


MEMBERS' STATEMENT OF EXPECTATIONS

February 2025

TASRACING PTY LTD

This Members' Statement of Expectations is jointly approved by:



Hon Guy Barnett MP
Deputy Premier
Treasurer



Hon Jane Howlett MP
Minister for Racing

Date: 4 March 2025

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2. INTRODUCTION

- This Statement of Expectations has been prepared by the Treasurer and the Minister for Racing (the Members), following consultation with Tasracing Pty Ltd (Tasracing), in accordance with section 12 of the *Racing (Tasracing Pty Ltd) Act 2009*.
- The Statement sets out the Government's broad policy expectations and requirements for Tasracing.
- The Members expect Tasracing to comply with the Statement.
- The *Corporations Act 2001* (Cth) and the Constitution of Tasracing govern the operation of the Company.
- The Statement should be read in conjunction with the following Acts and their respective Regulations:
 - *Racing (Tasracing Pty Ltd) Act 2009*;
 - *Racing Regulation and Integrity Act 2024*;
 - *Animal Welfare Act 1993*;
 - *Government Business Enterprises Act 1995*; and
 - any other applicable legislation.
- This Statement takes effect from the date it is signed and remains in effect until it is amended or revoked.
- This Statement is to be tabled in Parliament by the Portfolio Minister and published on the website of Tasracing.

3. PURPOSE AND STRATEGIC EXPECTATIONS

3.1 Purpose

- The purpose of Tasracing is to develop and maintain a competitive and sustainable racing industry in Tasmania, for all codes of racing, that upholds high levels of integrity, safety and animal welfare.

3.2 Objectives

- The principal objectives of Tasracing are defined in section 6 of the *Racing (Tasracing Pty Ltd) Act 2009*.
- The functions of Tasracing are described in section 59 of the *Racing Regulation and Integrity Act 2024*.

3.3 Strategic Expectations

Business Specific Expectations

- In order to achieve its purpose and objectives, the Members expect Tasracing to:
 - support and promote the racing industry in Tasmania;
 - ensure appropriate integrity and animal welfare arrangements and practices in racing;
 - contribute to the maintenance of racing's standing in the community, including through the implementation of, and compliance with, best practice governance for integrity and animal welfare, and through the appropriate separation of commercial and integrity functions;
 - ensure the sustainable funding of integrity and animal welfare practices, and to maintain transparency through development of an annual integrity plan and reporting on that plan;
 - ensure the safety of the public and racing participants, and a safe working environment for Tasracing employees, through the implementation of, and compliance with, best practice operating procedures; and
 - develop strategies and initiatives to achieve cost efficiencies and increase non-government sources of revenue.

General Expectations

- The Members expect all Government businesses, including Tasracing, to:
 - consider the important contribution Tasracing makes to the Tasmanian economy and broader community and the impact its operations have on the Tasmanian economy and the broader community;
 - proactively engage with stakeholders;
 - be a successful business, by operating in accordance with sound commercial practice and as efficiently as possible to ensure ongoing financial sustainability;
 - prudently manage business risk through an effective and efficient risk management framework that reduces risks for Tasracing and the State;
 - maintain a strong understanding of the governance framework for Tasmanian Government businesses;
 - understand the impact of climate change on the business, including identifying any risks and implementing risk mitigation strategies;
 - manage and maintain its assets in accordance with prudent commercial practice to ensure the safety and continued operation of those assets;

- subject any material capital investment proposal to rigorous and considered analysis prior to any decision to commit resources, including cost benefit analysis where appropriate;
- consider diversity and inclusion principles in its employment and communication strategies;
- maintain a culture of continuous improvement in business operations, systems, processes and services;
- comply with any requests for information from Members in an accurate and timely manner; and
- proactively seek to protect the personal information of its customers, employees and other stakeholders.

3.4 Compliance with Government Policies

- In pursuing the strategic expectations detailed in section 2.3, and undertaking its functions and exercising its powers as required by applicable legislative requirements, Tasracing shall act in accordance with:
 - the governance framework for Government businesses;
 - Treasurer's Instructions that are applicable to Tasracing;
 - the Guidelines for Tasmanian Government Businesses;
 - any Integrity and Animal Welfare Standards issued, and recommendations made, by the Tasmanian Racing Integrity Commissioner; and
 - any Government policies in addition to those detailed in this Statement specifically applying to Tasracing as advised in writing by the Members.

4. NATURE AND SCOPE OF OPERATIONS

4.1 Core Business

- The core business of Tasracing is to:
 - promote the development of an efficient and effective thoroughbred, harness and greyhound racing industry in Tasmania;
 - allocate race dates and be responsible for race programming;
 - oversee the allocation of stakes funding to the industry;
 - make *Rules of Racing* for the good management of the codes of racing, including consideration of any Standards and recommendations issued by the Tasmanian Racing Integrity Commissioner;
 - through the Tasracing Integrity Unit, ensure that its operations maintain integrity in racing and assure compliance with animal welfare requirements for the codes of racing, including by ensuring that *Rules of Racing* are properly and independently enforced by stewards;

- through the Tasracing Integrity Unit, review and assess the integrity of practices and participants, and animal welfare, for all codes of racing;
- develop policies, procedures, and guidelines, in respect of its functions, that are conducive to integrity, and animal welfare, in racing; and
- undertake other functions as required to set the *Rules of Racing* and comply with the requirements of the *Racing Regulation and Integrity Act 2024*.

4.2 Non-commercial Activities

- Tasracing's non-commercial activities are:
 - any activity that has been declared a community service obligation by the Treasurer; and
 - any activity that the Members advise in writing is a non-commercial activity.
- Tasracing does not have any specific non-commercial activities agreed at this time.

4.3 Other Activities

- The Members may request Tasracing to prepare and submit for approval an exit strategy for an agreed other activity it is undertaking. Once approved by the Members, Tasracing must implement the exit strategy within the timeframe approved in the strategy.
- The Members may allow Tasracing to conduct other activities that are consistent with its core business and legislation on a case-by-case basis. Written approval of the Members must be obtained before undertaking any such activities.

4.4 Business Presence Outside the State

- Tasracing is not expected to operate outside Tasmania.
- Tasracing must seek the written approval of the Members before establishing any new business presence outside Tasmania. Any request must be accompanied with a compelling business case.

5. PERFORMANCE, OPERATING AND REPORTING EXPECTATIONS

5.1 Financial Performance Expectations

- The Members expect Tasracing to:
 - meet its key performance targets, including target dividends, as set out in the annual Statement of Corporate Intent. Target dividends are to be consistent with the Government's dividend policy for Tasracing and as agreed during the corporate planning process;
 - implement the business strategies contained in the Corporate Plan in order to meet the agreed long term performance targets for the business, consistent with the Government's expectations;
 - be proactive in identifying and implementing operational efficiencies and productivity measures to enhance financial performance; and
 - keep the Members, along with the Department of Treasury and Finance (Treasury), as principal financial advisor to the Treasurer, informed of any significant issues that may impact on the business ability to meet its financial performance targets.

5.2 Service Delivery Expectations

- In delivering its services, the Members expect Tasracing to take account of contemporary practice and other management developments in the industry in which it operates and the commercial sector generally.
- Tasracing is to have in place and follow a customer service charter which is to be publicly available.

5.3 Public Reporting and Transparency

- The Members expect Tasracing to proactively keep the Tasmanian community and stakeholders informed of its activities, major projects and performance (including financial and service delivery against the Key Performance Indicators articulated in the annual Statement of Corporate Intent approved by the Shareholding Ministers).

5.4 Pricing

- The Members expect Tasracing to set prices, fees and charges which:
 - support the entity's ongoing financial sustainability;
 - comply with all legislative and regulatory instruments; and
 - take into consideration any relevant Government policies.

5.5 Borrowings and Investment Activities

- The Members expect Tasracing's borrowings to be consistent with any direction given under the *Tasmanian Public Finance Corporation Act 1985* and remain within the maximum borrowing limit determined for Tasracing under this Act.
- When investing any surplus funds, Tasracing should provide the Tasmanian Public Finance Corporation with the opportunity to offer its services.
- Capital structure and debt levels should be maintained at a level that is consistent with the long-term sustainability of Tasracing.

6. OTHER EXPECTATIONS

6.1 Employee and Industrial Relations

- The Members expect Tasracing to:
 - adhere to any Government policy and relevant Guidelines in regard to senior executive remuneration including performance pay or other forms of rewards;
 - be cognisant of any Government policy or other advice in regard to employee remuneration, consistent with contemporary public sector wages policy;
 - support diverse workforce participation and appropriate skills and training; and
 - provide a work environment that supports high levels of safety and wellbeing throughout the organisation, taking all practical steps to provide its employees and its contractors with safe working conditions.
- The Members are to be notified prior to any significant changes to the employee relations policy of Tasracing, including the finalisation of any workplace or enterprise agreements.

6.2 Integrity and Ethics

- The Members expect the Board, management and employees of Tasracing to exhibit the highest level of integrity and professionalism in undertaking their duties.
- The Members also expect the Board and senior management within Tasracing to instil and continually reinforce a culture across the organisation of acting lawfully, ethically, and responsibly.

6.3 Significant Developments

- The Members are to be kept informed immediately in writing of any matters of significance. Specifically, the Members expect to be notified of any adverse developments that may:
 - prevent the achievement of financial performance objectives;
 - significantly affect prices or outcomes to customers;
 - significantly affect the financial viability or operating ability of Tasracing; or
 - significantly impact on Government policy, stakeholder relations, customer relations or environmental issues or that have a wider public interest.
- The Members also expect to be kept informed immediately in writing of:
 - any potential material transactions not in the ordinary course of business before they take place;
 - any other significant developments that relate to an issue, financial or otherwise, on which the government may be required to comment; and
 - any other significant developments that represent a departure from the expectations outlined in this Members' Statement of Expectations.