

NEW ZEALAND
THOROUGHBRED **RACING**



PUREI HŌIHO NĀTI O AOTEAROA

NZTR STRATEGIC PLAN

2024—2028

A MESSAGE FROM OUR CHAIR & CEO

New Zealand Thoroughbred Racing Board and management is pleased to announce its 2024-28 Strategic Plan, outlining our high level strategic priorities as the governing body.

The investment and enhancements of Thoroughbred racing, through the TAB NZ Entain Strategic Partnership arrangement, is evident and has given us the opportunity to step back and look at the role in which NZTR plays to deliver outcomes to our stakeholders that align with our priorities over the guaranteed funding period through to 2028.

This document outlines NZTR's overarching vision to reinvigorate and ensure the sustainable success of Thoroughbred racing in New Zealand, underpinned by our four pillars of success; Growing, Supporting Enhancing and Engaging.

As we roll out the strategic plan that will guide us over the next four years, we realise we must also continuously live and breathe our values as we strive to bring the best outcomes to our stakeholders. NZTR believes the next four years will be truly transformational for the future of the Thoroughbred racing industry and we ask our Board, management and participants to consider the legacy they want to leave for generations to come, as we collectively embrace the pursuit of transforming this industry.



Bruce Sharrock
CEO



Russell Warwick
Chairman

OUR ROLE



GOVERN AND LEAD



**IMPROVE ECONOMIC
WELLBEING OF SPORT
AND PARTICIPANTS**



**SAFEGUARD
PARTICIPANTS AND
HORSE WELFARE**



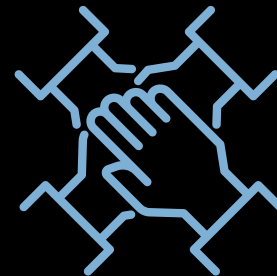
**DISBURSE FUNDING TO
CLUBS, FAIRLY AND
STRATEGICALLY**



**OPTIMISE VENUE
RATIONALISATION
MODEL**



**ENTER COMMERCIAL
RACING AGREEMENTS**



**WORK WITH OTHER
CODES FOR WIDER
INDUSTRY BENEFIT**



**DRIVE RESEARCH,
DEVELOPMENT AND
EDUCATION THAT
BENEFITS RACING**

PURPOSE

TO LEAD, ADVANCE AND ELEVATE THE
NEW ZEALAND THOROUGHBRED RACING
INDUSTRY

VISION

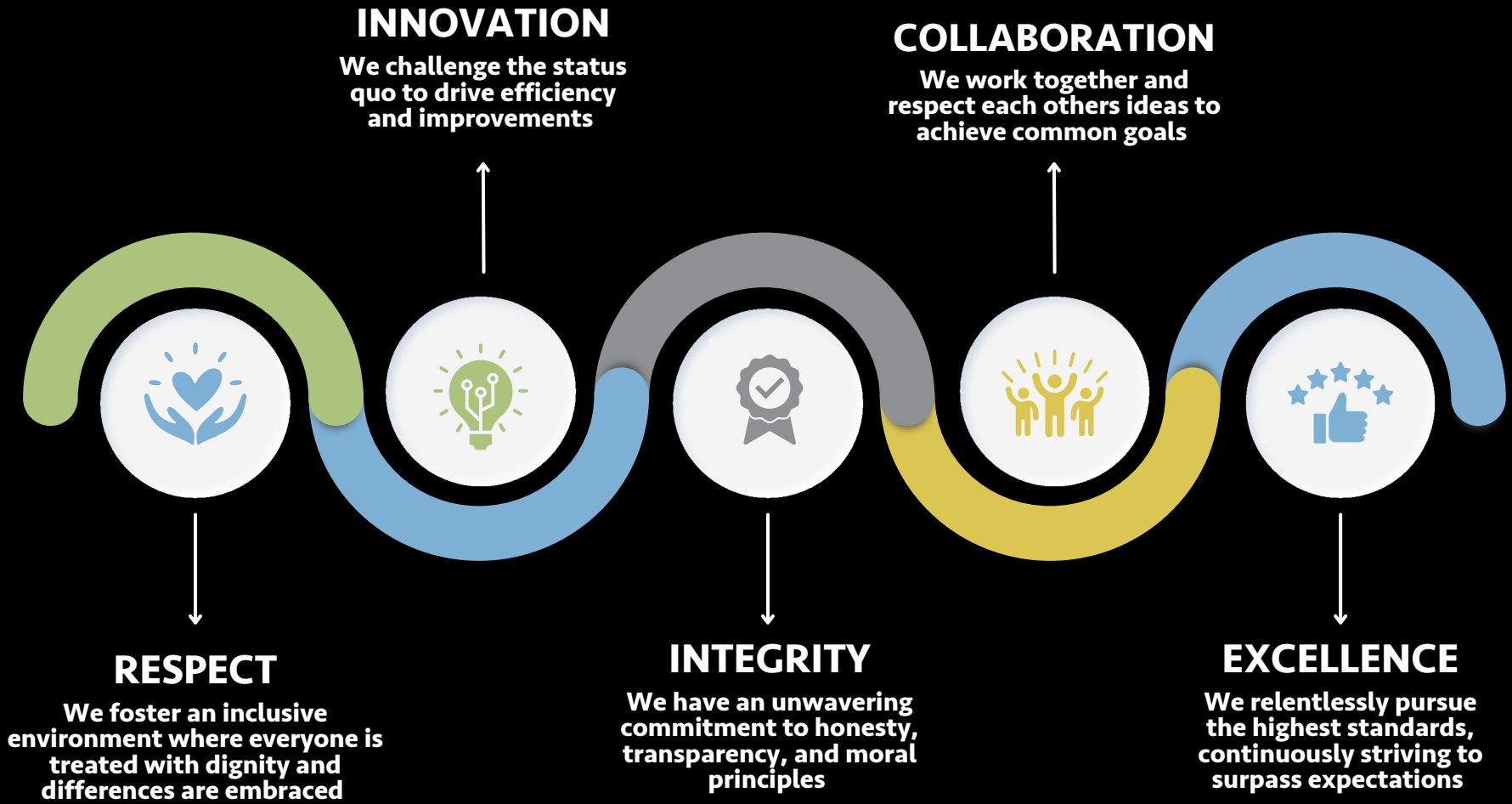
A SUSTAINABLE AND SUCCESSFUL
THOROUGHBRED RACING INDUSTRY IN
NEW ZEALAND

VALUES

RESPECT, INTEGRITY, INNOVATION,
COLLABORATION, AND EXCELLENCE



OUR VALUES



2024—2028

OUR STRATEGIC PRIORITIES

Our strategic pillars of **Growing**, **Supporting**, **Enhancing**, and **Engaging** are applied to each of our strategic priorities across the next 4 years



REVENUE

Success means optimising revenue streams, with a particular focus on wagering activities, to maximise returns for industry stakeholders.

NZTR will focus on establishing and executing strategic initiatives that drive sustainable revenue growth, ensuring the financial health and resilience of the industry, and creating a platform for ongoing investment in the future of Thoroughbred racing in New Zealand.



WAGERING



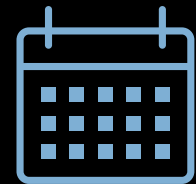
VENUES



SUSTAINABILITY



PARTNERSHIPS



CALENDAR

REVENUE



WAGERING

- Relentlessly improving the racing product to maximise wagering outcomes.



VENUES

- Optimise the financial return to the industry from our venues
- Investing responsibly into tracks & infrastructure



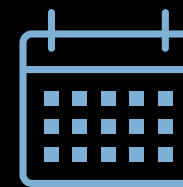
SUSTAINABILITY

- Invest capital responsibly
- Distribute funding fairly and efficiently



PARTNERSHIPS

- Enhancing relationships with key participants and stakeholders
- Optimise commercial racing agreements
- Ensuring accountability for performance among racing clubs
- Proactive advocacy for key governance and Board appointments



CALENDAR

- Develop a flexible innovative process to optimise race programming, pattern races and stakes to maximise wagering

REVENUE

MAJOR PROJECTS

- **Complete NZTR Venue Plan up to 2028/29 season**
- **Implement changes in the summer calendar from the 2024/25 season**
- **Continued development of calendar for growth in wagering**
- **Negotiate Code funding agreement**
- **Negotiate International racing rights agreements**
- **Review Club funding and efficiency models nationally**
- **Implement an industry investment fund and develop a long term financial sustainability plan.**

WELFARE OF HORSE & HUMAN

Success means well-trained and dedicated professionals who are invested in the health and happiness of the horses, fostering an environment where both reach their full potential.

We strive to constantly develop a skilled and resilient stakeholder group, who ensure the wellbeing and ethical treatment of our horses and ultimately create an industry where both people and equine athletes thrive.



RESPONSIBILITY



RESEARCH



WELLBEING



EDUCATION



RECRUITMENT

WELFARE OF HORSE & HUMAN



RESPONSIBILITY

- Sustainable breeding
- Responsible ownership
- Ensuring a good life for horses



RESEARCH

- Ensuring we have scientific research to support safe racing outcomes
- Collaboration with credible institutions to enhance horse welfare
- Investing responsibly



WELLBEING

- Safe and supportive environments for our people



EDUCATION

- Develop a program structure to support the growth and education of industry participants



RECRUITMENT

- Attract people and create pathways for careers across the industry

WELFARE OF HORSE & HUMAN

MAJOR PROJECTS

- **Deliver an improved ecosystem to accurately trace Thoroughbreds until retirement from racing**
- **Increase the demand for retired Thoroughbreds**
- **Support a sustainable rehoming network**
- **Implementation of OnTrack-Industry Mental Health and Wellbeing Programme**
- **Implement Elite Jockey Programme**

INFRASTRUCTURE

Success means the creation of world-class racing environments, fostering a safe and competitive atmosphere that elevates the overall quality and excitement of New Zealand Thoroughbred Racing.

NZTR is focused on achieving excellence in racing infrastructure. We need tracks and surfaces that are not only safe for the horses but also optimised for peak performance. We also need to leverage technology capability to support key initiatives for NZTR and experiences for our stakeholders.



TRACKS



FACILITIES



STANDARDS



**INFORMATION
TECHNOLOGIES**

INFRASTRUCTURE



TRACKS

- Relentlessly improve the quality and safety of racing surfaces
- Continued investment into machinery and equipment.
- Ensure the appropriate resourcing and capability for the management of our racing surfaces



FACILITIES

- Maximise external funding opportunities to improve racing venues.
- Investment into facilities to enhance participation and fan experience



STANDARDS

- Review and implement minimum standards across all venues



INFORMATION TECHNOLOGIES

- Invest in IT Development and resources to enhance business capabilities

INFRASTRUCTURE

MAJOR PROJECTS

- **Deliver the 5-year track infrastructure plan**
- **Deliver the IT Roadmap**
- **Develop a comprehensive 10-year facilities and infrastructure plan**

Success means actively shaping a positive narrative around Thoroughbred racing in New Zealand. Emphasising its positive contributions to society while supporting and recognising our participants and stakeholders.

COMMUNITIES

NZTR will focus on building a shift in positive perception and increased public support for the industry, achieved through effective communication, community engagement, and initiatives that highlight the integrity, excitement, and positive contributions of Thoroughbred racing to the community.



INCLUSION



PROMOTION



RESPONSIBILITY



PARTNERSHIPS



EDUCATION

COMMUNITIES



INCLUSION

- Improved communication with the community
- Promoting and recognising diversity
- Fair and equal treatment for all



PROMOTION

- Encourage racing Clubs to proactively engage their respective communities
- Drive engagement by raising the profile of our sport
- Attract a wider sporting audience by ensuring racing is competitive and compelling
- Promote career opportunities
- Promote racehorse ownership



RESPONSIBILITY

- Uphold a responsibility to care for our communities
- Advocate for the preservation and sustainability of the environments in which we operate



PARTNERSHIPS

- Developing strategic partnerships to best position us to advance and enhance racing
- Enhance effectiveness, engagement, and efficiencies of our Racing Clubs and Recognised Industry Organisations (RIOs)



EDUCATION

- Mainstream appreciation of the economic impact of racing.
- Benefits of racehorse ownership
- Positive storytelling to educate the wider community about our sport

COMMUNITIES

MAJOR PROJECTS

- **Develop an industry Diversity, Equity, and Inclusion (DE&I) plan**
- **Review the structure of the RIOs**
- **Deliver PR strategy**
- **Continued investment into The Grand Tour Racing Festival**
- **Successful launch and growing awareness of The NZB Kiwi slot race**
- **Develop a comprehensive Thoroughbred racehorse ownership plan**
- **Develop an industry sustainability plan**
- **Develop a corporate philanthropic plan**
- **Complete business relocation to Waikato**

DELIVERING OUTCOMES TO OUR STAKEHOLDERS

Our priorities across this strategic plan are to deliver the best possible outcomes to our stakeholders.

Central to the success of these outcomes is the capability of NZTR as an organisation to deliver.



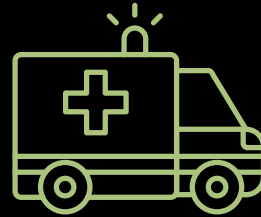
OUTCOMES



**MAINTAIN AVERAGE
FIELD SIZE**



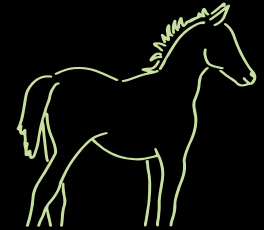
**REDUCE NON-
WEATHER RELATED
ABANDONMENTS**



**DECREASE FATALITIES
AND INJURIES YEAR
ON YEAR**



**DISBURSE FUNDING
TO CLUBS, FAIRLY
AND STRATEGICALLY**



**OPTIMISE HORSE
POPULATION**



**ENHANCED RACING
PRODUCT TO GROW THE
SPORTING FANBASE**



**BUILD ON OWNERSHIP
AND SYNDICATION
EXPERIENCES**



**INCREASE FAN
ENGAGEMENT AND
PARTICIPATION IN
OUR SPORT**



**DRIVE RESEARCH,
DEVELOPMENT, AND
EDUCATION THAT
BENEFITS RACING**



**INCREASE
TURNOVER**