

HARNESS RACING AUSTRALIA INC

Meetings of Chief Executive Officers Guidelines

Roles and Responsibilities

These notes are for the guidance of Chief Executive Officers (CEO's) of Members of the HRA at meetings convened prior to meetings of the HRA.

They briefly explain roles and responsibilities together with a description of the powers and the limits of authority to be delegated to the CEO's.

Basically the aims and objectives of the CEO's meetings are to assist the HRA and its Members to more effectively carry out their powers and obligations.

The Role of the HRA is defined generally as:

1. To proactively initiate actions promotions and development of the industry on a national basis.
2. To represent the national identity of harness racing industry including those organisations embodied within the industry and to other external bodies, which may influence the directions of the industry.
3. To provide a forum for the co-ordination of activities of the Member bodies, and to provide centralised administration procedures where those are more effectively and efficiently conducted by a national body.
4. To be the national record keeping body for breeding and racing activities in Australia and matters associated therewith including the making of the Stud Book Rules and the compilation, production and publication of the various books of record.

Limit of Authority – Power to Act

Meetings of the CEO's are recommendatory only and there is no power or authority to act other than is described herein or unless such is specifically given by the HRA or its Executive Committee.

Expectation of the HRA

It is the expectation of the HRA and its Members that the meetings of the CEO's will develop and prepare initiatives in the form of recommendations for adoption by Council.

Such initiatives are not limited to big issues and so long as the recommendation represents progress on any issue this is acceptable.

The HRA expects the CEO's to meet as regularly as needed to prepare papers documents and recommendations for scheduled meetings of the full Council.

Recommendations to HRA are to be accompanied by a listing of the benefits and deficiencies of the proposal, the voting on such recommendations and where such are not unanimous the views of the negative votes.

It is also expected the CEO's will establish rules of conduct for its meetings and the venues of meetings.

Responsibilities of the Chief Executive Officers

As a representative of an organisation the CEO's share responsibility for initiatives, investigation and for the preparation of the agenda and the documents that go forward to the HRA.

CEO's responsibilities otherwise are:

- To attend meetings wherever possible or to send a substitute or if absent to make their views known in writing for consideration. It is not good enough not to attend and not give any notice of views.
- To participate fully in all work.
- To fully and impartially consider all other views and public comment.
- To be impartial and broadly represent national interests and not just personal views of the CEO's or their own organisation.
- To work towards uniformity/standardisation/reciprocity wherever practical and relevant.
- To work towards consensus at both national and international levels.
- To periodically review rules and regulations on any issue to ensure the content is current and legally valid.

Chief Executive Officer's Meeting Structure

Meetings of the CEO's are attended by the CEO's of each Member of the HRA.

As a general rule the CEO's will act as one co-ordinating unit but may invite experts or persons with an expertise in a particular field to assist or may delegate to the technical sub committee or task group any investigation or examination of a particular subject.

Technical sub committees or task groups are temporary and deal with short term issues requiring investigation and/or strategic direction. Such sub committees or task groups will report to the CEO's.

When each sub committee or task group completes its task such completion dissolves the sub committee or task group. If a further direction or investigation arises a new sub committee or task force will be formed.

Meetings of the CEO's shall be set in advance and wherever possible such meetings venues shall be rostered around all States.

Processes

Requests for the preparation of a paper or an investigation or examination may come from the HRA or its Executive Committee or from HRA Members or from any CEO or from any individual or organisation and also from a technical sub committee or task group.

The duty of the CEO's is to ensure that the proposed initiative or task or investigation has support and that it will serve a good purpose, to ensure priorities, that task dates are achievable and realistic and if funding is necessary that such is available.

No task shall be commenced until it is costed and funds are assured or are budgeted if funding is required.

Each CEO is expected to put forward at least one initiative per calendar year. Such initiative to be in writing provides detail, and an indication of its benefits.

Wherever it is possible or desirable initiatives shall be put out for industry comment.

All developmental work leading up to the recommendatory stage shall be monitored and completed in any event within one year from first notice.

In order to reduce delays alternative "fast track" procedures may sometimes be followed. If a suitable draft is prepared by a CEO or his organisation or task group or an external source such may be circulated directed for comment.

Meetings of CEO's shall be relatively informal and every effort should be made to encourage a full and frank discussion of issues.

Meetings of CEO's shall be called and chaired by the CEO of the HRA who will advise as to date of meeting and venue if not fixed and the content of the agenda.

No item shall be discussed if not appearing on the agenda paper or unless it is admitted to the agenda as a matter of urgency.

As far as practicable meetings of CEO's shall be held at least two months prior to the HRA meetings.

Discussions and recommendations reached at meetings of CEO's shall not be press released.

Strategic Planning

In order to fulfil the expectation of the HRA, the CEO's will develop a rolling five year Strategic Plan which will establish the long term objectives of the Council.

However, in order to provide a sharper business focus, an annual operating plan is to be prepared to identify specific short term objectives and which nominates key performance indicators to measure achievement.

Please Note: On 1st March 2008 Harness Racing Australia Inc (HRA) replaced Australian Harness Racing Council Inc (AHRC) as the organisation's name. All AHRC's formal structures, rules, regulations, policies, processes etc., now pertain to HRA, and any reference to Australian Harness Racing Council Inc, AHRC, Council or The Council shall mean Harness Racing Australia Inc or HRA.