



Racing NSW *Country “B” and “C”*

Minimum Standards

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MAY 2017



Minimum Standards

Country (Category “B” and “C”) Clubs

1.1 Objectives

In accordance with the provisions of the Thoroughbred Racing Act 1996 (“the Act”), Racing NSW has determined Minimum Standards to be met by all NSW racecourse Venue Operators (Clubs) (“Minimum Standards”).

These Minimum Standards are designed to ensure consistent performance of racing and training so as to benefit welfare; prolong racing careers; establish ideal conditions for competitive racing and make racing more accessible, enjoyable and rewarding for all.

1.2 Category Levels

Racing NSW recognises the diversity of venues across NSW and acknowledges regional & local variances in community and participant standards & expectations.

Accordingly, each Club shall be required to meet the standards set out for its relevant category. The Clubs are categorised as follows:

- i. Metropolitan;
- ii. Provincial & Country (Regional – Category “A”);
- iii. Country (Major – Category “B” and “C”).

1.3 Minimum Standards Report (“MSR”) – All Clubs

The CEO (or equivalent) of every Club must prepare a monthly report detailing activities in progress that are intended to ensure compliance with Minimum Standards.

The monthly MSR must be tabled at each Board Meeting of the Club.

All MSR’s must be made available to Racing NSW upon written request.

1.4 Failure to meet a Minimum Standard

If a Club fails to, or cannot meet, a Minimum Standard it must:

- i. Immediately notify Racing NSW of that failure;
- ii. Investigate the cause and take all reasonable steps to rectify that failure;
- iii. Provide Racing NSW with a report identifying the cause of the failure and the steps taken to:
 - a. remedy that failure, and;
 - b. prevent future failure;
- iv. Notify Racing NSW of any other impact of that failure on the provision of Club Services.

1.5 Racing NSW Venue Audit & Review

Racing NSW will conduct up to two (2) audits per year of each Club Venue to assess compliance with Minimum Standards (“Venue Audit”), and each Venue Audit will be included in a Venue Audit Report.

An audit may be conducted at any venue by Racing NSW with or without prior notice to the Club.

Racing NSW will provide Clubs with the necessary advice and technical plus other resources to assist the Club in complying with the Audit requirements.

Racing NSW will review the Venue Audit Report in consultation with the relevant Club as soon as possible after each Venue Audit.

1.6 Non-conformance

Arising from powers bestowed to Racing NSW under Section 29C of the Act, a determination by Racing NSW that a Club has failed to meet Minimum Standards will initially result in one or more of the following outcomes:

- i. A review conducted by Racing NSW to identify causes of the failure in consultation with the Club
- ii. A formal Notice of Breach issued by Racing NSW to the Club
- iii. Remedial actions and timeline set by Racing NSW

Consistent with Section 29C of the Act, deficiencies in Minimum Standards determined by Racing NSW that remain unresolved by a Club after the above steps (i to iii) or that represent an immediate unacceptable safety risk may result in one or more of the following outcomes for that Club:

- i. Suspension of affected Services at the Venue
- ii. Reduction in Club funding from the Distribution
- iii. Transfer of race meetings to other Clubs or Venues
- iv. Cancellation or suspension of Club licence



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MINIMUM STANDARDS: COUNTRY (CATEGORY “B” AND “C”) CLUBS

1. Racing and Training Surfaces

1.1. Turf Tracks

Item	Minimum Standard
1.1.1 Presentation	Tracks present a uniform dense mat of turf capable of withstanding the rigors of the Club’s horse training and racing schedule, subject to normal climatic conditions. Tracks provide a safe and consistent surface for all users at all times under normal climatic conditions.
1.1.2 Drainage	Tracks are freely draining and capable of use after light rain. Tracks remain useable during light rain.
1.1.3 Condition	Tracks are to provide a safe, consistent galloping surface at all times under normal climatic conditions. Turf is in optimum health with a strong root system and seasonal leaf growth.
1.1.4 Grass Type	A mono standard of the Club’s selected cultivar (Club to insert)
1.1.5 Grass Standard	All turf surfaces are of high density, smooth, free of scalping and weed free.
1.1.6 Weed Control	A site-wide weed control program is documented. The program complies with the legal requirements of the site and relevant Government legislation. All applications are selected for the least possible residual effect on the colour, root depth and plant health of the Club’s turf cultivar. Regard to horse and human health is given the highest priority.
1.1.7 Pest and Disease Management	All turf surfaces have a documented, integrated pest and disease management program.
1.1.8 Turf Replacement Works	All turf replacement works required after a race meeting are completed within four (4) working days. Replacement turf is sourced from a turf nursery or other designated on-site area. Replacement turf blocks are cut to a minimum depth of 150mm, no larger than 300mm x 300mm.
1.1.9 Filling-in Timing	All filling-in work is completed after conclusion of racing/training or within two (2) working days.
1.1.10 Filling-in Procedure	Weather permitting, divots are replaced manually or alternatively with a brush roller or similar. Following mechanical divot reinstatement, any partially detached turf divots are manually returned to track depressions prior to filling with soil. Remaining depressions are manually filled with an approved soil. The approved soil conforms to the existing (in-situ) profile with good drainage characteristics. After compression & levelling with foot pressure, added soil is level with the surrounding track surface.
1.1.11 Mowing and Vacuuming Frequency	The mowing program accords with prevailing growing conditions. For guidance, in summer 2-3 times per week and in winter every second week. De-thatching/scarifying should occur when the presence of a thatch layer becomes evident. As a general rule, this should be checked annually.
1.1.12 Mowing Height	Determined by seasonal conditions and adjusted to suit the racing program. Turf is presented at a height of 75mm – 125mm for racing and training throughout the year.
1.1.13 Fertiliser Program	The fertiliser program is documented in consultation with Racing NSW based upon results of topsoil chemistry tested one (1) time per year. All chemistry tests are conducted by a Racing NSW-approved laboratory.

<p>1.1.14 Topsoil Chemistry</p>	<p>Topsoil chemistry testing is to be undertaken at least annually by a suitably-qualified laboratory. After reviewing results, clubs will implement appropriate measures with the objective of achieving the following benchmarks:</p> <ul style="list-style-type: none"> • pH: 6.0 – 7.0 • electrical conductivity (EC): <0.1mS/cm • cation exchange capacity (CEC): 10meq% • phosphorus (P): 20 – 40 mg/kg • potassium (K): 1.5 – 10% of CEC • calcium (Ca): 60 – 70% of CEC • magnesium (Mg): 15 – 25% of CEC • calcium:magnesium ratio (Ca:Mg): 4 – 6
<p>1.1.15 Water Management</p>	<p>Sufficient water is applied via the irrigation system to meet plant health needs throughout the year. The track should be prepared so that it is in best possible condition in the prevailing circumstances with the objective of achieving a Good 3 track rating by race time, in order to provide a safe and fair racing surface.</p>
<p>1.1.16 Tyre Foot-Printing</p>	<p>All equipment used on the track is fitted with suitable turf tyres; however where this is not possible, deployment of machinery must be avoided when tracks are wet in order to cause minimal footprinting. Other than track maintenance equipment, no vehicular traffic is permitted on the Course Proper.</p>
<p>1.1.17 Rolling</p>	<p>Tracks are rolled with a mid-range roller immediately following each race meeting or daily training session, as necessary to stabilise/re-instate the surface if conditions are suitable.</p>
<p>1.1.18 Programmed Course Renovation</p>	<p>The course renovation program is documented in consultation with Racing NSW based on procedures including deep aeration, scalping, scarifying, vacuuming and topdressing to a maximum depth of 7mm. Topdressing is controlled to avoid altering the track camber outside specification. A track survey report prepared by a Qualified Surveyor (detailing turn radius, length of straights, camber, any surface undulations, all race distances and all marker post positions for each turf track) is provided to Racing NSW by Friday 18 December 2009. Particle size of all topdressing material applied is consistent with the existing growing medium. Where feasible, all works are implemented during optimum growing periods with minimum disruption to the racing and training schedule.</p>
<p>1.1.19 Drains</p>	<p>Drains are designed with sufficient capacity to promptly remove flows arising from typical rainfall events. All drains are mowed/slashed and cleared to ensure performance to design specification.</p>

1.2 Track Preparation for Raceday, Barrier Trials & Trackwork

Item	Minimum Standard
1.2.1 Irrigation	Irrigation system is shut down by 6:00am on raceday.
1.2.2 Training Tracks	All training tracks are groomed to a pleasing visual standard for patrons and broadcast viewers on raceday.
1.2.3 Finish Line Presentation	The raceday finish line is set up to provide an appropriate gap for photography.
1.2.4 Knock-in	Knock-in is performed during and after races.
1.2.5 Rolling	Rolling is completed after race meetings, if conditions are suitable.
1.2.6 Trackwork Schedules	Trackwork operating hours are defined and published. Tracks are cleared of horses prior to commencement of maintenance activities.

1.3 Sand Tracks and Cinders Tracks

Item	Minimum Standard
1.3.1 Track Structure	<p>Basecourse:</p> <ul style="list-style-type: none"> uniform compacted base; no loose/unbound gravel or stone; no visible marking, soft spots or pavement failure. <p>Surface course:</p> <ul style="list-style-type: none"> depths are suitable for appropriate use and recommended as follows: <ul style="list-style-type: none"> *100 mm – 120mm (Fast Sand); *125 mm – 150mm (Slow Sand); *100mm (Cinders). sand is correctly graded with 98% of particles 0.1 – 1.0mm and no particles > 2mm in size. free of debris (and clinkers – cinders tracks).
1.3.2 Daily Surface Preparation	<p>Tracks are harrowed, rolled and trimmed at the conclusion of training each day as follows:</p> <ul style="list-style-type: none"> footprints and hollows are levelled by power harrowing the top 30 mm; solid tyne drag harrows, pasture or diamond harrows attached to any standard tractor are an acceptable substitute for a power harrow; the track is dragged in both directions to completely reinstate the surface when necessary; ridges from harrowing are smoothed using a tyre roller; the surface is further firmed/consolidated where necessary using a medium to heavy roller. Care is taken to ensure the roller is not “bridging” (ie. part of the roller surface is suspended on high ground, creating false footing); if the track is rain affected, the power harrow is replaced with a dragging mat or smudge.
1.3.3 Daily Water Management	<p>Prior to each training session, sufficient water is applied to:</p> <ul style="list-style-type: none"> relieve jarring; provide secure footing; ensure a dust-free training environment; bind track particles; and consolidate the surface without causing ponding. <p>In areas or periods of high evaporation, water is applied outside daylight hours. Where possible, water carts/trucks are driven inside/outside the track alignment and discharge via a spray boom or similar.</p>



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1.3.4 Drainage	<p>Drains are shaped or cast to fall, allowing water to flow and not pond.</p> <p>Drains are kept in a clean and free flowing state.</p> <p>All drains are cleaned at least twice per year (or more regularly if required), with any accumulated sand/cinders returned to the track, graded and re-levelled.</p> <p>Drainage sumps/pits and pipes are cleaned at least twice per year (or more regularly if required) with inlet and outlet pipes clear.</p> <p>All drains are clearly railed-off from tracks and inaccessible to horses.</p> <p>Grates/covers are clear of debris, secure & structurally sound.</p>
1.3.5 Grading/ De-compaction	<p>Compliance with track design levels and drainage specification is maintained by grading when required.</p> <p>Deep ripping and surface restoration is applied to packed-down cinders tracks with a hard sub-surface layer.</p>



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2. Water Reticulation

2.1 Irrigation Management

The following specification outlines the maintenance requirements for the Irrigation System. This specification is not a recommendation or general guidelines but states the minimum maintenance procedures required. Other items may need to be addressed on a regular or “one off” basis.

A qualified Irrigation technician/operator familiar with the club’s irrigation assets is locally-available at all times. The qualified Irrigation Technician has an alternate qualified person available during absences.

All aspects of the irrigation system are kept in full working order at all times.

2.2 Irrigation System Operation

The following are minimum requirements that must be included but not limited to:

Item	Minimum Standard
2.2.1 General Operation	The irrigation system performs consistently to design specifications in respect of both flowrates and uniformity of application.
2.2.2 Inspection	The system is tested and recorded against the performance criteria at least twice yearly.
2.2.3 Faults/Repairs	Designated Club staff visually inspect the system for leaks, functionality of sprinkler heads and uniformity of water application regularly. A suitable log is kept to record system checks and maintenance.
2.2.4 Mowing	Sprinklers and valve boxes are trimmed-around twice weekly in the growing season and monthly in non-growing periods.
2.2.5 Leaks	All leaks are identified and repaired immediately.
2.2.6 Filters	All filters are cleaned, backwashed or replaced in accordance with manufacturer’s specifications/ recommended service intervals.

2.3 Water Carts and Trucks

Item	Minimum Standard
2.3.1 Sand, Cinders & Dirt Tracks	Water is delivered as required for dust prevention, track stabilisation and surface management.
2.3.2 Horse Stalls	Water is delivered as required for daily cleaning.
2.3.3 All Unpaved Vehicle Access Roads	Water is delivered as required for dust suppression on racedays and as otherwise necessary.
2.3.4 All Other Dusty Public Areas on Racedays	Water is delivered as required for dust suppression on racedays and otherwise.

3. Rails and Fences

Item	Minimum Standard
3.1 Specifications	Rails and fences are placed and secured in accordance with manufacturer’s specifications. Only manufacturer-approved materials and components are used to repair and maintain rails & fences.
3.2 Upkeep	All components (posts, rails, mesh panels and fittings) are kept in sound condition to ensure structural integrity and are replaced as required under the Club’s programmed maintenance plan. Any damage repair to training track running rails is carried out without delay prior to the next training session. No temporary repair measures are utilised for the long term. An adequate supply of manufacturer-approved components is available on-site at all times to meet all replacement needs.
3.3 Height	Heights from ground level to top of rail are: <ul style="list-style-type: none"> • 1080mm (Steriline Racing rail) • 1150mm (Simtrack rail) • To BCA code (fences) • or a safe working level.
3.4 Inspections	Rails are inspected the day before any race meeting or barrier trial session and re-checked the morning of the fixture. Training track rails are inspected daily before and after trackwork sessions. Procedure: the entire circuit is inspected by an authorised Club official who verifies - <ul style="list-style-type: none"> • no disruption to inside and outside rails; • no exposed pins or ends (end caps required); • no joint protrusion; • satisfactory foundation; • conforming height; • satisfactory visibility. The results of each inspection and any required repairs are recorded by the Racecourse Manager in a suitable log.
3.5 Safety and Inspections During Meetings	During race meetings, visual checks of rails are completed after each race and reported to the Racecourse Manager and/or the officiating Stewards. Any repairs/rectification works or chute guide-rail movements are completed before horses leave the mounting enclosure for the next race. Repairs are made between races only with the knowledge and approval of the Stewards.
3.6 Presentation	The top lines of rails and fences are level vertically & horizontally and follow the ground lines of the track, free of any depressions and gaps. All rails and fences are free of vegetation and freshly painted at all times. Rails and fences are completely straight where appropriate with smooth sweeping curves on the bends. There is no visible evidence of staining from irrigation water or other sources.
3.7 Movement Criteria	The Racecourse Manager takes into account projected race field sizes, track shape, seasons, track conditions and upcoming race programs in recommending the location and extent of the movement.
3.8 Movement Authorisation	All rail movement recommendations to be reviewed and approved by the Club CEO and Track Manager in consensus with Racing NSW. Prior to close of nominations for the affected meeting, the Club CEO or delegate consults with Racing NSW in making any rail movement which reduces field capacity from the maximum.
3.9 Movement Timing	The moveable rail, all cross-overs, race-specific adjustments and chutes are in the authorised position as soon as practical prior to any race meeting.
3.10 Equipment Impact	The impacts of activities required for rail movements do not affect the visual appearance of turf on raceday.

4. Crossings and Gaps

Item	Minimum Standard
4.1 Inspection, Preventive and Remedial Action	Prior to trackwork commencing and on race & trial days, all gaps are inspected by the Club official with designated responsibility to ensure they are safe and that all exposed rail ends are enclosed in shock absorbent padding.
4.2 Check List	A check list is in use to ensure all gap safety procedures are followed daily for trackwork and at all race meetings & trials.
4.3 Traffic Damage	Crossings provide an even, consistent surface from work area to work area, free of ridges & depressions caused by vehicular traffic.
4.4 Limb Injury Prevention	Jarring to horses traversing the crossing at speed is prevented by a covering of suitable materials during racedays and conformance with Item 4.3 at all times including track work. Suitable materials for use are turf clippings, lucerne hay, rubber shreds or similar.
4.5 Track Crossings	The track crossing must present identical characteristics to the course proper in terms of: <ul style="list-style-type: none"> • surface levels; • camber/crossfall; • surface hardness; • profile depth; • visual appearance/colour <p>Any depressions or humps must be eliminated and if necessary, the crossing is to be de-compacted & watered to achieve a surface hardness rating consistent with that for the course proper.</p>
4.6 Drainage	To alleviate ponding, all crossings should be able to shed water from their surface in a suitable manner.

5. Grounds

5.1 All Turf Areas except Turf Tracks, Mounting Enclosure & Club Lawns

All areas are to be regularly maintained to a good, aesthetically pleasing standard at all times. More attention must be given to all areas nearer to a race meeting to ensure a high standard of presentation.

5.2 Club Lawns

All areas are to be regularly maintained to a good, aesthetically pleasing standard at all times. More attention must be given to all areas nearer to a race meeting to ensure a high standard of presentation.



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5.3 Mounting Enclosure Lawns

All areas are to be regularly maintained to a good, aesthetically pleasing standard at all times. More attention must be given to all areas nearer to a race meeting to ensure a high standard of presentation.

Item	Minimum Standard
5.3.1 Presentation	Highest feasible condition for all race days.
5.3.2 Inspections	General inspections made prior to each public usage to ensure all areas are free of holes or hazards. An inspection report will be given by the Racecourse Manager prior to each race day and major event.

5.4 Gardens & Trees

All areas are to be regularly maintained to a good, aesthetically pleasing standard at all times. More attention must be given to all areas nearer to a race meeting to ensure a high standard of presentation.

Item	Minimum Standard
5.4.1 Presentation	Highest feasible, showing imagination and style
5.4.2 Supervising	The Club's WH&S Officer and contracted arborist co-ordinate & supervise all tree works including: <ul style="list-style-type: none">• branch trimming• tree & limb removal• major storm damage cleanup;• stump removal

6. Raceday Equipment and Other Equipment

Item	Minimum Standard
6.1 Mobile Starting Barriers	<p>Inspected prior to every day of use as follows:</p> <ul style="list-style-type: none"> • superstructure (sound, no corrosion); • padding (present with no rips or tears); • front & rear gates (operational, undamaged, no rust, hardware functional); • barrier dividers (Racing NSW standard); • flashing red & blue lights (operational); • electric start (battery charged, wiring safe, switch OK, operational); • manual start (operational); • hydraulic steering (operational, no leaks); • towing vehicle (operational). <p>The results of each inspection are recorded by the Club in a log suitable for the purpose.</p>
6.2 Semaphore Board	<p>Inspected prior to raceday to ensure satisfactory operation, including:</p> <ul style="list-style-type: none"> • support bracket (structurally sound); • electrical/cabling (insulation intact, cabling in conduit); • display operational (placegetters, margin, timing, track condition, message area); • sectional timing (operational, infrared beam OK, correctly calibrated).
6.3 Other Equipment	<ul style="list-style-type: none"> • Photo finish operational and calibrated. Mirrorbox clean, undamaged and correctly aligned. • Totalisator secure and operational. • Public address system wiring/cabling in sound condition and system operational. • Distance markers visible, correct location – distances surveyed 610mm off face of inside rail. • Saddlecloths for use on raceday – minimum requirements - click here. • NSW Official Price (Fluctuations and Starting Price for runners) - Race clubs to adopt the NSW OP model and associated fees as determined by Racing NSW and facilitate where practical display of the NSWOP at their TAB race meeting.
6.4 Surveillance Towers	<p>Structural adequacy (sound foundations, structure exhibits no corrosion, stairs or ladders/cages intact, overall compliance with AS 1657 – 1992).</p>

7. Maintenance and Staff Facilities

7.1 Maintenance of Equipment

Item	Minimum Standard
7.1.1 Full Working Order	All equipment is kept in full working order at all times and complies with all safety requirements.
7.1.2 Redundant Equipment	No redundant equipment or parts are held on site.
7.1.3 WH&S	All operators are trained to operate all equipment in accordance with standard procedures and WH&S requirements. Operators protect themselves and others in the operating area by applying safe work practices and designated personal protective equipment (PPE). All electrical equipment is tested and tagged as per WorkCover NSW requirements.
7.1.4 Risk Assessments	Risk Assessments and Safe Work Method Statements (SWMS) are maintained and used in the operation of all equipment. (Refer to WH&S guidelines issued by Racing NSW).
7.1.5 Mowers	All mower blades are kept sharp and provide a quality cut. Mower guards are functional and intact.
7.1.6 Servicing	All equipment is serviced in accordance with the Club’s programmed maintenance schedule.

7.2 Staff Facilities

Item	Minimum Standard
7.2.1 WH&S	All areas are kept clean and tidy at all times with equipment stored in a safe, orderly manner that satisfies WH&S requirements. Access to workshop, tools and equipment is restricted to employees authorised by the Club’s WH&S policy.
7.2.2 Cleaning – High Use Areas	The lunch room, toilets and lockers are cleaned daily after last break.
7.2.3 Cleaning – Maintenance Compound	The maintenance compound is swept and kept clean of debris weekly.
7.2.4 Security	All areas are protected by security.

8. Safety Standards for Buildings including Public Facilities & Food Premises

Race Clubs (as owner/occupier/controller) are responsible for maintaining their premises as a safe environment. Clubs are required to ensure that all safety measures are in place and operating as intended in accordance with statutory mandate.

Item	Minimum Standard
8.1 Building Services Compliance & Audit	<p>Compliance with the guidelines and standards contained in the Racing NSW publication “Racecourse Facilities Inspection Guide & Essential Services Checklist” (as updated from time to time and available on the Racing NSW website at the following link: http://www.racingnsw.com.au/page.asp?parm=ohs.racecourseFacilities).</p> <p>A systems and facilities audit report is prepared annually by a suitably qualified person verifying that the inspection records of the Club for the period comply with the “Racecourse Facilities Inspection Guide & Essential Services Checklist”.</p> <p>The annual systems & facilities audit report contains a current dilapidation report and verifies that all buildings & services comply with BCA requirements.</p> <p>A current Verification Certificate is in place confirming that all essential safety measures have been maintained to the relevant standard and are operating to the required level of performance.</p>

9. WH&S and Environmental

Item	Minimum Standard
9.1 WH&S	<p>The Club retains staff with current industry certification to train colleagues in WH&S or engages local WorkCover NSW-accredited training resources for the purpose.</p> <p>The Club’s WH&S training program provides the levels of training to staff specified in the WH&S Form Guide published by Racing NSW in 2000.</p>
9.2 Environmental	<p>The Club has in place an Environmental Management System (EMS) satisfying relevant statutory legislation.</p>
9.3 On-course ambulance	<p>The Club is to provide a fully operational ambulance for all race meetings and barrier trials, with the ambulance to be present on the racecourse 30 minutes prior to the commencement of the first race or barrier trial. That ambulance must be fully licensed and certified to treat persons on and off the racecourse and to transport injured persons to hospital.</p>

10. Staff Safety and Policies and Procedures

Item	Minimum Standard
10.1 Uniforms and Equipment	Staff are at all times properly attired in appropriate WH&S attire and are supplied with proper plant and equipment to carry out their duties safely.
10.2 No Smoking	No smoking is allowed in vehicles/machinery or the maintenance facility or other indoor areas. Suitable signs are posted supporting Club no-smoking policy in these areas.
10.3 Policies and Procedures	Comprehensive Club policies & procedures are documented governing industrial relations and human resources matters including workplace behaviour standards; equal opportunity; harassment and discrimination; random drug and alcohol testing. Records are kept verifying the training of all staff in Club policies and procedures.

11. Corporate Governance and Financial Policies and Procedures

Item	Minimum Standard
11.1 Tendering	Competitive tendering processes are conducted in respect of any significant expenditure [in excess of \$50,000] (unless otherwise agreed by RNSW in writing) involving consideration of a minimum of three (3) fee proposals obtained through the issue of a formal request for tender to persons qualified and with experience to perform the services for which the tenders are issued.
11.2 Related Party Transactions	Approval of Racing NSW and the members of the Club in respect of any contract, arrangement or understanding (other than a contract of employment on standard commercial terms) that results in any payment (or any other form of direct or indirect financial benefit) to a director or employee or related party of a director or employee (or any other direct or indirect pecuniary interest).
11.3 Financial internal control mechanisms	The Club has in place appropriate internal financial control mechanisms including: <ul style="list-style-type: none"> • Stringent control mechanisms in respect of receipt, collection and handling of cash, particularly on race days; • Proper procedures to minimize cash accidental and intentional cash loss • Proper processes and controls over the allocation and reporting of race day cash receipts to the correct revenue item; • Bank accounts and cash holdings reconciliation; • Regular stocktakes including before and after each race day; • Accounts payable and accounts receivable ageing; • Other payables and receivables reconciliations (ATO, Racing NSW etc.); • Trading summary (gross profit margins for bar and food); • Proper processes in place to ensure the adequate reporting of both sides of any ‘contra’ items, provided both to and by the Club.



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11. Corporate Governance and Financial Policies and Procedures

Item	Minimum Standard
11.4 Audit and reporting	<p>Annual report to Racing NSW addressing each of the matters detailed in 11.3 and in the format approved by Racing NSW.</p> <p>Specific additional audit sign-off for:</p> <ul style="list-style-type: none">• Reconciliation of the year end Racing NSW Club stakes payment account to the financial statements;• Review race day cash reconciliation processes and confirm that this is in accordance to the Racing NSW minimum standards for financial internal control mechanisms;• Conduct annual stock take of inventory on hand and reconcile to appropriate accounting treatment in the financial statements;• Review the annual report to Racing NSW addressing each of the matters detailed in 11.3.

12. Reporting

Item	Minimum Standard
12.1 System	<p>A reporting system is in place at the Club which identifies the level of conformance to all minimum standards.</p> <p>As a priority, Club Management implements remedial actions to remedy non-conformance(s). The Club Board regularly reviews minimum standards non-conformances and sets policy accordingly.</p> <p>The Club Board ensures non-conformances are promptly notified to Racing NSW.</p>