



2022 **STRATEGIC PLAN**



VISION

Greyhound Racing South Australia will be recognised as a leader in the national industry and a model for best practice.

VALUES

INTEGRITY

Adherence to the highest standards of integrity

LEADERSHIP

Embrace a progressive approach to all that we do

ACCOUNTABILITY

We will say what we do and do what we say

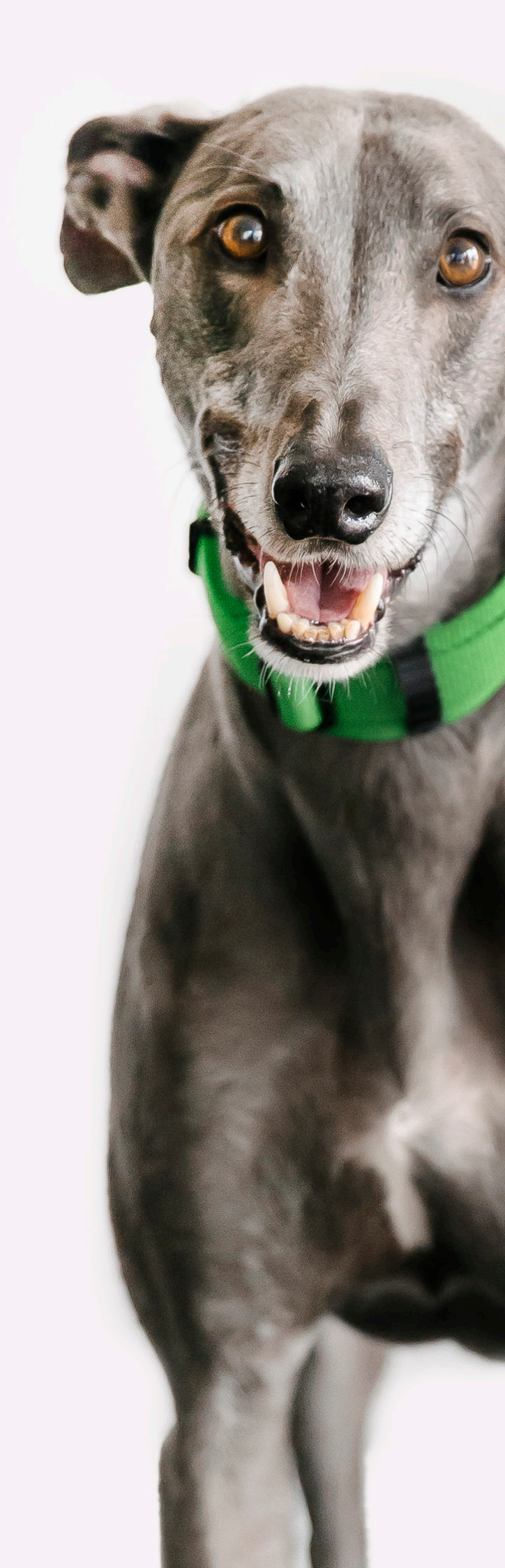
TRANSPARENCY

Openness through the sharing of information and knowledge

PURPOSE

The principal activities of the Company, in accordance with the Company's Constitution are:

- To encourage, promote and conduct the sport of greyhound racing
- To provide governance and direction for the greyhound industry
- To effectively market greyhound racing



EXECUTIVE SUMMARY

Greyhound Racing SA (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. As a smaller code within racing generally and also as a smaller state within the national greyhound racing environment; GRSA faces additional challenges associated with not having the scale of other racing authorities. 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.

PILLAR 1 – ANIMAL CARE

Maintain a position of national leadership in animal care and wellbeing

- Full rehoming opportunities for all retired greyhounds raced or unraced, locally bred or imported from interstate
- Invest in best practice track design and management supported by evidence-based research
- Work with industry experts, scheduling frequent education and training sessions with participants on animal care
- Through innovation, provide trainers with access to systems and information to guide their practices
- Form relationships with key veterinary partners to underpin the elements of a veterinary succession strategy
- Continual review of the GAP model, identifying and making amendments to create the optimal strategy for rehoming
- Explore opportunities to expand the Track Injury Rebate Scheme





PILLAR 2 – GROWTH

Maximise returns to the industry and clubs through strategic initiatives, wagering and vision

- Leadership in GPS tracking, data creation, usability and vision innovation
- Increase the interest and attractiveness of our racing product by leveraging partnerships [i.e. Sky], to improve timeslots and channel placement
- Review the commercial model with wagering service providers through a lens of long-term certainty and an increase in market share
- Investigate commercial opportunities and devise a plan that will provide additional, diversified revenue streams
- Providing commitment to preserving the high standard of GRSA's infrastructure/ tracks and continually improve the on track experience
- Advocate for a minimum of one showcase race in South Australia [i.e. the Million Dollar Chase]
- Reduce the disparity between prizemoney levels of other greyhound racing jurisdictions and South Australia by advocating for more parity in the funding model

PILLAR 3 – GOVERNANCE

Enforce compliance and maintain high standards with industry rules and governance

- Drive continuous improvement of regulatory standards
- Ensure fair treatment for participants in all aspects of their involvement with the industry
- Advocate for, and be a driver of, a harmonised and inclusive national approach to racing and regulation
- Internalise resourcing of surveillance of registered premises and intelligence collection capability
- Regulate [responsible] local breeding closely in line with required weekly nominations and future greyhound rehoming requirements
- Explore possible mitigations against the risk of a major virus outbreak decimating the racing population for a sustained period
- Continuously develop and improve the company's financial controls and internal reporting measures
- Schedule ongoing reviews of the company's IT framework for evidence of vulnerability to cyber attack
- Ensure that all Board decisions relating to strategy and risk are duly informed and researched
- Support the development of functional and independent Club structures which plan for succession in key Committee roles





PILLAR 4 – ENGAGEMENT

Create a trusting, authentic industry that participants, stakeholders and the community want to be involved with

- Earn a reputation for transparency through the disclosure of key industry data
- Implement strategies which reflect the key findings of the national participation research project being conducted by Greyhounds Australasia [GA]
- Create awareness with mainstream community through the vehicles of storytelling and involvement [i.e. syndication]
- Advocate for lobbying support from our GAP volunteers and stakeholders in regional communities
- Broadly promote the economic, employment and community benefits of greyhound racing
- Promote the greyhound breed by way of 'tactile' initiatives – e.g. greyhounds in the workplace
- Focus on brand and changing the general public's perception through education and storytelling
- Focus on building strong, genuine relationships with key stakeholders; local and state government, the media, other racing codes and the local business community
- Creating a key focus on Corporate Social Responsibility [CSR], both in the way that we act internally but also with the businesses that we affiliate with

PILLAR 5 – OUR PEOPLE

Establish a culture of positivity and mutual respect. Provide a workplace that develops and delivers learning pathways, nurtures capability and applauds curiosity

- Attract, develop, invest and retain the best people to drive company performance and ensure an engaged culture
- Continue to develop a relationship of trust and mutual respect with participants and key stakeholders
- Position GRSA as a driver of innovation within the national framework
- Ensure that recruitment processes for Board, Management and Committees are minded to diversity of experience, gender and ethnic balance
- Create pathways and research formal education programs for both team members and participants through the use of a Registered Training Organisation, formal apprenticeship and/or mentoring programs
- Offer an innovative and fun workplace that attracts employment from other sports, codes and states

