

Case for Change – RGR Racing Training Package

Administrative information

Name of IRC: Racing

Name of SSO: Skills Impact

Name of Training Package: RGR Racing Training Package

Brief description of how the case for change was developed

In January 2017 the department, on behalf of the Australian Industry and Skills Committee, issued an Activity Order to Skills Impact to undertake a project titled Safety in Equine Training. This project was in response to a 2015 ASQA Strategic Review triggered by the death of a student in 2008. The Review provided a number of recommendations to improve safety in a training environment when dealing with horses.

The Activity Order included native units from three training packages:

- *ACM Animal Care and Management*
- *AHC Agriculture, Horticulture, and Conservation and Land Management*
- *RGR Racing*

During the consultation phase of the project, key issues were identified with the application of increased safety measures with horses in the context of the Thoroughbred and Standardbred racing industry. These issues were discussed at a Racing Industry Forum held on Wednesday 17 May in Melbourne. The forum included representatives from the Racing Industry Reference Committee, Australian Principal Racing Authorities and Controlling Bodies, the Australian Jockeys Association and Thoroughbred Breeders Australia.

All parties agreed that the proposed safety measures being applied to the ACH Animal Care and Management and AHC Agriculture, Horticulture, and Conservation and Land Management units were not appropriate for the Horse Racing and Racing Horses Industry. It was determined that additional work was required to satisfactorily incorporate safety into the *RGR Racing Training Package* and address outstanding issues in response to changes proposed by AgriFoods ISC in 2015 which were not subject to widespread consultation or agreement with industry.

The case for change

Summarise the drivers for change and the evidence on which the IRC recommendation for change is based.

Two key issues were identified at the project consultation stage:

1. Proposed safety measures

During project consultation it became evident that there were different approaches and views to improve safety in horse related training environments. The differing views were based on the training context, the type of student and the skills being sought. The Horse Racing and Racing Horse Breeding Industry predominately uses workplace training and assessment for trainees that are developing their abilities to handle and ride highly strung energetic racing horses. Horse racing and race horse breeding workplaces are required to have in place a range of work health and safety processes and measures for employees and those engaged in the Industry.

Feedback from the Horse Racing and Racing Horse Breeding Industry indicated that many of the proposed measures that are suitable for trainees learning in a safe environment with quiet well educated horses as the revised units now stipulate would result in placing racing trainees at risk and graduates not being vocationally competent .

An example of this is the introduction at entry level for trainees to be assessed on quiet well-educated horses. In the Horse Racing and Racing Horse Breeding Industry horses are highly strung and energetic and would not meet the descriptors put in place. Another example is the proposed introduction of safety devices for the trainees. These may include saddles with pommels (also known as horns or fork) or knee pads, particular types of stirrups such as safety stirrups and stirrup safety devices such as clogs/toe stoppers. These types of devices are not used or are acceptable and create risks when used in the Horse Racing and Racing Horse Breeding Industry. For instance:

- safety stirrups can easily disconnect from the saddle to prevent a rider being dragged by a horse, may lead to injury for a jockey if the stirrup happened to disconnect while undertaking track work or practicing coming out of barriers
- Saddles with pommels or knee pads reduce the risk of falling from a horse but prevents apprentice jockeys from riding in the correct manner and would lead to injury of the horse due to the increased weight and bulk.

2. Units of Competency, Skill Sets and Qualifications marked for deletion

The 2015 *Greyhound Case for Endorsement* prepared by AgriFoods ISC listed for deletion a number of greyhound and horse related qualifications, skill sets and units of competency. Skills Impact has been advised by the Racing IRC that industry was informed in 2015 by AgriFoods that the work undertaken was not going to be a full review of the training package, rather it was a project focussed on transitioning the Training Package to the new standards. It appears the work went beyond industry expectations for transitioning and proposed changes without consultation with industry and without industry agreement.

Recent industry advice received as part of the review into safety has indicated that these recommendations made by AgriFoods were not supported by industry and that a full review is required. Skills Impact has also been informed that at the time of AgriFoods putting together a draft Case for Endorsement, Racing Victoria advised them in writing that it did not support the proposed changes. (See attachment C)

The proposed components that require improvement to ensure the training package meets Industry's needs comprise of the following: (see full list at Appendix A)

- 5 qualifications
- 24 Skill Sets
- 34 units of competency (of which 4 have been funded as part of the Safety in Equine Training Project)

In considering the above two issues, Skills Impact invited all key stakeholders including the Racing Industry Reference Committee, Principal Racing Authorities, Greyhound controlling bodies and the Australian Jockey Association to a forum to discuss the issues as well as determine the needs and expectations of the industry in addressing these issues.

Explain the change(s) recommended and how this would alleviate the problem or capitalise on the opportunity.

The forum unanimously determined that:

1. Safety measures applied to the Horse Racing and Racing Horse Breeding Industry needed to accommodate the specific needs and work environment of the Industry.
2. A large number of units from the *ACM Animal Care and Management Training Package*, recommended for importing into the *RGR Racing Training Package*, are not suitable for the Horse Racing and Racing Horse Breeding Industry context. However they are suitable for general horse handling in the areas of recreational use or small acreage farming.
3. Units of competency marked by AgriFoods for deletion from the Training Package, which have not been put into the 2012 standards now need to go through that process as well as being fully reviewed. The review should also include qualifications and skills sets with the potential to develop a small number of new specific units.
4. The Steward project listed in the *Racing IRC Skills Forecast and Proposed Schedule of Work* be approved as a matter of urgency particularly given that the associated qualifications and units of competency were marked for deletion.
5. The following qualifications were identified and confirmed for deletion:
 - RGR10108 Cert I in Racing (Stablehands)
 - RGR20204 Cert II in Racing Services (Track Maintenance)
 - RGR20308 Cert II in Racing Services (Racing Administration)
 - RGR30308 Cert III in Racing Services (Racing Administration)
 - RGR30508 Cert III in Racing Services (Track Maintenance)
 - RGR40508 Cert IV in Racing Services (Racing Administration)
 - RGR40708 Cert IV in Racing Services (Track Maintenance)
 - RGR50208 Diploma of Racing Services (Racing Administration)
 - RGR50408 Diploma of Racing Services (Track Maintenance)

By adopting the above recommendations, the Horse Racing and Racing Horse Breeding Industry will have a training package that is fit for purpose with appropriate safety measures in place. These safety measures will enhance and complement what already occurs in the Industry.

In addition, by reviewing the remainder of the Training Package, the Industry will have access to the range of qualifications, skills sets and units of competency that support their industry. Several Principal Racing Authorities indicated that they are introducing licensing arrangements that will be dependent upon components in the Training Package.

To not embark upon the above process would leave the Horse Racing and Racing Horse Breeding Industry with the need to rely upon the draft, newly revised, safety enhanced units and qualifications from the *ACM Animal Care and Management Training Package*. In their current form, these units are not suitable for the Horse Racing and Racing Horse Breeding Industry and this Industry would be adversely impacted by the recent changes. Specifically the safety improvements made to the ACM native units to meet the needs of a wide range of users and to meet the recommendations of the ASQA review have reduced the ability of the Horse Racing and Race Horse Breeding Industry to be able to use them and subsequently the Racing IRC does not support the proposed changes to ACM units.

Industry support for change

Describe the method and scale of stakeholder consultation undertaken in building the Case for Change – Use Attachment B to outline this information.

Initial feedback was sought through broad industry consultation including comments from the:

- Technical Advisory Committee
- expert working groups around specific industry sectors
- face-to-face workshops and consultation in each state and territory except Northern Territory, and

- materials made available on the Skills Impact website.

When it was evident that the needs of the Horse Racing and Racing Horse Breeding Industry were quite different to other horse sectors a one-day forum of all Principal Racing Authorities and peak bodies was held to identify key issues and potential resolution.

Provide an overview of the issues identified by stakeholders and how they will be addressed. In particular highlight any issues that remain outstanding.

The forum agreed that there were two key issues:

1. The suggested changes to training packages to improve safety for trainees were not appropriate for the Horse Racing and Racing Horse Breeding Industry. This included the use of certain *ACM Animal Care and Management* units that were being imported
2. Industry did not support the removal of a number of qualifications, skill sets and units of competency marked for deletion in 2015.

The forum agreed that there should be a broader review of qualifications, skill sets and units of competency. Areas to focus on included:

- Full review of Steward qualifications and units of competency
- Opportunity to create one Certificate II with multiple outcomes e.g. Certificate II in Racing with specialisations in either stable hand or stud hand
- Review of skill sets particularly in areas such as racing administration
- Removal of racing administration qualifications with replacement of skill sets and opportunities to include specific racing administration units as electives in the BSB Business Services Administration qualifications. This aspect of the project has the potential to be a cross-industry project incorporating all racing administration ranging from horse racing through to athletics, cycling, car racing, yachts, etc.

The above approach will result in a training package that is fit-for-purpose for the racing industry while ensuring that proposed safety measures for the *AHC Agriculture, Horticulture, and Conservation and Land Management Training Package* and *ACM Animal Care and Management Training Package* will not be weakened or eroded to accommodate the Horse Racing and Racing Horse Breeding Industry needs.

Describe any sensitivities, including any dissenting views from stakeholders on the approach recommended in the Case for Change.

This case for change is specifically designed to solve the current irresolvable differences in the application of horse safety as identified by uses of non-racing and racing horses.

Currently there are dissenting views between groups that work with horses in a range of broad contexts and the Horse Racing and Racing Horse Breeding Industry. There has been general acceptance of incorporating a range of safety measures in vocational education and training to improve the training and assessment environment, particularly for inexperienced people. However, the proposed changes and measures are not able to be supported by the Horse Racing and Racing Horse Breeding Industry as they increase the risk of accidents and industry and reduce safety in their sector.

The proposed approach will accommodate the need to improve safety while also accepting that the Horse Racing and Racing Horse Breeding Industry has in place a range of measures and specific requirements to ensure that trainees graduate as vocationally competent.

Impact of change

Provide an analysis of the impacts of recommended changes on stakeholders (including employers, employees, students, RTOs, government) and on other training packages (if relevant).

The recommended changes impact include:

- Safety will be improved across all sectors that work with horses, but will acknowledge that different industries work with a wide variety of horse types and in diverse contexts which has resulted in a range of techniques being introduced to ensure safety
- The Horse Racing and Racing Horse Breeding Industry will have access to a large range of qualifications and skill sets that meet various vocational occupations.
- States that are introducing licensing arrangements will have a national training framework that they can align to

Identify the risks of not implementing the changes.

If the abovementioned recommendations are not supported, then the risks are:

- The Horse Racing and Racing Horse Breeding Industry will not support the revised and improved *ACM Animal Care and Management* horse related units and this may impede the process of endorsement of that Training Package and delay the ability to implement the ASQA recommendations and improve safety for learners undergoing training as non-racing users of horses.
- The Horse Racing and Racing Horses Breeding Industry will either reduce or not engage with the National Vocational Education and Training sector, rather choose to manage training in house or through accredited courses

Estimate the timeframes to implement the proposed changes to training package(s).

It is proposed that the *RGR Racing Training Package* components that have been reviewed as part of the Safety in Equine Training project be quarantined from that project and incorporated in to this project.

This will enable the remainder of the Safety in Equine Training to be submitted for endorsement on the 30 August. The majority of enrolments are in the *ACM Animal Care and Management Training Package*. Release of this training package will enable training packages that import units, such as *AHC Agriculture, Horticulture, and Conservation and Land Management Training Package* and the *SIS Sport, Fitness and Recreation Training Package* to be endorsed.

If approved, it is expected that the components related to the *RGR Racing Training Package* will be completed by the end of the year with a Case for Endorsement submitted in December 2017. This work will include all units to be transitioned to the new Standards and currently funded under the Activity Order: Skills Impact/AA/2015-16-001.

Components related to the *ACM Animal Care and Management Training Package* will be submitted for endorsement at the end of August with the Veterinary Nursing project which also includes compliance work related to the transition of the *ACM10 Animal Care and Management Training Package* to the *2012 Standards for Training Packages*. By taking this approach, there will only be one release of the ACM Training Package in 2017.

The components related to the *AHC Agriculture, Horticulture, and Conservation and Land Management Training Package* will also be submitted in August for consideration and endorsement. The AHC Training Package imports units from the ACM Training Package that requires both training packages to be released at the same time.

Implementing the COAG Industry and Skills Council (CISC) reforms for Training Packages

Provide advice about how the recommended work will implement the reforms agreed by CISC in November 2015.¹

In response to lack of demand or need, the review will confirm removal of the following qualifications:

- RGR10108 Cert I in Racing (Stablehands)
- RGR20204 Cert II in Racing Services (Track Maintenance)
- RGR20308 Cert II in Racing Services (Racing Administration)
- RGR30308 Cert III in Racing Services (Racing Administration)
- RGR30508 Cert III in Racing Services (Track Maintenance)
- RGR40508 Cert IV in Racing Services (Racing Administration)
- RGR40708 Cert IV in Racing Services (Track Maintenance)
- RGR50208 Diploma of Racing Services (Racing Administration)
- RGR50408 Diploma of Racing Services (Track Maintenance)

Stronger pathways supporting mobility between related occupations will be created through creating qualifications with specialisations and supported by skill sets e.g. Certificate II in Racing with the opportunity to specialise as a stable hand or stud hand. If a person specialises in one area but wants to move to the other then they could complete a skill set.

While the Horse Racing and Horse Breeding Industry has specific units to meet their needs, there are opportunities to work with other Industry Reference Committees, supported by Skill Service Organisations, to have qualifications incorporate specialist streams. This would result in an overall reduction of qualifications in the vocational education training system while at the same time increasing flexibility and creating multiple exit points. An example of this is replacing the Certificate III, IV and Diploma in Racing Services (Racing Administration) with a set of specific skill sets that could be listed and included in the Certificate III, IV and Diploma in Business Administration. This would provide an opportunity to create specific packaging rules that would allow specialised qualifications such as Certificate III in Business Administration (Racing).

It is proposed that the work outlined in this Case for Change will be completed within six months to ensure that the current training package, which was last fully reviewed in 2008, is current and relevant.

¹ More information about the CISC reforms is available at [Outcomes of the review of training packages and accredited courses](#). Reforms were to: remove obsolete qualifications from the system; provide more information about industry's expectations of training delivery; better support individuals to move more easily between related occupations; create more units that can be owned and used by multiple industry sectors; and foster greater recognition of skill sets.

This Case for Change was agreed to by the Racing IRC

Name of Chair

GEORGE BLOOM

Signature of Chair



Date

6/9/2017

Attachment A: Training Package components to change

Skills Impact, 559A Queensberry Street, North Melbourne, VIC, 3051

Contact details: Rosalie Staggard – General Manager Operations

Date submitted: 24 May 2017

Training Package Code	Qualification Code	Skill Set Name	Unit of Competency Name	Review status	Change Required
RGR08	RGR20108 Cert II in Racing (Stablehand)		RGRPSH201A Handle Horses	<ul style="list-style-type: none">• Transition and compliance completed• Content review needed	3.5
			RGRPSH202A Assist with Transportation of Horse	<ul style="list-style-type: none">• Transition and compliance completed• Content review needed• Funded	3.5
			RGRPSH207A Perform Stable duties	<ul style="list-style-type: none">• Transition and compliance completed• Content review needed• Funded	3.5
			RGRPSH208A Attend Horses at Track work	<ul style="list-style-type: none">• Transition and compliance completed• Content review needed• Funded	3.5
			RGRPSH206A Develop riding Skills for flatwork	<ul style="list-style-type: none">• Transition and compliance completed• Content review needed	3.5

				<ul style="list-style-type: none"> • Funded 	
	RGR30408 Cert III in Racing Services (Cadet Steward)		RGRROP301A Perform ear branding and marking up of greyhounds	<ul style="list-style-type: none"> • Transition and compliance completed • Content review needed 	3.5
			RGRSTD301A Perform duties of a cadet steward	<ul style="list-style-type: none"> • Transition and compliance completed • Content review needed 	3.5
			RGRSTD302A Interpret wagering trends	<ul style="list-style-type: none"> • Transition and compliance completed • Content review needed 	3.5
			RGRCMN202A Achieve requirements for industry induction	<ul style="list-style-type: none"> • Transition and compliance completed • Content review needed 	3.5
			RGRCMN401A Maintain and monitor OHS procedures and environmental work practices	<ul style="list-style-type: none"> • Transition and compliance completed • Content review needed 	3.5
			RGRCMN002A Investigate job opportunities in racing and related industries	<ul style="list-style-type: none"> • Transition and compliance completed • Content review needed 	3.5
			RGRCMN003A Manage personal health and fitness	<ul style="list-style-type: none"> • Transition and compliance completed • Content review needed 	3.5

	RGR40608 Cert IV in Racing Services (Steward)		RGRCMN403A Participate in racing industry appeals	<ul style="list-style-type: none"> • Transition and compliance completed • Content review needed 	3.5
			RGRSTD401A Perform duties of stipendiary steward at race day meetings and trails	<ul style="list-style-type: none"> • Transition and compliance completed • Content review needed 	3.5
			RGRSTD402A Perform stewards' non-race day duties	<ul style="list-style-type: none"> • Transition and compliance completed • Content review needed 	3.5
			RGRSTD403A Apply Principles of administrative law to investigation and resolution of racing incidents	<ul style="list-style-type: none"> • Transition and compliance completed • Content review needed 	3.5
			RGRSTD404A Prepare for racing industry appeals	<ul style="list-style-type: none"> • Transition and compliance completed • Content review needed 	3.5
			RGRSTD405A Conduct steward supervision of sample collection procedures	<ul style="list-style-type: none"> • Transition and compliance completed • Content review needed 	3.5
			RGRSTD406A Assess Greyhound or horse handling skills	<ul style="list-style-type: none"> • Transition and compliance completed • Content review needed 	3.5

			RGRSTD407A Assess driving or riding skills of license or registration applicants	<ul style="list-style-type: none"> • Transition and compliance completed • Content review needed 	3.5
			RGRROP408A Perform duties of betting supervisor or steward at greyhound or horse race meetings	<ul style="list-style-type: none"> • Transition and compliance completed • Content review needed 	3.5
	RGR50308 Diploma in Racing Services (Steward)		RGRSTD501A Manage Steward services	<ul style="list-style-type: none"> • Transition and compliance completed • Content review needed 	3.5
	RGR50108 Diploma of Racing (Racehorse Trainer)		RGRCMN402A Participate in media interview for racing	<ul style="list-style-type: none"> • Transition and compliance completed • Content review needed 	3.5
		New Track maintenance Skill Set(s)	RGRTRK301A Assist with race meeting track management	<ul style="list-style-type: none"> • Transition and compliance completed • Content review needed 	3.5
			RGRTRK302A Maintain specialised non-track surfaces for racing	<ul style="list-style-type: none"> • Transition and compliance completed • Content review needed 	3.5
			RGRTRK401A Prepare track and facilities for race meetings	<ul style="list-style-type: none"> • Transition and compliance completed • Content review needed 	3.5

		Greyhound clerk of scales Skill Set	RGRROP304A Perform Duties of clerk of scales at greyhound race meetings	<ul style="list-style-type: none"> • Transition and compliance completed • Content review needed 	3.5
		Greyhound lure driver Skill Set	RGRROP307A Perform duties of lure driver at race meetings and trails	<ul style="list-style-type: none"> • Transition and compliance completed • Content review needed 	3.5
		Greyhound race club kennel attendant Skill Set	RGRROP202A Perform duties of Kennel attendant at race meetings	<ul style="list-style-type: none"> • Transition and compliance completed • Content review needed 	3.5
		Greyhound race club parade official Skill Set	RGRROP203A Perform duties of a parade official at greyhound race meetings	<ul style="list-style-type: none"> • Transition and compliance completed • Content review needed 	3.5
		Greyhound training operations Skill Set	RGRPSG405A Operate a greyhound racing training business	Double check as was in greyhound project and now listed as not for development	
		Harness mobile start driver Skill Set	RGRROP308A Drive mobile start vehicle	<ul style="list-style-type: none"> • Transition and compliance completed • Content review needed 	3.5
		Harness or Thoroughbred clerk of course Skill Set	RGRROP303 A Perform duties of clerk of course at harness or thoroughbred race meetings and trails	<ul style="list-style-type: none"> • Transition and compliance completed • Content review needed 	3.5

		Harness or Thoroughbred racing handicapper Skill Set	RGRROP410A Perform duties of racehorse handicapper	<ul style="list-style-type: none"> • Transition and compliance completed • Content review needed 	3.5
		Harness or Thoroughbred training operations Skill Set			All units in safety project
		Harness race starter Skill Set			All units in safety project
		Harness track work driver Skill Set			All units in safety project
		Race meeting farrier Skill Set			All units in safety project
		Racing biological security officer Skill Set			Imported units
		Racing judge Skill Set	RGRROP411A Perform duties of greyhound or horse race judge	<ul style="list-style-type: none"> • Transition and compliance completed • Content review needed 	3.5
		Racing licensing and registration clerk Skill Set	RGRROP312A Perform duties of licensing or registration clerk	<ul style="list-style-type: none"> • Transition and compliance completed • Content review needed 	3.5
		Racing nominations and acceptances clerk Skill Set	RGRROP313A Process race nominations and acceptances	<ul style="list-style-type: none"> • Transition and compliance completed 	3.5

				<ul style="list-style-type: none"> • Content review needed 	
		Racing photo finish operator Skill Set	RGRROP314A Perform duties of photo finish operator at greyhound or horse race meetings	<ul style="list-style-type: none"> • Transition and compliance completed • Content review needed 	3.5
		Racing swab attendant Skill Set			
		Thoroughbred barrier attendant Skill Set			
		Thoroughbred exercise rider Skill Set			
		Thoroughbred fast work rider Skill Set			
		Thoroughbred race starter Skill Set			
		New - On track vet – greyhounds	RGRPSG401A Relate anatomical and physiological features to the care and treatment of greyhounds	<ul style="list-style-type: none"> • Transition and compliance completed • Content review needed 	3.5
			RGRPSG203A Perform Kennel Duties	<ul style="list-style-type: none"> • Transition and compliance completed • Content review needed 	3.5

			RGRROP306A Perform duties of clerk of scales for jockeys at thoroughbred race meetings	<ul style="list-style-type: none"> • Transition and compliance completed • Content review needed 	3.5
			RGRROP309A Perform duties of catching pen supervisor	<ul style="list-style-type: none"> • Transition and compliance completed • Content review needed 	3.5
			RGRROP310A Supervise race meeting kennels	<ul style="list-style-type: none"> • Transition and compliance completed • Content review needed 	3.5
			RGRROP311A Perform duties of a greyhound race starter	<ul style="list-style-type: none"> • Transition and compliance completed • Content review needed 	3.5
			RGRROP316A Perform duties of track supervisor during track work operations	<ul style="list-style-type: none"> • Transition and compliance completed • Content review needed 	3.5
			RGRROP401A Perform duties of race programmer	<ul style="list-style-type: none"> • Transition and compliance completed • Content review needed 	3.5
			RGRROP402A Perform duties of a medical	<ul style="list-style-type: none"> • Transition and compliance completed 	3.5

			practitioner at race meetings and trails	<ul style="list-style-type: none"> Content review needed 	
			RGRROP409A Perform duties of greyhound grader	<ul style="list-style-type: none"> Transition and compliance completed Content review needed 	3.5

Attachment B: Stakeholder Consultation Method and Scale

Stakeholder Consultation

Name of Stakeholder	Detail method(s) and Scale of Consultation
Melissa Weatherly Racing Victoria	<ul style="list-style-type: none"> Racing IRC Member Attended Racing Industry Advisory Forum
Maurice Lougue Racing NSW	<ul style="list-style-type: none"> Racing IRC Member Attended Racing Industry Advisory Forum
Robyn Bell Racing QLD	<ul style="list-style-type: none"> Racing IRC Member Attended Racing Industry Advisory Forum
David Henslar Thoroughbred Racing NT	<ul style="list-style-type: none"> Attended Racing Industry Advisory Forum
Ron Fleming Racing and Wagering WA	<ul style="list-style-type: none"> Racing IRC Member Attended Racing Industry Advisory Forum
Geoff Bloom Racing Australia	<ul style="list-style-type: none"> Racing IRC Member Attended Racing Industry Advisory Forum

Cecelia Huynh Greyhound Racing NSW	<ul style="list-style-type: none"> • Racing IRC Member • Attended Racing Industry Advisory Forum
Mariko Lauber Greyhound Racing Victoria	<ul style="list-style-type: none"> • Attended Racing Industry Advisory Forum
John Sunderland Thoroughbred Breeders Australia	<ul style="list-style-type: none"> • Racing IRC Member • Attended Racing Industry Advisory Forum
Kathleen Mullan Harness Racing Australia	<ul style="list-style-type: none"> • Racing IRC Member
Kevin Ring Australian Jockey Association	<ul style="list-style-type: none"> • Attended Racing Industry Advisory Forum
Julie Fiedler Horse SA	<ul style="list-style-type: none"> • Racing IRC Member • Attended Racing Industry Advisory Forum
Briony Moore Thoroughbred Racing SA	<ul style="list-style-type: none"> • Consulted one on one prior to Racing Industry Advisory Forum
Wayne Lee Australian Trainers Association	<ul style="list-style-type: none"> • Consulted one on one prior to Racing Industry Advisory Forum