



2018 STRATEGIC PLAN



VISION

GRSA will be recognised as a leader in the national industry and a model for best practice.

EXECUTIVE SUMMARY

GRSA embraces the obligation that it has to manage the welfare of greyhounds to the highest standards. Central to that objective are our separate commitments to the rehoming of all greyhounds which can be placed responsibly with private owners, and the managed reduction of racing injuries. Our focus is to cultivate and nurture a culture of genuinely responsible ownership which is founded upon a fundamental sense of respect for the breed.

The national racing and wagering environment continues to be defined by constant change and requires bodies such as ours to be increasingly responsive and innovative. In support of future growth, we will manage for sustainability and focus on delivering strategies which support viable participation.

We will strive to protect the investment that our participants have made in racing and aspire to increase industry returns to the greatest extent that can responsibly be undertaken. Initiatives will be introduced which make the sport of greyhound racing more accessible and appealing to attract a new generation of participants. The many positive elements of our industry, and the passion of its participants, will be made to resonate with the broader community.

VALUES

INTEGRITY

Adherence to the highest standards of integrity

TRANSPARENCY

Openness through the sharing of information and knowledge

ACCOUNTABILITY

We will say what we do and we will do what we say

LEADERSHIP

Embrace a progressive approach to all that we do

FOCUS AREAS

ANIMAL WELFARE

Objective

Provide national leadership in animal welfare

Strategies

- Facilitate a culture of responsible ownership
- Invest in best practice track design, research and subsidisation of costs associated with injury repair
- Expand services out of the Angle Park clinic
- Manage a veterinary succession strategy in support of racing operations

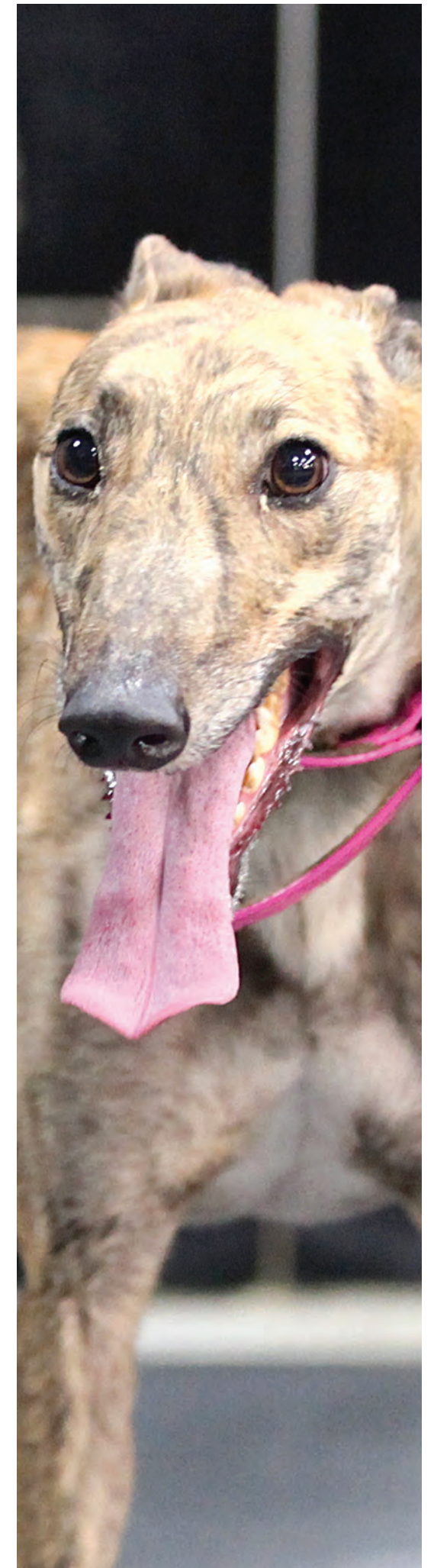
GROWTH AND WAGERING

Objective

Maximise return from wagering and vision rights

Strategies

- Optimise the strategic scheduling of racing through Sky Racing and other platforms
- Develop programs to leverage GRSA's investment at Murray Bridge
- Deliver improvements in racing form through innovation
- Collaborate with Tabcorp to deliver targeted promotion to clients
- Explore opportunities to leverage the maximum return from the sale of vision rights



INTEGRITY AND RACING

Objective

Enforce compliance with industry Rules and standards

Strategies

- Drive continuous improvement of regulatory standards
- Deliver programs to educate participants on matters of greyhound welfare across the lifecycle
 - Ensure fair treatment for participants in all aspects of their involvement with the industry
 - Conduct regular and ad-hoc annual inspections of all registered premises

SUSTAINABILITY

Objective

Ensure sustainability of the industry through retention and development of the participant base

Strategies

- Provide participant returns that are sustainable for both the industry and participants
 - Support responsible and sustainable local breeding
- Explore mechanisms to encourage growth of local rearing and breaking-in services
- Equip participants with efficient and accessible processes, systems, and access to facilities and information
 - Utilise TAB tracks to support additional trialling and education opportunities
 - Attract diverse community participation and ownership through syndication
- Development of career pathways within the industry supported by new training opportunities

ENGAGEMENT

Objective

Ensure key stakeholders have confidence in our industry

Strategies

- Ensure transparency through disclosure of key industry data
 - Develop a stakeholder engagement strategy
- Promote the economic, employment and community benefits of greyhound racing
- Continue to develop relationships with state and local Government, the media and welfare groups
 - Advocate for, and participate in, a national approach to racing and regulation

GOVERNANCE

Objective

Deliver high standards of governance practice across all aspects of the industry

Strategies

- Demonstrate national leadership in the delivery of best practice standards in the regulation and oversight of industry activity
 - Focus on continuously improving the company's financial performance, risk mitigation and strategic decision-making
 - Establish an Integrity and Welfare Committee reporting to the Board
 - Support the development of strong and independent Club structures

CULTURE

Objective

Establish a culture which actively seeks out and develops people and capability

Strategies

- Attract, develop and retain the best people to drive company performance and deliver aspirational culture
 - Define company performance against key integrity and compliance measures
 - Establish a relationship of trust and mutual respect with participants and key stakeholders
 - Promote a culture which celebrates people and achievement
- Develop a succession plan for all levels of the organisation including the Board, Management, CEO and key operational functions
 - Provide ongoing opportunities for professional development of Board Directors



OFFICE LOCATION

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Greyhound
RACING SA