

Organisational chart for GRNSW as at January 2016





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PAUL NEWSON
Chief Executive
Greyhound Racing NSW

Executive Team – Overview

EXECUTIVE
ASSISTANT



PAUL NEWSON
CHIEF EXECUTIVE OFFICER

MANAGER,
INDUSTRY
REFORM



KAREN LEES
GENERAL MANAGER, COMPLIANCE



MADELEINE LOVE
GENERAL COUNSEL



DR ELIZABETH ARNOTT
CHIEF VETERINARY OFFICER



PATRICK HALLINAN
EXECUTIVE GENERAL MANAGER,
OPERATIONS



MICHAEL EAST
MEDIA, COMMUNICATIONS
AND WAGERING



COLIN BARNES
CHIEF FINANCIAL OFFICER

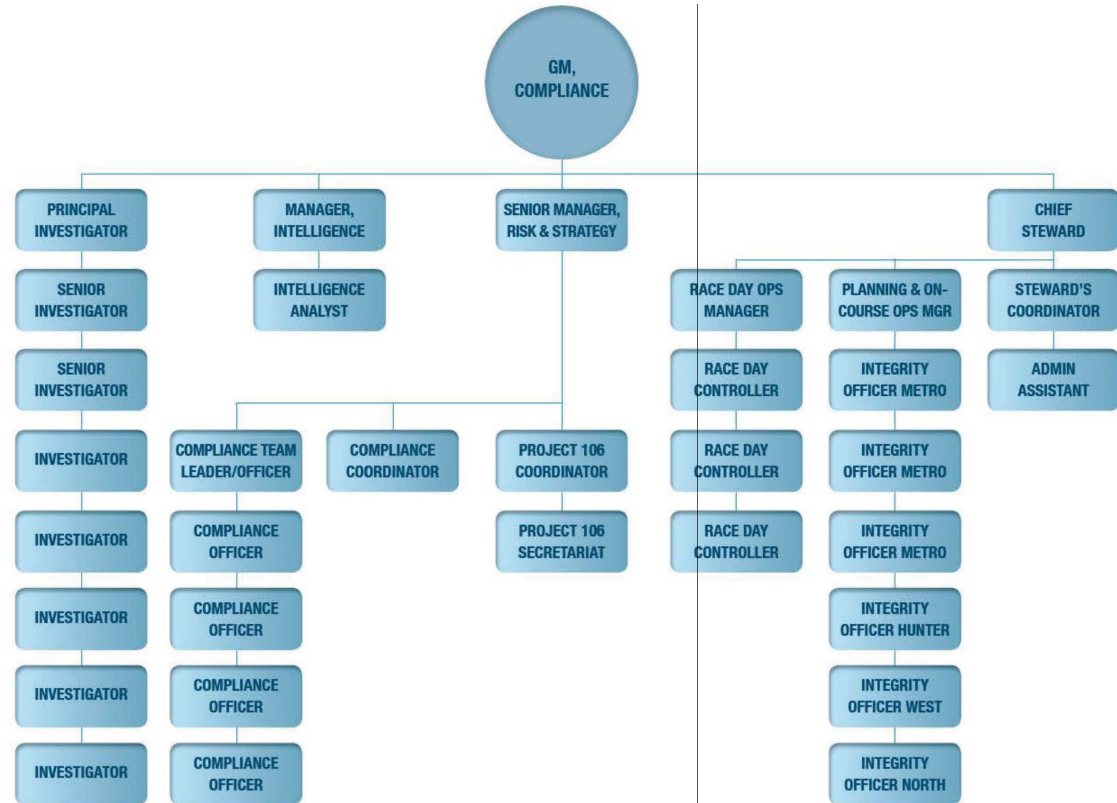
Compliance – Overview



KAREN LEES
GENERAL MANAGER, COMPLIANCE

The Compliance Branch integrates GRNSW's industry supervision functions to support its risk-based and outcomes focused regulatory approach, achieve greater coherency across the intelligence, compliance, investigations and integrity functions and ensure efficient and effective regulatory oversight.

The Compliance Branch is responsible for implementing GRNSW's industry supervision strategy, in accordance with its Strategic Plan, including development of operational and strategic risk assessments, intelligence led investigation of alleged wrongdoing such as more serious, repeat or ongoing non-compliance, proactive and responsive compliance activities, targeted enforcement action and associated disciplinary proceedings.



Compliance – Primary Functions

Investigations	Intelligence	Compliance	Stewarding
<ul style="list-style-type: none"> • Conduct intelligence-led investigations into suspected non-compliance and allegations of wrongdoing • Work with GRNSW Intelligence and Compliance functions to target known or emerging non-compliance or alleged wrongdoing for escalating regulatory intervention • Work in conjunction with other agencies (e.g. RSPCA) to investigate suspected wrongdoing • Prepare investigation reports for consideration of potential disciplinary action by GRNSW Stewards or referral to State or Commonwealth regulatory or law enforcement agencies 	<ul style="list-style-type: none"> • Initial assessment and analysis of information and complaints received regarding suspected non-compliance and alleged wrongdoing • Providing operational intelligence support to GRNSW regulatory functions • Developing strategic intelligence product to identify emerging issues and support GRNSW risk assessments and regulatory functions • Liaising with partner regulatory and law enforcement agencies 	<ul style="list-style-type: none"> • Implementing GRNSW Industry Supervision Strategy • Conducting proactive and responsive regulatory inspections • Developing targeted compliance interventions to prevent and respond to non-compliance • Issuing remedial directions in response to non-compliance • Work in conjunction with other agencies (e.g. RSPCA) to promote increased levels of voluntary compliance and monitor industry performance 	<ul style="list-style-type: none"> • Physical and remote monitoring of race meetings to ensure compliance with Greyhound Racing Rules to safeguard integrity and greyhound welfare • Prepare and publish Steward's reports • Conduct disciplinary proceedings



Operations – Overview



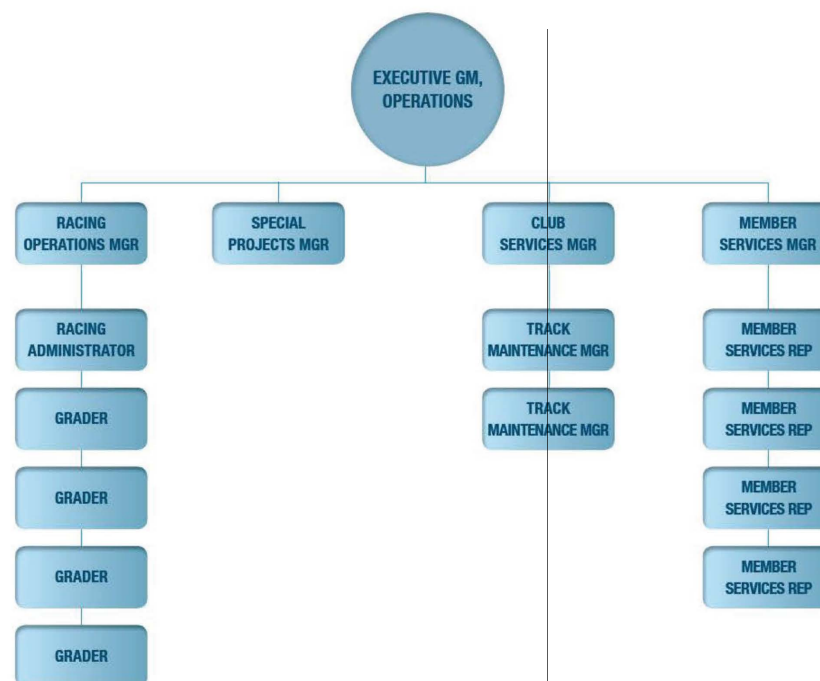
PATRICK HALLINAN
EXECUTIVE GENERAL MANAGER,
OPERATIONS

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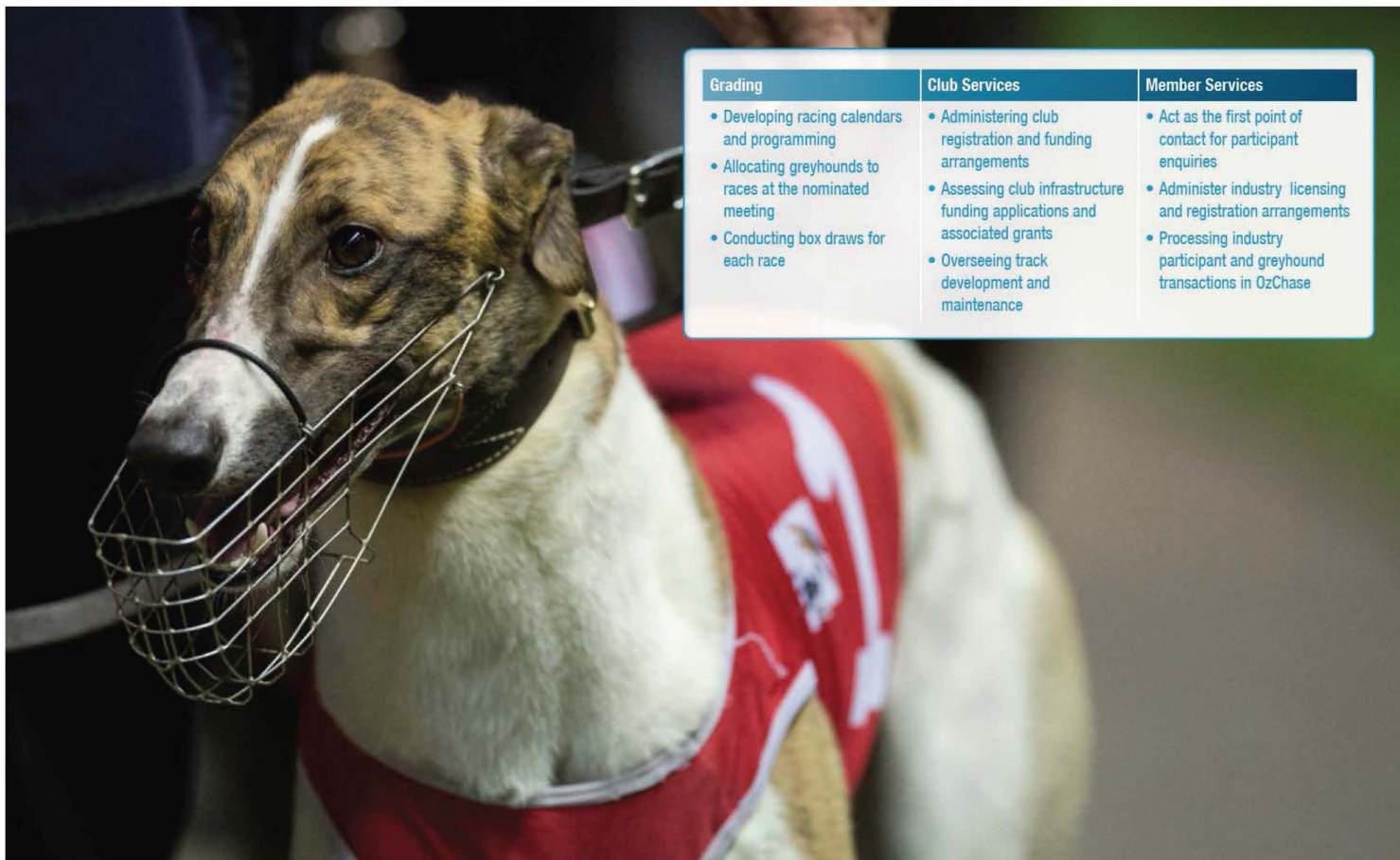
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The Member Services team are customer facing and support the range of industry participant interactions including enquiries and transactions.



Operations – Primary Functions



Grading

- Developing racing calendars and programming
- Allocating greyhounds to races at the nominated meeting
- Conducting box draws for each race

Club Services

- Administering club registration and funding arrangements
- Assessing club infrastructure funding applications and associated grants
- Overseeing track development and maintenance

Member Services

- Act as the first point of contact for participant enquiries
- Administer industry licensing and registration arrangements
- Processing industry participant and greyhound transactions in OzChase

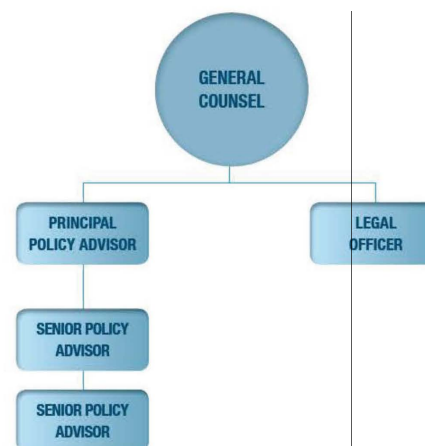
Legal and Policy – Overview



MADELEINE LOVE
GENERAL COUNSEL

The Legal and Policy branch provides independent legal advice and services to GRNSW, manages external legal services engagement and supports evidence-based policy development and implementation across the organisation.

The branch provides support in the drafting, interpretation and application of Greyhound Racing Rules, conduct of GRNSW's regulatory activities and associated disciplinary action, secretariat support for the GRNSW Board, and leads and/or supports the investigation and development of GRNSW's evidence based policy approach.



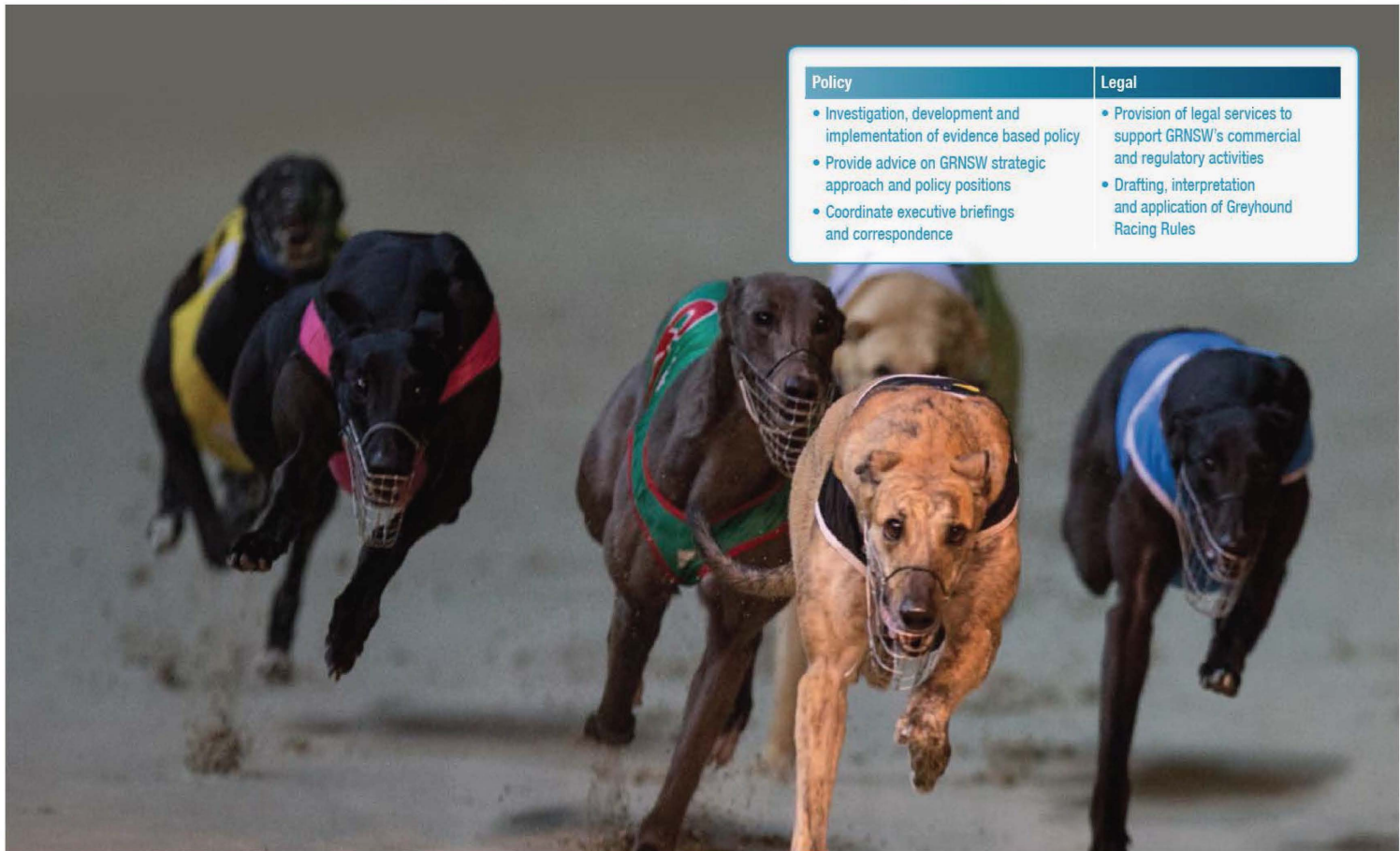
Legal and Policy – Primary Functions

Policy

- Investigation, development and implementation of evidence based policy
- Provide advice on GRNSW strategic approach and policy positions
- Coordinate executive briefings and correspondence

Legal

- Provision of legal services to support GRNSW's commercial and regulatory activities
- Drafting, interpretation and application of Greyhound Racing Rules



Media, Communications and Wagering – Overview



MICHAEL EAST
MEDIA, COMMUNICATIONS
AND WAGERING

The Media, Communications and Wagering Branch is responsible for GRNSW's communication, digital and media strategies including strategic communications and issues management. The branch also identifies market development opportunities to achieve increased awareness and responsible growth in greyhound racing and the wagering product

The branch leads the development of GRNSW's communications campaigns including for Greyhounds As Pets and GRNSW's industry reform agenda 'GRNSW Embracing Change'.



Media, Communications and Wagering – Primary Functions

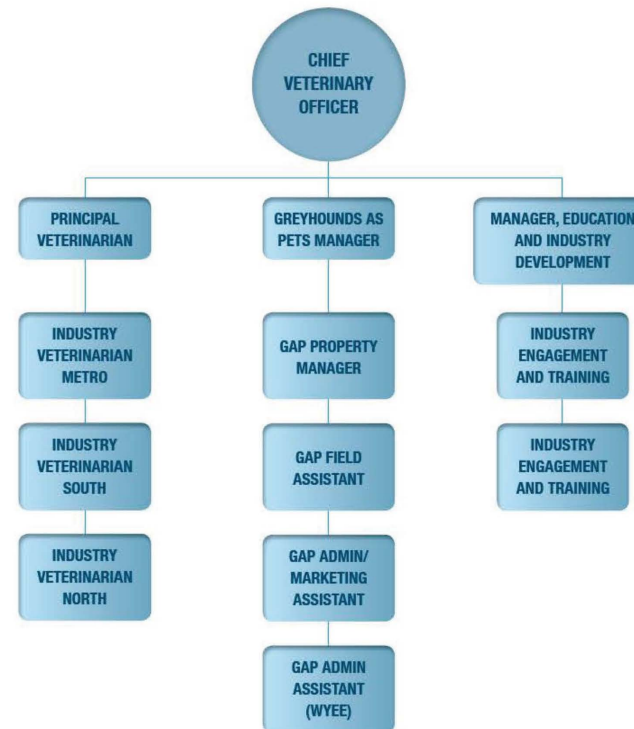
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<ul style="list-style-type: none">• Development, execution and reporting of all marketing and promotional campaigns• Consultation role regarding Club-related marketing initiatives• Ensuring consistent and proper use of GRNSW logo and brand• GRNSW sponsorship revenue	<ul style="list-style-type: none">• Development of engaging and proactive media strategies for all stakeholders• Development of all GRNSW content including media releases, participant communication and other related content• Media relations and corporate public affairs	<ul style="list-style-type: none">• Management and development of all of GRNSW's digital assets including thedogs.com.au website• Development of digital strategies to engage and communicate with all stakeholders• Production of engaging content across all digital channels including social media	<ul style="list-style-type: none">• Development of GRNSW strategic communications to advance GRNSW's strategic approach• Issues management advice• Lead internal and stakeholder communications to support awareness and GRNSW's integrated approach

Welfare – Overview



DR ELIZABETH ARNOTT
CHIEF VETERINARY OFFICER

The Welfare Branch is responsible for investigating, developing and implementing contemporary animal welfare practices and delivering quality veterinary services to ensure greyhound welfare is at the centre of GRNSW's commercial and regulatory activities. The branch is also responsible for leading the development and delivery of industry engagement and education initiatives and administering GRNSW's greyhound re-homing initiatives.



Welfare – Primary Functions



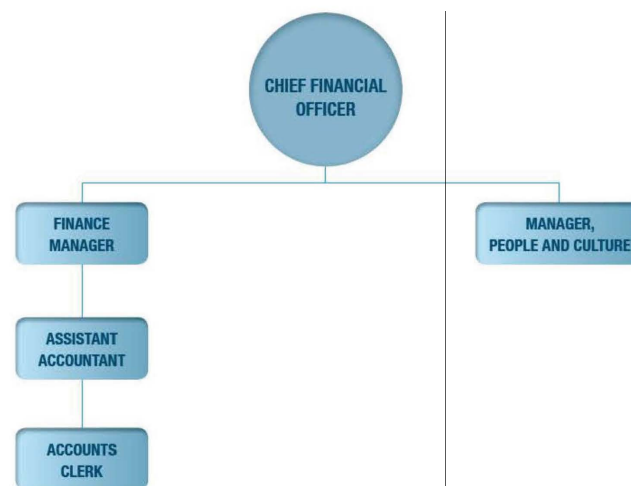
Greyhounds As Pets	Education and Training	Veterinary
<ul style="list-style-type: none"> • Administer and develop GRNSW's greyhound re-homing program • Ongoing engagement with Greyhounds As Pets customers • Administer GRNSW's re-homing subsidy and grants program 	<ul style="list-style-type: none"> • Establishment of an accredited training and development program for industry participants • Assist the creation of a learning and development framework for GRNSW staff • Build learning capability and engagement of participants through the development and delivery of industry participant seminars and training 	<ul style="list-style-type: none"> • Responsible for the investigation, development and implementation of contemporary animal welfare policies • Oversee the advancement of the Greyhounds As Pets program • Provide specialist support in the formulation and delivery of education and training programs • Manage the research program in conjunction with the legal and policy department • Oversee the welfare, health and safety of racing greyhounds across the racing club network • Monitor and respond to disease occurrence in the racing greyhound population

Finance, People and Culture – Overview



COLIN BARNES
CHIEF FINANCIAL OFFICER

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Finance, People and Culture – Primary Functions



Organisational chart for GRNSW as at March 2016





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EXECUTIVE
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MANAGER,
INDUSTRY
REFORM



STEPHEN DODD
GENERAL MANAGER, REGULATORY
(INTERIM)



MADELEINE LOVE
GENERAL COUNSEL



DR ELIZABETH ARNOTT
CHIEF VETERINARY OFFICER



PATRICK HALLINAN
EXECUTIVE GENERAL MANAGER,
OPERATIONS



MICHAEL EAST
GENERAL MANAGER,
MEDIA, COMMUNICATIONS
AND WAGERING



COLIN BARNES
CHIEF FINANCIAL OFFICER

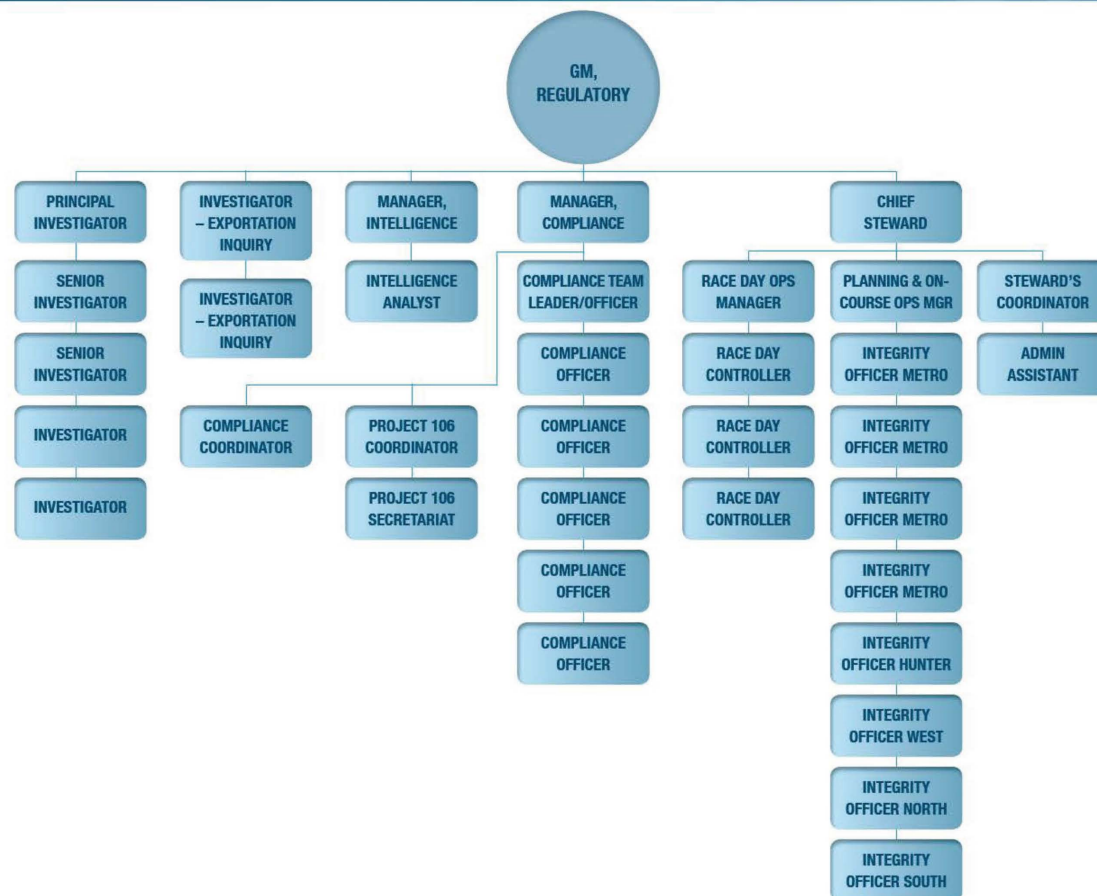
Regulatory – Overview



STEPHEN DODD
GENERAL MANAGER, REGULATORY
(INTERIM)

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EXECUTIVE GM,
OPERATIONS

RACING
OPERATIONS MGR

RACING
ADMINISTRATOR

GRADER

GRADER

GRADER

GRADER

SPECIAL
PROJECTS MGR

PROJECT DIRECTOR,
LICENSING

MANAGER,
LICENSING

CLUB
SERVICES MGR

TRACK
MAINTENANCE MGR

TRACK
MAINTENANCE MGR

MEMBER
SERVICES MGR

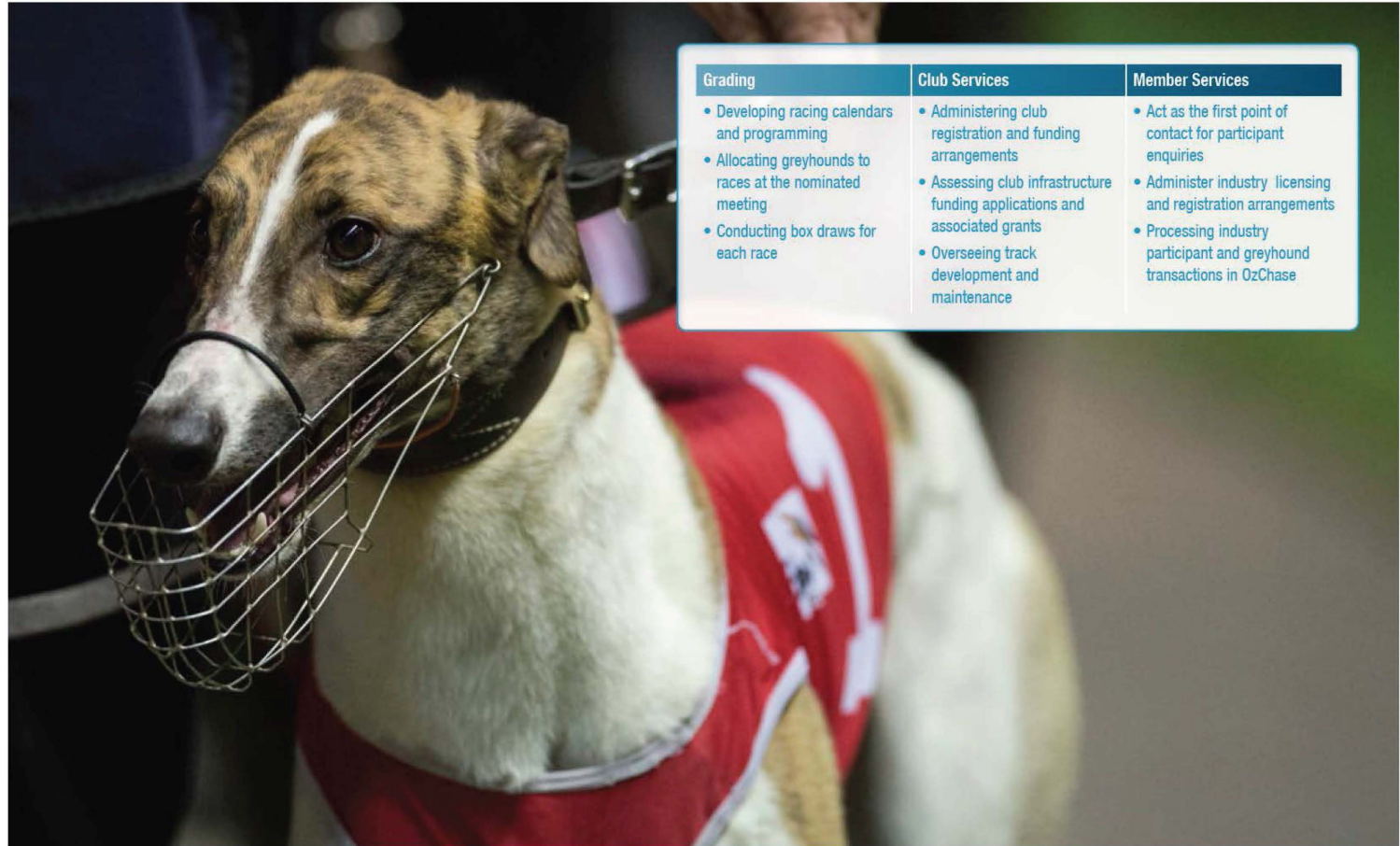
MEMBER
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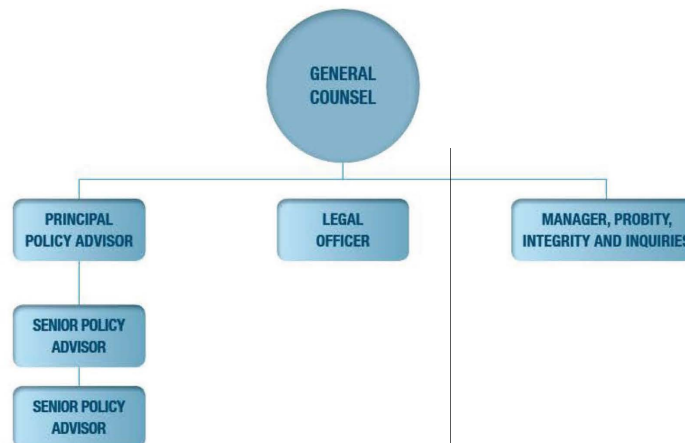
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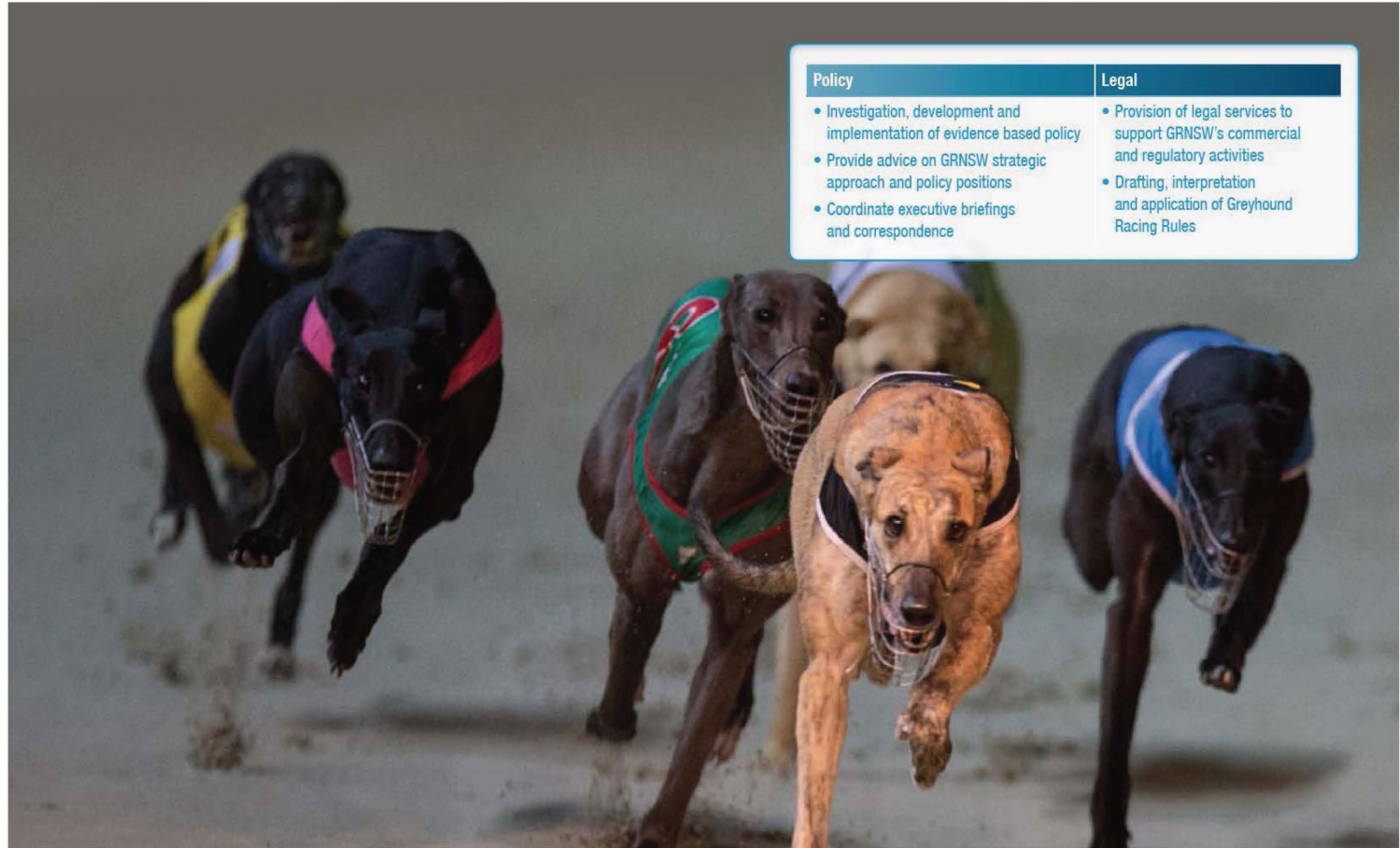
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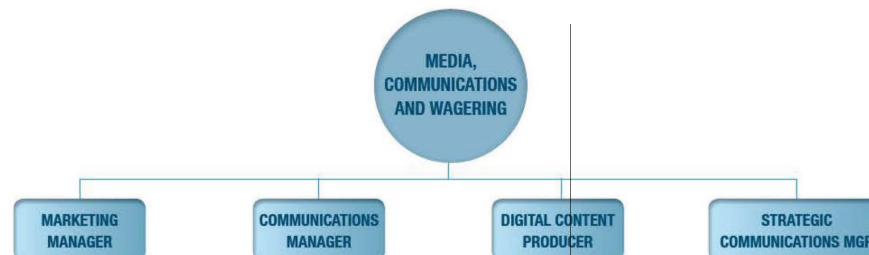
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GENERAL MANAGER, MEDIA,
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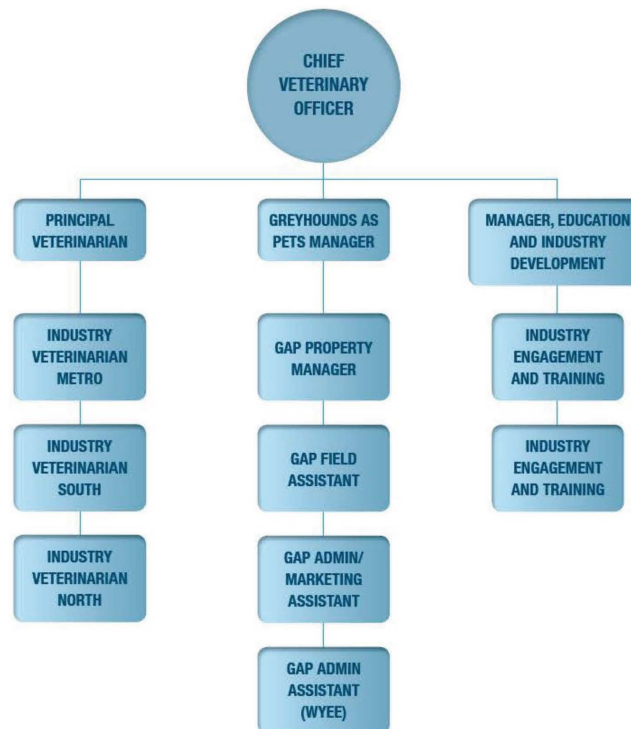
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Welfare – Primary Functions



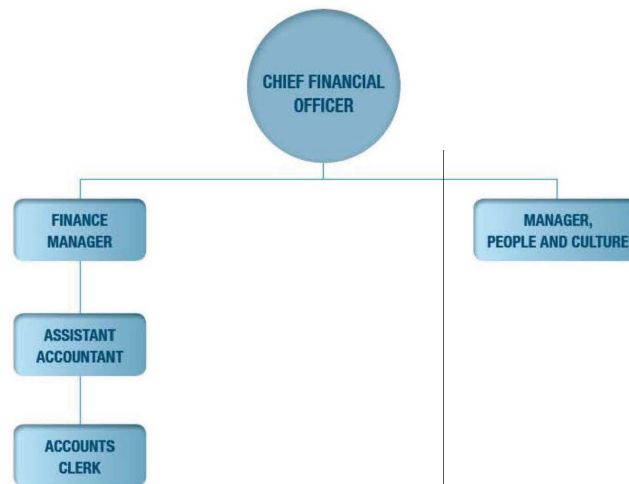
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Finance, People and Culture – Primary Functions



Appendix O GRNSW Penalty System information sheet, GRNSW Category of Drugs, GRNSW Penalty Table

GRNSW Penalty System information sheet

Racing - Guidelines and Policies - GRNSW Penalty System

Page 1 of 2

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GRNSW Penalty System

GRNSW stewards dealing with a prohibited substance case will be guided by a penalty table when determining what penalty should be made for certain infringements.

A key aspect of the penalty table is placing common prohibited substances into five distinct categories, based on their severity and on advice from GRNSW's Greyhound Welfare and Veterinary Services Unit.

For prohibited substance cases in the lower categories (Category 4 or 5 substances, as well as some Category 3 substances at the discretion of stewards) the trainer will be given the option of entering an early guilty plea.

If the trainer does enter an early guilty plea and accepts the penalty offered by GRNSW stewards in accordance with the penalty table, they will receive a 25% reduction in penalty and the matter will not be heard at a stewards inquiry.

If a trainer does not choose to take the early guilty plea, the matter will then proceed to a stewards inquiry and the right to the 25% discount is forfeited.

All higher category positive swab cases, as well as trainers with a poor record for prohibited substances, will continue to be referred straight to a stewards inquiry, with no option for an early guilty plea.

[Click here to download GRNSW Penalty Table.](#)

[Click here to download GRNSW Category of Substances.](#)

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Membership is free and will allow you to stay up to date with all the latest information about greyhound racing as well as access to most areas of the website.

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Password:

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Video Of The Week

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Greyhounds As Pets

<https://www.thedogs.com.au/DPage.aspx?spid=137&id=244>

13/06/2016



CATEGORY OF DRUGS

Category 1 – Prohibited substances that have the ability to negatively impact the performance of a greyhound. These substances are also more commonly known as ‘stoppers.’

Category 2 – All prohibited substances that are listed under GAR79A. This would also include such substances listed as illegal substances under the Standard for the Uniform Scheduling of Drugs and Poisons (Commonwealth), as amended from time to time, inclusive of NSW Legislation regarding these substances.

Category 3 – All forms of Steroids.

Category 4 – All other substances that have the ability to improve or impact racetrack performance and which have not been included in Categories 1, 2, 3 and 5.

Category 5 – All substances that are registered in Australia for Veterinary use and have accepted therapeutic benefit to the greyhound. Products registered for human use in Australia that may have therapeutic benefits are also included in this category.

PROHIBITED SUBSTANCE EXAMPLES

Category 1	Category 2	Category 3	Category 4	Category 5	
Chlorbutanol	EPO	Boldenone	Caffeine	Procaine	Prilocaine
Atenol	GnRH	Nadralone	Kynoselen	Lignocaine	Prednisilone
Timalol	ITTP	Androsta-1,	Morphine	Prednisone	Hydrocortisone
Alprazolam	Amphetamine	4-dieneene-3,	Codeine	Minoxidil	Hemisuccinate
Pentobarbitol	Cocaine	17 dione	17	Dexamethasone	Naproxen
	Benzolecognine	Methandirol	methylmorphinan	Tolfenamic Acid	Tramadol
		Alpha-hydroxystanazol	Ephedrine	Phenylbutazone	Piroxicam
			Psuedo-ephidrine	Ibuprofen	Carboxy
				Firocoxib	Indomethacin
				Pholcodine	Sotalol
				Nortriptyline	Alprazolam

v 1.0 - 8/10/12



GRNSW PENALTY TABLE

STARTING POINT					
	Category 1	Category 2	Category 3	Category 4	Category 5
Weeks	260	156	52	24	12

The appropriate penalty is selected (in weeks) from the table (left).

The original penalty will be increased for trainers with prior offences.

AGGRAVATING FACTORS - PREVIOUS OFFENCES					
	Category 1	Category 2	Category 3	Category 4	Category 5
Less than 12 Months	520	312	104	48	24
12 Months – 2 Years	260	156	52	24	12
2 – 5 Years	130	78	26	12	6
5 – 10 Years	65	39	13	6	3

Additions to the Starting Point (in weeks) from the Aggravating Factors tables (left).

The original penalty may be increased due to other aggravating factors including but not limited to high level detection, suspicious betting activity, proof of administration and careless husbandry practices.

OTHER AGGRAVATING FACTORS					
	Category 1	Category 2	Category 3	Category 4	Category 5
High Level	260	156	52	24	12
Other Exceptional Circumstances (Maximum)	260	156	52	24	12

The penalty may be decreased if a trainer enters an **Early Guilty Plea** and accepts penalty issued by the Stewards.

MITIGATING FACTORS - GUILTY PLEA & LOW LEVEL					
	Category 1	Category 2	Category 3	Category 4	Category 5
Guilty Plea (25%)	65	39	13	6	3
Low Level	65	39	13	6	3

A reduction in penalty may also be applied if a low level of the prohibited substance is detected.

Reductions to the Starting Point (in weeks) from the Mitigating Factors tables (left) will be cumulative and are not limited in number.

Personal and other case specific circumstances may also allow for a reduction in the penalty.

MITIGATING FACTORS - PERSONAL CIRCUMSTANCES					
	Category 1	Category 2	Category 3	Category 4	Category 5
PC1	16.25	9.75	3.25	1.5	0.75
PC2	16.25	9.75	3.25	1.5	0.75
PC3	16.25	9.75	3.25	1.5	0.75
PC4	16.25	9.75	3.25	1.5	0.75
Other Exceptional Circumstances (Maximum)	260	156	52	24	12