



STRATEGIC PLAN 2020 - 2022

FRESHTHINKING | NEW HORIZONS



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From The Chairman

I am delighted to share Greyhounds Australasia's (GA) three year Strategic Plan which signals an important milestone in the history of the industry in Australia and New Zealand. The industry has undergone a period of substantial regulatory and structural change in recent years which has strongly aligned its practices and culture with contemporary community expectations.

The industry is looking towards a bright and ambitious future and as the peak industry body, GA's role is to lead and drive continuous improvement across the entire sector. Our vision is for the greyhound racing industry to be vibrant, sustainable and a recognised world-leader in animal welfare and racing integrity.

The industry's future prosperity will rely on the community having confidence in the industry's practices and regulatory mechanisms. This plan aims to enhance community confidence by implementing objectives and initiatives that build on the important industry foundations of responsible breeding, safe and fair racing and lifelong care.

Our values identify our commitment to integrity, excellence and our love of our greyhounds. This is evidenced by the development of sustainable growth targets, with a particular focus on responsible breeding and rehoming.

In addition to this plan, GA will continue to provide the high quality naming and breeding services for members and participants which it is known for, administer the national rule book and facilitate and coordinate the national policy-making framework.

To develop this plan, GA conducted consultation sessions across every state and New Zealand so that management and the Board understand, and could consider the matters of most interest and concern, from every corner of the industry. I would like to extend my sincere appreciation to the over 150 participants and administrators who participated in this process. I have no doubt that this plan is unquestionably stronger and more robust thanks to industry feedback.

GA is determined to lead from the front but the success of the plan will also depend on the ongoing commitment from every industry participant to the highest levels of animal care and integrity.

With a tag line of "Fresh Thinking, New Horizons", this plan paves a roadmap to a sustainable future for this industry we all cherish.



Anne Marie Harrison
Chairman
Greyhounds Australasia

About Greyhounds Australasia

The Australian and New Zealand Greyhound Association (ANZGA) was established in 1937 to bring together the various controlling bodies in Australia and New Zealand to consider national issues and at the same time established an Australian Register of Greyhound Names, produced an Annual Studbook and developed National Racing Rules.

In 2003 the ANZGA was reconstituted and renamed Greyhounds Australasia Limited (GA), a not for profit public company. This change provided GA with an opportunity to modernise the way it did business. It is important to note that use of the word 'national' includes the jurisdictions of Australia and New Zealand. In seeking national objectives, a clear understanding of the legislative responsibilities of individual jurisdictions is acknowledged.

Membership is limited to bodies that are authorised by statute to control or regulate greyhound racing, in the states and territories of Australia and New Zealand.

By reason of the state/federal political system, each controlling body administers greyhound racing within its own jurisdiction, with GA being the support arm to create consistency and uniformity where that outcome is in the best interests of its members.

GA provides core participant services, including the keeping the greyhound stud book, greyhound naming and DNA assurance services.



Our core Participant Services



A Three Year Strategic Plan

While recent years have provided unprecedented challenge and uncertainty, the greyhound industry has emerged with a renewed vigour to ensure its practices match or exceed contemporary community expectations.

This has required a hard examination of the industry's underlying fundamentals, including its business model, animal husbandry practices and operating culture.

The Board of GA recognises that as the peak body for the industry, it has a critical leadership role to inspire change and build community trust.

The Board resolved to develop a three-year Strategic Plan and undertook industry consultation across Australia and New Zealand, to help understand stakeholder needs and expectations.

In the development of the Plan, the Board examined underlying industry metrics, reviewed the operating environment and conducted a detailed risk analysis.

In addition to the valued input from our stakeholders, the Board also drew from specially commissioned research and together with the expertise of its members, formulated a new vision for the Australasian greyhound racing industry.

The 2020 - 2022 Strategic Plan outlines this vision and details five objectives that will transform this vision into reality.

New Horizons

Greyhounds Australasia will lead and inspire change, to ensure the greyhound industry is a high performing industry that is respected and valued by everyone.

Building on foundations of responsible breeding, safe & fair racing, and lifelong care, GA's vision is an industry that is vibrant, sustainable and a recognised leader in animal welfare and racing integrity.

GA will focus on five strategic objectives to make this vision into reality, to ensure the industry endures, prospers and contributes to the economic and social capital of our community.



SNAPSHOT GREYHOUNDS AUSTRALASIA STRATEGIC PLAN 2020 - 2022

1. BUILD COMMUNITY CONFIDENCE

Through a program of national and international advocacy, GA will work to ensure that greyhound racing is relevant, understood, accepted and embraced by the community.

2. DRIVE NATIONAL UNIFORMITY

GA will drive national uniformity of:

- i. Data definitions, collection, collation and reporting to inform decision making.
- ii. Rules, policies, operations and standards.
- iii. Information systems, moving towards national systems, where process improvements or efficiencies can be created.

OUR VISION

The greyhound racing industry is vibrant, sustainable and a recognised world-leader in animal welfare and racing integrity.

OUR VALUES

- ✓ **We care for our greyhounds**
- ✓ **Acting with integrity**
- ✓ **Being proactive**
- ✓ **Encouraging collaboration**
- ✓ **Achieving excellence**
- ✓ **Being transparent**

OUR PURPOSE

To lead and facilitate best practice by our members in the delivery of a high performing greyhound racing industry that is respected and valued.

3. LEAD SUSTAINABLE GROWTH

GA will implement, monitor, and support members to achieve, sustainable growth targets and performance standards.

4. FACILITATE INNOVATION & BEST PRACTICE

GA will be a national agent for change by facilitating innovation; and identifying, sharing and supporting members to apply best practice. GA will also implement and coordinate research and development programs that enhance welfare, integrity and racing operations.

5. ENHANCE ORGANISATIONAL CAPABILITY

GA will enhance and develop organisational systems and resources, to continue to improve member and participant services.

FOUNDATIONS

Responsible Breeding

Safe & Fair Racing

Welfare & Rehoming

Objectives numbered 1-5

Our Vision, Our Purpose

OUR VISION

The greyhound racing industry is vibrant, sustainable and a recognised world-leader in animal welfare and racing integrity.

Our vision is for the industry to flourish, grow and contribute to society in a sustainable way. The Australasian industry aspires to be a world-leader in all that we do, with a particular focus on animal welfare and racing integrity.

OUR PURPOSE

To lead and facilitate best practice by our members in the delivery of a high performing greyhound racing industry that is respected and valued.

As the Australasian peak body, GA has an important role to set standards and work with jurisdictions to lead and inspire change. The industry must continue to enhance its industry practices and GA will work to ensure that greyhound racing is relevant, understood, accepted and embraced by the wider community.

It is important that the industry is valued for its economic contribution, the jobs it supports, its history and its cultural significance.

Our Values

We care for our greyhounds

We care for our greyhounds throughout their pre-racing, racing and rehoming life stages and build our industry and systems to always enhance their welfare.

Acting with integrity

We are consistently honest, ethical and genuine. People trust us to adhere to our word.

Being proactive

We anticipate, we learn and we have the courage to shape a better future.

Encouraging collaboration

We bring people together to leverage their expertise and insight, to achieve our shared goals.

Achieving excellence

We aim to be the best in all we endeavour. We are continuously moving forward, innovating, and improving.

Being transparent

We are proud of our industry, we stand by our performance, we operate openly and we want to make the community proud.

Our Foundations

The foundations for our sport are “*responsible breeding, safe & fair racing, and lifelong care*”. Every industry participant and entity has a role in delivering outstanding outcomes in these three areas.



GA is committed to encouraging responsible and informed breeding practices. Greyhound breeding is contained to avoid overbreeding, and to minimise the number of greyhounds incapable of racing.

Delivering safer racing outcomes is a shared responsibility for all participants, clubs and administrators. Racing integrity is critical to the industry's participatory and commercial model and is non-negotiable.

Providing enduring care for all our greyhounds. All greyhounds capable of being rehomed will be rehomed.

Objectives

Achievement of these objectives will require collaboration, commitment and significant expertise of GA's members.

Build community confidence

Through a program of national and international advocacy, GA will work to ensure that greyhound racing is relevant, understood, accepted and embraced by the community.

Drive national uniformity

As a means to achieve acceptable minimum standards in each jurisdiction, GA will drive national uniformity of:

- Data definitions, collection, collation and reporting to inform decision making.
- Rules, policies, operating and educational standards.
- Information systems, moving towards national systems, where process improvements or efficiencies can be created.

Lead sustainable growth

GA will implement, monitor, and support members to achieve, sustainable growth targets and performance standards.

Facilitate innovation & best practice

GA will be a national agent for change by facilitating innovation and identifying, sharing and supporting members to apply best practice.
GA will implement and coordinate research and development programs that enhance welfare, integrity and racing operations.

Enhance organisational capability

GA will enhance and develop organisational systems and resources, to continue to improve member and participant services.

Build Community Confidence

Recognising, supporting and encouraging industry advocacy with the wider community is imperative for industry sustainability and growth. The industry recognises it needs to gain the trust of the community in order to build confidence in the industry. Demonstrating the value of the industry, in terms of jobs, economic contribution and social equity will be key priorities. Openness and a commitment to continually improve will also be fundamental to building community confidence.

Build Community Confidence

Through a program of national and international advocacy, GA will work to ensure that greyhound racing remains relevant, understood, accepted and embraced by the community. GA will create, coordinate and promote national industry messages to internal and external stakeholders.

Selection of Initiatives

National economic and social impact study.

Online resources to promote the breed.

National public and political advocacy campaign.

Enhanced online national greyhound welfare resources that promote the breed and industry success.

Drive National Uniformity

The Australian and New Zealand Greyhound Association (ANZGA) was established in 1937 to bring together the various controlling bodies in Australia and New Zealand. The pursuit of greater uniformity continues to be as relevant today as last century. There is greater movement of greyhounds and participants across jurisdictional boundaries and ever-increasing complexity in the operating environment which means that GA's role to drive collaboration and consensus outcomes is of critical importance.

Drive National Uniformity

GA will drive national uniformity of:

1. Data definitions, collection, collation and reporting to inform decision making.
2. Rules, policies, operating and educational standards.
3. Information systems, moving towards national systems, where process improvements or efficiencies can be created.

Selection of Initiatives

Develop and implement national education/licensing standards.

Review national data needs, assess existing GA systems and develop a future systems requirement plan.

New, national uniform welfare and integrity indicators identified and collated for industry decision making.

Review greyhound lifecycle management approaches by each jurisdiction.

Lead Sustainable Growth

We remain committed to ensuring that growth is responsible and sustainable. As the Australasian peak body, GA recognises its leadership role to inspire change, encourage performance and drive accountability. Building on the foundations of responsible breeding, safe & fair racing and welfare & rehoming, GA will work closely with jurisdictions, and all stakeholders, to ensure that the industry develops sustainably, including participation growth, in line with community expectations.

Lead Sustainable Growth

GA will implement, monitor, and support members to achieve, sustainable growth targets and performance standards.

Selection of Initiatives

Review participant demographic profiles and identify strategies to increase industry participation

Identification and agreement of performance targets for safe racing for FY20 and beyond.

Agreement of nationally sustainable quality breeding targets as part of a strategy to manage the national greyhound racing population.

All jurisdictions have achieved minimum rehoming performance targets and are reporting quarterly.

Facilitate Innovation & Best Practice

Beyond driving national uniformity, GA will lead the creation and adoption of best practice in relation to infrastructure, racing operations, industry practices and animal welfare. Working from a basis of evidence-based decision making, GA will stimulate and deliver research and development (R&D) that will provide innovation and world's best practice across the industry's operations. As the world's biggest greyhound racing jurisdiction, GA is committed to its vision of becoming a world-leader in all we endeavour, with a special focus on animal welfare and racing integrity.

Deliver Innovation & Best Practice

GA will facilitate innovation; and identify, share and support members to apply best practice. GA will implement and coordinate research and development programs that enhance welfare, integrity and racing operations.

Selection of Initiatives

Formulate national greyhound research programs

Ensure all jurisdictions implement an injury rehabilitation rebate to participant scheme.

Create an on line library of key resources for members.

Review key racing/track operations, identify best practice and disseminate utilising UTS track design study.

Enhance Organisational Capability

In addition to the commitment of its members and wider industry, the success of this Strategic Plan will depend upon the resources applied to its delivery. Identification of priorities and target timelines have been formulated but will need to be refreshed annually. Initiatives that enhance and create efficiencies for core industry participant services have also been identified and continual investment in organisational capability and information technology systems will be “business as usual” so that GA can strive to achieve high performance across all that it delivers.

Enhance Organisational Capability

GA will enhance and develop organisational systems and resources, to continue to improve member and participant services.

Selection of Initiatives

Review the GA operating model to ensure core services and strategic plan delivery.

Develop quality assurance metrics and reporting for core industry services

Develop and implement Business Continuity Plan

Investigate avenues for e-commerce transactions.



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Community
Confidence

Integr

C

Exc

Uniformity

Responsible
breeding