



# ***INDUSTRY RESHAPING***

***NZTR Strategic Plan – Year 2***

NEW ZEALAND  
THOROUGHBRED **RACING**



PUREI HŌIHO NĀTI O AOTEAROA

# Review of current season priorities

**Progress has been made across the prioritised initiatives in the 20/21 season**

INITIATIVE	PROGRESS UPDATE
<b>Venue Plan</b>	Phase 2 post COVID-19 has been completed. Regional discussions across country underway.
<b>Greater mainstream awareness</b>	Investment in carnival periods and initiatives with NZME (NZ) and SENTrack (Aus) underway.
<b>Thoroughbred welfare</b>	Enhanced rules implemented, commenced traceability project. Support for Clubs in relation to communication activities. Proposed 1% prizemoney contribution.
<b>Racing Programme</b>	Progress with re-shaping project. Key inputs – Pattern Review, venue plan (including synthetic tracks) and track investment plans.
<b>Autumn Carnival</b>	Commenced first year of “The Classics” period with support of ARC and Wellington RC.
<b>Club Funding Model</b>	Post COVID-19 enhanced funding model for Clubs. Trialling geo-fencing of on-course betting to inform future structure. Next phase will be progressed under the re-shaping project.
<b>Clubs Digital</b>	Broad club engagement phase to get support for concept over the last 12-18mths. Project approved by Board in August 2020. First sites will be live in late November.
<b>Future State TRLP</b>	TRLP business “wound down” late last season but retention of small logistics arm to service Clubs over this summer. The Races brand retired. Digital assets transitioned to Codes.

# Review of current season priorities continued

**Progress has been made across the prioritised initiatives in the 20/21 season**

INITIATIVE	PROGRESS UPDATE
<b>Investment programme for track reconstructions and equipment at top 10 venues</b>	Discussion commenced at Board level and support for an ongoing financial contribution to infrastructure fund to assist Clubs and venues in upgrades/reconstructions.
<b>Advocate for partnering, new revenue streams and support transition activities</b>	Racefields introduced with voluntary agreements from major Australia wagering operators. TABCorp agreement signed to progress other international opportunities. New Act introduced to establish TAB NZ.
<b>Code Funding model</b>	Codes agreed on a model for 20/21. Discussions on a future (long-term) model have commenced.
<b>Industry modernisation through integration with Racing Australia</b>	Single National System project was approved at July 2020 Board and is underway. Industry stakeholder group currently being established including Clubs. Planned transition date is August 2021.
<b>Establish a National Training and Education Academy</b>	Progress with re-shaping project. First phase is the development of a track rider accreditation process due to be launched in February 2021.
<b>Wellbeing, diversity and inclusion initiatives</b>	Agreement from three codes to work together on a communications initiative which reinforces key messages and expectations on behaviours. To be launched in February 2021.



## ***Racing Act 2020 and COVID-19 impacts present significant new opportunities for New Zealand Thoroughbred industry***

- Greater clarity on the role of TAB NZ and the Codes; Code owns IP.
- Need for NZTR to adopt greater control over its destiny with access to a more significant funding base.
- Opportunity to refocus roles and responsibilities of stakeholders.
- NZTR Board and management have developed set of modules (and related initiatives) based on a theme of “reshaping” the industry post the Act. Many of these projects accelerate change.
- Consultation will commence post AGM.
- This presentation provides an overview of the main themes.



# Recent changes present an opportunity to refocus roles and responsibilities

## CENTRAL HUB for TRI-CODE OPERATIONS



### Industry GOVERNANCE & ADMINISTRATION



### Grow INTEREST & PARTICIPATION



### Racing Clubs – COMMUNITY & ON-COURSE



### Media Partners – AUDIENCE ENGAGEMENT



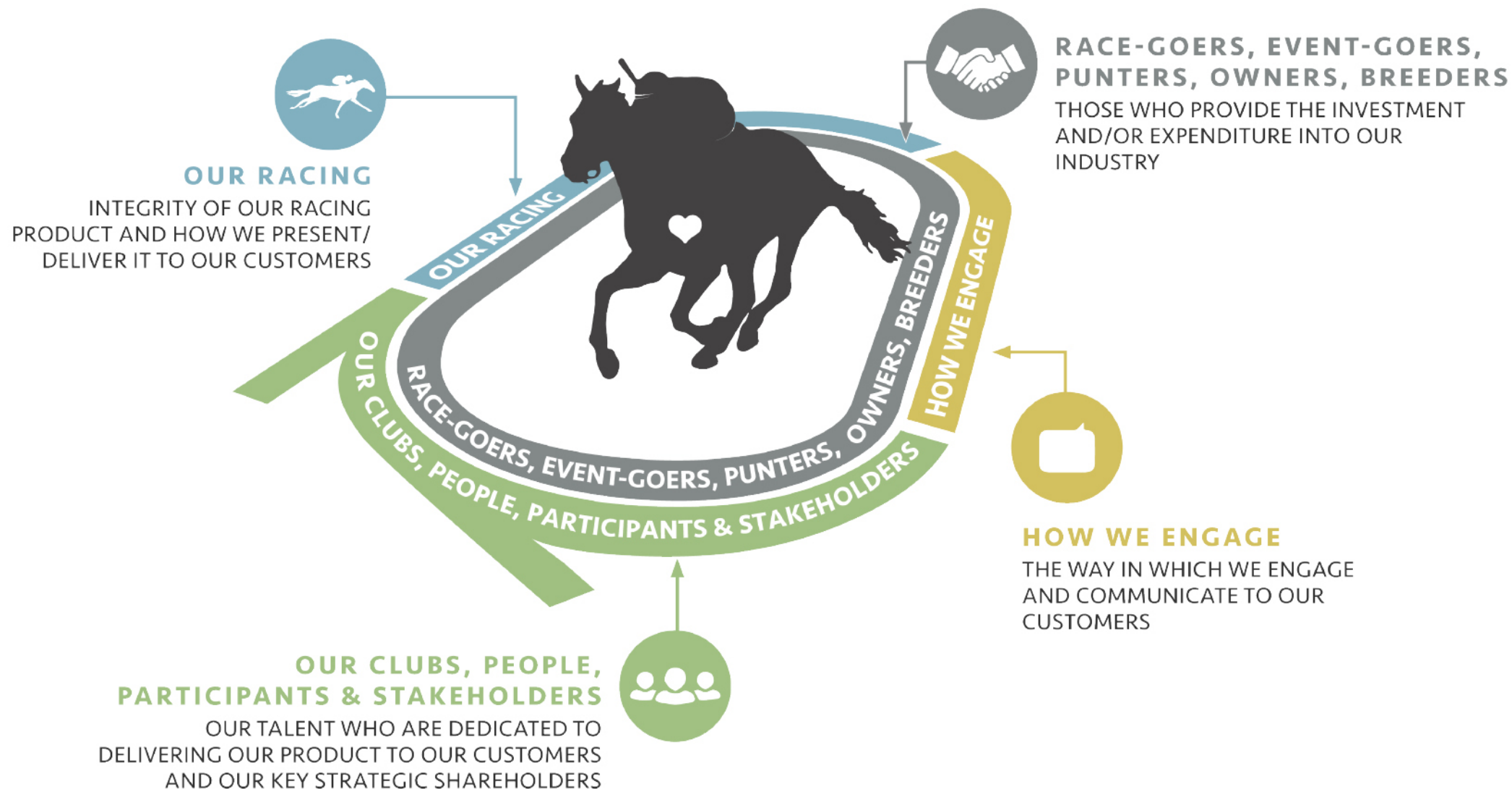
### Wagering Providers – WAGERING PROMOTIONS



## INTEGRITY, ANIMAL & PARTICIPANT WELFARE



# Modules align with Strategic Framework



## Key modules: *Our Racing*



### **The Racing Product**

*Utilise this key asset to focus on maximising wagering and revenue for the sport*

1. Prepare three-year programme of track reconstruction and impact on venue plans (May 2021).
2. Consult on 'concept calendar' reflecting key venue changes and review the pattern of races (Feb 2021).
3. Prepare and implement wagering strategy to grow turnover in Australia and increase race fields revenues (Mar 2021).



### **Venues**

*Improve infrastructure standards to drive an increase in participation*

1. Working with Clubs and stakeholders in each region, develop and confirm regional solutions to be proposed to industry (Mar 2021).
2. Following the successful delivery of Cambridge in October, completion of all-weather tracks at Riccarton (Aug 2021) and Awapuni (Aug 2022).
3. NZTR to fund one major turf track reconstruction each year. Initial three-year schedule (May 2021).

# Key modules: *Our Clubs, People, Participants & Stakeholders*



## **Participants**

### ***Best practice approach to training, licencing and athlete development***

1. *Confirm tertiary training partner to carry out a bespoke and practical training programme for industry participants, could involve pilot Apprentice Academy (May 2021).*
2. *Review current licensing regulations to ensure they are aligned with IFHA and suitable for the NZ Industry going forward (Aug 2021).*
3. *Look to develop a Continuing Professional Development Programme ( CPD) for Licensed Industry participants (Aug 2021).*
4. *Revamp current industry recruitment strategy with a focus on improving quality, achievement and retention (May 2021).*



## **Clubs**

### ***Future club sustainability***

1. *Develop a future model for racing clubs focused on growing customer and community engagement, one delivered via aggregation of services and a self-sustainable funding model (by Mar 2021).*
2. *Consult with all relevant stakeholders on the above and build NZTR budget implications (May 2021).*
3. *Implement first round of initiatives and changes to club model (Aug 2021).*





### **Marketing, PR & Media**

*Building a bigger fan base. There is a need for an overarching marketing and promotional strategy for NZ thoroughbred racing - supported by NZTR, clubs and ideally other industry stakeholders. This needs to be supported by the right resources (people and funding).*

1. *Utilising LOVERACING.NZ as its central asset, develop JV model between NZTR and Clubs to enhance execution of PR and marketing of NZ Racing (Feb 2021).*
2. *Secure NZTR Board and Club support for new model (April 2021).*
3. *Identify shared assets, resource requirements, budget and operating model (May 2021).*
4. *Implement changes to NZTR operating model to support JV operations (Aug 2021).*

## NZTR Strategic Goals (5 year) remain achievable

1

To deliver **FUTURE**  
**REVENUE** in **EXCESS**  
OF **\$100m**

2

**INCREASE** return to  
**OWNERS** **GREATER**  
than **40%**

3

**INCREASE** our **ACTIVE**  
website users **MONTHLY**  
**100,000**

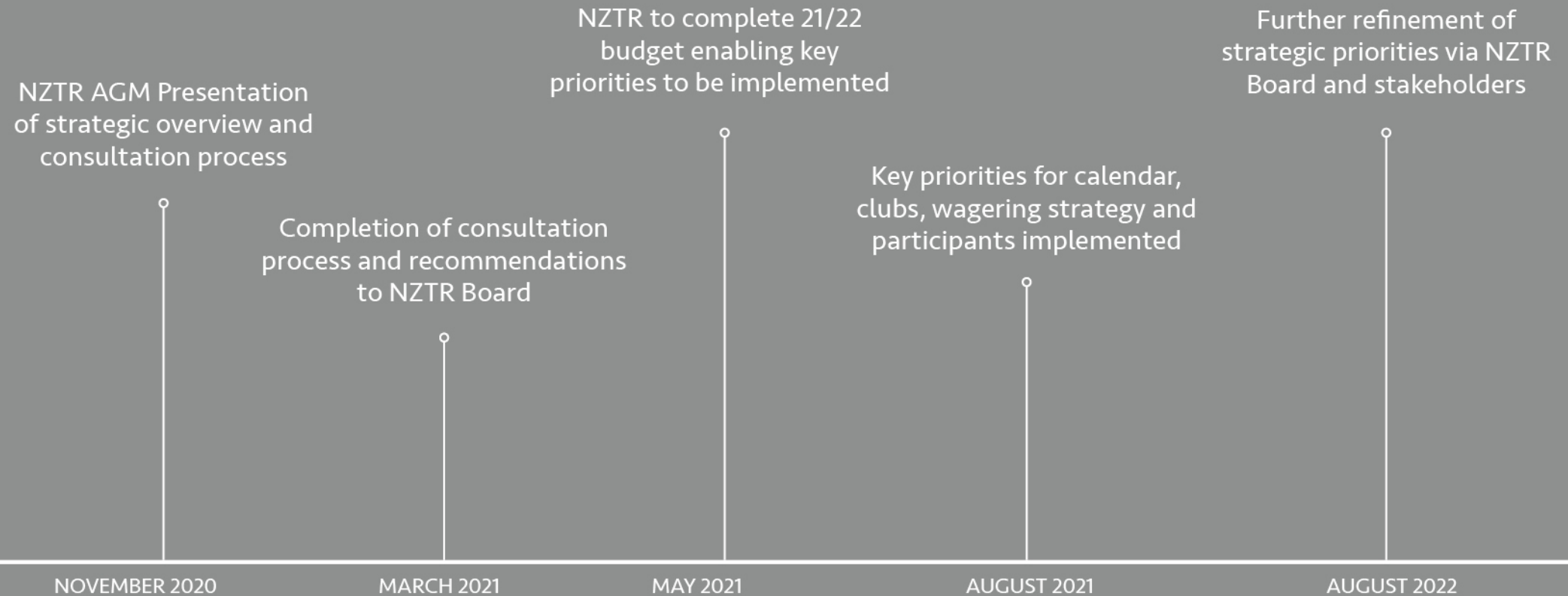
4

**GROW ATTENDANCE**  
at **TOP 20** community  
& showcase **EVENTS** by **15%**

5

**Increase**  
**NUMBER** **10%**  
**of individual**  
**owners** by

## *The Board proposes the following timeline for completion of next steps including formal consultation:*



In parallel, changes will take place to the NZTR Board and Governance model, reflecting the 'new' role for the code bodies and placing greater responsibility in certain areas. TAB NZ left to focus solely on growing wagering revenue and returns to the racing codes as urgently as possible.