Harness Racing Rules (AHHR), including rule 96A.</p> <p>JACS notes that the Canberra Harness Racing Club is party to the Harness Racing Rehoming Scheme which is managed by the NSW Standardbred Pleasure and Performance Association.</p> <p>Traceability is an important component of equine welfare, and it is understood that traceability is difficult if the horse moves to a different jurisdiction.</p> <p>Reporting of this performance measure is to include harness racing horses that have left Canberra Harness Racing Club for retirement including details of the sale or gifting.</p> <p>The Club will submit one report every six months including the above information on individual horses.</p> <p>If 100% compliance is not achieved the Canberra Harness Racing Club must report on the reason for underperformance and the actions, they will take within the next reporting period to ensure 100% compliance.</p> <p>Persistent underperformance will be grounds for reviewing the funding agreement.</p>	Canberra Harness Racing Club

Key performance indicator	Success	Reporting	Target	Notes	Applicable club/s
Quarterly stable premises audits and reporting of action taken under the lease terms if stables are not maintained to suitable safety standards	Stable premises audits are conducted on a quarterly basis and recommendations made to leasees or subleasees are reported	Six monthly First report due to JACS in January 2023	100%	<p>Stable premises audits are to be conducted on a quarterly basis.</p> <p>Canberra Racing Club and Canberra Harness Racing Club are to report to the ACT Government on action taken under the lease terms if stables are not maintained to suitable safety standards.</p> <p>JACS notes the importance of stable auditing to provide greater visibility of ACT racehorse welfare, including potential hazards that may risk the safety of the horse.</p> <p>The <i>Code of Practice Welfare of Horses in the ACT 1993</i> provides an outline of the principles of husbandry, management and handling throughout the lifetime of the horse and includes guiding principles on stabling.</p> <p>If 100% compliance is not achieved the Canberra Racing Club and Canberra Harness Racing Club must report on the reason for underperformance and the actions, they will take within the next reporting period to ensure 100% compliance.</p>	Canberra Racing Club and the Canberra Harness Racing Club
Participation in and financial commitment	An effective horse training and rehoming	Six monthly First report due to JACS	N/A	Participation in the horse training and rehoming scheme includes participation in the Racing NSW Equine Welfare Fund and racehorse retirement program or participation in the HRNSW Rehoming Scheme	Canberra Racing Club and Canberra Harness Racing Club

Key performance indicator	Success	Reporting	Target	Notes	Applicable club/s
to the horse training and rehoming scheme	scheme for ACT thoroughbreds and harness racing horses	in January 2023		<p>(managed by the NSW Standardbred Pleasure and Performance Association.</p> <p>Evidence of the financial commitment that the Canberra Racing Club makes to the Racing NSW Retirement Fund and the Canberra Harness Racing Club's financial commitment to the HRNSW Rehoming Scheme during the reporting period (including details of the 1% portion of prizemoney set aside) is to be provided to the ACT Government.</p> <p>JACS notes that the MoU includes a commitment by the clubs to adopt and participate in a retraining scheme and cover costs associated.</p> <p>This KPI requires participation and evidence of participation provided by CRC and CHRC in retraining and rehoming suitable horses on retirement.</p>	
Attendance at, and reporting to, Joint Racing Industry and Government Committee (JRIGC)	Complete attendance at meetings and reporting to JRIGC	Nil unless non-compliance	100%	<p>100% participation in the JRIGC including reporting on performance against the MoU KPIs.</p> <p>JACS notes that the clubs agree to participate in the JRIGC under the MoU including to consult with the ACT Government on identified key issues.</p>	Canberra Racing Club and Canberra Harness Racing Club

Key performance indicator	Success	Reporting	Target	Notes	Applicable club/s
				<p>If 100% compliance is not achieved the Clubs must report on the reason for underperformance and the action, they will take within the next reporting period to ensure 100% compliance.</p> <p>Persistent underperformance will be grounds for reviewing the funding agreement.</p>	
<p>Reporting on breaches of integrity provisions under the Australian Rules of Racing, Local Rules of Racing and the <i>Animal Welfare Act 1992</i> or the committing of a criminal offence (whether</p>	<p>Reporting on all breaches of integrity related provisions</p>	<p>Ongoing</p>	<p>100 %</p>	<p>The Clubs are required to inform the ACT Government of an integrity related integrity related breach occurring within 30 days of the Club being made aware of the breach. The initial report should be followed up with a final report where practicable.</p> <p>The Clubs must provide a report at the conclusion of any investigation within 7 days of the report being received from Racing NSW stewards, where the investigation results in action being taken.</p> <p>A breach includes any incident that occurs at a racing meeting or other event held by the Club, or an activity undertaken by the board or an employee of the club at any time that by community standards would call into question the integrity of the racing industry. An integrity related provision includes the following:</p> <ul style="list-style-type: none"> • Corruption, consorting, cheating, horse doping and race fixing • Crimes including assault including sexual assault, extortion, and harassment including sexual harassment • Breaches of the Rules relating to banned substances 	<p>Canberra Racing Club and Canberra Harness Racing Club</p>

Key performance indicator	Success	Reporting	Target	Notes	Applicable club/s
alleged or charged)				<p>JACS requires serious integrity issues to be reported within the 30-day timeframe.</p> <p>The initial report should be followed by a final report after 90 days, outlining the policies and procedures implemented by the Club to ensure a similar integrity related breach does not occur again.</p> <p>If no breaches have occurred, or complaints received, reports indicating 'nil' are required to be submitted to the ACT Government quarterly.</p> <p>JACS notes that that Racing NSW Stewards provide integrity services to the CRC and are supported by Racing NSW Veterinary and Investigative staff.</p> <p>JACS notes that matters affecting the integrity of Harness Racing are considered under the Australian Harness Racing Rules and understands that such matters cannot be reported on until the outcome is resolved.</p>	
Maintenance of club's racing facilities and infrastructure	Maintenance of club's racing facilities and	Six monthly First report due to JACS	N/A	The clubs are required to maintain the racing facilities and infrastructure to meet safety standards and report to the ACT Government of maintenance required to the club's facilities and infrastructure to ensure safety standards are met.	Canberra Racing Club and Canberra Harness Racing Club

Key performance indicator	Success	Reporting	Target	Notes	Applicable club/s
	infrastructure	in January 2023		<p>JACS notes that racing facilities and infrastructure includes facilities for public use. For example, the grandstand and function room.</p> <p>If 100% compliance is not achieved the Clubs must report on the reason for underperformance and the action, they will take within the next reporting period to ensure 100% compliance.</p>	
Optimisation of existing income streams	Optimisation of existing income streams	<p>Yearly</p> <p>First report due to JACS in July 2023</p>	N/A	<p>The clubs are required to provide a report to the ACT Government on efforts undertaken to increase revenue through existing income streams during the reporting period.</p> <p>JACS notes the importance of a proactive approach to increasing revenue through existing external income streams to ensure the ongoing viability of the industry.</p> <p>If efforts to increase revenue are not apparent in the reporting the Clubs must report on the reason and the action, they will take within the next reporting period to advance diversification.</p>	Canberra Racing Club and Canberra Harness Racing Club
Development of new external income streams	Development of new external income streams	<p>Yearly</p> <p>First report due to JACS in July 2023</p>	N/A	<p>The clubs are required to provide a report to the ACT Government on efforts undertaken to develop new external income streams during the reporting period.</p> <p>JACS considers new external income stream to be revenue streams that commence providing income during the term of the new</p>	Canberra Racing Club and Canberra Harness Racing Club

Key performance indicator	Success	Reporting	Target	Notes	Applicable club/s
				<p>Memorandum of Understanding and is income that is not derived from horse racing.</p> <p>JACS notes the importance of a proactive approach to develop new existing external income streams to ensure the ongoing viability of the industry.</p> <p>If diversification of income streams is not apparent in the reporting the Clubs must report on the reason and the actions, they will take within the next reporting period towards diversifying income streams.</p>	