



# 2012 STRATEGIC PLAN



# CHAIRMAN'S FOREWORD

The national racing and wagering environment has undergone significant changes in recent years, possibly more so than in any previous time back to the introduction of totalisator betting. With change comes opportunity, and the Board aims to seize that opportunity to establish solid foundations for future generations of greyhound racing participants in SA.

Whilst the South Australian racing industry currently faces a number of fundamental challenges, greyhound racing remains well positioned for prosperity. Recent prizemoney increases have seen returns to participants double over the past five years, and recent breeding initiatives have generated renewed interest within the local breeding industry. On the back of aggressive weekly scheduling of Sky meetings, greyhounds will realise the strongest market share growth in 2011-12 of the three codes, and will continue to grow in the years immediately ahead.

In recent times Greyhound Racing South Australia (GRSA) has had to make some difficult decisions relating to the consolidation of SA tracks, however we are confident that participants will increasingly understand how those reforms have paved the way for GRSA to begin to develop a strong and focused regional strategy in support of key participant regions under this plan.

The strategic directions outlined herein are the product of an extensive consultation process between the GRSA Board, Management and industry stakeholders. They constitute the overarching principles that will serve to revitalise the South Australian greyhound industry and unify the industry towards a vital common goal – a sustainable future for greyhound racing in South Australia.

One of the primary challenges for the Board is to identify a responsible balance between stakemoney expectations and investment in racing infrastructure. In its endeavours to strike that balance, the Board's strategy has been heavily influenced by the need to provide diverse racing opportunities (2 turn, 1 turn and straight track opportunities) out of improved facilities servicing key participant regions, whilst remaining committed to the objective of growing stakemoney returns year-on-year.

The need for significant infrastructure spending is clear and, as such, the infrastructure plan supporting this document will place particular emphasis on prioritising overdue investment in tracks and facilities. The Board is committed to the renewal of facilities at Gawler as a strategic priority. Separately, it has identified the construction of a one-turn track in the southern region as a key objective, and one which the Board aspires to deliver on. Our current projections indicate that this is a feasible proposition, however its realisation will ultimately depend upon our code's continued demonstration of strong financial performance in the coming 12 to 18 months.

The Board will continue to work closely with management to ensure that a dynamic implementation framework is established and that our objectives are achieved within a five year timeframe. The appropriate review processes will be established to ensure that the plan is being progressed with an appropriate level of rigour and accountability.



Michael Fabbro  
GRSA Chairman



# PURPOSE, VISION AND VALUES

## PURPOSE

GRSA exists to ensure the sustainability of the greyhound racing industry in South Australia.

## VISION

By 2017, GRSA has established a vibrant and viable greyhound industry. In achieving this GRSA has realised 18% local market share via four compliant TAB tracks and strategic product placement. Sustained participation growth has been established within key strategic regions and competitive stake money levels have been established relative to revenue generation and market share growth. GRSA will deliver racing services of the highest integrity and enjoy a reputation of industry credibility both locally and nationally, whilst at the same time increasing mainstream acceptance and awareness of our sport.

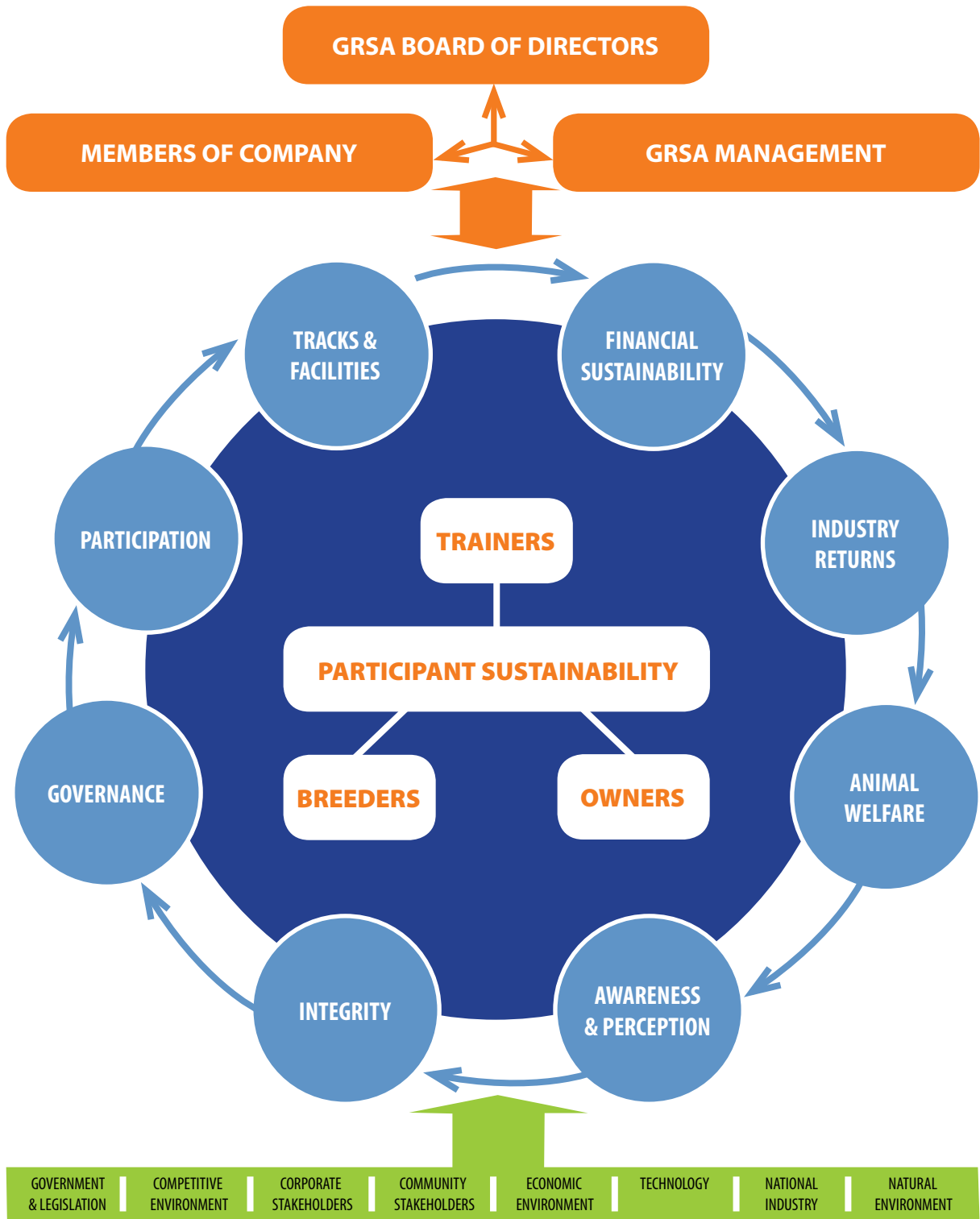
Strong relationships will continue to be built between the Board, management and industry participants founded on a sense of optimism and unity. We will be industry leaders in, and have a national reputation for, the highest standards of animal welfare.

## VALUES

<b>Integrity:</b>	Adhere to the highest standards of integrity
<b>Professionalism:</b>	Be an industry leader in how we conduct our business
<b>Communication:</b>	Keep all stakeholders engaged and informed
<b>Transparency:</b>	Be open through sharing information and knowledge with industry
<b>Innovation:</b>	Take a progressive and innovative approach to all that we do
<b>Accountability:</b>	Take full ownership of strategies and outcomes
<b>Animal Welfare:</b>	Protect our most important participant, the greyhound



# GRSA INDUSTRY SNAPSHOT



# KEY OBJECTIVES

## **TRACKS AND FACILITIES** – To develop a sustainable tracks and facilities framework

- 1.1 Develop and implement a rolling 5-year industry infrastructure plan for the renewal, replacement and maintenance of industry assets
- 1.2 Establish a supportive and accountable framework for viable Clubs
- 1.3 Provide a diversified racing opportunity for participants
- 1.4 Establish and oversee industry standards relating to facilities, essential racing equipment/infrastructure and raceday operations

## **FINANCIAL SUSTAINABILITY** – To achieve financial sustainability for the industry

- 2.1 Drive a commercially accountable culture
- 2.2 Maximise the financial return to participants
- 2.3 Protect the industry to the greatest extent possible from risk

## **INDUSTRY RETURNS** – To maximise returns to participants

- 3.1 Maximise participant returns in a sustainable manner
- 3.2 Provide a highly supportive framework for local breeding
- 3.3 Foster a more equitable framework of stake money distribution

## **PARTICIPATION** – To increase participation and provide high quality support and service to existing participants

- 4.1 Provide racing opportunities which optimise participant utility and wagering returns
- 4.2 Provide straight track racing and/or trialing opportunities in the three inner regions
- 4.3 Drive a highly consultative culture
- 4.4 Deliver high quality programs and services in support of participant education and growth of new participation

## **ANIMAL WELFARE** – To ensure a pervasive and progressive focus on animal welfare

- 5.1 Acknowledge responsible breeding and ownership as an industry priority
- 5.2 Increase the capacity and impact of the GAP program
- 5.3 Minimise the incidence of serious racing injuries

## **AWARENESS AND PERCEPTION** – To increase awareness and to improve the public perception of greyhound racing

- 6.1 Promote greyhound racing to a mainstream audience
- 6.2 Position greyhound racing as a relevant and valued community activity within the key strategic regions

## **INTEGRITY** – To maintain the highest levels of integrity

- 7.1 Maximise confidence in GRSAs integrity processes
- 7.2 Provide a fair and equitable environment for racing
- 7.3 Adapt GRSAs integrity procedures to reflect a changing wagering environment

## **GOVERNANCE** – To improve industry governance

- 8.1 Guide the implementation of an optimal structure for company membership
- 8.2 Provide a supportive framework for Club governance



# OBJECTIVE ONE

## TO DEVELOP A SUSTAINABLE TRACKS AND FACILITIES FRAMEWORK

STRATEGIES	TACTICS	2017 TARGET
1.1 Develop and implement a rolling 5-year industry infrastructure plan for the renewal, replacement and maintenance of industry assets	Concentrate capital investment in the key participation regions of the inner north (Gawler/Lewiston/Two Wells) and the inner south (Strathalbyn/Murray Bridge)	Fully compliant facilities Adherence to timely implementation of infrastructure plan Planned infrastructure investment will be budgeted at an average of 15% of total revenue over 5 years
1.2 Establish a supportive and accountable framework for viable Clubs	Establish the principles and drive the mechanisms which support successful and compliant Club behavior	Transition to an equitable Club funding model with regard for the strategic significance of the regions and the frequency of racing at any given venue Coordinated OHS&W framework across all registered Clubs Development of water plans for all Clubs – 75% reduction of potable water usage at all tracks Environmental considerations incorporated into new building designs (energy ratings)
1.3 Provide a diversified racing opportunity for participants	Identify the most viable opportunity to construct a one-turn track in one of the three primary participation regions – metropolitan, inner north or inner south	Construction of one-turn track without compromising industry viability Growth of annual interstate transfers to 400 Participant access to straight-track and (1 or 2 turn) racetrack facilities in all three primary regions
1.4 Establish and oversee industry standards relating to facilities, essential racing equipment/infrastructure and raceday operations	Identify and implement facility standards which pragmatically meet modern community expectations and visual standards for Sky production	Annual review of compliance with industry standards (TAB and Non-TAB tracks) for uniformity and currency Escalation of annual Club funding allocations Implementation of signage standards for all TAB tracks
	Identify and implement uniform track maintenance standards across all tracks	Development of standard operating procedures for track maintenance



# OBJECTIVE TWO

## TO ACHIEVE FINANCIAL SUSTAINABILITY FOR THE INDUSTRY

STRATEGIES	TACTICS	2017 TARGET
2.1 Drive a commercially accountable culture	<p>Make considerations of ROI and market share outcomes central to any strategic decision-making processes</p> <p>Ongoing refinement of ratios measuring commercial outcomes to support the Board's monitoring of financial performance</p>	<p>Market share is 18%</p> <p>Return on assets is 10% or greater</p> <p>Minimum of 95% of race meetings on Sky/TAB – total meeting count includes coursing</p> <p>Minimum of 98% of stake money allocated to Sky/TAB meetings</p>
2.2 Maximise the financial return to participants	<p>Pragmatically reduce costs through the application of technology, consolidation of tracks, reform of internal processes and utilisation of relevant benchmarking</p>	<p>Stakes as a percentage of total wagering revenue is 52% and as a percentage of TAB revenue is 75%</p> <p>Ratio of tracks to TAB meetings is 1:70</p> <p>Local SA TAB turnover on the greyhound code is \$18m</p> <p>All TAB track kennelhouses have capacity to support a 12 race card</p>
2.3 Protect the industry to the greatest extent possible from risk	<p>Identify key environmental risks for the purpose of avoidance/mitigation of foreseeable (material) impacts with a particular focus on ensuring business continuity</p>	<p>Mitigation of industry risk reflected in terms of business continuity and financial certainty</p> <p>A functional Disaster Recovery Plan (DRP) identifying off-site systems and processes supporting operational recovery within 48 hours</p>
	<p>Ensure that significant facility investment is supported by appropriate security of tenure in the absence of freehold ownership</p>	<p>Any significant investment to be predicated upon certainty of tenure</p>



# OBJECTIVE THREE

## TO MAXIMISE RETURNS TO PARTICIPANTS

STRATEGIES	TACTICS	2017 TARGET
3.1 Maximise participant returns in a sustainable manner	Increase year-on-year industry returns to participants at a rate equal to or exceeding CPI	\$7 million annual industry returns (stakemoney, bonuses and rebates)
	Increase the travel rebate to align more closely with the direct costs incurred by trainers in travelling to and from racing commitments	Travel rebates to double (at a minimum) over 5 years
	Remove nomination fees from all SA tracks	No nomination fees at any SA track Annual GRSA Club funding of \$250k
3.2 Provide a highly supportive framework for local breeding	Direct support of breeders through annual increases to the SA Bred scheme equal to or exceeding CPI	Annual SA Bred funding of \$450k
	Retention of the Breeders Rebate scheme	125 litters registered annually
3.3 Foster a more equitable framework of stakemoney distribution	Introduction of a more simplified stakemoney schedule	Stakemoney schedule that identifies three categories of meetings: Class A meeting = 1 (APK) Class B meetings = 3 (APK 2nd meeting, GAW, STR/MBR) Class C meetings = 2 (GAW 2nd meeting, MTG)
	Ensure higher graded events carry more stakemoney than lower grade races	Stakemoney schedule is tiered to reflect higher allocation for better quality events at all tracks
	Continued focus on improving nominations for distance racing	A separate schedule for distance racing paying higher stakemoney levels at all tracks Continued payment of unplaced stakemoney for distance races Middle distance events (600m+) to receive higher stakemoney levels Sufficient pool of stayers (700+) to support 80 races in SA annually





# OBJECTIVE FOUR

## TO INCREASE PARTICIPATION AND PROVIDE HIGH QUALITY SUPPORT AND SERVICE TO EXISTING PARTICIPANTS

STRATEGIES	TACTICS	2017 TARGET
4.1 Provide racing opportunities which optimise participant utility and wagering returns	Acknowledge weekly racing (minimum) as a fundamental requirement of a viable TAB track region	All TAB tracks race at least once weekly  Nominations extended for less than 10% of meetings – race reserves at capacity  Minimum weekly schedule of 6 Sky (TAB) meetings
	Optimise wagering returns from the strategic mix of meetings within the weekly Sky schedule	Average market share is 18%
4.2 Provide straight track racing and/or trialling opportunities in the three inner regions	Identify an alternative to the Taperoo slipping track in the metropolitan region and continue to develop the Virginia training/ coursing facility	Straight track opportunities in each of the three key inner regions
4.3 Drive a highly consultative culture	Ensure that the frameworks are in place to facilitate highly effective and formalised industry consultation	Optimised structure for all industry committees including terms of reference and meeting frequency
	Demonstrate a commitment to communication, transparency and accountability at both a Board and management level	Club consultation process to be undertaken on an annual basis  Formalised process of biannual reporting to all licensed participants updating on matters of industry significance

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# OBJECTIVE FOUR

TO INCREASE PARTICIPATION AND PROVIDE HIGH QUALITY SUPPORT AND SERVICE TO EXISTING PARTICIPANTS

STRATEGIES	TACTICS	2017 TARGET
4.4 Deliver high quality programs and services in support of participant education and growth of new participation	Redevelopment of the GRSA website	400,000 annual website hits 100% of nominations online
	Develop quality references/texts identifying best practices for training and responsible breeding	Highly developed references and programs to inform participant behaviour 475 trainers and 150 breeders
	Schedule open participant seminars on specific aspects of training and breeding	Formalisation of biannual seminars
	Design and implement programs to recruit owners (targeting younger demographic) and trainers (targeting older demographic)	Targeted programs for recruitment Mentoring program for new industry participants 475 trainers and 1,750 owners



# OBJECTIVE FIVE

TO ENSURE A PERVASIVE AND PROGRESSIVE FOCUS ON ANIMAL WELFARE ISSUES

STRATEGIES	TACTICS	2017 TARGET
5.1 Acknowledge responsible breeding and ownership as an industry priority	Introduction of effective 'birth-to-death' tracking of all SA Bred greyhounds	Capacity for internal tracking of the location of all SA Bred greyhounds at any given time
	Identification of additional racing opportunities for lower grade and veteran greyhounds	Extend average racing career starts for SA Bred greyhounds by 15%
	Development and distribution of educational references for all licensed persons regarding their animal welfare responsibilities	Leadership position within the industry relating to animal welfare
5.2 Increase the capacity and impact of the GAP program	Increase annual GAP funding	Continuous increases in annual funding
	Implement strategic partnership programs	Industry best practice for racing greyhound adoption rates
5.3 Minimise the incidence of serious racing injuries	Continue to drive the national hock injury (variables analysis) project	Injury rate of 2% or less
	Identify opportunities for collaborative investigation into injury prevention and management through the veterinary course at University of Adelaide	Access to state-of-the-art equipment and third party resources
	To adopt the new safety rail at Angle Park as an industry standard	Safety rail implemented at all tracks



# OBJECTIVE SIX

## TO INCREASE AWARENESS AND TO IMPROVE THE PUBLIC PERCEPTION OF GREYHOUND RACING

STRATEGIES	TACTICS	2017 TARGET
6.1 Promote greyhound racing to a mainstream audience	Develop high impact marketing strategies promoting the positive aspects of the sport at a mainstream level	Adelaide Cup attendance has increased by 25% Average Thursday night attendance has increased by 20% Average Thursday night covers (Chasers) have increased by 20% 90% community awareness of greyhound racing 40% community awareness of Angle Park 50% community awareness of advertising for greyhound racing (past 12 months)
	Retention and development of Royal Adelaide Show exhibit	75% community awareness of the GAP program
	Leveraging of greyhound racing's ranking as the 2nd (market share) code behind thoroughbreds to key stakeholders and media	10% public engagement of betting on greyhounds (past 12 months) Contribution towards the development of a national wagering campaign promoting the product strengths of greyhound racing
	Develop media strategies around (local) celebrity ownership and participation	Less than 10% community perception that the image of greyhound racing had declined in the previous 12 month period

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# OBJECTIVE SIX

TO INCREASE AWARENESS AND TO IMPROVE THE PUBLIC PERCEPTION OF GREYHOUND RACING

STRATEGIES	TACTICS	2017 TARGET
6.2 Position greyhound racing as a relevant and valued community activity within the key strategic regions	Establishment of close links with community-based organisations and sporting leagues	20% growth of total industry participation
	Support of regional Clubs in their development of strategies to build awareness and increase utility of their facility amongst the local community	The inner north and inner south tracks to conduct one stand-alone annual promotion that brings together local commerce or community groups  Promotional support of Public Holiday events/lead-ins (eg Melbourne Cup, Thursday night before Good Friday)
	Introduction of at least one annual metropolitan race series linked directly to a significant community or regional interest	Partnership has been formalised with an identified community group



# OBJECTIVE SEVEN

## TO MAINTAIN THE HIGHEST LEVELS OF INTEGRITY

STRATEGIES	TACTICS	2017 TARGET
7.1 Maximise confidence in GRSA's integrity processes	Implement best practice principles as identified through benchmarking against other controlling bodies and relevant sporting organisations	Routine benchmarking to support robust decision-making processes
	Continuously improve organisational outcomes through strategic recruitment of new staff and vocational development of existing staff	Effective and productive HR strategy
	Continuously improve stewards' procedures in relation to inquiries and related appeal processes	Independence within the inquiry and appeal processes
	Improved process for greyhound identification	Microchips to serve as the primary means of greyhound identification in SA  Microchip technology used to simplify kenneling procedures
7.2 Provide a fair and equitable environment for racing	Formalisation of a comprehensive annual review of the grading system	Highly structured annual grading review process underpinned by broad consultation
	Escalated commitment to the inspection of kenneling facilities	Minimum annual kennel inspection rate of 33%
	Escalated commitment to the swabbing of racing greyhounds	Increase annual swab rate by 15%
	Monitor inquiry/appeal outcomes for reasonable consistency with those of other controlling bodies	Decisions demonstrated to be consistent with national outcomes  Established sentencing guidelines in support of inquiry process
7.3 Adapt GRSA's integrity procedures to reflect a changing wagering environment	Investigate the increased use of technology to monitor wagering trends and activity	Implementation of systems which allow stewards to more effectively monitor national wagering on SA greyhound events  Routine reporting and investigation of significant wagering anomalies



# OBJECTIVE EIGHT

## TO IMPROVE INDUSTRY GOVERNANCE

STRATEGIES	TACTICS	2017 TARGET
8.1 Guide the implementation of an optimal structure for company membership	Independent review of the company structure and Constitution in the context of a reduced company membership (due to the consolidation of tracks) which considers automatically linking participant registration to company membership	Membership of the company is defined by the full register of licensed participants or some equally representative body/mechanism
8.2 Provide a supportive framework for Club governance	Delineation of the responsibilities of Clubs from those of GRSA	Informed and consistent Club operations  Mitigation of operational risks associated with the conduct of race meetings
	Support for Clubs with regard to identifying appropriate administrative and governance structures	Independent representation on regional TAB track committees  Formalisation of an industry volunteer strategy
	Link fulfillment of compliance requirements to distribution of Club funding	Demonstration of compliance is a condition of annual allocation of Club race dates and funding
	Reliance upon the viability framework as the primary basis for measuring Club performance	Annual review of viability framework for currency



# KEY OUTCOMES

## KEY OUTCOMES OF THIS PLAN

- Transition to an equitable framework of GRSA support for the inner north and inner south regions
- Concentration of capital investment in the key participation regions of the inner north (Gawler/Lewiston/Two Wells) and the inner south (Strathalbyn/Murray Bridge)
- Realisation of a viable one-turn track opportunity in one of the three primary participation regions - metropolitan, inner north and inner south
- A driven organisational strategic focus on wagering, market share and ROI outcomes relating to all significant investment
- Minimum scheduling of a weekly racing opportunity at all Sky/TAB tracks
- Identification of the most appropriate racing and trialing schedule in support of viable participation
- Perception of GRSA as a relevant and valued participant of the communities in which it operates
- Creation of a truly representative Company structure

