



Minister for Racing

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Mr Dale Monteith
Chairman
Harness Racing Victoria
400 Epsom Road
FLEMINGTON VIC 3031

Dear Mr Monteith

I am pleased to provide you with this Statement of Expectations (SOE) for Harness Racing Victoria (HRV). This SOE applies for the period 1 January 2018 to 30 June 2019, or until otherwise amended. It replaces the previous SOE that was in place for 2016-17 and was subsequently extended until 31 December 2017.

Improving the administration and enforcement of regulation

As Minister for Racing, I am responsible for administering the *Racing Act 1958* (the Act). This SOE should be read within the context of the objectives, obligations and functions outlined in the Act.

This SOE sets out my expectations for HRV to achieve greater efficiency and effectiveness in the administration and enforcement of regulation. It also outlines my expectations on broader improvements for HRV's performance.

This SOE outlines key governance and performance objectives and targets aimed at improving the administration and enforcement of regulation.

Improvements and targets

Based on consultation between the Department of Justice and Regulation and HRV, I have identified key areas where there are opportunities for HRV to make improvements. HRV is expected to identify activities it will undertake to achieve the following performance improvements and targets:

- Improved timeliness
 - Make it easier for participants to submit required data online
 - Reduce the time taken to finalise racing disciplinary matters
- Risk-based strategies
 - Improve HRV's inspection and swabbing programs to focus on areas of greatest risk to the achievement of regulatory outcomes
- Compliance related assistance and advice
 - Increase awareness and understanding amongst participants of their obligations as harness racing participants (including animal welfare requirements)
 - Increase awareness and understanding amongst participants of harness racing penalty framework

- Cooperation amongst regulators
 - Develop strategies to enhance cross-code collaboration and improve regulatory outcomes
- Accountability and transparency
 - Review and enhance the collection and publication of data on integrity and animal welfare outcomes

Reporting

Reporting on your progress to achieve these SOE performance targets should be undertaken in the context of annual financial reporting to avoid dual reporting streams. I expect this report to include the:

- activities undertaken to meet the performance targets and improvements set out in this SOE
- baseline levels for any measurable performance targets
- outcomes of the activities undertaken to achieve those targets.

These SOE performance targets should be incorporated into HRV's Corporate Plan and this SOE should be published on HRV's website upon receipt. Your response to this SOE should also be published on the HRV website.

I look forward to seeing HRV continuously working towards achieving best practice in the administration and enforcement of regulation.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Martin Pakula', written in a cursive style.

THE HON MARTIN PAKULA MP
Minister for Racing