



NSW GBOTA STRATEGIC PLAN 2023 – 2025

A PROUD TRADITION – AN EXCITING FUTURE

NSW GBOTA RACING

VISION

To be the World's leading Greyhound Racing Association, delivering best practice and the highest standards in racing operations, advocacy and welfare in the sport of greyhound racing.

VALUES

The NSW GBOTA is committed to being an integral leader within the greyhound racing industry. In all our business and communications, led by our management team, board of directors and all staff, we strive to uphold these values:

- Transparency
- Integrity
- Professionalism
- Proactiveness
- Collaboration
- Trustworthiness
- Loyalty
- Goal Orientation
- Productiveness
- Accountability

PRIMARY OBJECTIVES

The NSW GBOTA Board, in conjunction with the NSW GBOTA CEO, have identified five key strategic areas to focus on over the next three years to drive them towards their vision of being the World's leading greyhound racing Association.

1. **Racing Operations** – To operate the most professional, safe and efficient greyhound racing tracks in the World.
2. **Financial Stability** – To optimise all commercial opportunities for the betterment of participants and to have all tracks trading profitably.
3. **Advocacy & Membership** – To represent our members through proactively advocating for development in all areas of greyhound racing & welfare.
4. **Footprint** – To maintain and upgrade all current facilities to minimum standards in safety, welfare and environmental friendliness, while embracing new opportunities to expand the association's geographical presence.

5. **Stakeholder Engagement** – To work collaboratively with all participants, officials, peak bodies, government, and business partners in creating new opportunities for both NSW GBOTA and the sport of greyhound racing in NSW.

RACING OPERATIONS

1. To undertake a leading role in the provision of greyhound racing for NSW, both in Metropolitan and rural regions.
2. To work with Greyhound Racing NSW (GRNSW) and the NSW Government to relocate Wentworth Park city racing to a new Metropolitan Centre of Excellence owned and operated by NSW GBOTA.
3. To work collaboratively with Greyhound Welfare Integrity Commission (GWIC) & GRNSW in elevating all NSW GBOTA tracks to comply with minimum standards.
4. To lead the sport in participant communications and consultation through embracing existing and emerging technology including social media.
5. To provide all participants with the highest level of customer experience.

FINANCIAL

1. To increase profitability of racing operations to enhance the Association's ability to grow its footprint by funding the head office operations and re-investing directly back into greyhound racing.
2. To work towards uniformity across the NSW GBOTA network – This includes, however is not limited to; financial processes, costs for participants, salaries etc.
3. To strategically invest into diverse opportunities that will enhance NSW GBOTA's overall financial position and capacity to invest into future greyhound racing projects.
4. To both invest and plan for costings in cap-ex projects ensuring the long-term value, maintenance & serviceability of our racetracks and racing operations.
5. To create new top-line revenue growth opportunities across all tracks, while maintaining and advancing existing revenue streams.
6. To create self-funding models for the NSW GBOTA Branch network.

ADVOCACY & MEMBERSHIP

1. To increase the overall registered membership numbers of the NSW GBOTA to over 1,000 members by the end of 2025.
2. To develop effective and efficient communication processes between members, staff, management, directors, and the branch networks.

3. To develop a new membership model for both associate and full members.
4. To create new and engaging participant relevant education opportunities.
5. To complete a full constitutional review with actionable recommendations.

FOOTPRINT

1. Metropolitan - To work with GRNSW and the NSW Government to obtain \$40 million + in funding for the relocation of Wentworth Park city racing to a new Metropolitan Centre of Excellence.
2. Metropolitan – To finalise a new location for Metropolitan Centre of Excellence and have the location zoned, plans completed and approved with construction under way.
3. Northern Rivers - To work with GRNSW, the NSW Government and other Northern Rivers stakeholders to develop a new Northern Rivers Centre of Excellence.
4. Central West - To work with GRNSW, the NSW Government and other Central West stakeholders to develop a new Central West Centre of Excellence.
5. Hunter – To maintain Maitland as a leading TAB club in the region while exploring all potential new tracks and/or consolidation within the region.
6. Central Coast – To maintain Gosford as a leading TAB club in the region while exploring all potential new tracks and/or consolidation within the region.
7. South Coast - To maintain Bulli as a leading TAB club in the region while exploring all potential new tracks and/or consolidation within the region.
8. Riverina - To maintain Temora as a leading TAB club in the region while exploring all potential new tracks and/or consolidation within the region.
9. North West - To maintain Gunnedah as a leading TAB club in the region while exploring all potential new tracks and/or consolidation within the region.

STAKEHOLDER ENGAGEMENT

1. Participants / Members – Continually seek constructive feedback from participants and enhance the levels of communication and consultation between participants and staff.
2. Greyhound Racing New South Wales (GRNSW) – Continue to build a strong win-win relationship with GRNSW in which both parties respect and appreciate the value to which each organisation brings to Greyhound Racing in NSW.
3. Greyhound Welfare Integrity Commission (GWIC) – Continue to build a mutually respectful relationship with GWIC in which open discussions and debates can be undertaken to ensure participants and greyhounds feel both safe and protected.
4. Greyhound Australasia (GA) – Advocate for fairness in national rules and enhancement of policies based on both science and participant feedback.
5. Greyhound Clubs New South Wales (GCNSW) – Collaboration with GCNSW to assist with providing a state-wide approach between NSW GBOTA and all other GRNSW clubs. In addition, working together to ensure correct outcomes on major industry wide issues.

6. NSW State Government – Build strong relationship with all major political parties and key personnel including but not limited to; Premier, Deputy Premier, Racing Minister, Planning Minister, Opposition Leader, Shadow Racing Minister, Parliamentary Friends of Greyhounds Members, and all MP's based in regions where NSW GBOTA has a presence.
7. Councils & Local Businesspeople – Build strong relationships with the Mayor, Council General Managers, Councillors, and local business owners in each region that NSW GBOTA tracks exist or are being considered.
8. Sponsors – Grow and maintain key relationships and financial support of Ladbrokes and all other sponsors across our NSW GBOTA network.
9. Landlords – Grow and maintain relationships with the Landlords of all NSW GBOTA tracks in which a lease arrangement exists, while ensuring that the best possible agreements are in place to maintain NSW GBOTA's continued viability at each of these tracks.
10. Staff – Develop a culture of professionalism, success, innovation, and fun across the Associations employees.
11. Board Of Directors – Continue to evolve the skills, governance knowledge and professionalism of members on the Board of Directors. Specifically, encouraging strong communication and working relationships between the Board and management personnel, enhancing efficiencies to commercial operations.