



Greyhound
RACING SA

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5 Year Strategic Plan

Adopted July 2007

Greyhound Racing SA Limited
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Purpose

Greyhound Racing SA exists to drive an outstandingly successful greyhound racing industry, with integrity, providing attractive returns and enjoyment to everyone involved.

Vision

In 2012 Greyhound Racing in SA is a vibrant, colourful, fast and interactive sport of the highest integrity. We:

- are the envy of all other sports having enjoyed a colossal increase in the number of participants, customers and sponsors
- invoke the confidence and participation of wagering and other customers
- listen, and are open to the views of participants and customers
- are a leader in animal welfare
- have the best relationships with state government and other strategic partners
- deliver highly sought after major events at our state-of-the-art facilities.

Key Objectives

1. Drive all Revenue Growth
2. Maximise Participation in the Industry
3. Implement the Optimal Racing Structure
4. Invest in Industry Facilities
5. Champion Animal Welfare
6. Make Greyhound Racing Highly Visible and Accessible
7. Ensure Sound Corporate Governance across the Industry

Please note: these objectives are considered of equal importance in the adoption of this Strategic Plan.

Strategic Key Performance Indicators

1. Drive all Revenue Growth

By 2012, the following increases in revenue streams will have been achieved:

- 1.1 Off-course wagering:
 - 1.1.1 Achieve 0.2% growth in GRSA's average market share each year;
 - 1.1.2 Achieve average market share of not less than 15%; and
 - 1.1.3 Achieve number 2 positioning within the South Australian racing industry, in terms of market share
- 1.2 Achieve additional revenue by qualifying for reduction in tax announced in connection with the Bentley Report
- 1.3 Food, beverage & gaming income – increase by 40% on 2007 levels
- 1.4 Sponsorship income – increase by 40% on 2007 levels
- 1.5 Other income – increase by 50% on 2007 levels
- 1.6 Alternative business opportunities attracting return on investment (ROI) of 15-20%

2. Maximise Participation in the Industry

- 2.1 New licensed persons – achieve the following for succession / replacement purposes
 - 2.1.1 5% net annual growth in owners
 - 2.1.2 7.5% net annual growth in owner/trainers
 - 2.1.3 5% net annual growth in public trainers
 - 2.1.4 5% net annual growth in breeders
- 2.2 All licensed persons – 2300 total persons by 2012
- 2.3 Chasers Patrons (race meetings) – 20% increase by 2012
- 2.4 On-course wagering – 5% increase by 2012

- 2.5 McQueens – 75% capacity achieved per annum (capacity is based on number of chairs x number of sittings x number of days open)
- 2.6 Gaming – annually achieve state average in turnover levels
- 2.7 Corporate / government networking – hosting of at least one new corporate group each quarter
- 2.8 Syndicates – achieve at least 6 additional syndicates annually which include new licensed persons

3. Implement the Optimal Racing Structure

- 3.1 Prize money return minimum of 60%¹ of TAB distribution by 2012
- 3.2 Minimum \$160 average prizemoney per starter state-wide (ie 40% increase on 2006 races)
- 3.3 Racing venue viability assessment
In determining if a venue is viable, GRSA will use the following criteria in order to allocate race dates to clubs:
 - 1) Sky Channel, TAB track and lighting
 - 2) Percentage of total South Australian nominations from club area to be 3% or more
 - 3) Total number of licensed persons in area
 - 4) Ability to achieve drawn fields at an average of at least 7.5
 - 5) Achieve minimum of 7 races per meeting
 - 6) Tenancy and availability (owned/leased/rented/shared)
 - 7) Appointment and stability of club committee and management
 - 8) Level of volunteer support / staffing expenditure
 - 9) Proximity to other greyhound racing venues
 - 10) Return to industry of club funded prize money
 - 11) Equipment and facilities appropriate standard maintained and reviewed annually (level to be reviewed and quantified by GRSA)

¹ Based on no tax relief

- 12) Ability to raise on-course revenues (bar, canteen, bookmaker, nomination fees, tote, gate, sponsorship, other income) – ensure financial viability
 - 13) Meet environmental issues (eg water usage, etc)
 - 14) Compliance with greyhound racing rules, local council regulations and track safety measures
 - 15) Appeal to patrons and participants
 - 16) Achieve under 3% of race injuries
- 3.4 17.5% increase in Sky meetings (to achieve 5 meetings per week) – [Note this is also tied in with the objectives set out in 1.1 above]
- 3.5 Minimum race prize money levels (based on Grade 5 races)
- 3.5.1 Thursdays \$2,200
 - 3.5.2 Mondays/Tuesdays \$1,100
 - 3.5.3 Wednesdays/Country \$700
- 3.6 60% of licensed persons and 75% of company members support the existing structure in 2012

4. Invest in Industry Facilities

- 4.1 Improve hospitality venues
- 4.1.1 Percentage increase in attendances
 - 4.1.1.1 Race meetings – maintain existing levels in year 1; minimum 1% growth every year after
 - 4.1.1.2 Non race night functions – 50% growth in number of functions over 5 years
 - 4.1.2 Customer surveys indicating 80% of responses are 'good' category or above
- 4.2 Improve industry facilities
- 4.2.1 Greyhound Racing Facility - Investigate suitable venue to establish training facilities incorporating use of either of the following:
 - 4.2.1.1 Straight track
 - 4.2.1.2 Breaking-in facility
 - 4.2.1.3 Track layout

5. Champion Animal Welfare

- 5.1 Increase in SA bred pups per litter to race by 10% (to be reviewed annually)
- 5.2 Achieve under 3% of race injuries state-wide
- 5.3 Full compliance with code of practice
- 5.4 All relevant authorities endorse greyhound racing industry practices/policies
- 5.5 Further improve Greyhound Adoption Program (GAP) support

6. Increase Awareness of Greyhound Racing

- 6.1 Strengthened Government relationships
- 6.2 Not less than 7% of gross revenue to be spent in marketing² (to be reviewed annually as part of the budgeting process)
- 6.3 Website development / race form access – dedicate budget of minimum of 0.5% of gross revenue to these and other like IT marketing/ development initiatives
- 6.4 Increase media coverage within mainstream media
- 6.5 Supply marketing collateral in line with all TAB outlet policies
- 6.6 Corporate networking – hosting of at least one new corporate group each quarter

7. Ensure Sound Corporate Governance across the Industry

- 7.1 All Clubs have standard Constitution / Rules by 2008
 - a) Adopt generic constitution developed by GRSA in 2004
 - b) Adopt Bentley report recommendations in relation to club governance
 - c) All Clubs agree to be bound by Rules / Constitution of GRSA
 - d) All Clubs agree to be bound by local and national greyhound racing rules as adopted by GRSA

² Gross revenue measured in accordance with AASB 118, and excludes marketing salaries and on-costs

- 7.2 All Clubs have a consistent-format business plan by 2008
- a) Work with clubs to develop and formalise own business plans
- 7.3 Risk management plan at all venues in place as soon as practicable and in any event by 2009
- a) Work with clubs to develop and formalise own risk management plans in line with GRSA template
- 7.4 GRSA constitution amended to adopt Bentley Report recommendations by March 2008
- a) Consult with member clubs on proposed amendments
 - b) Upon agreement, ratify recommendations
- 7.5 Transparency of communication
- a) Financial reporting will be in line with Corporations Act
 - b) Fine tune communication strategy with Industry Consultative Group
 - c) Continue holding Members Information Meetings
 - d) GRSA Management and Board to undertake field trips to Club tracks
 - e) Develop communications strategy for fellow industry participants (utilising GRSA's incumbent public relations agency)