

The background of the entire page is a dark, low-key photograph of a harness race in progress. Several horses and their drivers are visible, harnessed together and pulling their sulky on a dirt track. The drivers are wearing colorful silks and helmets. The scene is dimly lit, with some light reflecting off the horses' coats and the track surface. A large, red banner with white text is visible in the background, though the text is mostly obscured by the dark overlay.

HARNES RACING NSW

**STRATEGIC PLAN
2024-2026**

**"GROWING A SOCIALLY RESPONSIBLE,
SUSTAINABLE HARNES RACING
INDUSTRY IN NSW"**



**OUR OVERARCHING
OBJECTIVE IS TO
FACILITATE THE GROWTH
AND SUSTAINABILITY OF
THE HARNESS RACING
INDUSTRY, CHANNELLING
OUR ENDEAVOURS
TOWARDS A FUTURE
DEFINED BY EXCELLENCE,
INCLUSIVITY, AND
INNOVATION.**



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EXECUTIVE SUMMARY

In pursuit of a dynamic and prosperous future for the harness racing industry, Harness Racing New South Wales (HRNSW) has embarked upon a comprehensive strategic planning process. This endeavour involved close collaboration with all associated entities, fostering a deeper understanding of the aspirations and perspectives of our participants. This collective effort has culminated in the formulation of the HRNSW Strategic Plan for the years 2024 to 2026.

Our overarching objective is to facilitate the growth and sustainability of the harness racing industry, channelling our endeavours towards a future defined by excellence, inclusivity, and innovation.

Whilst HRNSW is financially well placed, it faces pivotal challenges as we move into the next era of the sport. Our commitment to addressing these risks head-on shapes the blueprint of this strategic plan, recognising the need for adaptive strategies in a rapidly evolving environment.

Our Risk Appetite says Bigger Investment

Whilst we will take a relatively conservative risk approach in this strategic plan, bigger investments will be made in projects with long term benefit. We will ensure our balance sheet strength remains in FY26. To achieve that, management will ensure that investments are well researched, planned and executed with the necessary discipline expected from a regulator of the industry.

Key Industry Risks

This plan seeks to mitigate a range of risks that threaten the sustainability of the industry. Key focus areas are

1. Retention of Social Licence: Stakeholder trust is our most valued asset. We must remain cognisant of community expectations and operate transparently and ethically to maintain this confidence.

2. Revenue Diversification: The unpredictability of the wagering landscape necessitates the exploration of alternative revenue streams, ensuring our financial resilience.

3. Technological Advancements: Failing to integrate emerging technologies can lead to obsolescence. We will actively seek and adopt innovative solutions, positioning HRNSW at the forefront of the digital age.

4. Increased Relevance & Customer Base: There's an imperative need to resonate with newer demographics without alienating our core fan base. This plan prioritises strategies that rejuvenate our brand image, bolster engagement and increase the profile of our sport.

5. Infrastructure Enhancement: Our on-track facilities must reflect community expectations. Committing to infrastructure investment guarantees our spectators and participants an unmatched racing and entertainment experience.

6. Stakeholder Empowerment: As our bedrock, stakeholders must be equipped to face future challenges. We pledge to offer consistent support, guidance, resources and funding.

7. Club Fortification: Clubs, being the primary product providers, need robust support structures to deliver quality customer experiences. Their strength and vitality directly influence our sport's overall appeal and success.

8. Breeding and Ownership Viability: Breeding forms the foundation of harness racing, while ownership is its driving force. To spur the industry's growth, it's imperative to amplify breeding incentives and bolster ownership participation numbers.

While this plan targets high-level risks, HRNSW acknowledges that it cannot alleviate every potential challenge. However, our guiding principle is that the strategies outlined herein will shape our operations in the upcoming years, ensuring a dynamic, sustainable and flourishing harness racing environment in New South Wales.

Change is Necessary

Mitigating these challenges will rely on strategies that change the way the industry has traditionally operated. It is important that we embrace this change for the common good. By proactively addressing these areas, we aim to cultivate an environment that not only safeguards the welfare of all involved but also amplifies our revenue potential, boosts participation rates, ensures unwavering integrity and upholds robust governance practices.

Our Vision

Our goal for this strategic plan can be summed up through our vision statement:

“Growing a Socially Responsible, Sustainable Harness Racing Industry in NSW”

It recognises the need to meet community expectations and create sustainable futures for all in the industry. In addition, it makes it clear that we have a real ambition to grow once again, with this growth helping ensure sustainability.

The 2024 - 2026 HRNSW Strategic Plan is not merely a document; it's a collective commitment to nurturing the NSW harness racing industry's growth and prosperity. It reflects our dedication to steering this industry towards a future where it flourishes as a beacon of excellence, attracting and inspiring stakeholders from all walks of life.

This Plan has 6 strategic pillars:

1. Ensuring our Social Licence
2. Revenue Diversification
3. Sustaining our Stakeholders
4. Optimising Racing & Breeding
5. Increasing our Profile & Customer Base
6. Infrastructure Upgrades

This strategic plan serves as a guidepost, directing our efforts towards meaningful change and positive transformation. As we align our actions with these strategic pillars, we are poised to drive substantial shifts that will shape a thriving future for the harness racing community and its stakeholders.



BACKGROUND

In crafting the Strategic Plan for HRNSW, a comprehensive and methodical approach was employed. HRNSW did not just limit our understanding to stakeholder engagement, which, while crucial, only offers a part of the picture. To gain a more holistic view of the challenges and opportunities that lie ahead, a thorough risk analysis was undertaken.

By doing so, we aimed to delve deeper into the intrinsic and extrinsic factors that could potentially influence the future trajectory of harness racing in NSW. These factors, especially those identified as high-risk areas, can have pronounced impacts on our operational sustainability, brand reputation, stakeholder trust and overall growth prospects.

The results of the risk analysis informed the strategic objectives and actions embedded within this plan. By proactively addressing these risks, the plan provides a blueprint for how to mitigate them.

This is achieved through:

1. Prioritisation: Not all risks are created equal. By focusing on high-risk areas, we ensure that our most pressing concerns are addressed promptly and effectively.

2. Stakeholder Collaboration: Feedback from stakeholders, combined with our risk analysis, provides a dual lens through which we can craft targeted solutions. Their insights, coupled with empirical data, lead to more robust and adaptive strategies.

3. Continuous Monitoring: Risks are not static; they evolve. By continuously monitoring our risk environment, we can tweak our strategies in real-time, ensuring that we are always one step ahead.

4. Resource Allocation: By identifying high-risk areas, we can channel our resources – both human and financial – more efficiently. This ensures that the areas that need the most attention receive the required support and intervention.

5. Communication: Keeping stakeholders informed about how we are addressing identified risks fosters trust and assures them of our commitment to the sport's future.

It is also important to highlight our legislative responsibility and how that informs the Strategic Plan for Harness Racing in NSW. Under Section 12 of The Harness Racing Act 2009 (“The Act”), HRNSW is required to prepare a Strategic Plan every three years with such Strategic Plan prepared in consultation with the Harness Racing Industry Consultation Group (HRICG) and other harness racing industry stakeholders.

HRNSW activities are prescribed by the Act.

i. HRNSW has the functions conferred or imposed on it by or under this or any other Act or law.

ii. Without limiting section (i) above, the functions of HRNSW include the following:

a. To control, supervise and regulate harness racing in NSW.

b. To register harness racing clubs, harness racing horses, owners, trainers and drivers of harness racing horses, bookmakers for harness racing and other persons associated with harness racing.

c. To initiate, develop and implement policies considered conducive to the promotion, strategic development, and welfare of the harness racing industry in the state.

d. To distribute money received as a result of commercial arrangements required by the Totalizator Act 1997.

e. To allocate to harness racing clubs the dates on which they may conduct harness racing meetings.

iii. HRNSW may affiliate with such organisations, whether in or out of NSW, as HRNSW considers appropriate.

iv. The functions of HRNSW are not limited by the rules and are to be exercised independently of Harness Racing Australia or any successor.

HRNSW's role and responsibilities are set out in The Act. The key section of The Act that defines these responsibilities is set out in Section 9 (2).

In discharging its duties, HRNSW undertakes a range of activities, with some of the more important duties briefly described and as set out below.

- Plan and schedule harness race meetings in NSW.
- Register and monitor compliance of active participants.
- Develop and enforce integrity policies and standards across the harness racing industry
- Control, supervise and regulate harness race meetings, including programing and handicapping.
- Receive and allocate funding from all sources and for distributions including prize money and infrastructure.
- Engage and actively manage relationships with all key stakeholders in the industry, including Government.
- Promote and develop the industry.
- Run an effective and efficient organisation including all the necessary corporate functions.

These responsibilities are critical to the health of the industry. Many however are administrative or fundamental in nature, and do not drive the longer-term sustainability of the sport. There also needs to be a greater focus on the promotion and development of harness racing in NSW to create benefits for all into the future.

Unfortunately, the industry must address some fundamental issues to ensure its future:

- Declining attendances
- Lack of community profile
- Declining share of a wagering market facing economic and social headwinds
- Far from contemporary media assets
- Industry technology obsolescence
- Unviable stakeholder base

Pleasingly HRNSW has a secure financial base upon which to build a prosperous future for the industry. As at 30 June 2023 HRNSW had \$56,586,208 of net assets, including \$ 41,833,725 of cash and investments. These assets provide the ability to strategically invest in the industry, but at the same time it will be important to retain sufficient funds in case circumstances change materially for the worse. HRNSW will retain a significant Future Fund specifically for this purpose, with our aim to as much as is possible fund investment through operations. This will require material revenue growth and responsible cost management.



STRATEGIC PILLAR 1

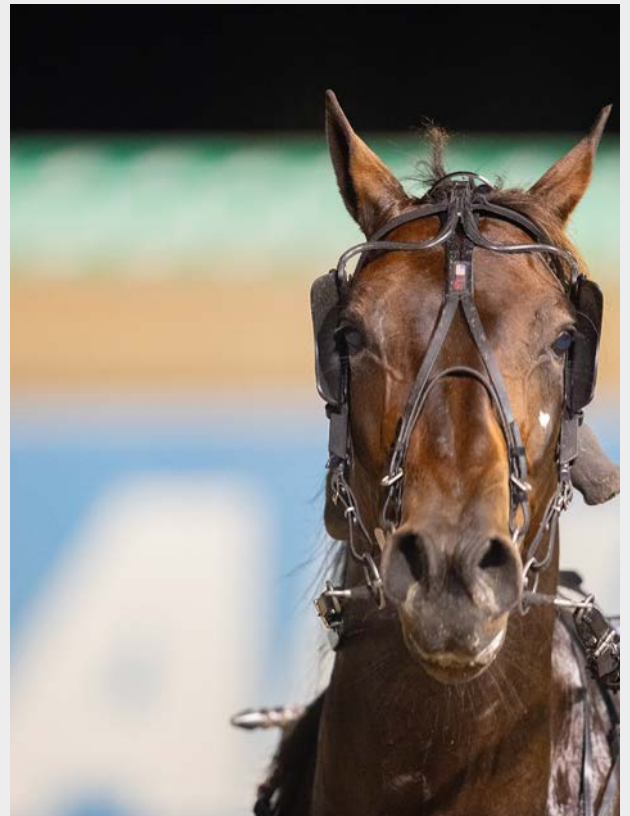
ENSURING OUR SOCIAL LICENCE

HRNSW recognises our Social Licence to operate as the implicit social contract between our industry and the community at large. It's not merely a certificate or a regulatory approval but an ongoing trust and understanding grounded in shared values, expectations and mutual respect.

Social Licence risks that the Strategic Plan addresses are:

- 1. Welfare:** The treatment of our horses and stakeholders isn't just an internal concern but resonates deeply with the broader community. Welfare is paramount; it's a direct reflection of our values and determines public perception of our sport.
- 2. Environmental and Economic Responsibility:** Beyond the track, our responsibility extends to sustainable practices, ensuring that our operations leave a minimal footprint and contribute positively to the local economy.
- 3. Integrity and Rigorous Drug Testing:** Our commitment to maintaining a fair and competitive racing product is underpinned by stringent drug testing and integrity protocols. Participants, spectators and stakeholders trust in our dedication to ensuring that competitions are free from undue advantages. Our robust drug testing regime stands as a testament to our emphasis on integrity and the importance we place on maintaining the sanctity of the sport.

In essence, HRNSW's social licence to operate is a dynamic, evolving bond with the community. It's the lens through which we evaluate our actions, always striving to uphold the highest standards that align with community expectations and ensure the sustainable, responsible growth of harness racing in NSW.



ABSOLUTE FOCUS ON WELFARE



Within the social licence risk profile, welfare is of a critical nature. Welfare emerges not just as an ethical compass but as the very licence that allows us to operate in the social fabric of our community.

Equine and participant welfare lies at the heart of a thriving and ethical harness racing industry in New South Wales (NSW). Ensuring the well-being of both the horses and those involved directly with the sport is paramount to maintain its integrity, longevity and public support. Recognising this, the NSW harness racing industry is taking proactive steps to enhance equine and participant welfare, with a specific focus on establishing a welfare fund. This fund will be funded by a percentage of prizemoney, progressively increasing over the next three years, ensuring financial backing for vital welfare initiatives.

Strategic Actions:

1. Welfare Fund Creation: Establish a dedicated welfare fund aimed at funding initiatives that bolster the health, safety and overall well-being of horses and participants in the harness racing community. The fund will be allocated up to 2% of prizemoney, indicating a strong commitment to supporting the industry's welfare priorities.

2. Expanded Retirement and Rehoming Initiatives: Optimise existing, expand into new, rehoming initiatives. This will include the development of educational initiatives targeted at ensuring an appropriate retirement for all

racehorses after their competitive careers. Collaborate with reputable equine rescue and rehoming organisations to ensure a smooth transition to post-racing life and to ensure HRNSW is leading standards against industry peers.

3. Identify a Whip Solution: Work with Harness Racing Australia, and the other state governing bodies, to implement a policy re the use of the whip that both meets community expectations and doesn't compromise participant safety.

4. Education and Awareness Campaigns: Launch a series of educational campaigns to increase awareness and understanding of equine and participant welfare among stakeholders, fans and the general public. These initiatives will emphasise responsible racing practices, the role of the welfare fund and the industry's commitment to the well-being of all involved.

HRNSW's commitment to welfare is anchored in our understanding of the broader societal expectations. Upholding premier standards of care and integrity, advocating responsible training methodologies and diligently addressing each horse's holistic needs are non-negotiable.

Welfare, in essence, is our social contract, our licence to operate. It's through cooperative endeavours, transparent communication and championing the best industry practices that HRNSW aspires to redefine welfare benchmarks.

GREATER SWABBING AND TESTING

Equine welfare is a paramount concern within the harness racing industry in New South Wales (NSW), with a strong emphasis on pre-race and post-race swabbing to ensure the health and fairness of the sport. Rigorous swabbing practices for both horses and humans play a critical role in upholding the integrity of the industry and maintaining the well-being of all participants. Over the next three years, the industry is dedicated to implementing actions aimed at enhancing pre and post-race swabbing procedures, investing in advanced technology and strengthening testing and participation monitoring by HRNSW.

Strategic Actions:

1. Enhanced Pre-Race and Post Race Swabbing Protocols:

Further develop and expand pre/post-race swabbing protocols that ensure more horses are screened for prohibited substances before and after competing.

2. Investment in Cutting-Edge Technology: Allocate resources to invest in advanced swabbing technology, such as state-of-the-art equipment for sample collection and analysis.

3. Increased Human Testing: Refocus swabbing procedures to include more human participants, such as drivers and trainers. Regular and random testing for substances that may impact race outcomes ensures that the integrity of the sport is maintained.

4. Collaborative Monitoring: Foster collaboration between industry stakeholders, regulatory bodies and law enforcement agencies to ensure a holistic approach to equine welfare and testing. A united effort amplifies the impact of monitoring and testing initiatives.

The harness racing industry's commitment to equine welfare and rigorous testing is essential for maintaining public trust, safeguarding the well-being of horses and promoting a level playing field. By investing in advanced technology, expanding swabbing procedures and collaborating with stakeholders, the industry can ensure that all participants adhere to the highest standards of integrity, both on and off the racetrack.



ENHANCED SURVEILLANCE

Surveillance is of paramount importance within the harness racing industry in New South Wales (NSW) to ensure the integrity of the sport and maintain a level playing field for all participants. Comprehensive surveillance measures, both overt and covert, play a crucial role in deterring potential cheating and ensuring compliance with testing and participation monitoring standards set by HRNSW. Over the next three years, the industry is committed to implementing actions aimed at improving surveillance capabilities, investing in advanced technology and upholding stringent testing procedures to maintain the integrity of the sport.

Strategic Actions:

- 1. Enhanced Surveillance Strategies:** Develop and implement robust surveillance strategies that encompass both visible and discreet monitoring methods.
- 2. Coordinated Testing Programs:** Collaborate with industry experts to design and execute comprehensive testing

programs that cover various aspects of the sport, including performance-enhancing substances and illegal activities. Regular and targeted testing ensures compliance and acts as a strong deterrent.

3. Promote a Culture of Integrity: Establish a culture of integrity and ethical behaviour through awareness campaigns, education programs and zero-tolerance policies. By instilling a sense of responsibility and ethics, the industry can foster an environment that discourages cheating.

Investing in effective surveillance technology and practices is a proactive step towards ensuring the fairness and credibility of the harness racing industry. By adopting stringent surveillance strategies, advanced technology and a commitment to maintaining a level playing field, the industry can create an environment that deters potential cheating, upholds the sport's integrity and protects the interests of all participants.

BEST PRACTICE STEWARDING

Stewarding is a cornerstone of the harness racing industry in New South Wales (NSW), responsible for upholding the integrity of the sport, ensuring compliance with rules and maintaining a level playing field. Retaining, recruiting, educating and adequately resourcing stewards are crucial to achieving positive stewarding outcomes and legal compliance.

Over the next three years, the industry is committed to implementing actions that enhance stewarding practices, attract new talent to HRNSW and uphold the highest ethical standards. These actions will also emphasize the importance of investing in technology to deter potential cheating and maintain fairness.

Strategic Actions:

1. Retaining and Developing Talent: Implement strategies to retain experienced stewards by offering opportunities for career growth, continuing education and skill development. Regular training sessions and workshops will keep stewards

updated on the latest regulations and best practices.

2. Recruitment and Training Programs: Launch comprehensive recruitment and training programs to attract fresh talent to stewarding roles. Collaborate with educational institutions to offer specialized courses that equip aspiring stewards with the necessary skills and knowledge.

3. Collaboration and Communication: Foster collaboration and open communication between stewards, HRNSW, wagering companies and other industry stakeholders. Regular discussions and knowledge-sharing will lead to consistent enforcement of rules and regulations.

Upholding the highest ethical standards, investing in technology and ensuring a robust stewarding system are essential to the integrity and reputation of the harness racing industry. By attracting, training and retaining skilled stewards, the industry can create a strong foundation for enforcing rules, promoting fairness and deterring cheating.



PROFESSIONAL CLUB ADMINISTRATION

Clubs within the harness racing industry in New South Wales (NSW) play a pivotal role in promoting the sport, hosting races and maintaining industry integrity. Recognising their significance, the industry is dedicated to implementing actions over the next three years to enhance club performance in terms of integrity. This includes ensuring impartiality in race conditions, adherence to governance requirements and compliance with employment and workplace health and safety (WHS) standards. By fostering an environment of transparency, fairness and professionalism, harness racing clubs can contribute to the overall success and reputation of the industry.

Strategic Actions:

1. Workplace Health and Safety: Assist Clubs to prioritise WHS matters by implementing comprehensive safety protocols, providing training and conducting regular safety audits. A safe environment for participants, employees and patrons is essential to uphold industry integrity.

2. Regular Compliance Audits: Regularly conduct compliance audits to ensure Clubs are meeting industry standards in terms of integrity, governance and workplace practices. Identifying and rectifying issues promptly demonstrates a commitment to continuous improvement.

3. Collaboration and Education: Foster collaboration and knowledge-sharing amongst Clubs to promote best practices in integrity, governance and operational matters. Industry-wide education initiatives can help Clubs stay updated with the latest requirements and standards.

The collective efforts of harness racing clubs in NSW to prioritize integrity, governance, employment practices and WHS matters will contribute to the sport's credibility and success. By adhering to high standards and working collaboratively, clubs can play a significant role in maintaining a fair, safe and vibrant harness racing industry.

ENSURING STAKEHOLDER INTEGRITY

Internal stakeholders, including trainers, drivers and owners, are fundamental to the success and integrity of the harness racing industry in New South Wales (NSW). Their commitment to understanding and upholding the strictest integrity standards is essential in ensuring fair competition and animal welfare.

Over the next three years, the industry is focused on implementing measures that improve integrity and welfare performance by fostering a culture of transparency, accountability and ethical conduct among these stakeholders.

Strategic Actions:

1. Education and Awareness: Launch comprehensive educational programs to increase awareness among trainers, drivers and owners about the importance of integrity and animal welfare. These programs will provide insights into ethical practices, rules and regulations, promoting a collective understanding.

2. Whistleblower Protection: Promote a confidential reporting mechanism that allows stakeholders to report any misconduct or violations without fear of reprisal. Protecting whistle-blowers encourages the reporting of unethical behaviour and wrongdoing.

By collectively emphasising integrity and animal welfare, trainers, drivers and owners contribute to the sport's reputation, long-term sustainability and the well-being of the equine athletes. The harness racing industry in NSW is committed to fostering a culture of responsible conduct and ensuring that all stakeholders play their part in upholding the highest standards of integrity and animal care.

CLIMATE CHANGE FOCUS

As we move into the 2024-2026 strategic horizon, HRNSW recognises the increasing challenges posed by climate change. The harness racing industry, being deeply intertwined with the environment, faces direct and indirect consequences of changing climate patterns. These challenges present both risks and opportunities, and our Strategic Plan aims to proactively address them to ensure the continued success and sustainability of our sport.

Strategic Actions:

1. Emission Reduction: Commit to minimising our carbon footprint by implementing energy-efficient systems and renewable energy options in our facilities.

2. Sustainable Racing: Emphasise sustainable track management, water conservation and efficient waste management across our tracks to reduce our environmental impact.

3. Transport Efficiency: Promote eco-friendly transportation methods, aiming to decrease the carbon footprint of horse movements and attendee travel.

4. Resilience and Adaptation: Develop strategies to ensure that our sport remains viable in the face of changing environmental conditions, which may affect racing conditions and horse health.

5. Education and Awareness: Strengthen community understanding about the impacts of climate change on our industry and the broader ecosystem.

In embracing a proactive approach to climate change, HRNSW ensures the long-term resilience and success of the harness racing community in New South Wales. We commit to leading with responsibility, fostering sustainability and acting collaboratively to address the multifaceted challenges posed by a changing climate.





STRATEGIC PILLAR 2

REVENUE DIVERSIFICATION

Revenue serves as the lifeblood of HRNSW's operations, fuelling its commitments, initiatives, and advancements. Protecting and fortifying existing revenue streams is paramount to maintaining the organization's stability and growth trajectory. External shifts, market volatility and evolving industry dynamics underscore the need to ensure the resilience of core revenue sources. Equally crucial is the exploration of diversified revenue channels to mitigate risks and capitalize on emerging opportunities.

As we delve into the HRNSW Strategic Plan for 2024 - 2026, the significance of revenue strategies emerges as a focal point. HRNSW has enjoyed some years of significant revenue growth from wagering, but we are experiencing a material negative correction in 2023. Wagering is of course HRNSW key source of revenue, so it is critical that the focus turns to diversifying into new funding areas.

This Plan underscores the pivotal role of revenue, the need to safeguard existing streams and the imperative to explore novel avenues. The realization of these objectives extends profound benefits across the industry, from funding strategic investment, prizemoney enhancements to fostering innovation and securing a robust financial landscape for all participants.

1. Optimising Existing Streams: Protecting and optimising current revenue streams involves careful analysis, risk assessment, and efficiency enhancements. This entails leveraging data-driven insights to enhance customer engagement, refine marketing strategies and adapt to evolving customer preferences.

2. Diversification: Exploring new revenue sources demands innovation and adaptability. Investigating opportunities in

digital platforms, partnerships and emerging markets can amplify HRNSW's financial resilience.

3. Technology Integration: Integrating technology for efficient revenue management, including digital wagering platforms and data analytics, can yield insights that guide strategic decisions and maximize returns.

Revenue strategies stand as a linchpin for HRNSW's journey towards a sustainable and flourishing harness racing industry. The commitment to protect, optimize and diversify revenue streams transcends financial considerations, permeating the entire industry ecosystem. The realization of this commitment through prizemoney enhancements, innovative funding models and strategic growth initiatives will undoubtedly steer HRNSW and its participants toward a prosperous future.

Within the Revenue pillar HRNSW have expanded upon and set out actions in the following areas:

- Wagering
- Sponsorship
- Media Assets
- Non Raceday Revenues

ENHANCED WAGERING OFFER

In the context of the harness racing industry, wagering assumes a pivotal role as a revenue-generating mechanism with far-reaching implications.

This revenue is integral to sustaining our operations, supporting industry growth, and enabling targeted investments across key sectors.

A thriving wagering ecosystem also directly correlates with the economic well-being of participants. Increased wagering activity translates to higher prizemoney, fostering a competitive environment that attracts and retains skilled trainers, drivers and breeders.

The actions below are aimed at optimising our wagering landscape. By addressing specific high-risk areas within this domain, we aim to strengthen our revenue generation capacity and improve the overall participant experience.

Strategic Actions:

1. Wagering Partner Engagement: The industry will focus on fostering positive and collaborative relationships with wagering partners. Regular dialogue, feedback loops and joint promotional initiatives will be established to align strategies, enhance the overall experience for bettors and ensure a mutually beneficial partnership.

2. Diversification of Wagering Streams: The plan involves identifying and developing additional wagering revenue sources beyond traditional avenues. This could include exploring innovative bet types, expanding into new markets and introducing interactive platforms to appeal to a broader demographic.

3. Enhanced Customer Wagering Experience: Investing in technology and user-friendly interfaces owned by HRNSW is paramount to enhancing the bettor experience. Streamlined platforms, enhanced form services, real-time updates and interactive features will be developed to ensure that wagering is both convenient, customisable and enjoyable for our customers.

4. Race Programme Optimisation: It is critical that HRNSW programmes its races to maximise revenue returns, especially from wagering. A detailed review will be conducted of the programme to understand changes that could be implemented to deliver greater revenue to the industry. Once identified HRNSW will consult with industry and wagering operators to understand the operational implications of the changes before adopting them.

5. Refine Race Fields Model: Race fields fees have become a key revenue source from wagering operators so it's important that the charging regime balances the cost of betting on HRNSW product and the desire to maximise turnover. We will continue to refine our model to ensure we achieve the best revenue outcome.

6. Promotion and Education: Educating the public about the nuances of wagering on harness racing will be essential. Strategic marketing campaigns, tutorials and workshops will be rolled out to enhance public understanding, making it more accessible to novice bettors and increasing overall participation.

HRNSW recognises the pivotal role of wagering in its financial viability and overall growth. The strategic plan, focusing on relationship development with wagering partners, diversification of wagering revenue and optimisation of media and marketing rights, aims to foster a thriving ecosystem that benefits all stakeholders.

By nurturing collaborations, adapting to changing trends and ensuring a seamless and engaging experience for bettors, HRNSW is poised to secure its position as a vibrant and sustainable entertainment hub for harness racing enthusiasts.



MAXIMISE SPONSORSHIP



Sponsorship is an underutilised revenue source for harness racing.

The Plan centres on cultivating and enhancing relationships with sponsors while elevating the profile of the industry to attract new corporate partnerships. By fostering a desirable and lucrative environment for corporate involvement, the industry aims to develop additional revenue streams and position itself as an effective marketing tool for businesses.

Strategic Actions:

1. Relationship Enhancement: Building and nurturing strong relationships with existing sponsors will be a top priority. Regular communication, feedback loops and collaborative initiatives will be established to ensure sponsors feel valued, engaged and connected to the industry's successes. This will include ensuring sponsors understand the actual benefits received through their investment.

2. Profile Elevation: The plan involves elevating the profile of harness racing in NSW to make it an attractive platform for corporate partnerships. This includes showcasing the industry's positive impacts, achievements and community engagement through various media channels, events and marketing efforts.

3. Corporate Engagement Programs: Designing tailored corporate engagement programs will be key to attracting new sponsors. These programs will highlight the unique opportunities harness racing offers for businesses to reach their target audiences, creating mutually beneficial partnerships.

4. Asset Identification: A stocktake will be completed, both physical and online, to identify all industry assets that could be sponsored. Once identified an initiative will be launched to ensure all assets are appropriately sponsored. This could include statewide or specific club sponsorships and will depend on what structure provides the best outcome for the entire industry.

5. Measurable ROI Demonstrations: Corporates seek a return on investment (ROI) from sponsorships so it critical that we quantify and demonstrate the value sponsors receive from their partnerships. These benefits will include increased brand exposure, customer engagement metrics, media coverage and tangible business outcomes.

The strategic plan, focusing on relationship development, profile elevation and innovative sponsorship offerings, aims to create an environment that attracts and retains corporate sponsors. By effectively showcasing the benefits of involvement and providing measurable returns, the industry is poised to secure robust sponsorship support, diversify revenue sources and contribute to the mutual success of both the industry and its corporate partners.

COMMERCIALISE OUR MEDIA ASSETS

Media plays a crucial role for the harness racing industry in New South Wales (NSW) as it provides a gateway to reach a wider audience, promotes the sport and generates revenue.

Harness racing, as a unique, popular and thrilling gambling and entertainment sport, requires a strategic approach to leverage its media assets and maximize the value of the product being generated. Recognising the significance of media rights, the industry aims to implement 4 key actions over the next three years to enhance its media presence, promote the sport responsibly and realize the true value of its product.

Strategic Actions:

1. Media and Marketing Rights Optimisation: Recognising the value of media and marketing rights, efforts will be made to fully realise their potential through renegotiated contracts. Leveraging these rights effectively will not only promote the sport to a wider audience but also expand and grow rights related revenue streams.

2. Strategic Partnerships: The industry will forge strategic partnerships with new media outlets, broadcasters, and digital platforms to expand its reach and engage with a diverse audience. Collaborations will focus on creating compelling content, live streaming and interactive experiences to captivate existing fans and attract new ones.

3. Content Creation: There will be a concerted effort to produce high-quality and engaging content that showcases

the excitement, athleticism and passion within harness racing that will be shared in all available media. This includes behind-the-scenes stories, interviews with trainers and drivers and visually appealing race highlights that resonate with both traditional and modern audiences.

4. Digital Transformation: The harness racing industry will invest in modernising its digital platforms and social media presence to provide customers with an easily accessible, customisable and engaging content. Embracing technology will enable real-time updates, interactive race previews and engagement with fans through live chats and interactive polls, enhancing the overall viewer experience.

Realising the true value of the product involves acknowledging the entertainment and betting opportunities that harness racing provides. By implementing these actions, the industry will enhance its product's appeal and engage viewers on multiple levels. Moreover, promoting responsible coverage and portrayal of harness racing is vital to maintain the sport's reputation and foster trust among audiences.

By strategically partnering with media outlets, enhancing content, embracing digital transformation, educating stakeholders and upholding integrity, the industry is poised to leverage its media partnerships to their fullest potential over the next three years. This approach not only boosts the sport's popularity but also showcases its value and commitment to responsible and engaging entertainment.

NEW NON RACE DAY REVENUE SOURCES

HRNSW and its clubs own a variety of assets which lay idle for much of the year. The racing industry throughout Australia benefits from a range of non raceday activities that deliver incremental revenue during these idle times. Examples include:

- Functions (eg. weddings, conferences)
- Markets
- Site rental (eg. camping)
- Sublet of offices & buildings to businesses and community groups
- Parking onsite
- Concerts

Strategic Actions:

1. New Revenue Opportunity Identification: A review will be done by track to identify potential non raceday revenue opportunities. As a part of that review, we will consider what facility enhancements or other changes may be necessary to optimise this potential.

2. Delivery Support: HRNSW will assist clubs to maximise these opportunities through commercial, administrative, contractual, educational and planning support.

The ability of the industry to maximise the profits derived from its assets will underpin its future. A renewed focus on this opportunity will grow revenue which will be reinvested for the industry's future wellbeing.





STRATEGIC PILLAR 3

S U S T A I N I N G O U R S T A K E H O L D E R S

Sustained growth for the harness racing industry depends on a robust and dynamic stakeholder base. As HRNSW embarks on a strategic phase, the focus on increasing participation emerges as a cornerstone imperative.

Participation lies at the heart of harness racing’s essence—a nexus where passion, competition and camaraderie intersect. It encompasses individuals from diverse roles, from trainers and drivers to breeders and owners, collectively fostering the sport’s energy and growth.

HRNSW recognizes that a robust participant community underpins the health and future of harness racing. Thus, our strategic vision prioritizes participation, aiming to invigorate the sport by attracting new members, retaining existing ones and cultivating an environment that nurtures their contributions.

Increased participation leads to a ripple effect that reverberates throughout the harness racing ecosystem. A higher number of participants results in more competitive racing, enriched entertainment experiences and heightened fan engagement. Moreover, it fosters a sense of community and belonging, propelling the sport’s appeal to a broader audience. A thriving participant base also translates into greater support for associated businesses, from veterinary services to equipment suppliers, creating a self-sustaining ecosystem that benefits all stakeholders.

This plan encapsulates HRNSW’s resolve to prioritize and cultivate participation across all realms of harness racing. Our



strategy, rooted in empowerment and engagement, aspires to enrich the sport by expanding our participant community and fostering an environment where contributions are valued and passions are ignited.

Within the Participation pillar HRNSW have expanded upon and set out actions in the following areas:

- Training and Education
- Internal Stakeholders (ie. Owners, Trainers, Drivers, Breeders)
- Kindred bodies
- Clubs
- External Stakeholders
- Volunteers

TRAINING AND EDUCATION

The consultation process for this the strategic plan confirmed the critical role training and education plays in shaping a respected and valued industry. Moreover, greater professionalism will ensure the industry's growth and resilience moving into the future.

This plan emphasises the requirement and subsequent development of a comprehensive training framework, with a specific focus on high-risk roles such as veterinary science, farriery, trainers, stewards and more. By upskilling and nurturing professionals in these key areas, the industry seeks to fortify its foundation and contribute to the well-being of all involved.

Strategic Actions:

1. Training Framework Establishment: A paramount objective is the creation of a robust and standardized training framework. This framework will serve as a comprehensive guide for all roles within the industry, outlining required skills, knowledge and competencies. It will be designed to accommodate diverse learning pathways and cater to different levels of expertise.

2. High-Risk Role Emphasis Recognising the intricacies and high stakes associated with roles like veterinary science, farriery, trainers and stewards, the training framework will place special emphasis on these areas. Tailored curriculum modules will address the unique challenges and responsibilities of each role, ensuring professionals are well-equipped to handle their tasks with proficiency.

3. Industry Collaboration: Collaboration with educational institutions, industry experts and associations will be pivotal. Partnerships will be formed to develop and deliver training programs that align with industry requirements. This approach will enrich the training experience, leveraging the expertise of various stakeholders.

4. Mini Trot Expansion: Develop programs to grow participation throughout the state in Mini Trot as a way to create and educate the future stars of our sport.



VIABLE INTERNAL STAKEHOLDERS



Internal stakeholders, including drivers, trainers, owners and breeders, play a vital role in the success and vitality of the harness racing industry in New South Wales (NSW). Their participation, investment, and involvement are crucial for the growth of the sport.

Over the next three years, the industry aims to implement 4 key actions to enhance engagement, investment and retention within these stakeholder groups. By focusing on education, incentives, community building and innovation, the industry seeks to attract new individuals to the sport while retaining its existing participants.

Strategic Actions:

1. Incentives for Investment: Introducing attractive incentives for stakeholders to invest in harness racing will foster greater participation and ownership. This could include financial incentives, ownership syndicates and rewards for breeding successful horses, encouraging both financial commitment and emotional engagement.

2. Youth Engagement Programs: Fostering interest in harness racing among the younger generation is crucial for the industry's longevity. Implementing youth engagement programs, such as mentorship initiatives, youth driver training and school outreach, will introduce harness racing as an exciting career and recreational option.

3. Mentorship and Apprenticeship Programs: Develop structured mentorship and apprenticeship programs that allow experienced individuals to guide and train newcomers in the industry. This fosters knowledge transfer, skill development and a sense of belonging, creating a supportive environment for those entering the world of harness racing.

4. Customized Support Services: Provide customized support services for stakeholders at different stages of their involvement. This could include financial planning guidance for owners, fitness and well-being programs for drivers, administration support for trainers, media training and consultations for breeders. Tailored support enhances their experience and encourages long-term commitment.

Drawing people to the sport and retaining existing participants hinges on a harmonious and prosperous industry. By prioritising the development of these internal stakeholders, the industry can ensure a sustainable ecosystem that celebrates the contributions of drivers, trainers, owners and breeders alike.

The involvement of internal stakeholders is pivotal for the success of the harness racing industry in NSW. Through education, incentives, community building, youth engagement, and technological innovation, the industry aims to foster a vibrant and engaged community that attracts new participants and retains its existing members.

EFFECTIVE KINDRED BODIES

Kindred bodies and associations within the harness racing industry in New South Wales (NSW), including HRICG, UHRA, major clubs, gratuity clubs, owners and breeders, play a critical role in shaping the success and growth of the sport. These entities collectively contribute to the sport's development, financial stability and community engagement.

Over the next three years, several actions will be implemented to enhance participation, investment, involvement, communication and the profile of these kindred bodies. Emphasising a cohesive relationship with HRNSW, these actions will underscore the shared responsibility of promoting the sport both internally and externally.

Strategic Actions:

1. Enhanced Communication Platforms: Implement dedicated communication platforms, such as digital newsletters, social media accounts, and regular email updates, to facilitate transparent and timely communication between kindred bodies and their members. Open channels of communication will promote engagement, provide updates on industry developments and share success stories.

2. Joint Marketing Campaigns: Collaborate on joint marketing campaigns that leverage the strengths and resources of each kindred body. These campaigns can target specific segments of the audience, highlighting the inclusive nature of

harness racing and showcasing the diverse opportunities for involvement, whether as an owner, breeder or participant.

3. Public Outreach and Engagement: Organise community events, workshops and seminars that showcase the multifaceted aspects of harness racing. Encouraging public participation, whether through ownership, breeding or attendance at major races, will elevate the sport's profile and foster a greater sense of belonging among the wider community.

4. Unified Advocacy Efforts: Establish a united front when advocating for industry-related issues, such as regulatory changes, funding allocations and promoting responsible horsemanship. By presenting a cohesive voice and strategy, kindred bodies can better influence policy decisions that benefit the industry's future.

5. Strengthened Partnerships with HRNSW: Forge stronger partnerships with HRNSW to align goals, resources and strategies. Jointly addressing challenges, coordinating initiatives and sharing best practices will enhance the overall effectiveness of industry-wide efforts.

By fostering a cohesive relationship among kindred bodies and their alignment with HRNSW, the harness racing industry can effectively promote the sport, attract new participants and elevate its profile. The combined efforts of these entities will ensure a vibrant, engaged, and prosperous future for harness racing in New South Wales.





VIABLE HARNESS RACING CLUBS

Harness racing clubs play a pivotal role within the harness racing industry in New South Wales (NSW), serving as the heart of the sport by hosting races, engaging patrons and promoting the industry's growth. The success of these clubs directly impacts on course patronage, wagering, the quality of the racing product, workplace health and safety (WHS) matters and the industry's reputation.

Over the next three years, several actions will be implemented to enhance club engagement, communication, governance and overall viability. Emphasising a cohesive relationship with HRNSW, these actions will underscore the shared responsibility of promoting the sport both internally and externally.

Strategic Actions:

1. Enhanced Patron Experience: Focus on enhancing the on-course experience for patrons by investing in facilities, amenities and entertainment options. Creating an inviting and exciting atmosphere will attract larger crowds and encourage repeat attendance.

2. Workplace Health and Safety Measures: Prioritise stringent WHS measures to ensure the safety of all participants, including drivers, trainers, staff and patrons. Regular safety audits, training programs and proactive safety protocols will establish a secure environment for everyone involved.

3. Robust Governance Framework: Implement best practice governance practices within clubs to uphold transparency, accountability and ethical standards. Regular audits, clear financial reporting and adherence to industry regulations will enhance the credibility and trustworthiness of clubs. Adopt standard recruitment practices targeted at enhancing the professionalism of club administration.

4. Develop a More Effective Revenue Sharing Model: Work with Kindred Bodies and Clubs to identify and implement a simpler, fairer and more transparent revenue sharing model that rewards excellence and incentivises Clubs to improve the quality of their product.

5. Profile Enhancement through Collaborations: Collaborate with other industry stakeholders to raise the profile of clubs. Joint marketing campaigns, shared resources, targeted community events and unified advocacy efforts will collectively promote the sport and highlight the unique offerings of each club.

By establishing a cohesive relationship among clubs, HRNSW and other stakeholders, the harness racing industry can collectively promote the sport's growth and sustainability. These actions will contribute to increased patronage, closer community ties, heightened wagering activity, improved WHS standards and a strengthened reputation for the industry as a whole. The combined efforts of clubs will ensure that harness racing remains a vibrant and thriving part of the NSW sporting landscape.

SUPPORTIVE EXTERNAL STAKEHOLDERS

External stakeholders play a pivotal role within the harness racing industry in New South Wales (NSW), contributing to the sport's vitality and success. These stakeholders include fans, punters, sponsors, local communities, commercial partners and regulatory bodies. Recognising their significance, the industry is committed to implementing a series of actions over the next three years to enhance engagement, communication and collaboration.

Strategic Actions:

1. Enhanced Fan Engagement: Develop initiatives to enhance fan engagement, such as fan events, family focused fun days, meet-and-greets and interactive experiences. By creating memorable moments for fans, the industry can foster loyalty and encourage increased attendance at races.

2. Engagement with Regulatory Bodies: Strengthen communication with other regulatory bodies and authorities to ensure alignment with national and global industry best practice and compliance. This collaborative approach will

help maintain the sport's social licence and anticipate and plan for upcoming changes.

3. Community Outreach and Partnerships: Strengthen ties with local communities through partnerships, sponsorships and community engagement initiatives. Demonstrating the industry's commitment to its communities will enhance its public perception and support. We want harness racing recognised as a key entertainment source in each region where we race.

By working together, external stakeholders and the industry can jointly promote harness racing both within the industry and to the broader public. Through enhanced fan engagement, innovative wagering options, rigorous safety measures, transparent governance and community partnerships, the industry can uphold its positive reputation, attract more patrons and maintain its social licence to operate. The collective efforts of internal and external stakeholders will contribute to the continued growth and success of harness racing in New South Wales.

DEVELOP & REWARD OUR VOLUNTEERS

Volunteers are the lifeblood of the harness racing industry in New South Wales (NSW), contributing their time, skills and passion to its success. Recognising the vital role they play, a strategic roadmap has been devised to enhance volunteer retention and recruitment efforts. The plan centres on developing and fostering a robust volunteer base while improving communication across the industry. This approach is expected to cultivate stronger engagement, ownership and collaboration, ensuring the industry's growth and sustainability.

Strategic Actions:

1. Volunteer Empowerment: To cultivate a strong volunteer base, the industry will prioritise creating an environment that values and empowers volunteers. Clear roles, responsibilities and recognition programs will be established to provide volunteers with a sense of purpose and accomplishment. This will foster a sense of belonging and motivation to continue their contributions.

2. Enhanced Volunteer Training: Providing comprehensive training for volunteers is essential to their effectiveness and satisfaction. Tailored training programs will be designed to

equip volunteers with the necessary skills and knowledge to excel in their roles. Regular workshops and seminars will also be organized to facilitate continuous learning.

3. Thank our Volunteers: HRNSW will establish processes and programs aimed at acknowledging the efforts of hard-working volunteers. A simple "thank you" may be enough to encourage continuation of volunteer service.

4. Open Volunteer Communication Channels: Improving communication across the industry is paramount. Regular updates and interactive platforms will be implemented to keep volunteers informed about industry developments, events and opportunities. This transparent approach will enhance their engagement and commitment.

The strategic plan focuses on volunteer development, recruitment and improved communication, and envisions a future where volunteers are empowered, engaged and proud of their contributions. By fostering a culture of collaboration, ownership and ongoing learning, the industry aims to secure a dedicated volunteer base that will drive its growth, foster community engagement and sustain its legacy for years to come.

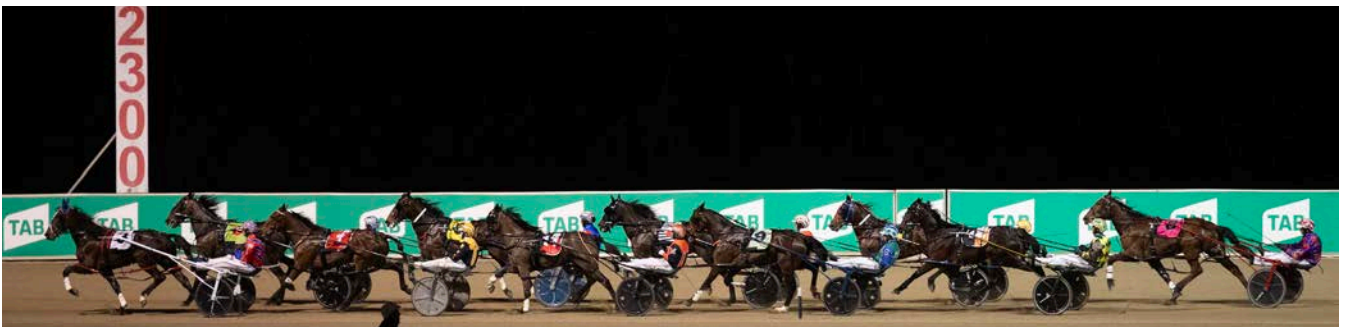




STRATEGIC PILLAR 4

OPTIMISING RACING & BREEDING

HRNSW acknowledges the twin pillars of racing and breeding as the lifeblood of our industry. Breeding underpins the strength and vibrancy of our racing scene, ensuring a continuous supply of quality contenders for the tracks. Meanwhile, racing serves as the public face of our sport, attracting fans, building engagement and driving revenue.



Central to our strategy is the emphasis on Bonus Scheme(s). These schemes have been designed to stimulate enthusiasm, reward excellence and incentivise participation across the board — from breeders and trainers to owners.

Prizemoney, in this strategic plan, isn't just viewed as a reward but as an investment. It's a tangible recognition of excellence and commitment in our industry. By refining the distribution of prizemoney, HRNSW aims to attract the best talent, thereby reinforcing the reputation of NSW as a premier destination for harness racing.

Race programming and handicapping stand at the intersection of sporting excellence and commercial viability. With a keen eye on wagering turnover and participant involvement, our plan charts a course for a more adaptive,

responsive and dynamic racing schedule. A well-conceived program can enhance competitiveness, bolster audience engagement and maximize revenue streams.

Lastly, given the potential risks posed by diminishing breeding numbers, our strategy underscores the significance of robust breeding practices. With strategic interventions, HRNSW aims to foster a resilient breeding landscape that ensures a consistent and healthy horse population, securing the future of our beloved sport.

In essence, this strategic plan recognises the role breeding and racing has and the holistic blueprint for sustainable growth, long-term relevance and continued excellence in the realm of harness racing.



TARGETED BONUS SCHEMES

Bonus schemes stand as a valuable tool to incentivise and reward various stakeholders, including breeders, owners and trainers, within the harness racing industry in New South Wales (NSW). Recognising their potential to boost participation and drive competitiveness, a strategic roadmap has been formulated to review and simplify the existing bonus scheme structure. The plan emphasises equitable distribution, sustainability and alignment with prizemoney principles. By refining the bonus scheme, the industry aims to ensure fairness, encourage growth and create a more attractive landscape for all stakeholders involved.

Strategic Actions:

1. Bonus Scheme Review and Analysis: A comprehensive review of the existing bonus scheme will be conducted. This review will involve stakeholders' feedback, industry trends and participation data to identify strengths, weaknesses and opportunities for improvement.

2. Simplification and Alignment of Bonus Schemes: Once the facts are understood the plan involves streamlining and simplifying the bonus scheme structure. The following key principles will underpin the new structure:-

- Aligning the bonus scheme's design with prizemoney principles will create a consistent and clear framework for all stakeholders, making it easier to understand and participate.

- Ensuring equity is a top priority. The bonus scheme will be designed to provide fair and proportionate rewards to breeders, owners and trainers based on their contributions and successes, promoting a level playing field. Sustainability will be a key consideration in the bonus scheme's enhancement. Similar to prizemoney, the Plan aims to ensure that the scheme's financial framework is viable for the long term, fostering stability and continued support.

3. Transparency and Communication: Transparent communication about the bonus scheme's structure, updates and changes will be maintained. Regular communication with stakeholders will help build trust and encourage engagement in the scheme.

In conclusion, bonus schemes hold immense value in incentivising and rewarding stakeholders within the NSW harness racing industry. The strategic plan, focusing on review, simplification, equity, sustainability and communication, envisions a future where breeders, owners and trainers are motivated by a fair and attractive bonus scheme. By aligning with prizemoney principles and ensuring long-term viability, the industry aims to create a supportive environment that fosters growth and competitiveness, benefiting all participants and stakeholders involved.

ATTRACTIVE PRIZEMONEY

Prizemoney serves as a vital driver of success, attracting talent and bolstering the competitiveness of the harness racing industry in New South Wales (NSW). Acknowledging its pivotal role, a strategic roadmap has been devised to enhance the distribution of prizemoney. The plan centres on introducing an additional “provincial tier” to enrich the existing “B-level,” “A-level,” and metro-level prizemoney categories. The industry’s commitment to increasing prizemoney in alignment with revenue growth forms a cornerstone of this strategy, ensuring fairness, motivation and continued industry growth.

Strategic Actions:

1. Introduction of Provincial Prizemoney Tier: A central action is the introduction of a “provincial tier” of prizemoney. This tier will be designed to cater to city mid-week meetings, providing a valuable middle ground between existing country and city prizemoney levels. It acknowledges the diversity of racing locations, the rising cost of training from the city and aims to incentivise participation across the state.

2. Revenue Responsive Prizemoney Changes: The plan commits to annual prizemoney changes that directly

correlate with overall HRNSW revenue growth. The principle of always increasing prizemoney if revenues allow will be upheld, ensuring stakeholders reap the rewards of industry success.

3. Equitable Revenue Distribution Model: The development of a fair and balanced prizemoney distribution model is a priority. Engaging industry stakeholders, including trainers, owners and drivers, will lead to the creation of a model that considers the distribution of funding to ensure the future of the industry. Open communication will be maintained regarding prizemoney allocation decisions. The rationale behind changes, adjustments and future plans will be clearly communicated to industry participants, fostering trust and a sense of collaboration.

The strategic plan, encompassing the introduction of a provincial tier, revenue-responsive increases and equitable distribution, envisions a future where participants are fairly rewarded for their contributions. With prudent financial management, continuous review and transparent communication, the industry aims to sustain its growth trajectory, ensuring that prizemoney remains a robust incentive for all stakeholders.



EFFECTIVE RACE PROGRAMMING AND HANDICAPPING

Race programming and handicapping are pivotal components of the harness racing industry in New South Wales (NSW) that influence wagering turnover, participant involvement and the overall success of the sport. By focusing on creating attractive races, improving handicapping accuracy and fostering stakeholder responsibility, harness racing in NSW aims to elevate its appeal, engagement and integrity.

Strategic Actions:

1. Data-Driven Handicapping: Implementing advanced data analytics and technology will enhance the accuracy of handicapping. HRNSW will undertake quarterly reviews to understand the appropriateness of handicapping and programming across the state.

2. Field Size Optimisation: Optimising field numbers in each race will contribute to the excitement, competitiveness and wagering on the sport. Analysis will be done considering

wagering, horse availability and race competitiveness to come up with changes and new race conditions to benefit the industry.

3. Stakeholder Education and Engagement: Educating trainers, owners, drivers and punters about the nuances of race programming and handicapping is essential. Workshops, webinars and informational resources will be provided to stakeholders to make informed decisions,

Realising optimum field numbers and races underscores the importance of offering a dynamic racing environment that accommodates various skill levels and horse abilities. A collaborative effort from all stakeholders—industry regulators, race organizers, trainers, drivers and even fans—is vital in maintaining the integrity of the sport. By upholding ethical standards, ensuring fair competition and promoting responsible horse management, the industry can present harness racing in the best possible light.

SUSTAINABLE BREEDING INDUSTRY

Recognising the potential risks associated with declining breeding numbers, this plan focuses on strategic actions aimed at bolstering breeding practices and ensuring a robust horse population.

Breeding stands as the foundation upon which the future of harness racing is built. The genetic quality of racehorses significantly impacts performance, competitiveness and the overall attractiveness of the sport to both participants and enthusiasts.

Strategic Actions:

1. Optimal Land Utilization: HRNSW's existing land resources will be harnessed for breeding and agistment purposes. By repurposing underutilized land, HRNSW will create cost effective facilities that cater to hobbyist breeders. This initiative encourages participation across the spectrum and will derive a new revenue stream for HRNSW.

2. Subsidised Agistment for Hobbyist Breeders: To encourage broader participation, HRNSW will introduce initiatives that provide subsidized agistment services to hobbyist breeders. By removing financial barriers, HRNSW aims to attract individuals who can contribute to genetic diversity and enrich the racing horse population.

3. Breeder Incentive Programs: Recognising the contribution of breeders, HRNSW will redesign incentive programs that reward successful breeding outcomes.

By implementing these actions, HRNSW envisions a future where breeding flourishes, ensuring a continuous pipeline of top-quality racehorses that drive the excitement and success of harness racing in New South Wales.



STRATEGIC PILLAR 5

INCREASING OUR PROFILE & CUSTOMER BASE

HRNSW recognises that the heart of our sport's vitality and future prosperity lies in our customers. As we move into the strategic horizon of 2024-2026, the retention and recruitment of passionate fans, patrons and participants remains paramount. The thriving pulse of harness racing is powered by the collective heartbeat of those who watch, wager and wonder at what our sport offers.

Understanding the ever-evolving landscape of consumer needs and preferences, this strategic plan sheds light on areas which will shape the customer-centric vision of HRNSW:

- 1. Events:** Through marquee races and flagship events, we aim to entice and increase on course patronage, exposing our product to new and known audiences increasing the likelihood of participation.
- 2. Technology:** Embracing technological advancements will enhance the customer experience, offering seamless wagering, interactive platforms and immersive viewing experiences, bridging the gap between the track and the fans, wherever they may be.
- 3. Profile Building:** Elevating the profile of harness racing means showcasing the stories, personalities and achievements that define our sport in the wider media landscape, thus creating a deeper emotional connection with our audiences and fostering brand loyalty.
- 4. Marketing:** Through targeted marketing strategies, we aim to spotlight the allure of harness racing, appealing to diverse demographics and ensuring that the sport remains top-of-mind for both existing and potential fans.



By focusing with intent and innovation on these key areas, HRNSW aspires to create a robust customer engagement framework that not only meets but exceeds expectations. As we march forward with this customer-first approach, we believe that it will pave the way for sustained growth, amplifying harness racing in New South Wales and ensuring that our sport not only thrives but prospers.



MAJOR EVENT CELEBRATIONS

HRNSW firmly believes that big events are the cornerstones that showcase the excitement, energy and excellence of our sport. These marquee occasions transcend the boundaries of a regular race day, drawing in enthusiasts, first-time viewers and entire communities. In an era where the event experience defines a sport's attraction, our flagship events play a pivotal role in shaping the perception and reach of harness racing.

The magnetic appeal of these occasions not only amplifies on-course patronage but has far-reaching ripple effects. Increased attendance and engagement bolster investment opportunities, both from corporate entities and individual patrons. A thriving event atmosphere fosters participation, drawing in new talents and reigniting the passions of stalwarts. Moreover, the community immersion that such events foster is unmatched, weaving harness racing into the cultural and social fabric of New South Wales.

Strategic Actions:

1. Themed Major Events: Design and implement thematic race days centred on popular cultural events, festivals or community milestones. This will not only diversify the audience but provide unique entertainment avenues that complement the races.

2. Multi-faceted Entertainment: Incorporate diverse entertainment formats, from live music acts to gourmet food festivals, ensuring that big events appeal to a broader demographic, beyond just racing enthusiasts.

3. Reinvigorate Traditional Club Events: HRNSW will work with Clubs to ensure their traditional headline event is reinvigorated and supported to regain community interest and maximise participant support. Every club must have a successful headline event each year.

4. Collaborative Ventures: Partner with local businesses and community organisations, converting big events into platforms for local talent and entrepreneurship. This mutual promotion increases event allure and strengthens community ties.

5. Charity Based Events: Continue HRNSW's commitment to supporting charitable causes with the aim to raise funds for the charity, show the community the harness racing industry is a good citizen, lift the profile of harness racing and provide our internal stakeholders with an initiative to be proud of.

6. Customer Engagement Innovations: Utilise technology to introduce interactive experiences for patrons, such as AR-based track insights and simulator experiences, enriching the on-course experience.

By centring our vision on these strategic actions, HRNSW aims to evolve and elevate the stature of our big events. As we move towards the strategic horizon of 2024-2026, these flagship occasions will serve as powerful beacons, drawing in diverse crowds and cementing the position of harness racing as an unmissable spectacle in New South Wales.

MAXIMISE THE BENEFITS FROM TECHNOLOGY

In an increasingly digitised world, HRNSW recognises the undeniable role that technology plays in shaping the future trajectory of our sport. Not only does technology streamline operations and enhance spectator experiences, but it also fortifies the industry's growth vectors, including investment, participation and wagering. Embracing technological innovations will empower us to meet evolving customer expectations, ensuring we remain at the forefront of the competitive racing landscape.

The harness racing experience is no longer confined to the racetrack but extends to the digital touchpoints we create, the data-driven insights we derive and the immersive experiences we offer. To ensure HRNSW remains agile, responsive and ahead of the curve, we are committed to integrating the latest technological solutions across our operations.

Strategic Actions:

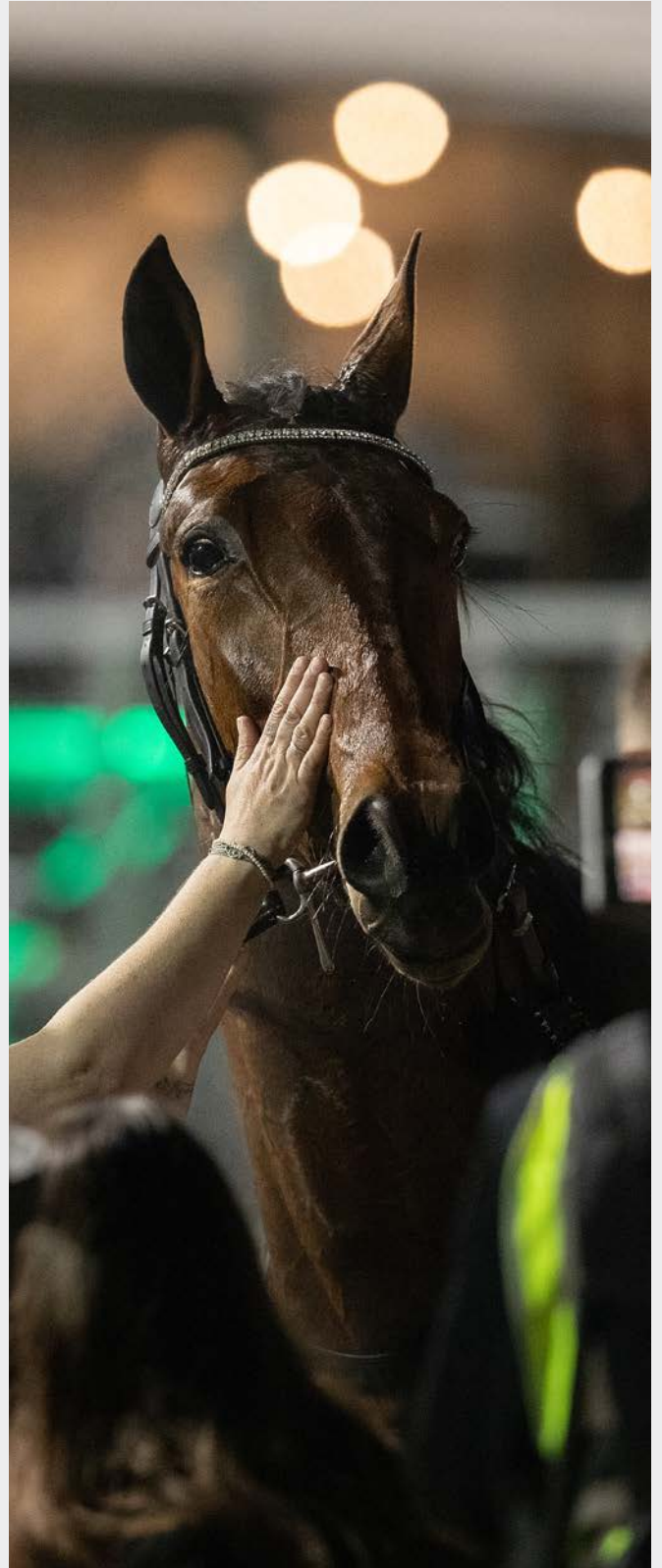
1. Integrated Digital Platforms: Develop a unified, user-friendly and customisable digital platform to provide seamless access to race schedules, booking facilities, live-streaming, form, race replays, wagering interfaces and interactive content, creating an end-to-end digital journey for our patrons.

2. Data Analytics & Insights: Leverage data analytics to derive insights on spectator preferences, betting patterns and participation trends. This actionable intelligence will guide our decision-making, enabling a personalised experience for stakeholders.

3. Augmented & Virtual Reality (AR/VR) Experiences: Introduce AR/VR interfaces at racing events and on digital platforms, allowing users to experience behind-the-scenes action, virtual stable tours and race simulators.

4. Smart On Track Infrastructure: Upgrade racing facilities with smart technology, such as IoT-enabled equipment monitoring, AI-driven crowd management systems and contactless payment solutions, elevating on-track experiences while ensuring safety and efficiency.

By anchoring our strategy on these technological imperatives, HRNSW is poised to redefine the harness racing experience. As we surge forward into the 2024-2026 strategic phase, our commitment to technological excellence will fuel our mission to deliver unparalleled value to our community, stakeholders and patrons, ensuring the sustained prosperity of the sport in New South Wales.



INCREASE OUR MARKETING PRESENCE

HRNSW recognises that in an era saturated with information, standing out requires more than just traditional promotional tactics. A refined, contemporary and targeted marketing strategy is paramount to ensure the harness racing brand remains relevant, enticing and top-of-mind. By leveraging modern marketing methodologies, we can strategically position our sport to resonate with both existing stakeholders and a new generation of fans. Effective marketing not only amplifies our visibility but also holds the promise of driving increased investment, bolstered participation and robust wagering activity.

In our commitment to the future, HRNSW understands the significance of offering products that aren't just based on tradition but are aligned with modern marketing narratives, creating authentic connections and fostering deeper brand loyalty.

Strategic Actions:

1. Digital First Approach: Capitalise on the power of digital marketing by enhancing our online presence across all platforms. This includes optimising our website, deploying targeted social media campaigns and exploring influencer partnerships to expand our reach.

2. Refocused Marketing Spend: All existing marketing activities will be reviewed to ensure they deliver appropriate outcomes.

Where necessary spend will be redirected into new channels that deliver a larger or new audience for harness racing.

3. Data-Driven Personalisation: Utilise analytics tools to segment our audience and provide personalised content. By understanding our audience's preferences, we can create customised experiences that drive engagement and loyalty.

4. Brand Storytelling & Content Creation: Develop compelling narratives about the heritage, thrill and intricacies of harness racing. Utilise visual storytelling through videos, documentaries and multimedia content that resonate with both seasoned enthusiasts and newcomers.

5. Collaborative Partnerships: Forge strategic alliances with brands, media houses and influencers who align with our values. Such partnerships can amplify our reach and enhance our brand's credibility and appeal. They also provide cost effective endorsement of our product.

With these forward-thinking actions, HRNSW is committed to evolving its marketing playbook. By keeping a pulse on contemporary trends and integrating them into our strategies, we aim to shape the future narrative of harness racing, ensuring the sport remains vibrant, relevant and prosperous as we navigate the strategic horizon of 2024-2026.







STRATEGIC PILLAR 6

INFRASTRUCTURE UPGRADES

Infrastructure, often referred to as the backbone of any sport, is especially pivotal for HRNSW. A resilient and forward-thinking infrastructure portfolio not only enhances the quality and safety of our sport but serves as a beacon, attracting patrons, participants and the wider community. It's the stage upon which the drama, excitement and legacy of harness racing unfolds, and its significance cannot be understated.

Within this realm of infrastructure, three areas take precedence, shaping the very fabric of the HRNSW experience:

- 1. Tracks:** At the heart of our sport, tracks represent the very stage where dreams are realized, and legends are born. They must be meticulously designed, maintained and upgraded to ensure safety, fairness and the highest level of competitive racing. Beyond the pure sport, a world-class track acts as a magnet for patrons, sponsors and the broader community, enhancing the overall brand image of HRNSW.
- 2. Training Centres:** These are the crucibles where raw talent is moulded into excellence. A state-of-the-art training centre not only provides a conducive environment for equine and human athletes to hone their skills but signals HRNSW's commitment to fostering the next generation of champions. Furthermore, it ensures that our sport remains competitive on a global scale, drawing in external participation and investment.
- 3. General Facilities for On-Course Patronage & Sponsorship:** Beyond the thrill of the race, the overall experience for our patrons hinges on the quality and ambience of our on-course



facilities. Modern, technologically advanced, comfortable and user-friendly amenities can dramatically enhance patron satisfaction, ensuring repeat visits and positive word-of-mouth. Similarly, well-curated spaces provide lucrative opportunities for sponsorships, forging strong partnerships that can drive the sport's financial health.

In essence, infrastructure is more than just brick and mortar; it's the promise of an unparalleled experience, a commitment to excellence and a testament to the legacy and future of harness racing in New South Wales.

HIGH QUALITY RACING TRACKS

The integrity and quality of our tracks are paramount to the reputation, safety and success of harness racing in New South Wales. Properly maintained tracks ensure that our equine athletes, trainers and drivers have a safe environment to compete, while owners and spectators can trust in the consistent and high-quality racing experiences they have come to expect from HRNSW. As we forge ahead into the next phase of our strategic journey, meticulous attention to track quality remains a top priority.

Strategic Actions:

1. Maintenance Training Programs: Develop and offer comprehensive training programs for track curators and maintenance teams. By investing in continuous learning, we

ensure that the latest techniques and best practices in track care are consistently applied.

2. Innovative Track Surfaces: Research and pilot test innovative track surfaces, such as synthetic or hybrid tracks, that might offer superior durability, safety and performance consistency. Based on successful models from around the world, these surfaces can be a game-changer for harness racing in NSW.

Through these actions, HRNSW reaffirms its commitment to providing world-class tracks that uphold the highest standards of safety, fairness and competitiveness. Our tracks are more than just the ground we race on; they are a testament to our dedication to excellence in every facet of the sport.

IMPROVED ON-TRACK FACILITIES

Recognising the significance of on-course facilities in the harness racing landscape, HRNSW is committed to reinvigorating these vital customer touchpoints. As the competition for patrons' time and attention intensifies, it's imperative for us to elevate the on-site experience, making it more enticing for both loyal fans and newcomers.

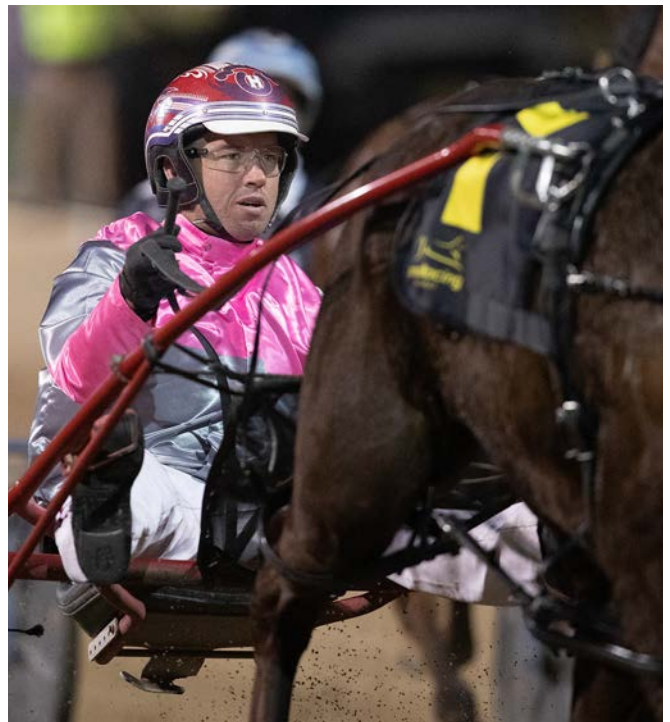
A strategic enhancement of our on-course facilities aligns directly with HRNSW's objectives of driving participation and fostering growth. Our primary goal is to ensure stakeholders, whether they're participants or spectators, are welcomed into environments that are not only cost-effective but also aligned with modern standards.

Strategic Actions:

1. Facility Modernisation: Implement a phased refurbishment plan targeting ageing infrastructures, prioritising those of highest risk or where the customer experience is below standard.

2. Digital Integration: Incorporate digital touchpoints such as interactive kiosks, digitised advertising, free Wi-Fi zones and mobile charging stations to cater to today's audience.

3. Feedback Mechanisms: Establish regular feedback channels, allowing patrons to voice their opinions and suggestions, ensuring continuous improvement based on stakeholder insights.



With the execution of these actions, HRNSW envisions on-course facilities that are not just places for racing but premier entertainment destinations, offering every attendee a memorable and engaging experience.



QUALITY TRAINING FACILITIES

HRNSW acknowledges the integral role of training facilities in the development and success of our sport. The rapid pace of urbanisation combined with increasing training costs necessitates a proactive and strategic approach to our training facilities. Our focus is on ensuring that these centres are not only accessible but also equipped with modern amenities, catering to both established, emerging professional or hobbyist trainers, especially those without the initial capital to invest in their own setups.

Strategic Actions:

1. Infrastructure Enhancement: Prioritise the modernisation of existing training facilities to ensure trainers have access to top-tier equipment and resources. This includes completion of the Bathurst, Tamworth and Wagga projects.

2. Cost-Effective Training Solutions: Introduce a range of trainer leasing models to encourage participation:

- Structured pricing models with potential discounts or incentives for new and emerging trainers to make entry more accessible.
- Offer adaptable lease terms, acknowledging the fluctuating demands of the sport, giving trainers the liberty to adjust based on their immediate requirements.
- Promote efficient use of space by establishing shared areas in training centres, which will encourage collaboration and optimise resource use.

3. Trainer Development Initiatives: Introduce scholarship programs targeting high-potential talents, providing them with subsidised access to training facilities and mentorship opportunities.

By implementing these actions, HRNSW aims to create training facilities that are contemporary, efficient and conducive to the sport's growth, reaffirming our position as a forward-thinking and stakeholder-centric organisation.



IMPLEMENTATION

The 2024-2026 Strategic Plan includes several initiatives that will take some time to implement. To facilitate, control and oversee the Plan we will:

- Share the detail of this Plan with Kindred Bodies and Clubs and where appropriate implementation assistance may be requested,
- Create a detailed action plan outlining proposed timelines and responsibility for delivery of each initiative,
- Allocate resources for each initiative based on the Board's approved FY24 Budget and delegated expenditure authority policy,
- Report quarterly to the Board on the progress of each project, and
- Annually assist the Board to do a detailed review of the strategy to ensure it remains appropriate.
- In allocating our capital and resources, HRNSW adopts a laser focus approach. Every decision regarding project selection and investment allocation will be subjected to rigorous scrutiny, assessing not only the potential rewards but also the associated risks.
- We acknowledge that prudent risk management is paramount in safeguarding the organisation's stability and long-term viability.



CONCLUSION

In concluding the HRNSW 2024-2026 Strategic Plan, we affirm our unwavering commitment to the future excellence and sustainability of harness racing in New South Wales. This plan represents our collective determination to steer the industry towards a path of continued growth, innovation and competitive success.

As we embark on this journey, it is imperative to emphasise the indispensable role of every participant within our ecosystem. HRNSW recognizes that the collective effort, dedication and positive contributions of all stakeholders are vital to the advancement of our sport. We call upon each individual, from breeders and trainers to drivers, owners and administrative staff, to embrace their responsibilities with a steadfast commitment to the sport's betterment.

With this strategic plan, HRNSW is embarking on a transformative journey that demands boldness, innovation and an unwavering pursuit of excellence. While navigating the dynamic landscape of harness racing, we remain committed to transparent communication, sound governance and responsible resource utilisation.

As shareholders and stakeholders, your trust in HRNSW is integral to our shared success. With this plan, we reaffirm our commitment to steering our sport towards a future that is marked by pillars contained herein.

Together, we will shape the future of harness racing in New South Wales





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