



Review of Training and Development Provision in the New Zealand Thoroughbred Racing Industry

November 2007



CONTENTS

SECTION 1	<u>AIMS AND BACKGROUND</u>	
	AIMS OF THIS REPORT.....	4
	BACKGROUND TO THIS REPORT.....	4
SECTION 2	<u>EXECUTIVE SUMMARY</u>	
	REPORT SUMMARY.....	5
	SUMMARY OF ISSUES, RECOMMENDATIONS AND BENEFITS.....	6
	RECOMMENDATIONS FROM THIS REVIEW ALREADY PROGRESSED.....	15
SECTION 3	<u>ANALYSIS</u>	
	GRAPH 1: NZ EARNINGS COMPARED TO OECD COUNTRIES.....	16
	LICENCEES AND REGISTERED STABLEHANDS.....	17
	TABLE 1: % INCREASE/DECREASE OF NO. OF LICENCEES TO NUMBER OF STARTS.....	17
	TABLE 2: AGES OF CURRENT LICENCEES.....	17
	GRAPH 2: AGES OF CURRENT LICENCEES.....	18
	CHART 1: LOCATION OF LICENCEES 2006/07.....	19
	INTERNATIONAL COMPARISON OF INVESTMENT IN TRAINING.....	20
	COMPARISON OF NZTR VS. HRNZ INVESTMENT IN TRAINING.....	20
	TABLE 3: INDUSTRY CONTRIBUTIONS TO STANDARD TRAINING MEASUREMENTS.....	20
SECTION 4	<u>TRAINING ENROLMENT TARGETS</u>	
	TABLE 4: ENROLMENTS IN EQUINE COURSES 2002-07 AND TARGET ENROLMENTS 2008-10.....	22
	TABLE 5: STANDARD TRAINING MEASUREMENT ACHIEVEMENTS 2005/07 AND TARGETS 2008-10.....	23
SECTION 5	<u>RECOMMENDATIONS</u>	
	PROVISION OF TRAINING.....	24
	NEEDS ANALYSIS AND QUALIFICATIONS.....	30
	RETENTION, RECRUITMENT AND PROMOTION.....	32
	STRUCTURE.....	33
	CHART 2: PROPOSED THOROUGHBRED CODE EDUCATION AND TRAINING ORGANISATION CHART.....	35

APPENDICES	1. THE GOVERNMENT'S ROLE.....	38
	2. THE NZEITO'S ROLE.....	39
	3. THE NZRB'S ROLE.....	40
	4. NZTR'S ROLE.....	41
	TABLE 6: CURRENT EDUCATION AND TRAINING PROVISION.....	41
	5. GRAPH 3: NUMBER OF LICENCEES 2001-06.....	42
	6. GRAPH 4: RATIOS – LICENCEES TO STARTS AND RACES TO STARTS 2001-06.....	43
	7. NZEITO INCOME AND EXPENDITURE (TO 31.12.06).....	44
	8. RELEVANT EXTRACTS OF NZTR RULES OF RACING CONCERNING THE NZTR APPRENTICESHIP BOARD AND THE REGIONAL APPRENTICESHIP COMMITTEES.....	45
	9. UNITS REQUIRED FOR THE NATIONAL CERTIFICATE IN EQUINE (THOROUGHBRED RACING) LEVEL 4.....	46

GLOSSARY

DSHR	DESTINATION SUMMER HOLIDAY RACING
EFNZ	EQUESTRIAN FEDERATION NZ
EFTS	EQUIVALENT FULL-TIME STUDENT (GOVT FUNDING MEASUREMENT)
FTEs	FULL-TIME EMPLOYEES
HRNZ	HARNESS RACING NZ
GRNZ	GREYHOUND RACING NZ
NETM	NATIONAL EDUCATION AND TRAINING MANAGER
NZEITO	NZ EQUINE INDUSTRY TRAINING ORGANISATION
NZFA	NZ FARRIERS ASSOCIATION
NZEET	NZ EQUINE EDUCATION TRUST (MECHANISM FOR RECEIVING GOVT FUNDING)
NZPCA	NZ PONY CLUB ASSOCIATION
NZQA	NZ QUALIFICATIONS AUTHORITY
NZRB	NZ RACING BOARD
NZRMG	NZ RACECOURSE MANAGERS' GUILD
NZSTI	NZ SPORTS TURF INSTITUTE
NZTA	NZ TRAINERS' ASSOCIATION
NZTBA	NZ THOROUGHBRED BREEDERS' ASSOCIATION
NZTR	NZ THOROUGHBRED RACING
PTE	PRIVATE TRAINING ESTABLISHMENT ('TRAINING' AS IN EDUCATION & TRAINING, NOT HORSE TRAINING)
STM	STANDARD TRAINING MEASUREMENT (GOVT FUNDING MEASUREMENT)
TAFE	TECHNICAL AND FURTHER EDUCATION
TEC	TERTIARY EDUCATION COMMISSION

Section 1 - Aims and Background

Aims of this Report

On behalf of the New Zealand thoroughbred racing industry, the Aims of this report are:

- (a) To assess the current provision of, and identify shortcomings in, current training and development opportunities;*
- (b) To recommend and initiate improvements;*
- (c) To establish appropriate structures and resources for the implementation of appropriate industry needs; and*
- (d) To put in place measurable outcomes and accountabilities within NZTR for structural reform and additional resource allocation*

Background to this Report

The NZTR Board determined during the 2006/07 season to take a stronger leadership role in training and development policy and provision for the thoroughbred code. The Board stated:

'Government projections see further tightening of the labour market and consequently a more competitive environment for racing. Racing urgently needs to put in place the right framework to encourage people to enter the industry and to retain them.'

'NZTR should take leadership of training and development in the thoroughbred sector. In doing so, we will place strong emphasis on ensuring that training and development is available to all stakeholders and will encourage best practice in relation to terms and conditions of employment with an emphasis on developing proper career structures.'

Section 2 – Executive Summary

The NZTR Board warns, in its statement (above), that retention and recruitment of staff for the racing industry in New Zealand has become increasingly competitive and that there is an urgent need for thoroughbred racing to address this.

This Review provides confirmation that not only is the need to address this more urgent than anecdotally was believed to have been the case but also how much development and investment in training in the thoroughbred code is now required to bring us up to the same level as other providers – both domestic and overseas.

The Review shows how the industry's previous focus on stake levels has minimised investment in this sector and how the lack of analysis of future industry training needs has resulted in thoroughbred racing being uncompetitive against other industries offering similar rural-based career options such as agriculture.

In brief, the current level of training (as a percentage of the total workforce) and investment in training is such, with the exception of Apprentice training, that the aim of meeting industry needs in the short term cannot be met. A medium and long-term, step-by-step approach is required.

In the preparation of this document consultation has taken place with a wide range of educationalists and relevant racing industry stakeholders; the final consultative meeting being held with all industry sector representatives (excluding Riders) in Wellington on 29 October 2007.

This Review has considered carefully all areas of training and development and has taken into account that racing has a high ratio of employers, compared to other industries, and a high proportion of seasonal and transient labour.

In addition a number of other training and development models have been considered both in New Zealand and overseas.

This report is a working document and recommends only the foundation for change and the first steps in improving the provision of all training and development in the thoroughbred sector. A detailed Action Plan is being developed behind this report. It is intended that implementation of this report is reviewed annually as changes are made and individually assessed.

It has aimed to recommend strategies, which are achievable and build on positive elements of existing training provision, where this is appropriate, instead of wholesale change.

A number of recommendations have already been progressed during the timeframe of this training review, including the appointment of an NZTR Industry Training Manager, Liz Luck from the NZRFU; agreement with TAFE in New South Wales to conduct assessment and training for all Stipendiary Stewards; development of a four-week introductory course for new entrants at the Equine Academy in Cambridge in answer to industry calls, in place of the 24-week live-in course; and the reconstitution of the New Zealand Equine Industry Training Organisation.

Section 2 - Summary of Recommendations

Recommendations on TRAINING PROVISION ISSUES

Current training provision	Issues	Recommendations	Benefits
<p>Apprentice Jockey (4-year apprenticeship, min. age for completion is 20 years)</p>	<ul style="list-style-type: none"> • <i>Apprentices commencing at 15 are required complete approx. 5 year apprenticeship</i> • <i>All apprentices are trained together, not based on experience or stage of apprenticeship.</i> • <i>Potential for extensive repetition of training i.e. Unit Standards</i> • <i>Minimal classroom training</i> • <i>Levels of literacy not always ideal, but currently not assisted with further development</i> • <i>Little focus on general life skills</i> • <i>Variations in facilitator/training provider levels</i> • <i>Funded for 3 years - general equine course for 1 year, followed by 3 year apprenticeship</i> 	<ul style="list-style-type: none"> • <i>Conduct independent assessment of the Apprentice School Directors</i> • <i>Formalise all training facilitator roles</i> • <i>Divide Apprentice classes into Senior Apprentices (Levels 3 & 4), and Junior Apprentices and Probationers (Level 1 & 2) and introduce quarterly sign-on</i> • <i>Review classroom training with a view to meeting the needs of the Apprentice in 2007 and beyond (including Health and Wellbeing, Financial Awareness etc)</i> • <i>Explore/address funding and training timeframes to maximize both</i> • <i>Review the alignment of graduation with licensing</i> • <i>Review and update processes for records and communication of learning; units completed etc</i> • <i>Introduce stronger formalised input into classrooms from Stipendiary Stewards</i> • <i>Develop Apprentice races – NZ and overseas</i> 	<ul style="list-style-type: none"> • <i>Apprentices will be better informed in all areas of their training</i> • <i>Training will be more appropriate to the level of understanding</i> • <i>Greater appreciation of discipline within the classroom environment, over and above that required in the practical environment</i> • <i>Eliminate repetition of training</i>

Current training provision	Issues	Recommendations	Benefits
Jockeys	<ul style="list-style-type: none"> • <i>Currently none provided for those leaving the industry</i> 	<ul style="list-style-type: none"> • <i>Explore options for ongoing professional development/ mentoring in other areas for retirement or should there be a need to leave the industry; i.e. tertiary training. Examples of possible development could include: Diet and nutrition, Health and safety updates, Financial planning, Introduction to Integrity roles, Generic skills for preparation outside the industry, Introduction to other roles within the industry (in case of injury or weight issues)</i> 	<ul style="list-style-type: none"> • <i>Ensures all jockeys are 'current' in their knowledge of key issues within their industry</i> • <i>Industry retention in the instance of injury or weight issues or retirement</i> • <i>General personal development</i>
Stud Grooms (3 years, reduced to 2 years)	<ul style="list-style-type: none"> • <i>Even shortened course is too long</i> • <i>Too little contact between providers and students over the 2 year period</i> • <i>High attrition rate – NH & SH breeding seasons</i> 	<ul style="list-style-type: none"> • <i>Lift promotion of Stud Groom and Stable Groom courses</i> • <i>Introduction of 4-week 'introductory' block course</i> • <i>Those wanting to continue can then go on to complete the full 2-year programme.</i> 	<ul style="list-style-type: none"> • <i>Greater awareness of training options</i> • <i>Provides choice and good career overview for potential employees</i> • <i>Provides employers with staff who can 'hit the ground running'</i>
Stable Grooms and Stable Management	<ul style="list-style-type: none"> • <i>Poor awareness</i> • <i>Lack of commitment to attend (Students and employers)</i> • <i>Lack of recognition</i> • <i>High number of transient staff</i> 	<ul style="list-style-type: none"> • <i>Promotion and marketing to increase awareness and uptake</i> • <i>Develop/provide elective options</i> • <i>Increase enrolments in Stable Groom course from the current 14 to 40 by 2009 and review this in the first quarter of 2008</i> 	

Current training provision	Issues	Recommendations	Benefits
<p>Racecourse Maintenance</p> <hr/> <p>Racecourse Management (3 years run by NZ Racecourse Managers' Guild and NZ Sports Turf Institute)</p>	<ul style="list-style-type: none"> • <i>Combination of NZ Racecourse Managers' Guild (NZRMG) and NZ Sports Turf Institute (NZSTI) training and assessment</i> • <i>Costly customised block-course as part of training</i> • <i>Poor attendance at block course due to racing commitments and no alternative options</i> • <i>Limited to 'racetrack' maintenance only</i> 	<ul style="list-style-type: none"> • <i>Support NZRMG's proposal to combine the Racecourse Management and Racetrack Maintenance programmes into one certificate in Racecourse Management</i> • <i>Promote as a 3-year course with Guild units only being completed in the first year</i> • <i>Maintain trainees at approximately 10 per annum</i> • <i>Ensure participation from South Island clubs</i> • <i>Promote to all clubs</i> 	<ul style="list-style-type: none"> • <i>Broader sports surface management training with more credits</i> • <i>Recognised international qualification</i> • <i>Less expensive per trainee and not dependent upon number of trainees</i> • <i>Better attendance (3 block course options p.a.)</i> • <i>One annual fee per trainee (\$535) with travel subsidies</i> • <i>230 credits (previously 114)</i>
<p>Integrity Stipendiary Stewards/trainees</p>	<ul style="list-style-type: none"> • <i>No formal training provision</i> • <i>No opportunities for development</i> • <i>Limited pool of suitable people – none coming through</i> 	<ul style="list-style-type: none"> • <i>Ensure all stewards complete the Certificate IV Racing Administration (Steward), or receive RPL for experience</i> • <i>Encourage ongoing recruitment of trainees</i> • <i>Base all trainees at Head Office to ensure integration and understanding across all roles</i> 	<ul style="list-style-type: none"> • <i>Raise the standard of existing stewards and ensure all new stewards are formally trained to a high standard</i> • <i>Recognition of stewards via formal international qualifications</i> • <i>Develop a greater understanding among stewards in relation to other administrative aspects of the industry.</i>
<p>Farriers (4 Year apprenticeship with block release)</p>	<ul style="list-style-type: none"> • <i>Currently dissatisfied with training available (not internationally recognised) and funding provision</i> • <i>Considering use of British training model and qualifications which provide greater recognition internationally</i> • <i>Apprentice terminations</i> • <i>Pass/Fail system (no re-set)</i> 	<ul style="list-style-type: none"> • <i>NZEITO and NZTR Industry Training Manager develop relationship with NZ Farriers (NZFA) to determine training and funding needs and what support is required/can be provided</i> • <i>Support the NZ Farrier's funding initiative for training through on-course farriery agreements</i> 	<ul style="list-style-type: none"> • <i>Strengthened relationship between NZFA and NZEITO/NZTR</i> • <i>Potential for delivery of training and the increase in funding for NZFA</i>

Current training provision	Issues	Recommendations	Benefits
Trainers	<ul style="list-style-type: none"> • <i>Currently no training provided for trainers at any level</i> • <i>Trainers who are employing staff often have limited (or no) knowledge of associated legislation, which leaves them at risk of litigation</i> • <i>No TEC funding currently available for employers through STMs</i> 	<ul style="list-style-type: none"> • <i>Work with NZTR Operations in their licensing review and the NZ Trainers' Association (NZTA) to explore options for implementing Continued Professional Development (CPD)</i> • <i>Explore Employer training through TEC's 'Investment in a Plan'</i> 	<ul style="list-style-type: none"> • <i>Increased understanding of legislative requirements, reduction in potential employment and ACC issues</i> • <i>Assurance for NZTR that legislative requirements are being met</i> • <i>Improved customer service level provided by Trainers for Owners</i>
Needs analysis	<ul style="list-style-type: none"> • <i>Not currently available</i> 	<ul style="list-style-type: none"> • <i>Complete industry TNA</i> • <i>Complete employer interest/involvement/commitm't</i> • <i>Commit to triennial Qualifications Review</i> • <i>Introduce mechanisms to monitor and analyse: the number of full time employees (FTEs), the number of seasonal employees, current skill levels, skills required/desired, the number of employees joining and leaving the industry each year and the reasons for that</i> 	<ul style="list-style-type: none"> • <i>Determine actual industry training needs</i> • <i>Prioritise the development and rollout of training initiatives.</i>
Live-in training	<ul style="list-style-type: none"> • <i>No longer suits industry needs</i> • <i>WINZ-based training (Students often not motivated/interested)</i> • <i>Low levels of commitment to complete and difficulties with trainees</i> • <i>Low numbers of trainees</i> • <i>54% retention in the industry</i> 	<ul style="list-style-type: none"> • <i>During the course of this training review, a decision has been made to disestablish the 24-week programme as it is no-longer meeting industry needs</i> • <i>A programme is currently under development that will aim to provide an introductory block-course, with work experience, to enable any new entrant to work safely with horses and to enter the industry after approx. 4 weeks' training</i> 	

Recommendations on CURRENT PROVIDERS/PARTNERSHIPS

Current training providers	Issues	Recommendations	Benefits
Apprentice Schools (x 5)	<ul style="list-style-type: none"> • <i>Self-managed with minimal input from NZTR, with the exception of Integrity staff (of which most has been relatively informal)</i> • <i>No standardized training resources or delivery resulting in varied outcomes for students</i> • <i>Lack of general support from NZTR, due to lack of resources</i> • <i>Limited in delivery - jockey apprenticeship training only</i> 	<ul style="list-style-type: none"> • <i>Provide greater support from NZTR (via NZTR Industry Training Manager)</i> • <i>Work together to standardize materials</i> • <i>Explore other areas where training could be provided, and develop/implement these</i> • <i>Implement clear reporting lines through to NZTR</i> • <i>Monitor facilitation, resources and outcomes</i> • <i>Maintain Apprentice Jockey enrolments at the current level</i> • <i>Promote more NZ-based completions in the South Island</i> • <i>Assess value of providing 1-year training for overseas Apprentices (most trainees in Otago and Southland)</i> 	<ul style="list-style-type: none"> • <i>More transparency and consistency for apprentices</i> • <i>Ease of delivery for school Directors</i> • <i>Open forum for new ideas and discussion</i> • <i>Overall enhancement of current performance/professional standards within the industry</i> • <i>Opportunities for further development opportunities industry wide</i> • <i>Accountability</i>
Partnerships: <ul style="list-style-type: none"> • <i>Kyrewood Equestrian Centre</i> • <i>EIT Hawke's Bay</i> • <i>Training for You</i> • <i>Equine Academy</i> • <i>NZ National Equine Academy</i> • <i>National Trade Academy</i> • <i>Telford Rural Poly</i> 	<ul style="list-style-type: none"> • <i>Currently little (or no) liaison with providers from an industry perspective</i> • <i>Limited knowledge/control/input from NZTR</i> • <i>No (?) relationship for involving in developing training requirements for the future (formal, non-formal qualifications)</i> 	<ul style="list-style-type: none"> • <i>Develop relationships via NZTR Industry Training Manager</i> • <i>Explore use of existing providers for short courses and CPD modules in the future</i> • <i>Monitor programmes offered, and uptake from industry, including conversion to staff working in industry</i> 	<ul style="list-style-type: none"> • <i>Improved communication and knowledge sharing</i> • <i>Improved industry standards</i> • <i>Utilization of existing training (as appropriate) rather than re-developing</i> • <i>Evaluate the impact of PTEs on industry employment statistics</i>

Recommendations on RECRUITMENT, RETENTION AND PROMOTION

	Issues	Recommendations	Benefits
Industry recruitment	<ul style="list-style-type: none"> • <i>Racing/Equine industry is in direct competition with better-resourced and organised industries (e.g. agriculture)</i> • <i>There is a declining interest among young employees for the 'difficult' employment conditions, such as those offered in the racing industry (Early starts, all weather operations, weekend working etc)</i> • <i>No pan-equine industry recruitment and promotion</i> • <i>Need for pan-equine website for industry recruitment and career advice to be contemporary (Gen 'Y' appeal)</i> • <i>Update NZTR website section for training (as above)</i> • <i>Perceived and actual lack of training and career prospects</i> • <i>Minimal presence at career days, promotions in schools etc has led to a low exposure to young people/ potential employees</i> • <i>Recruitment is not restricted to learning and development opportunities. Must also consider Industry image, Safety, Family connections, money etc.</i> 	<ul style="list-style-type: none"> • <i>Develop a marketing plan to promote the careers and training available to two audiences - those already involved in the industry and looking for upskilling/other options in the industry and those seeking a career in the industry (secondary school students) and careers advisors</i> • <i>Participate in promotional careers days for careers advisors and students</i> • <i>Increase profile in schools, with pony clubs etc.</i> • <i>Work alongside other equine industries to show a united front and the inter-relationships across the industries</i> • <i>Explore e-learning options (e.g. www.hkjc.aqtf.net/ezylearn)</i> • <i>To investigate annual repetition of equine careers field days (e.g. Careers Advisors Day 30.10.07) in different locations each year</i> • <i>To develop annual scholarship grants/oversees experience opportunities for Apprentice Riders, Stable Grooms & Managers, Racetrack Managers</i> 	<ul style="list-style-type: none"> • <i>Increased awareness of career opportunities within the industry</i> • <i>Realise potential of those with broader equine interest, not just thoroughbred racing industry</i> • <i>United pan-equine approach and resultant synergies</i> • <i>Distant learning support</i>

	Issues	Recommendations	Benefits
<p>Non-completion of training (An ongoing issue across many industries and organisations)</p>	<ul style="list-style-type: none"> • <i>High drop out/attrition rate among industry trainees</i> • <i>As low as 20% are employed in industry over an extended period (exceeding 6 months)</i> 	<ul style="list-style-type: none"> • <i>Conduct a training needs analysis including a review of the most appropriate delivery methods to ensure attendance and completion</i> • <i>Work with industry to provide training delivery that is appropriate to its needs</i> • <i>Monitor and support students in longer term training programmes to help maintain interest and commitment</i> • <i>Use Assessors/Moderators to provide mentoring</i> • <i>Follow up with students who don't complete training to determine their reasons for not continuing.</i> • <i>Monitor actual statistics</i> 	<ul style="list-style-type: none"> • <i>Training that is relevant and specific to the industry, delivered in the most appropriate, effective manner</i> • <i>Increased completion of courses/programmes commenced</i> • <i>Monitoring the statistics will provide more clarity of non-completion issues and areas for improvement.</i>
<p>Retention/career development</p>	<ul style="list-style-type: none"> • <i>Only 15-29% of students trained stay in the industry</i> • <i>Jockeys, in particular, are lost to leave the industry in high ratios due to injury and weight issues</i> 	<ul style="list-style-type: none"> • <i>Ensure marketing collateral used to encourage uptake of courses is a true reflection of the course, but importantly the industry itself</i> • <i>Ensure training delivery meets training promises, i.e. meets objectives</i> • <i>Provide ongoing career progression and development awareness programmes for people already in the industry</i> • <i>Actively promote industry opportunities to jockeys that are no longer able to ride</i> • <i>Monitor reasons that people leave the industry.</i> 	<ul style="list-style-type: none"> • <i>Providing a true and transparent image of the industry to prospective employees (no surprises approach)</i> • <i>Increasing industry knowledge base</i> • <i>Maintaining industry Intellectual Property (IP) by retaining experience and knowledge</i>

Recommendations on STRUCTURE

	Issues	Recommendations	Benefits
Structure	<ul style="list-style-type: none"> • <i>Currently an excess of decision-making bodies and too few actioning</i> • <i>Roles and responsibilities of providers are poorly defined and/or co-ordinated</i> • <i>Inter-relationships between authorities is unclear</i> • <i>Focus on Apprentices only</i> • <i>Consultation across all parties and industry is insufficient</i> • <i>Insufficient Assessors/Moderators in regions and roles and responsibilities ill-defined</i> 	<ul style="list-style-type: none"> • <i>NZTR Apprenticeship Board be disestablished</i> • <i>NZTR Training and Development Committee be established and to report to the NZTR Board</i> • <i>Regional Training Committees be established to support and report regularly to the NZTR Training and Development Committee</i> • <i>NZTR ITM to work closely with the NZEITO to strengthen links with industry, NZTR and training providers nationally</i> • <i>Explore benefits of NZEITO working/amalgamating with complimentary ITO</i> • <i>Explore with NZEITO and other codes appointment of Assessors/Moderators under the Modern Apprenticeship Scheme</i> 	<ul style="list-style-type: none"> • <i>A clearer structure for the governance and planning of future industry training, with strong involvement from industry</i> • <i>An industry focus</i> • <i>Training that meets all industry's actual needs (not only Apprentices)</i>

Recommendations on FUNDING

	Issues	Recommendations	Benefits
Funding	<ul style="list-style-type: none"> • <i>TEC funding driving decision-making - not needs</i> • <i>Insufficient resource within NZTR and industry to act on decisions</i> • <i>NZEITO not resourced to support industry fully</i> • <i>Lack of industry value placed on training and development and dedicated resources</i> 	<ul style="list-style-type: none"> • <i>Increase resources and targeted funding for 2007/08 (Table 1 below)</i> • <i>Support the NZEITO's application for funding through the Modern Apprenticeship Scheme (\$2,000 per Apprentice per annum for Apprentices who are less than halfway through their apprentice-training programme at 1 January).</i> • <i>Investigate gaming grant funding for education and training provision in the thoroughbred code (The NZEET has charitable status and provides the most appropriate vehicle for receipt and onward distribution)</i> • <i>Determine training and development as a priority and commit to long-term industry funding</i> • <i>Look at applying Binkerhoff Model (training investment to industry benefit)</i> 	<ul style="list-style-type: none"> • <i>Acknowledge value and return on investment of training and development</i> • <i>Promotes accountability, execution of plans and follow through</i> • <i>Higher perception of industry</i> • <i>Higher retention of existing staff</i>

Recommendations from this Review already progressed

A number of recommendations have already been progressed during the timeframe of this training review, specifically:

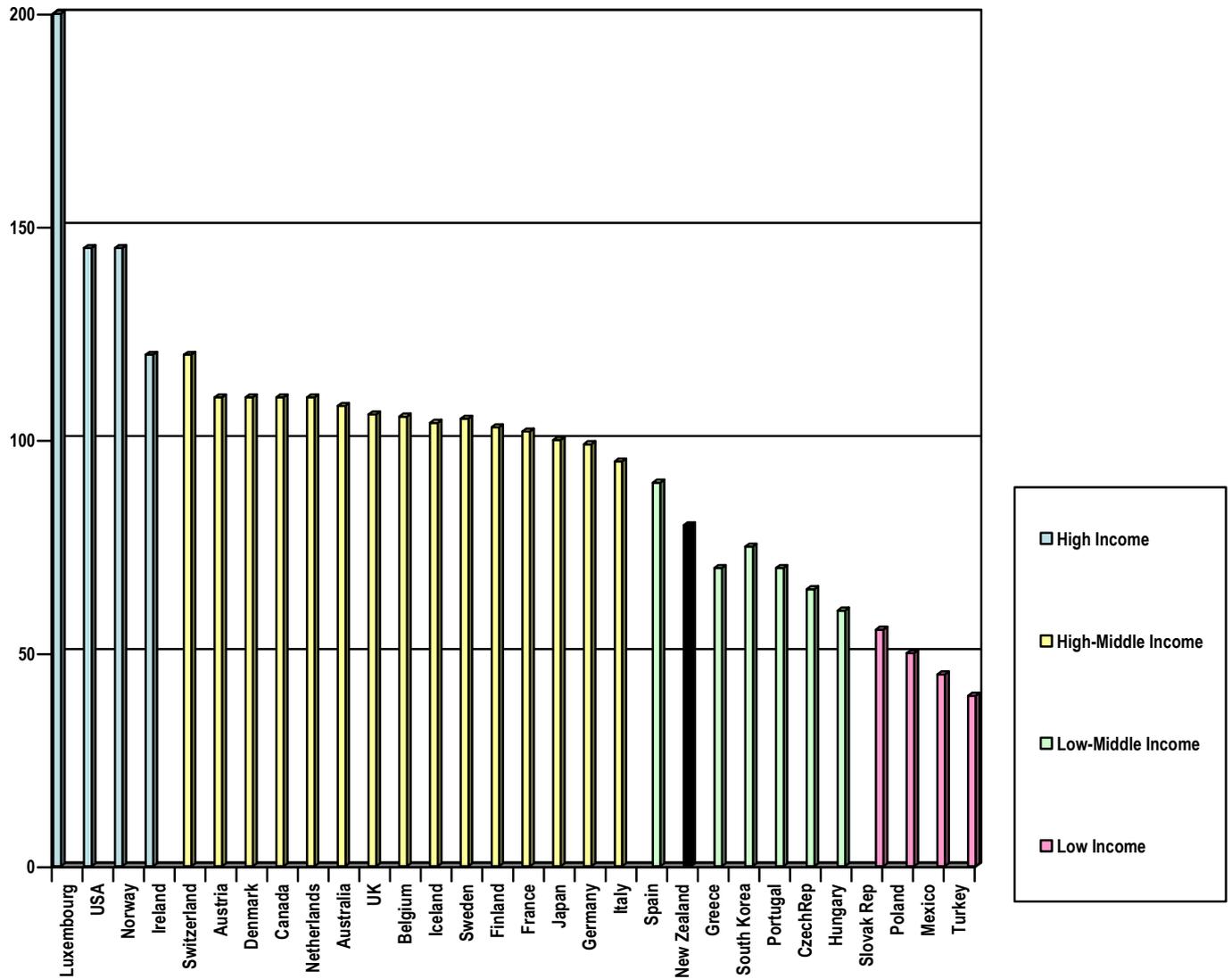
Recommendation	Completed
1. Review of Unit Standards and submission of changes to NZ Qualifications Authority (NZQA) for approval	Submitted. Awaiting NZQA decision.
2. Reconstitution of the New Zealand Equine Industry Training Organisation	Completed
3. Agreement with TAFE NSW to conduct assessment and training for all Integrity staff including Trainee	Awaiting appointment of Trainee Steward
4. Disestablishment of the NZEET 24-week live-in course at the Equine Academy and development of a short introductory course in response to industry wants and needs	Agreed. Model for replacement course
5. Appointment of an NZTR Industry Training Manager	Liz Luck appointed in October 2007
6. Submission of a funding application for the Modern Apprenticeship scheme	Submitted. Awaiting TEC decision.

Section 3 - Analysis

The racing industry is not competitive in recruiting staff in NZ. Other industries, in particular the agricultural sector, have already put in place more effective recruitment plans (targeted at 13-14 year-olds) and retention strategies offering better career options, better benefits and more support in training and development. In addition, population trends show accelerated movement to urban areas.

Under a more global market New Zealand will suffer increasing competition from overseas. A large income gap has developed between New Zealand and most other OECD countries since 1980. New Zealand was almost level with Australia in 1980.

Graph 1 **OECD Earnings (GDP per Capita (PPP))**



Source: The OECD

1.0 Licences and Registered Stablehands

To understand industry employee requirements Licences are measured against the number of starts. The number of Riders (Jockeys and Apprentices) in relation to the number of starts is declining at the rate of just over 3% per year.

The Stablehand Register, introduced at the start of this season, provides the first clear benchmark from which future projections may be made. Based upon total numbers of Registered Trackwork Riders / Stablehands (Riding / Non-Riding) registered to date, it is estimated that the total will be approximately 1,500. On this basis less than 1% of all stable employees were enrolled in the Thoroughbred Stable Grooms course during 2007.

Table 1 % Increase / Decrease in the Number of Licences to Number of Starts			
	Ratios: No. of Licences to Starts 2001/02	Ratios: No. of Licences to Starts 2005/06	% increase/decrease - No. of Licences to Starts 01/02-05/06
Apprentices	349 <i>(1)</i>	392*	-12%
Jockeys	180	204	-13%

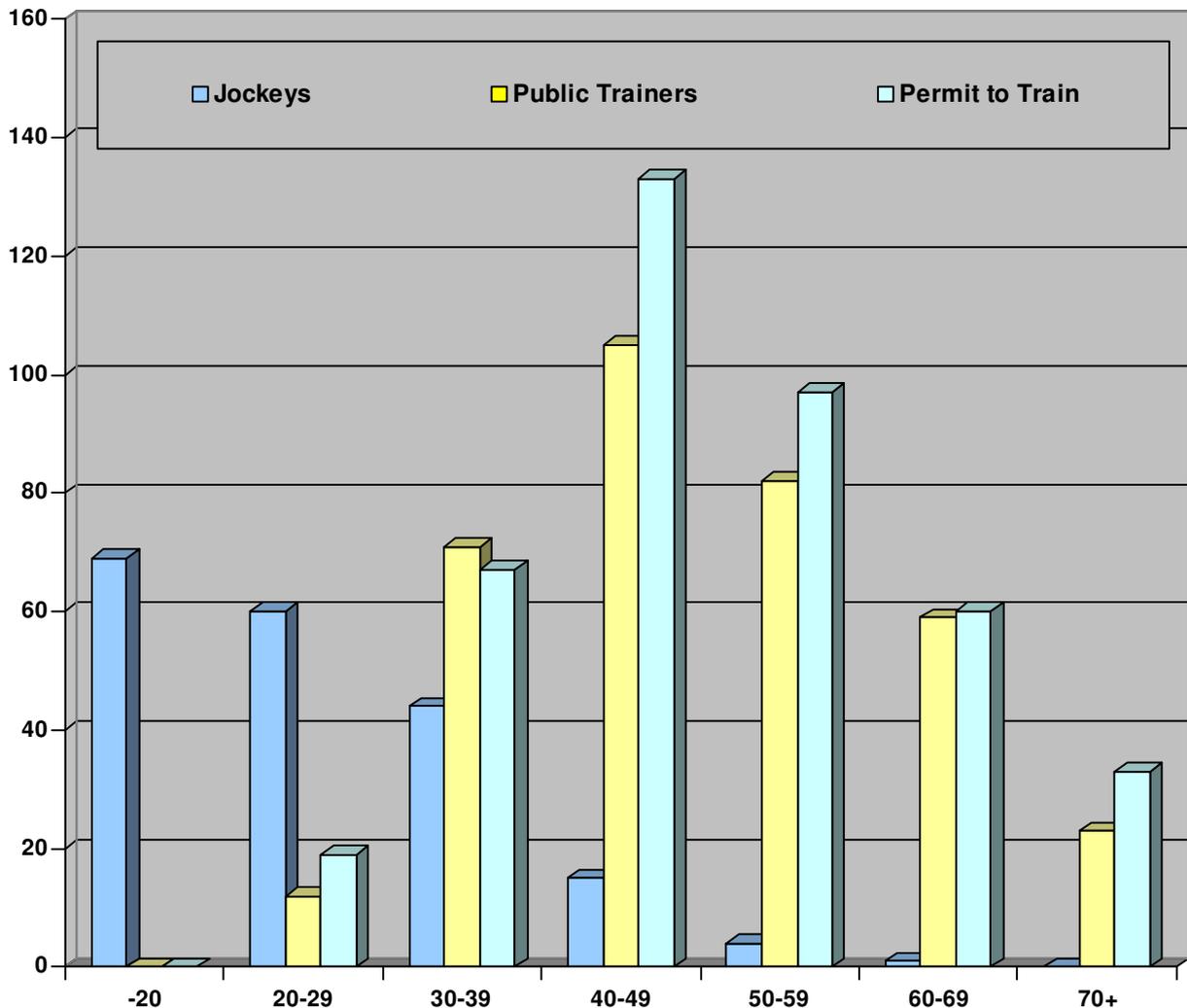
NOTE

1. 392 starts per licensed apprentice - In 2005/06 30,981 Starts / 79 Apprentices = 392. This compares to 349 in 2001/02, a 12% ratio decline in 4 years.

The current ages of Licences, most importantly Riders, indicate sufficient numbers coming through to service the industry's longer-term needs:

- 67% of all current Jockeys and Apprentices are under 30 years of age;
- Only 22.7% of all current Jockeys are aged 30-39; and
- Only 7.7% of all current Jockeys are aged 40-49.

Table 2 Ages of Current Licences 2006/07							
	-20	20-29	30-39	40-49	50-59	60-69	70+
Jockeys (inc. App & Amateur Riders)	69	60	44	15	4	1	0
Public Trainers	0	12	71	105	82	59	23
Permit to Train	0	19	67	133	97	60	33

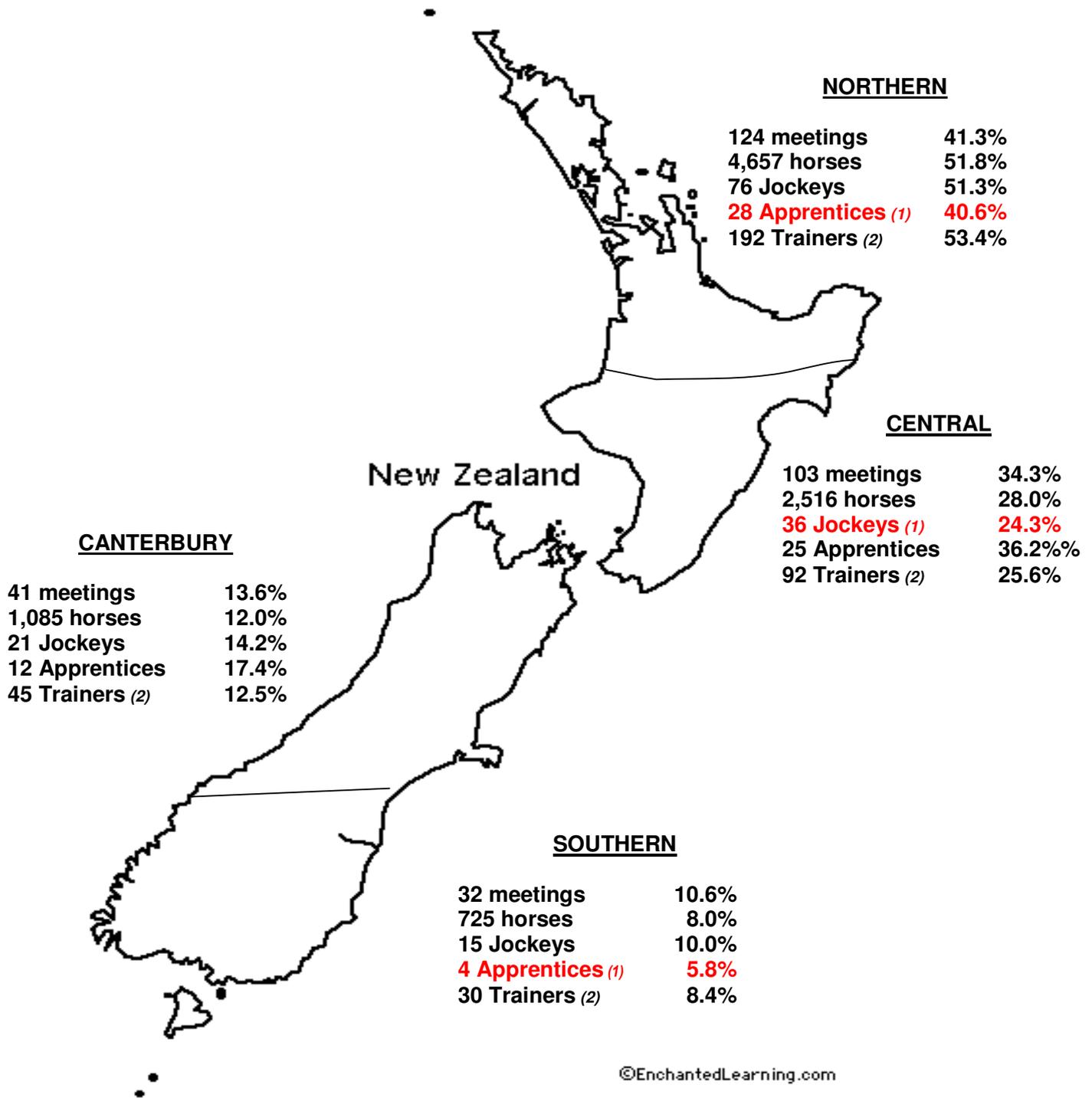
Graph 2 Ages of Current Licencees

The geographical distribution of Licencees in relation to local horse populations and to the number of Trainers and meetings (see Chart 1 below) highlights a:

- Shortage of Apprentices in the Southern Region
- Shortage of Apprentices in the Northern Region in relation to the number of horses, Jockeys and Trainers
- Shortage of Jockeys in the Central Region in relation to the number of meetings

There is not a current shortage of Riders for race meetings and the above provides confirmation that there will not be a shortage in the short and medium term. Amendments to the calendar for the 2007/08 season have almost eliminated 3-meeting Saturday's, the source of any potential shortages in the past.

Chart 1 Location of Licensees 2006/07



NOTES

1. Red - indicates shortage when compared to other regional categories
2. Licensed Trainers only (not Permit to Train and Owner-Trainers)

2.0 International Comparison of Investment in Training

This review has looked at training provision in the thoroughbred racing industries in Australia, Britain, Hong Kong, Ireland, Japan, South Africa and the United States.

Due to structural and financial variations, particularly with regard to responsibilities between industry, state/provincial and national bodies, it is difficult to make 'like-with-like' investment-per-capita comparisons. However, what is indisputable is that there is a higher priority placed on training and development by racing bodies in all of the above-mentioned jurisdictions.

Comparison with a racing industry of the same size and regional context - Ireland - shows a marked difference. In 2003 Horseracing Ireland placed training and development as one of its priorities and committed to investing NZ\$7.8 million (€4.3million) in it over the four-year period to the end of 2007. This compares to \$480,000 in New Zealand.

3.0 Thoroughbred Investment in Training compared to NZ Harness Racing

Under an agreement with the NZ Racing Industry Board in 2002/03 (and subsequently continued for two further years by the NZRB) the three codes received surplus payments of \$3.2 million per annum granted on a code-share basis. NZTR received \$1.8 million per annum, HRNZ \$1million and GRNZ \$400,000. HRNZ invested just over \$300,000 in education and training from that three-year surplus. NZTR resolved to distribute this entire surplus in stakes.

The table below - Industry Contributions to Standard Training Measurements (STMs) – shows a similar picture..

Table 3 Industry Contributions to Standard Training Measurements (STM)				
	2004 Actual	2005 Actual	2006 Actual ⁽¹⁾	3-Year Total
HRNZ	71,715	89,465	118,000	279,180
NZTR	51,100	55,350	51,702	158,052
NZFA	7,999	9,564	11,015	28,578
NZTBA	4,228	4,230	13,130	21,588
NZRMG	3,360	3,200	1,750	8,310

NOTE

1. Academic FYs follow the school year – 01.01-31.12

Over the past three years (2004-2006) HRNZ has invested close to twice as much in education and training as NZTR.

This commitment to funding training and development has enabled HRNZ to put in place the following:

- An HRNZ National Education Officer based in Christchurch dedicated to training and development and leading improvements in this sector
- 4 Regional Training Officers (2 full-time / 2 part-time) who instruct trainees, visit schools, mentor students and staff, promote their industry and recruit trainees resulting in more recruits and better retention in the Harness Code

- Funding of a primary school work plan for teachers, which is geared for students aged 9,10 and 11 years including visits to racing stables, opportunity to work with horses on work experience later, and classroom visits by HRNZ staff also resulting in more and better informed entrants into the industry
- *Kids Go Racing* and *Kids In Carts* recruitment and promotion vehicles ensuring greater Harness racing awareness nationwide
- A virtual caravan (\$68,000) in which you can sit and pretend to drive a trotter/pacer also ensuring greater Harness racing awareness nationwide
- An annual national training plan and budget providing clear objectives and accountabilities and a consistent and long-term approach
- Mandatory courses and training for all trainers, drivers and stable staff ensuring higher skill levels across the industry and a stronger culture towards education and training within the code

With regard to the last bullet point above, mandatory education provision, only Apprentices are required to undergo any training in the Thoroughbred code. No other Licencees or registered employees are required to undergo any training as a condition of being granted a licence or being employed in the industry.

Section 4 - Training Enrolment Targets

'Industry training needs' can only be identified through an assessment of skills shortages. A lack of data and assessment of skills shortages have prevented a meaningful assessment of industry training needs and the numbers of employees and employers. It is this data that will drive the forecasts of those who require training to ensure sufficient levels of employees and employers and skills for the future. It has been well established that the provision of industry training provides a considerable incentive to those choosing a career.

The current level of training is so low (see Table 7 below) and the completion of courses so poor, with the exception of Apprentice training, that the aim of meeting industry needs represents a distant horizon. A medium-term, step-by-step approach is required.

This Review RECOMMENDS:

- *Maintaining Apprentice Jockey enrolments and course completions in the North Island at the current level but promoting more enrolments of NZ-domiciled Apprentices in the South Island*
- *Increasing enrolments in the Stable Groom course as quickly as current training resources and TEC budget restrictions will permit and reviewing this in the first quarter of 2008*
- *Maintaining Stud Groom enrolments and ensuring completions at approximately 14-16 in accordance with the targets of the NZTBA*
- *Combining the Racecourse Maintenance and Racecourse Management courses, maintaining the number of trainees at approximately 10 in accordance with the targets of the NZRMG including enrolments in the South Island.*

By completing the above, our Code will achieve or ensure sufficient employees for the industry in the long term. There will be an initial period of 'catch-up.'

Table 4 Enrolments in Equine Courses and Target Enrolments									
	2002	2003	2004	2005	2006	2007	2008	2009	2010
Harness Racing	71	83	72	99	124	113	69	115	N/A
Apprentice Jockeys	79	73	74	95 (1)	65	66	69	73	76
Thoroughbred Stable Grooms	6	8	10	16	21	14	15	20	40
Thoroughbred Stable Managers	6	6	3	8	4	4	0	0	0
Thoroughbred Stud Grooms	17	20	22	14	16	16	17	18	20
Farrier Trainees	9	10	13	9	14	15	16	17	17
Racecourse Maintenance / Management Trainees	15	16	17	17	8	9	9	10	10

NOTE

1. This high number is due to credits being carried over/completed from the previous year or brought forward from the next year

These figures are based on an achievable annual increment of 5% during the 2008-2010 period, with the exception of Stable Grooms, which indicates a 75% increase over the three-year period. This figure has been used as a reasonable and practical goal taking into account the development of regional four-week introductory block courses in place of the 24-week live-in course at the Equine Academy, although higher uptakes of training will be encouraged.

The 2007/08-season registration for Stable Grooms has enabled NZTR to have a better understanding of the actual number of grooms in the industry. Registration data will provide a useful resource for the monitoring of stable grooms and the opportunity to target these groups with entry-level industry training.

Consideration must also be given to realistic budgetary constraints and funding as we promote and encourage training within the industry.

Table 5 Standard Training Measurement (STM) Achievements and Targets						
	2005	2006	2007	2008	2009	2010
HRNZ	37.7	51.8	33.9	44	46	47
NZTR	39.6	31.3	37.4	38	41	45
NZFA	4.1	3.7	3.75	3.75	4	4
NZTBA	11.02	11.9	8.5	11	12	12
Racecourse Mgmt/Mntn	2.7	2.2	4	4	4	4
Sporthorse		2	3.5	5	6	7
Nat Equine Diploma	0	0	4	8	10	10
TOTAL STMs Achieved/to be achieved	95.3	102.9	95.05	113.75	123	129

NOTE

1. Each STM is funded at \$3,200 by the TEC, of which the industry receives \$1,400 and the NZEITO \$1,800.

Section 5 - Recommendations

Provision of Training

1.0 Apprentices

Training of Apprentices is the only consistent training and development provision in the thoroughbred code.

However, this review has identified the following weaknesses in the provision of Apprentice training:

- (b) There is repetition in the teaching of the curriculum
- (c) There are some inconsistencies of resource materials
- (d) There is no tangible link between licensing and graduating
- (e) There is no assessment or formal training of the instructors
- (f) There is sometimes limited and unstructured input from NZTR Field staff and Riding Masters (currently being addressed)

*This review **RECOMMENDS** that specific to Apprentice training:*

- *Training classes are divided into Senior Apprentices (Level 3 & 4) and Junior Apprentices and Probationers (Level 1 & 2) to avoid repetition and increase relevance of syllabus*
- *Block courses for the teaching of life skill units to Apprentices in support of the Apprentice Training Programme. This will allow more time for the teaching of core racing units at Apprentice Schools*
- *Quarterly sign-on dates for new Apprentices to ensure better entry into training*
- *A review of unit standards. This has been undertaken.*
- *Assessment of Apprentice School Directors to determine skills and any training needs*
- *A mechanism to align licensing with training graduation to ensure buy-in throughout*
- *Review classroom training with a view to meeting the needs of the Apprentice in 2007 and beyond (including Health and Wellbeing, Financial Awareness etc)*
- *Explore/address funding and training timeframes to maximize both*
- *Review and update processes for records and communication of learning; units completed etc*
- *Introduce stronger formalised input into classrooms from Stipendiary Stewards*
- *Develop Apprentice races – NZ and overseas*
- *Provide greater support from NZTR (via NZTR Industry Training Manager)*
- *Work together to standardize materials*
- *Explore other areas where training could be provided, and develop/implement these*
- *Implement clear reporting lines through to NZTR*
- *Monitor facilitation, resources and outcomes*
- *Maintain Apprentice Jockey enrolments at the current level*
- *Promote more NZ-based completions in the South Island*
- *Assess value to NZ of providing 1-year training for overseas Apprentices (most trainees in Otago and Southland)*

2.0 Equine Academy in Cambridge

The Equine Academy was set up in 2001 by the NZ Equine Education Trust (NZEET), an industry trust required to receive TEC funding, to provide training for pre-Apprentices (mostly 16 and 17 year olds) by providing safe live-in accommodation.

The thinking at the time was that the industry would be able to provide training at lower cost. This would be done by utilising the industry resources, as well as retaining more control over how its training is delivered.

Eight 24-week Level 3 Certificate in Horse Racing courses for an average of seven students each have been held over the past six years. Of these students all have been found full-time employment in the industry but only an average. To 2006 (not enough time has passed to evaluate 2007 graduates) 37 students had completed the programme. Twenty students continue to work or were employed for one year or more in the equine industry (54%).

The Equine Academy's operational funding comes from the TEC's Equivalent Fulltime Training Student (EFTS) scheme and course fees. It receives no ongoing financial support from the industry but initial set-up costs and some subsequent loans were advanced from the NZTR totalling \$119,000, which is repayable in full in 2012. The building is valued at \$300,000 and is security against this loan.

The current course is not delivering the desired outcomes for the industry. Alternative courses, which comply with the objectives of this review, are recommended. These are set out below.

*This review **RECOMMENDS** support for the NZ Equine Education Trust's (NZEET) position to discontinue the 24-week course and the live-in component. This would be replaced in 2008 with four-week introductory block courses for Stable Grooms and Stud Grooms in support of the full training programme, offering 32 credits and the option to study for further credits after completion of the course.*

This will answer the primary needs of Trainers and Stud Masters, identified during consultation for this review, of sufficient and workplace-safe stable staff whose training covers the fundamental skills required. These skills may then be augmented while subsequently working in stables and studs.

Note - It is anticipated that this course would be offered through the Waikato Institute of Technology. The TEC funds only TEIs (Tertiary Education Institutions) and OTEPs (Other Tertiary Education Providers) for short courses (less than 40 credits). PTEs (Private Training Establishments) are not eligible for short award funding through Student Component funding.

TEC encourages all courses to be modulised, which allows students to undertake select portions of each course. The Certificate in Horse Racing course is modulised, and two modules of the course would offer students 32 credits. However NZEET would be unable to advertise a short course as it would not be an approved course and meet funding criteria. To legitimately accomplish a shortened course of 40 credits or less requires NZEET to establish collaboration with, and access funding through, a TEI or OTEP.

3.0 Stud Grooms

The Waikato branch of the NZTBA runs a National Certificate in Equine Thoroughbred Breeding (Level 4). Since 1985 it has also funded (currently \$5,000 p.a.) and supported the Waikato Equine Cadet scheme. Enrolment reached 80 trainees during the early 1980s. During the late 1990s the course struggled to ensure completion of courses by students due in part to the influx of seasonal employees and more movement in the labour market. Public funding has declined (Government funding is contingent upon completion) and so too the long-term sustainability of the course.

Enrolment has become more difficult to maintain each year and has been achieved only through the consistent efforts of the Waikato branch of the NZTBA. They spend on average \$3,000 p.a. on course brochures, promotions such as career expos for students, field days and advertising of the breeding courses. NZTR financially supports this initiative each year.

In 2000 the Waikato branch and tutor, Sally Waters (also equine tutor for the NZTR Apprentice Schools in Auckland and Cambridge and Executive Officer for the Equine Academy), re-visited the course content and reduced the course from 3 to 2 years due to 80% of the course content being practical and the balance theory and assignment-based. This was achieved by updating course content to modern-day trends and by increasing class time to fortnightly (originally two day block courses mainly in the off-season). This has helped maintain student contact and ensure unit completion and Government funding in the face of a very transient employee base due to northern and southern hemisphere breeding season demands. *For training and education recommendations for Stud Grooms see the section below - Stable Grooms & Managers.*

4.0 Stable Grooms and Stable Management

The introductory course for racing is 'Thoroughbred Stable Groom,' which provides a good foundation for those wishing to enter racing as a career. The qualification is a recognised 'International Qualification' due to its NCEA accreditation. The number of current enrolments is only 17. This very low take-up is due to:

- Poor awareness of the course training opportunities and the Government funding available
- Lack of commitment by employees and employers releasing them for classes (every two weeks 4 pm till 6 pm)
- Lack of recognition of the value of education and training by employees and employers in the industry and that completion of this course is equivalent to completion of any Trade Certificate in other industries
- High degree of transient and seasonal employees

*Following the introduction of the NZTR's Stablehand Register, this review has identified a gap in the availability of sufficient numbers of new employees with necessary skills to be able to work safely with horses. This review **RECOMMENDS:***

- *Promotion and recruitment for the Stable Groom course with the aim to increase enrolments from the current 14 to 40 by 2009 and to increase the completion rate from one third to two thirds of enrolments.*
- *Introduction of 4-week 'introductory' block course. Those wanting to continue can then go on to complete the full 2- year programme.*
- *Develop/provide elective options*

5.0 Racing NSW's Cadet Steward Training Programme

In 2000, as an outcome of the *ICAC Greyhound Report: Investigation into aspects of the greyhound racing industry*, the NSW racing advisory body to government, Racing Training NSW, secured funding from the NSW Department of Education and Training to develop Stewards' courses and to develop training module guides to support delivery of Stewards' courses. NSW Greyhound, Harness and Thoroughbred Stewards are currently completing the pilot delivery of these courses through TAFE NSW.

The Stewards Training Programme, along with a number of other racing industry specific job functions, is now being included in the national Racing Industry Training Package. Following extensive national industry consultation in 2004-05 the following extension qualifications are validated in each state / territory and endorsed by the National Quality Council:

- Certificate 3 to Diploma Racing Services – Steward
- Certificate 1 to Diploma Racing Services - (to include administration, track maintenance and race day operations)

*To ensure appropriate development of domestic Stewards to service the industry's future needs this review **RECOMMENDS**:*

- *All Stewards (except any who may have already completed the course) and a NZ-recruited Cadet is enrolled in Racing NSW's Certificate 4 Stewards Training Programme through the NSW TAFE, starting in February 2008*
- *Review and formalise the roles of Stipendiary Stewards, Apprentice Instructors and Riding Masters in the training and education of Apprentices*

6.0 Career Development/Lifelong Learning

There is no current requirement in the Thoroughbred code for any Licencee, employer or registered employees to undergo any training as a condition of being granted a licence or being registered as an employee in the industry.

There is also no provision of lifelong learning/career development such as business training for trainers or retiring jockeys.

HRNZ has held seminars for Trainers and Drivers. These seminars have provided for Trainers in the Harness code a better understanding and delivery of basic communication, employment (health and safety, contracts, hiring and firing, motivation, employment conditions), business (planning, accounting and banking) and IT skills. A proposed framework has been developed for a joint pilot series of training programmes for Trainers and their wives/secretaries through NZTR and HRNZ.

These could be held initially at racing centres with registration open to all employers in the racing industry and free to those who are members of the NZTA, with a small registration fee payable by non-members. These would be 'Seminars' and would contain Unit Standards to enable measured evaluation of the outcomes and potential access to TEC funding.

This review RECOMMENDS:

- *Mandatory training for all new Training (Public, Permit to Train and Owner-Trainer) licence applicants and applicants seeking to upgrade licences. This is supported by the NZTA.*
- *Work with NZTR Operations in their licensing review and the NZ Trainers' Association (NZTA) to explore options for implementing Continued Professional Development (CPD)*
- *Explore Employer training through TEC's 'Investment in a Plan'*
- *NZTR explore options for ongoing professional development/ mentoring for Jockeys for retirement or should there be a need to leave the industry; i.e. tertiary training.*

7.0 Racecourse Maintenance and Management

There are currently two equine qualifications offered to track maintenance staff. These contain a selection of NZ Sports Turf Institute (NZSTI) Unit Standards along with other equine and generic units. Due to the small numbers of trainees from the sector and limited numbers of providers, there has always been a problem delivering training cost-effectively, especially with the sports turf units. The NZ Racecourse Managers Guild (NZRMG) has been combining 'in-house' training with selected units from the NZSTI with a total of 114 credits. This has included a block course at the NZSTI. The NZSTI wrote these units and own them and its board sets the fees for their delivery.

It has been agreed with the NZSTI to offer the three-year Level 3 and 4 Turf Maintenance and Management as a combined course, starting in February 2008 at an annual registration fee of \$535. This will be preceded by a one-year introductory equine-based course run by the NZRMG. This will replace the block courses run by the NZSTI exclusively for the NZRMG at a cost of \$16,000, irrespective of the number of trainees.

The NZEITO will review the 2 equine qualifications for Track Maintenance staff (currently Level 3 & 4) and condense these back to a single qualification at Level 3 focussed on equine units and generic skills. The Sports Turf units will be left out. To gain full competence in skills needed for working on and managing a racetrack, staff will complete two qualifications.

- The new Level 3 Equine qualification in track maintenance (12-24 months). Delivered via the Equine ITO.
- The National Certificate in Sports Turf Management Level 4 (approx 3 years). Delivered via the NZ Sports Turf ITO.

This structure allows trainees to enrol individually in either or both qualifications, one by one or at the same time. This avoids the need to get trainees in groups in order to deliver training.

The equine qualification will comprise on job assessed equine units and generic units available from many providers nationwide e.g. first aid, tractors, communication, etc

The sports turf qualification is the standard three-year apprenticeship, 230 credits, comprising units achieved by correspondence, on-job and at three one-week long block courses (1 per year).

Current trainees are from Auckland RC, Avondale JC, Racing Matamata, Otaki-Maori RC and Racing Rotorua. Three more trainees are due to join the course this season: Counties RC, Hawke's Bay and Wanganui JC. There are no current trainees from the South Island.

Garry Foskett oversees assessment for racecourse maintenance training on behalf of the NZRMG. Garry's recent appointment to NZTR National Venue Inspector has provided the opportunity to bring this role under the direction of NZTR.

*This Review **RECOMMENDS** that NZTR:*

- *Supports the RMG's proposal to combine the Racecourse Management and the Racetrack Maintenance programmes into one certificate in Racecourse Management (Level 3 and 4). This will be a four-year course with an 'in-house' introductory equine-based course in the first year.*
- *Maintain trainees at around 10*
- *Ensure there is at least one trainee from the South Island*

These recommendations will ensure a broader course (all sports surfaces) with international recognition and 230 credits (previously 114 credits). Enrolling trainees in the complete NZSTI Level 3 and 4 courses will also allow a choice of courses to attend during the year (previously poorly attended due to race club commitments conflicting with the one block course provided exclusively for Racetrack Managers each year).

8.0 Farriery

There are 600 farriers in NZ of which approximately 100 are considered members of the NZ Farriers Association (NZFA). Of these only 46 are paid up for the current year. The training of farriers through the NZFA is partly funded from raceday attendance fees (approx. \$300 but regional adjustments). A proportion of this fee goes to the NZFA for training, a proportion to the regional farriers associations for training and the remainder to the farrier. This is not always adhered to in the absence of a formal agreement between the NZFA and NZTR.

Farriers are currently required to complete a four-year apprenticeship, indentured to another farrier - a member of the NZFA. In addition to on-job training, Farrier Apprentices attend 2 x 4-day block courses per year in Cambridge with Kim Hughes, Farrier Instructor for the NZFA, completing the theory and forging training. The theory mostly covers equine anatomy and physiology.

The NZFA is currently considering adopting the internationally recognised and broader Australian training programme. The NZEITO is working with the NZFA to see how it can support the NZFA's objectives most effectively.

*This review **RECOMMENDS** that NZTR works with Clubs who are currently using farriers who are not members of the NZFA to find ways of compensating their training and to support the NZEITO's efforts to strengthen Farriery training in NZ to ensure sufficient Farriers.*

Needs Analysis and Qualifications

1.0 Needs Analysis

Currently no training needs analysis is conducted in the thoroughbred code.

*This Review **RECOMMENDS** that NZTR:*

- *Complete industry Training Needs Analysis (TNA) to determine future workforce requirements – both numbers and skills – to ensure the wellbeing of the industry. This is critical.*
- *Introduce incentives to bring about stronger employer interest/involvement/commitment to training (this has been identified as a major gap at present)*
- *Commit to triennial Qualifications Review under the NZQA*
- *Introduce mechanisms to monitor and analyse: the number of full time employees (FTEs), the number of seasonal employees, current skill levels, skills required/desired, the number of employees joining and leaving the industry each year and the reasons for that*

2.0 Reviewing Unit Standards

The NZEITO is currently overseeing a triennial review of unit standards to suggest amendments and new units. This was initiated before this NZTR review began. The NZ Qualifications Authority deadline for submissions is 30 September 2007. The review panel comprises Sally Waters, Kristie Hill (National Training Officer for HRNZ), Vicki Pascoe (NZTBA), Geoff Humphries (NZTA), Virginia Tocher (Equine Tutor at WINTEC) and Anne Phillips (Chairman NZEITO). We do not have any governance over some life skills units. A full list of equine unit standards is attached at Appendix 9.

*This Review **RECOMMENDS** that NZTR taking closer ownership of the unit standard review process within the thoroughbred code by:*

- *Delegating the Training and Development Committee to consider the relevance, value and weighting of the current unit standards in the National Certificate in Equine on an ongoing basis*
- *Ensuring that consultation takes place between the national editorial committee and the Training and Development Committee on the appointment of the thoroughbred representative(s) on the national editorial committee*

*Specifically, this Review **RECOMMENDS** more emphasis on the following topics in the Apprentice training curriculum:*

- Starting*
- Weighing procedure - weigh out and weigh in*
- Safety gear and equipment*
- Process of Stipendiary Stewards' investigations*
- Objection/protest – representation principles and process*
- JCA – mock inquiry*
- Rules updates*
- Track ratings and the penetrometer*
- Race ride reviews*
- Injury prevention*

Additional training on nutrition

Raceday Duties of an Apprentice – obligations to owners /trainers /industry – includes race day procedures, adherence to timeframes, dress standards, preparation for riding, obligations post race etc.

Relevant field trips - visits to a stud farm, saddler etc.

Mechanical horse / riding skills

Engagements

This has been progressed and revisions to the relevant unit standards submitted to the NZQA.

Retention, Recruitment and Promotion

The racing industry faces increased competition from a proactive agricultural sector and from overseas. The agriculture sector is preparing to double its workforce over the next 10 years by offering an attractive career option with ongoing training promoted by the Agriculture ITO.

The racing industry also faces a high proportion of trainees not completing their training. This is similar to the national trend – it was recently reported that 54% of Modern Apprentice Scheme trainees do not complete their training.

*This Review **RECOMMENDS** that NZTR build a marketing plan to promote all careers available in the Thoroughbred racing industry:*

- *Follow-up, where possible, of all trainees leaving training by the Industry Training Manager and supported by Apprentice School Instructors*
- *Development of a print and online 'Careers in Racing' pack and plan to use at schools, racecourses, careers expos and fairs to promote the opportunities with a single point of contact (ITM) and career 'map'*
- *Careers advice at race meetings – identified as a primary opportunity to reach potential candidates for the industry – e.g. Destination Summer Holiday Racing (DSHR). It is recommended this is combined with ownership promotion*
- *Careers in Racing details to be included in appropriate 2008 careers calendars and publications*
- *Explore the value of annual Equine Careers Field Days*
- *Development of a Careers in Racing section in the Thoroughbred Racing Monthly and improve and maintain content in www.nzracing.co.nz*
- *Improve NZEITO and NZTR website training content to appeal to Generation 'Y'*

The completing of the above will ensure information is readily available to all those wishing to develop their skills and/or enter the racing industry.

Structure

1.0 National Training and Development Committee

NZTR's key objectives for training and development are:

- To take leadership of training and development in the thoroughbred sector
- To make assessment and training a condition of granting new training licences and training licence upgrades
- To make assessment and training a condition for the granting of all Apprentice licences
- Combine all training and development (not just Apprentice training) under one NZTR Committee and one NZTR Manager
- Provide direct and formal reporting between training and the NZTR Board
- Provide direct and formal reporting between training and regional training activity and the Apprentice Schools
- Improve accountability and promote resolution and follow-up

*This Review **RECOMMENDS** these objectives will be most effectively achieved through the setting up of a new committee. The Training and Development Committee will be appointed by and report directly to the Board. The Committee will include the NZTR Apprenticeship Board's roles and responsibilities (See Appendix 8 - Clause 509 of the Rules of Racing). The functions and authorities of this Committee will encompass all training in all sectors (not only Apprentices).*

*It is **RECOMMENDED** that the NZTR Training and Development Committee comprise:*

One NZTR Board member

CE (or nominee)

Industry representative (to be determined)

NZTR Industry Training Manager

NZTR will provide administration and secretarial support to the Committee.

2.0 Regional Training and Development

Any changes to the national structure must align with regional training and development.

Training and development at a regional level will be required to take responsibility for all thoroughbred training provision in its region and will report directly to the NZTR Training and Development Committee on a regular basis

*This Review **RECOMMENDS** that these objectives will be most effectively achieved through the setting up of three new Regional Committees for the Northern, Central and Southern regions.*

These Regional Committees will be appointed by and report directly to the Training and Development Committee. Further, the functions of the Regional Apprenticeship Committee's roles and responsibilities (See Appendix 8 - Clause 510 of the Rules of Racing) are transferred to these committees upon their establishment.

*The functions and authorities of these Committees would encompass all training in all sectors (not only Apprentices) and it is **RECOMMENDED** that they would comprise at least:*

*One representative from Breeders
 One representative from Trainers
 One representative from NZTR Integrity
 Regional Apprentice School Director
 NZTR Training and Development Manager
 Independent regional representative (optional)*

By reviewing Regional Committees the thoroughbred Code will aim to achieve better communication and accountability across broader responsibilities (all training and development) and committees comprising wider skill sets.

This Review has made a number of recommendations in relation to changes in particular functions, which are detailed in the organisational chart on page 35.

3.0 NZTR Industry Training Manager

This Review recommended the appointment of an NZTR Industry Training Manager. This has been completed with the appointment of Liz Luck to the role (October 2007). This role encompasses the management of the NZTR HR functions.

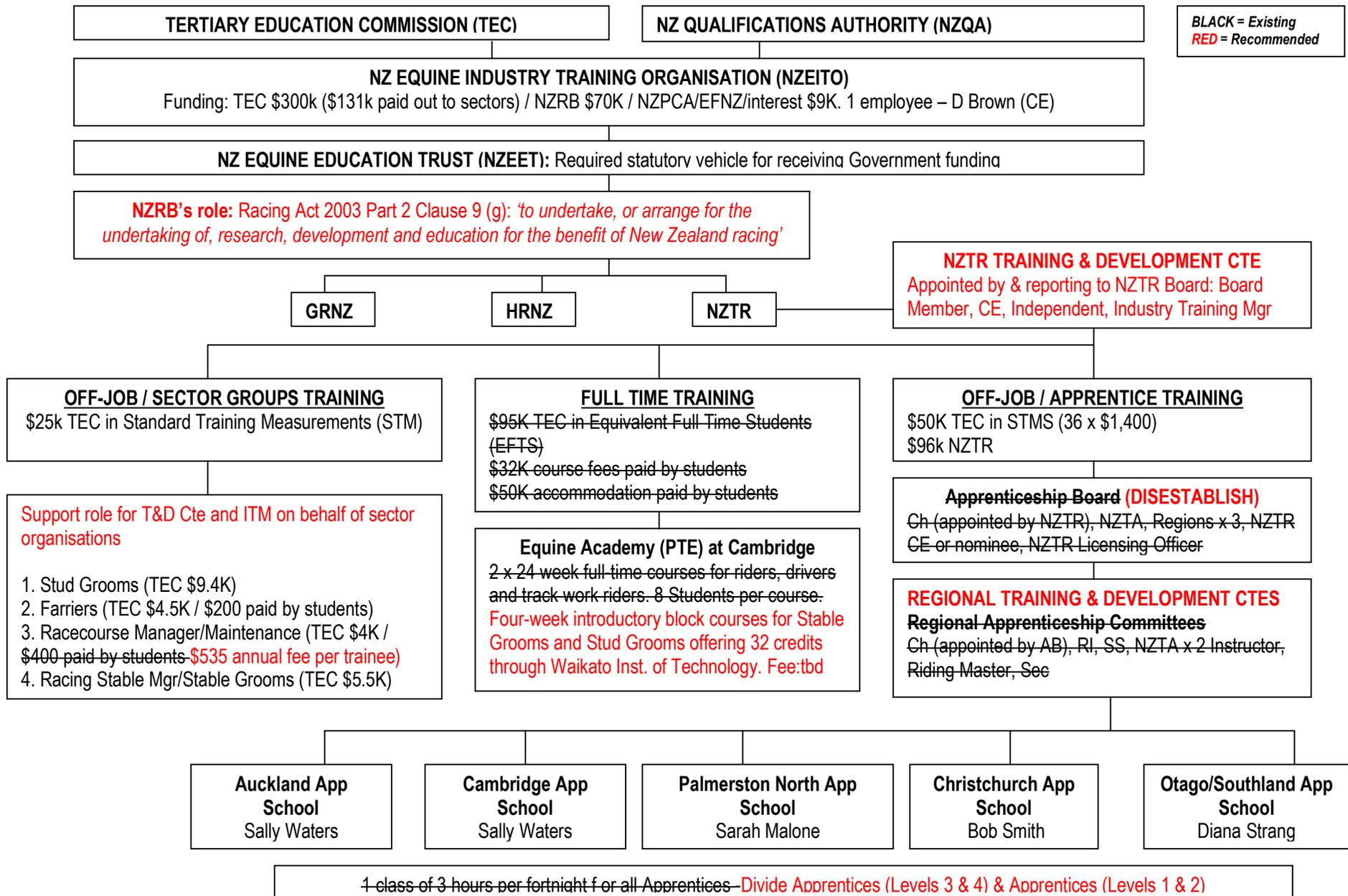
4.0 Liaison Role

This Review recommends that the Apprenticeship Board be disestablished. If this change goes ahead, there will still be the requirement for a liaison role, where support is provided for apprentices and their employers. This liaison role potentially could be filled by someone from the Apprenticeship Board taking into account experience and relationships which already exist.

5.0 Assessors/Moderators

With the potential for increases in trainee numbers and changes to programmes, there will be a requirement for a greater number of assessors and moderators within the industry. This could present an ideal opportunity to formalise the involvement of Stipendiary Stewards in the training environment. Delivery of an in-house 4098 programme will be explored.

Chart 2 Proposed Thoroughbred Code Education and Training Organisation Chart





Appendices

Appendix One - The Government's Role

Government funding policy drives current education and training provision and policy in the thoroughbred code. This is currently directed by credits achieved and unit standards completed, not needs and outcomes. A TEC review of tertiary education funding was completed in March 2007 – *Investing in a plan* – which aims to base education and training planning on outcomes and desires instead of ‘bums on seats.’

All Apprentice and sector training is supported by a combination of Government funding, through the Tertiary Education Commission (TEC) and industry funding. There is no pre-determined ratio of industry funding to Government funding, which currently totals \$55k pa and is matched \$-for-\$ by NZTR (this has been a traditional formula but is not based on either needs or legislative requirement). This compares to a ratio of approximately \$2.50 of industry funding to every \$1 of Government funding within the Harness code. All of the combined funding currently available to NZTR is expended on Apprentice training only.

Government funding is released quarterly (half in arrears and half in advance, based on budget) in accordance with the number of Standard Training Measurements (STMs) achieved. These budgets are set in June for the following year. Any increases are required to be gradual increments, due to the TEC budgeting policy for STMs (\$150M p.a.), which dictates that some ITOs must fail to reach their targets to allow others to exceed theirs’ and be granted funding over and above their budgeted amount. This is not the case for EFTS funding (\$3.2BN p.a.). Industries, however, may fund their own STMs to cover short-term increases in enrolments and then budget accordingly the following year.

Each STM carries credits and a pre-designated total number of credits are required to attain each level of qualification. The number of units budgeted for all equine training 2006/07 is 87.6, of which NZTR has budgeted 36.2, HRNZ 28.6, NZTBA 10.8, Farriers 3.6, Racecourse Managers 3.9 and Sport Horses 3.5. Last year the thoroughbred code met its target and Harness exceeded its budgeted STMs with an additional 13 trainees

These completed units are paid to the NZEITO by the TEC. Industries cannot access funding directly from the TEC. Up to 2004 these were paid at \$2666 (ex. GST) per unit = \$232,000 p.a. The STM payment increased from 2005 to 2006 to \$3000 (ex GST). There was a further increase to \$3200 from 1 January 2007, at which point it was capped. The NZEITO pays these out to NZTR at \$1,400 per unit and retains the balance for its own costs. In addition the NZEITO receives annually \$70k from the NZRB and a small amount from the pony club and sport horse sector and interest from term deposits of \$140k.

Appendix Two - The NZEITO's Role

The NZEITO's role was redefined in the new statutory responsibilities given to ITOs through S.6c of the industry Training Act 2002. This formally requires ITOs to 'provide leadership within industry on matters relating to skill and training needs by:

- identifying current and future skill needs
- developing strategic training plans to assist the industry to meet those needs; and
- promoting training that will meet those needs to employers and employees'

This relies on the industry sectors assessing the level of training outcomes they will require/achieve in the following year.

When ITOs were launched 15 years ago it was agreed by the TEC to maintain a separate ITO for the equine industry instead of including equine training within the Horticultural or Agricultural ITOs because of the specialised nature of equine training. Generally ITOs buy their education provision from tertiary education providers (Universities, Polytechnics and Private Training Establishments (PTEs)) whereas most training in the racing industry is 'in-house' – Regional Apprentice Schools and the Equine Academy (a PTE).

During the preparation of this report the NZEITO was re-constituted, following the approval of a motion put forward by NZTR and HRNZ. The NZEITO Board is currently reviewing its future strategy.

While the Equine Industry has been compared in GDP terms to be of a similar size to the Seafood Industry, (\$1.483B contribution to NZ GDP) we are well behind when it comes to industry training.

Equine has 250 trainees generating 97 Standard Training Measures (STM's) valued at \$275,868 while the Seafood Industry with 4,000 trainees generates 1,050 STMs valued at \$2,986,200. STM funding is only available for registered employees.

The Equine Industry comprises many small businesses with a large number of self-employed people whereas the Seafood Industry has a small number of businesses with a high number of employees.

In 2007 the TEC introduced the *Investing in a Plan* strategy. NZEITO and the equine industry will have to develop a plan for education and training for a 3-year period. This requires a move of emphasis on numbers of students to outcomes. In developing this plan NZEITO and the equine sectors will need to identify equine industry needs, levels of funding and training outcomes. They must recognise problems in the industry (e.g. poor retention) and offer a solution.

Appendix Three - The NZRB's Role

The Racing Act 2003 Part 2 Clause 9 (g) states that the Board is required: *'to undertake, or arrange for the undertaking of, research, development and education for the benefit of New Zealand racing'*

The NZRB's role is to add value to the education and training provision across the NZRB and the three codes.

It has put forward a view that the industry should look at conducting a feasibility assessment of establishing a training facility to be a centre of learning for the racing industry providing training for racing club managers and administrators through to jockeys and stablehands and how this could be provided.

Appendix Four - NZTR's Role

Current training within the thoroughbred code comes under the responsibility of a number of organisations and committees:

- NZEITO
- NZTR
- The NZTR Apprenticeship Board
- The four Regional Apprenticeship Committees – Northern, Waikato, Central and Southern
- NZ Equine Education Trust (NZEET)
- The three relevant sector organisations - NZ Thoroughbred Breeders Association (NZTBA), Racecourse Managers' Guild (RMG) and NZ Farriers

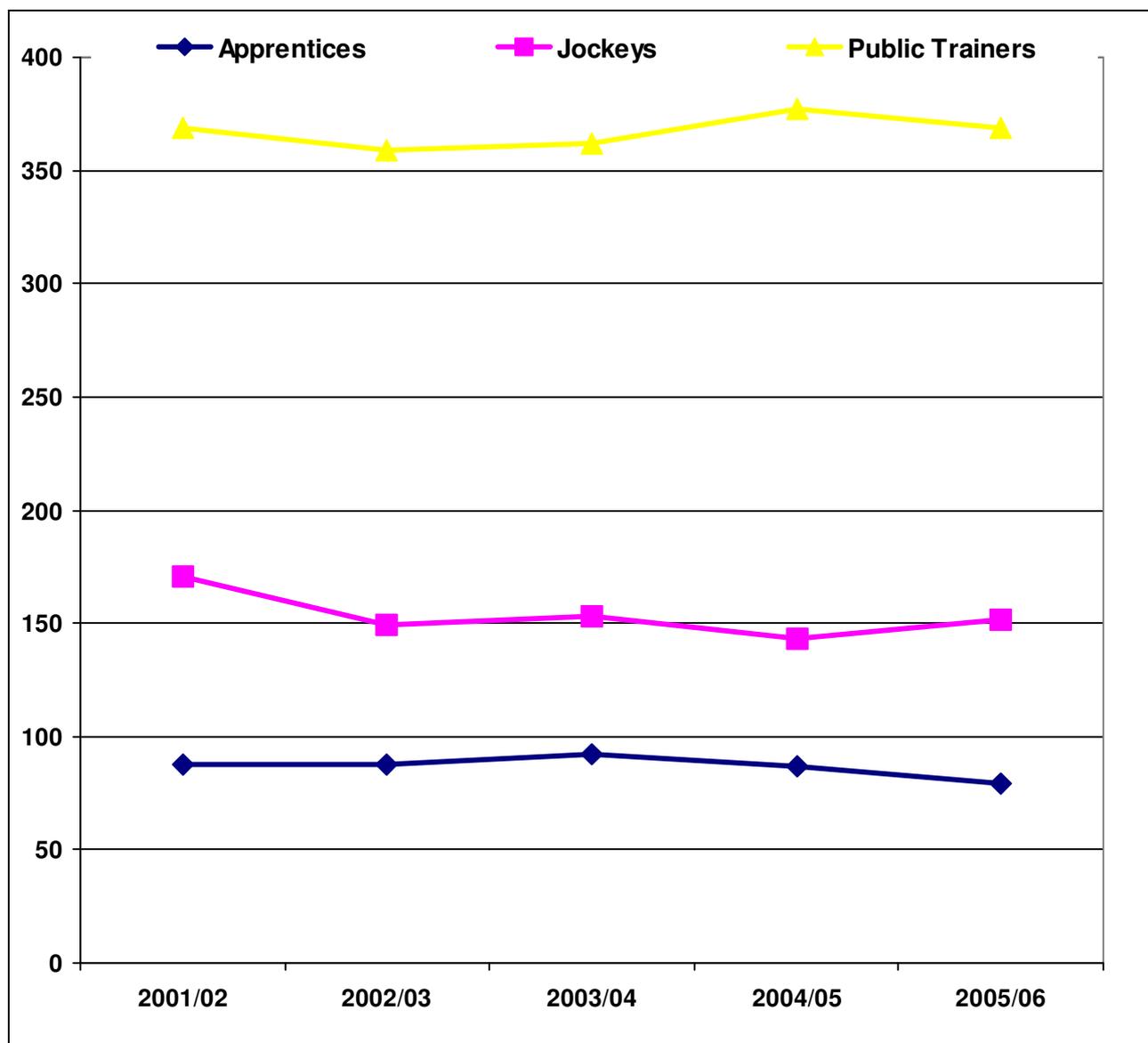
However, the training is carried out by a small number of individuals, almost exclusively involved in Apprentice training:

- Four regional Apprentice School Directors
- Three Riding Masters

In addition to the industry's own Apprenticeship Training Schemes, there are four Private Training Establishments (PTEs), to Level 2 (see below) and the industry's NZ Equine Education Trust or Equine Academy (Level 3 full time course / provision for all sectors to offer off-job training for up to Level 5) in Cambridge, with multi-site accreditation to deliver off job training to industry Trainees, also delivers equine e-learning.

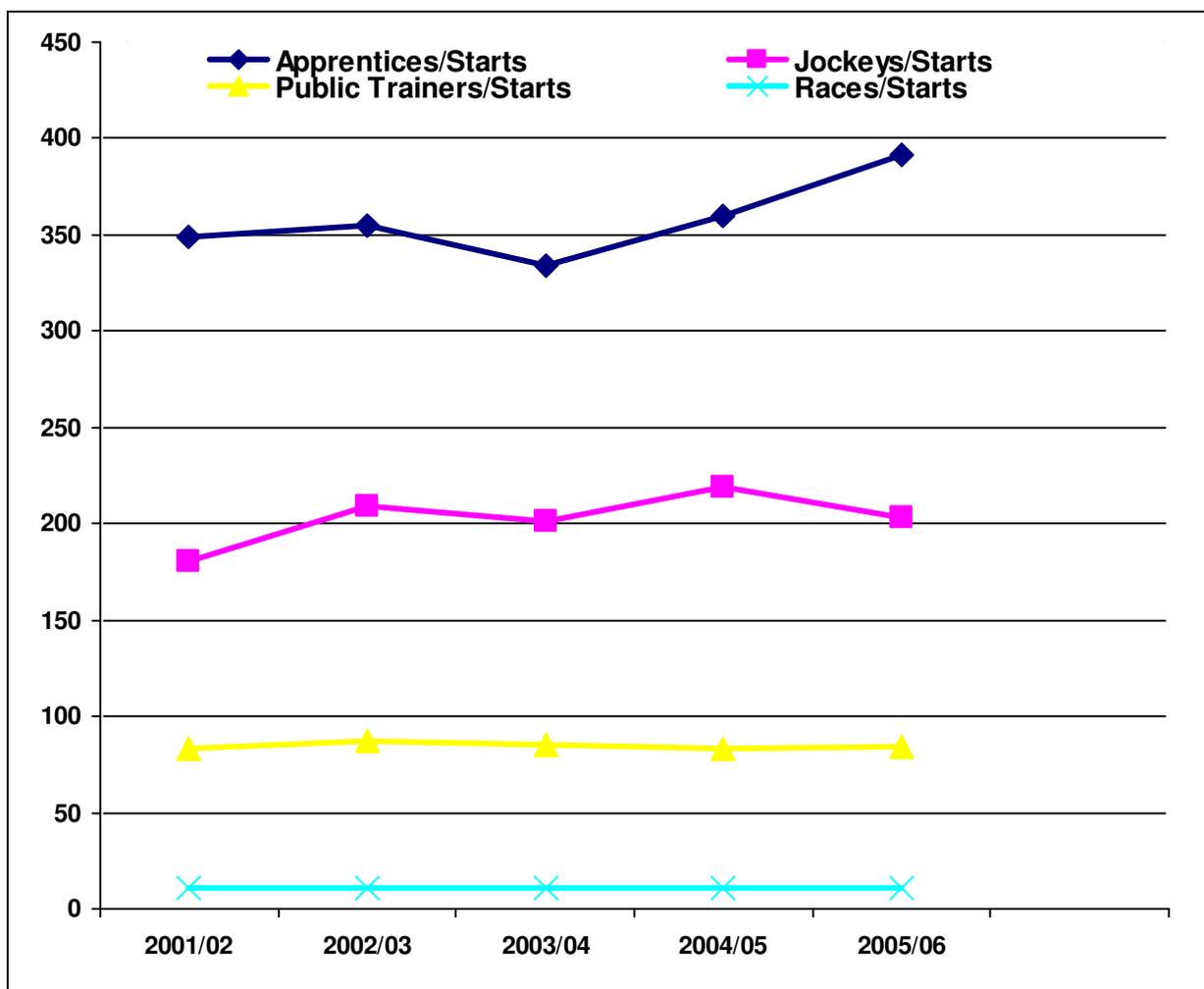
- Peter Hingston at Pukekohe
- National Equine Training Academy at Matangi, Hamilton
- St Peters College at Cambridge
- Bay of Plenty Polytechnic at Tauranga

Table 6 Current Thoroughbred Code Education And Training Provision	
Apprentice Training (to Level 4)	Off-job training at 5 Regional Apprentice Schools (3 hours every fortnight – see Appendix 3 for Unit Standards) at: Pukekohe, Cambridge, Awapuni, Riccarton, Christchurch and Wingatui (under Christchurch direction)
Pre-apprenticeship training	Level 3 Full-time training through the Equine Academy (2 x 24-week courses p.a.) in Cambridge
Racecourse Maintenance/Management	Off-job training through the NZ Sports Turf Institute
Farriery	Off-job training with Farrier
Stable Management/Groom	Off-job training with Trainer
Breeding/Stud Groom	Off-job training with Stud Master

Appendix Five - Graph 3: Number of Licencees 2001-06

Appendix Six

Graph 4: Ratios - Licencees to Starts and Races to starts 2001-06



Appendix Seven - NZEITO Budget and Expenditure (to 31.12.06)

	2005 Actual	2006 Actual
Income		
NZ Racing Board	70,000	70,000
Associate Membership	3,000	3,000
TEC (Govt Funding)	211,555	234,488
Interest	12,240	15,022
NZQA Moderation fees	5,216	4,120
DVD Sector contributions	11,500	-
NZRB Leadership Grant	14,500	-
TEC Leadership Grant	9,830	-
TEC Skills Strategy Grant	-	3,481
	337,841	330,111
Expenditure		
Payments to Sectors @ \$1,400 per STM (inc.NZTR)		144,769
Chairman	121	
Salaries	,635	
Telephone & Comms	3,560	3,914
Computer & TMS	96,036	98,323
Meetings	7,525	5,807
Travel	5,805	10,343
Moderations	7,945	6,948
Staff Training	28,194	25,533
Training Development	3,550	3,190
Leadership Project	342	2,139
Legal Expenses	3,071	2,456
Promotion	11,830	3,830
Depreciation	-	1,525
DVD	5,183	11,812
NZQA Registration	33	49
Office expenses & memberships	15,960	0
	-	1,124
	9,582	10,027
	<u>320,251</u>	<u>331,789</u>

Appendix Eight - Relevant Extracts of NZTR Rules of Racing concerning the Apprenticeship Board and the Regional Apprenticeship Committees

1. FUNCTIONS OF THE APPRENTICESHIP BOARD

- (10) The functions of the Apprenticeship Board shall be:
- (a) to promote and administer a national scheme for the training of apprentice jockeys;
 - (b) to determine which trainers, holders of permits to train and registered owner-trainers shall be "approved employers" able to employ apprentices and to advise the Chief Executive of the names of all persons to whom such status is granted or from whom it is withdrawn by the Apprenticeship Board;
 - 12.7.01 (c) to promote the racing industry as a career path for potential apprentice jockeys and to monitor the progress of such persons during their employment by the approved employer;
 - (d) to establish and from time to time review the conditions of employment of apprentices (including the wages to be paid to them by their approved employer) and the duties and obligations of apprentices and approved employers;
 - (e) to ensure that apprentices and approved employers observe and comply with such conditions of employment and duties and obligations as are established and reviewed by the Apprenticeship Board;
 - (f) to consider and determine what training and education (if any) should be required to be undergone by apprentices and/or people who are or seek to be approved employers;
 - (g) to develop and ensure the execution by the apprentice and the approved employer who employs the apprentice of an agreement of apprenticeship in a form to be prescribed by the Apprenticeship Board but which may, with the Apprenticeship Board's prior approval, be varied in an individual case in accordance with and to the extent of such approval;
 - (h) to deal with all applications for transfer of an apprentice or for termination of an agreement of apprenticeship;
 - (i) to liaise with Regional Apprenticeship Committees ;
 - (j) to make such recommendations (if any) as it thinks fit to the Board of Thoroughbred Racing concerning any application by an apprentice for an Apprentice Jockey's Licence;
 - (k) to make recommendations to the Board of Thoroughbred Racing in any case where it considers that an Apprentice Jockey's Licence should be cancelled;
 - (l) to grant a Certificate of Equine Practice to all those persons who, during the period of apprenticeship, have satisfactorily completed the course of study and have passed the examination for such Certificate.
 - 12.7.01 (m) to refer to the Board of Thoroughbred Racing for determination, any matter that the Apprenticeship Board determines should not be decided upon by the Apprenticeship Board.

2. FUNCTIONS OF THE REGIONAL APPRENTICESHIP COMMITTEES

- (5) The functions of a Regional Apprenticeship Committee shall be to assist the Apprenticeship Board by:
- (a) recommending to the Apprenticeship Board:
 - (i) suitable probationer applicants;
 - (ii) suitable placements of probationers and Apprentice Jockeys;
 - (iii) trainers whom such Committee considers would be suitable to be approved employers;
 - (iv) all transfers and loans of apprentices to approved employers which it considers desirable.
 - (b) (if requested by the Apprenticeship Board) monitoring in individual cases the performance of, and work conditions and training provided for, probationers and apprentices and the wages paid to them and making reports to the Apprenticeship Board thereon;
 - (c) (if requested by the Apprenticeship Board) supporting and participating in training and education provided for probationers and apprentices in the Region by persons other than the employer or by other organisations;
 - (d) assisting with the promotion of the training of apprentices and the racing industry and careers within it.
- (6) To assist it in carrying out its functions the Regional Apprenticeship Committee may summon any person before it and examine him as a witness or otherwise in connection with any matter being dealt with by it. Every person who being summoned as aforesaid fails to attend at the time and place fixed by such Committee or fails to answer any question put to him by such Committee commits a breach of these Rules.

Appendix Nine - Units required for the National Certificate in Equine (Thoroughbred Racing) - Level 4

Unit Number:	Title:
1658	Career in the Equine Industry
1632	Industry Structure
64	Calculations
497	Health and Safety*
525	Sexual harassment*
548	Manage alcohol and drugs
12355	Dealing with stress
3501	Apply listening techniques*
12353	Personal banking services*
524	Operate personal budget
1619	Ride at different gaits
20523	Attend to a horse at races
1648	Clean stables
1656	Groom a horse
1660	Prepare a horse for exercise
1650	Prepare a horse for travel
1618	Exercise a horse
19945	Lunge a horse
6579	Clean and maintain saddlery
1651	Judicial System
6612	Poisonous Plants
12627	Seek race day rides
1277	Communicate information*
1294	Be Interviewed*
1651	Good and ill health in horses
1629	Ride a horse at track
6611	Bring a horse in to work
6620	Conditioning and feeding horses
6622	Feed stabled horse
1624	Care for paddocked horses
1662	Select and fit gear
6578	Stabled horses
1652	Conformation and action
19949	Horses body systems
1654	Assist the vet
1633	Nominate a horse
1630	Ride at race day
6617	Stable design
15623	Nutrition*

Note: * = Outside standard setting bodies