

We



Greyhound
RACING SA

LOVE

OUR

DOGS

2025-2027 STRATEGIC PLAN





Executive Summary

It is my great pleasure to present the strategic plan that will guide the South Australian greyhound racing industry over the next three years.

Our industry continues to make significant social, community and economic contributions to our great state. In FY23 alone, our industry generated \$125 million in value added contribution to the South Australian economy, supported the equivalent of 918 full-time jobs and had nearly 2,000 greyhounds actively training and racing at our five fantastic venues: Angle Park, Gawler, Murray Bridge, Mount Gambier and Virginia.

This year, we will showcase nearly 500 race meetings across South Australia, creating inclusive social experiences that bring together families and friends, connecting people from diverse backgrounds and reinforcing our community values. Our industry adds vibrancy to our towns and cities while supporting local businesses and tourism.

We offer a variety of experiences to our participants— for some, greyhound racing is a profession; for others, it is a social outlet or hobby. However, for the majority, it positively impacts on their way of life. This plan is designed to protect and enhance that way of life.

At its core, the new strategic plan reaffirms our deep commitment to providing first-class care for our greyhounds.

During 2023, following two serious animal cruelty incidents, the SA Government commissioned an independent inquiry into the governance of the greyhound industry (Ashton Review). The resulting report, published in November 2023, contains 88 recommendations, all of which will be fully considered and implemented by the end of FY26.

GRSA is totally committed to embedding the benefits of the Ashton Review's recommendations into both our operational model and our industry culture. I am pleased to confirm that these outcomes are strongly reflected in the new plan, with a focus on excellence in governance, welfare and integrity.

The successful execution of this plan will position us for a vibrant and resilient future. Our goal is to be an industry that is trusted, respected, high-performing and one in which people are confident to invest.

The plan is built on four key pillars:

- **Animal Care and Welfare**
- **Governance and Integrity**
- **Growth and Capacity**
- **Engagement and People**

Each pillar is accompanied by clear objectives, providing a vision for how our industry will be perceived. The priorities and key actions are clearly outlined to ensure accountability.

Beyond the published report, our GRSA management team has developed detailed work plans for each key action. These plans will drive the execution of the strategy and ensure that its implementation is measurable and held to account.

I am confident that this plan provides the guidance necessary for our industry to remain focused on the highest standards of animal welfare, governance and integrity. It also encourages us to continue building, innovating and developing our people, our capability and engagement.

I trust that industry participants will come together to address the challenges laid out in the plan and, through collective responsibility, solidify a strong future for both current stakeholders and those who follow. I was particularly pleased with the spirit of cooperation and shared purpose demonstrated by industry participants, club representatives and GRSA as we collaboratively developed this plan.

During this process, it was crystal clear that industry representatives fully appreciate and support the central focus of this plan: placing the welfare of our greyhounds at the heart of every decision we make. This new plan reflects that intent.

Finally, I thank Marc Makrid and Associates for their contribution in providing independent guidance and oversight as the plan materialised.

I look forward to working with everyone connected to our great industry as we collaborate to execute the plan, providing outstanding care and continuing to foster a culture that prioritises the needs and interests of our greyhounds.

We love our dogs.

Grantley Stevens

Chairman, Greyhound Racing SA



About US

Greyhound Racing SA Limited (GRSA) is the controlling body for greyhound racing in South Australia whose key responsibility is to ensure that the sport is managed in a responsible and ethical manner.

There are five member Clubs that fall within GRSA's jurisdiction, namely:

- Adelaide Greyhound Racing Club
- Gawler Greyhound Racing Club
- Greyhound Owners, Trainers and Breeders Association Coursing Club
- Mount Gambier Greyhound Racing and Coursing Club
- Murray Bridge Greyhound Racing Club

GRSA is governed by a Board of Directors that oversee the principal activities of the company including:

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

To assist the GRSA Board in fulfilling its duties and responsibilities, the following committees, panels or working groups have been formed:

- Audit and Finance Committee
- Remuneration Committee
- Integrity and Welfare Committee
- Governance and Risk Committee
- Racing Safety Working Group
- Integrity Hearings Panel



The GRSA Board further informs its decision making by engaging with industry stakeholders as follows:

- Quarterly meetings with the Members of Company [SA greyhound racing clubs]
- Quarterly meetings with the Industry Consultative Group [Industry representatives]
- Quarterly meetings with the Grading Review Panel [Industry representatives]
- Six monthly Stakeholder Engagement Sessions [conducted at Angle Park, Gawler, Murray Bridge and Mount Gambier]

Our vision

South Australian greyhound racing is recognised as a vibrant, trusted community contributor committed to best practice welfare, integrity and governance standards

Our values

Transparency

Openness through the sharing of information and knowledge

Accountability

Taking collective responsibility for our actions, behaviour and performance outcomes

Integrity

Embracing the highest possible integrity standards

Leadership

Proactively anticipating needs, seizing opportunities and collaborating with timeliness and sincerity

Fairness

Promoting equality and support, engaging respect and trust



Animal Care & Welfare

Objective:

South Australian greyhound racing stakeholders are committed, on a collective responsibility basis, to ongoing delivery of national best practice standards in animal care and welfare that meet, or surpass, contemporary community expectations



Priorities

Key actions

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| <p>1. Implement a comprehensive assessment of the current and projected South Australian greyhound population with outcomes that ensure all greyhounds are strategically managed and supported through all phases of their lifecycle</p> | <p>a) Enhance current greyhound population mapping to inform future projections, demographics, oversight and decision making</p> <p>b) Maximise the effectiveness of the GAP rehoming model</p> <p>c) Identify, develop and promote viable alternate rehoming options</p> |
| <p>2. Continued investment in best practice racing safety, including track design and management, supported by evidence-based decision making that seeks to optimise uptake and success of injury reducing initiatives</p> | <p>a) Review and implement track surface and track infrastructure maintenance plans and procedures</p> <p>b) Review track diagnostics to ensure information collation, analysis and arising maintenance is highly informed</p> <p>c) Develop evidence-based intelligence and data that allows for enhanced injury monitoring, identification of trends and information to inform injury mitigation decisions.</p> <p>d) Continuous improvement approach to racing safety initiatives.</p> |
| <p>3. Assist industry participants embrace best possible animal care and welfare standards by providing education, information, support and gold class greyhound population oversight</p> | <p>a) Identify and deliver key animal care and welfare education support required by participants</p> <p>b) Review and enhance licencing agreements and welfare support schemes</p> <p>c) Protect and support industry by enhancing the welfare and integrity program on a current fit for purpose basis</p> |
| <p>4. Continue to develop a veterinary support framework that aligns with the specific needs of the greyhound population</p> | <p>a) Strengthen veterinary relationships to ensure professional care is readily available to the SA greyhound population</p> <p>b) Develop and execute strategies to increase the greyhound veterinary specialist care pool in SA</p> <p>c) Review and implement a first-class support system for all greyhounds injured in competition and where possible training</p> <p>d) Ensure appropriate utilisation of veterinary support in training and education programs</p> |

Governance & Integrity

Objective:

Leadership and protection of the South Australian greyhound industry is underpinned by integrity standards and a governance framework that ensures an operating culture which values transparency, accountability, fairness and responsiveness, is committed to diversity and inclusion and builds trust



Priorities

Key actions

1. Implement and embrace best practice governance that successfully delivers and then builds upon the Ashton Review recommendations

- a)** Implement and, where possible, value-add, to all Ashton Review recommendations
- b)** Embed a continuous improvement philosophy to governance standards and decision making
- c)** Ensure the delivery and maintenance of best practice governance is underpinned through stakeholder consultation and strategic insight

2. Continued enhancement of integrity standards, ensuring heightened compliance levels based on strong communication, education and information procedures

- a)** Increase intelligence capabilities and enhance regulatory and integrity standards in line with Ashton Review recommendations
- b)** Ensure competitor fairness for all participants by reviewing and enhancing the industry rules, policies, procedures and guidelines framework
- c)** Execute clear communication, education and support to industry regarding integrity requirements and developments

3. Enhance the critical GRSA Club relationship with the view to maximising effectiveness and efficiency

- a)** Clarify roles through the lens of collective responsibility
- b)** Appropriately recognise, reward and support Club committees, staff and volunteers

Growth & Capacity

Objective:

The South Australian greyhound industry will be an effective and efficiently managed industry that is financially and operationally sustainable and maintains the long-term investment confidence of participants and stakeholders



Priorities

Key actions

1. Reconsider the industry 'value proposition' with a view to maximising technology use and increasing customer and enthusiast appeal

- a)** Undertake wagering customer research
- b)** Develop innovative race concepts, broadcast and digital content to maximise wagering customer appeal
- c)** Review and improve racing information supply to the wagering marketplace

2. Explore new and exploit current, commercial and wagering opportunities

- a)** Work with wagering service providers and vision partners to optimise wagering outcomes
- b)** Collaborate with wagering industry partners and Government to ensure appropriate development of the SA Greyhound industry
- c)** Continue to develop international and digital wagering opportunities
- d)** Review and develop sponsorship and signage rights
- e)** Continue to identify new and build current, secondary revenue opportunities

3. Maximise industry participation and industry sustainability

- a)** Review and optimise the racing programming and racing meeting scheduling
- b)** Adopt a synchronised approach to future participant returns and industry sustainability responsibilities
- c)** Manage participant growth through targeted support offerings
- d)** Ensure that growth and training facility development initiatives are aligned with future greyhound population objectives

Engagement & people

Objective:

The South Australian greyhound industry proactively drives relationship engagement between GRSA and all industry stakeholders and the community, enabling ongoing reform to be progressed with next level trust and mutual respect



Priorities

Key actions

1. Strong, trusting and mutually respectful relationships exist between all key industry stakeholders

- a) Undertake stakeholder segmentation and develop engagement plans for each segment which provide actionable insights to the various service requirements and communication expectations
- b) Develop mechanisms that allow period 'pulse-checks' and increasingly deeper understanding of stakeholder group needs and views
- c) Power up belongingness by celebrating "Our Way of Life" through visual and engaging activations that celebrate our past and present people, dogs and moments

2. Grow our customer base, both in quantum and depth of engagement, through the provision of great experiences

- a) Grow customers by strategically designing key events and experiences to best meet target audiences
- b) Develop bespoke engagement and communication and loyalty plans for each key customer segment
- c) Review on-track facilities and offerings to ensure appeal to target audiences

3. Commit to, build and communicate our community relationships and activities that are mutually beneficial

- a) Identify community groups where mutually supportive relationships and opportunities exist and activate through both GRSA and SA Greyhound Clubs
- b) Link with alternate rehoming organisations with strong synergies and formalise support arrangements
- c) Consider and activate strategies to broaden and deepen engagement with our foster and adoption networks

4. Continue to drive awareness and attributes of the greyhound and their suitability as domestic pets

- a) Identify the most fertile segments and target with bespoke messaging and strategic, measurable promotions
- b) Increase reach and engagement of GAP communication and promotional mediums
- c) Increase GAP's presence in regional communities where demand can be identified or created
- d) Strengthen communication and relationships with the rehomed greyhound community

5. Develop and embed high performance organisation productivity

- a) Review human resource management processes and systems to ensure they are fit for purpose and build organisation capability
- b) Optimise decision making
- c) Continue to promote a positive work place culture committed to team work, productivity and engagement
- d) Ensure SA greyhound racing industry employees are supported, developed and provided with workplace well being
- e) Enhance volunteer relationships and recognition

“GRSA is totally committed to embedding the benefits of the Ashton Review’s recommendations into both our operational model and our industry culture. I am pleased to confirm that these outcomes are strongly reflected in the new plan, with a focus on governance, welfare, and integrity.”

Grantley Stevens, Chairman,
Greyhound Racing SA

