



Racing Together.

Racing SA Strategic Plan



2024-2026

[RACINGSA.COM.AU](https://www.racingsa.com.au)

A MESSAGE FROM THE CHAIRMAN



**Dear Stakeholders,
I am pleased to share the latest
developments and strategic
initiatives shaping our future in
the racing industry.**

South Australians recognise the unique role racing plays in the social fabric of our community, connecting our diverse metropolitan and regional towns in a distinctive way. The thoroughbred racing industry in South Australia is made up of 8,282 participants, volunteers and employees and sustains 3,500 full time equivalent jobs across direct and indirect employment in addition to contributing \$469.9M to the national economy.

We aim, in this plan, for a dynamic racing environment, fostering growth and creating opportunities for our participants irrespective of background.

Over the next three years, our priorities are diverse, with none more crucial than ensuring we “race together” as one industry to make decisions that benefit the broader ecosystem of the industry.

Racing SA’s vision for racing in South Australia is to be an engaging, inclusive and sustainable contributor to the economic and social fabric of South Australia.



A MESSAGE FROM THE CHAIRMAN



To achieve this vision, our goals are:

- Increasing the number of South Australian trained horses to beyond 2,700, an increase of 200 horses from the previous target.
 - Growing participation numbers both on and off the track, to stay relevant in an increasingly competitive entertainment landscape.
 - Recognising owners as playing a central role in the industry, through consistency of experience and a streamlined approach to ownership.
 - Securing favourable commercial outcomes on key industry contract negotiations.
- Creating an environment in which racing clubs can flourish, through improved governance and support.
 - Focusing on measuring and improving the reputation of racing in South Australia.
 - Enhancing industry infrastructure.
 - Delivering favourable equine welfare outcomes.
 - To provide a racing product that punters feel confident wagering on, making available quality information and maintaining the highest integrity.

Realising this level of ambition requires a shared commitment from the entire industry. It is crucial that all stakeholders have a clear understanding of this plan and recognise the roles we each play and the mutual benefits that follow.

While the industry does face headwinds, I could not be more excited about the opportunities that lie ahead for Racing SA and for the many stakeholders of the South Australian racing industry.

Equally, I have incredible faith and confidence in our team to deliver on our strategy for the benefit of racing in South Australia.

Rob Rorrison
Chair



ABOUT RACING SA

Racing SA is the peak body representing the horseracing community in South Australia. Bound by a common principle, we govern, promote and support thoroughbred racing in the State.

Racing has been a staple of South Australia's identity for more than 180 years. With a shared passion for horses, we have shaped an inclusive community that is a major contributor to the economic and social fabric of our society.

Each state and territory in Australia has a Principal Racing Authority (PRA) that works with Racing Australia to ensure industry governance and national coordination. Racing SA is the PRA for South Australia.

Thoroughbred racing is a key employer and contributor to the state economy with Racing SA funding the prizemoney awarded in SA and also funding to the 25 racing clubs around South Australia.

It has been estimated by external consultants IER that the total value created for South Australia by the businesses and individuals funded by Racing SA is in excess of \$469.9M. The thoroughbred racing industry in South Australia is made up of 8,282 participants, volunteers and employees and sustains 3,500 full time equivalent jobs across direct and indirect employment.

Racing SA also represents, promotes and supports the state's thoroughbred racing industry through the various initiatives conducted by the five key business units;

Thorough Care SA- ensuring whole of life care for our equine athletes- before, during and after their racing career.

Racing Careers SA- facilitating training programs that highlight and develop pathways across all areas of the industry, focusing on delivering trained workers to fill the related roles.

Apprentice Academy SA- creating a training ground for young jockeys to reach their potential by developing their riding skills and fostering their passion for horses.

Racing Rewards SA- providing financial rewards to breeders, owners, trainers and jockeys over and above standard prizemoney.

Racing Owners SA- focus on increasing participation in the sport through incentives designed to grow ownership and the horse population in South Australia.

Racing SA supports participants across the thoroughbred racing industry throughout South Australia.



VISION

Racing in South Australia is an engaging, inclusive, and sustainable contributor to the economic and social fabric of SA.

PURPOSE

We exist to advance racing in South Australia's metropolitan and regional communities.



VALUES



Integrity

We deliver a high level of integrity to maintain trust in the South Australian racing industry.



Transparency

We communicate openly and effectively with all stakeholders on matters relevant to them.



Community

We encourage engagement and participation by all South Australians in our sport. We will maintain our statewide footprint.



Excitement

We embrace the diversity of our clubs, owners and other stakeholders and celebrate their success.



Care

We prioritise and protect the welfare of equine athletes and all racing participants.

These values guide decision making, shape how we view success and underpin our point of difference. Our values permeate through every part of the organisation.



STAKEHOLDERS

The Racing SA Strategic Plan 2024-2026 process has included consultation with Industry Stakeholder groups to seek their views on the current state of thoroughbred racing in South Australia, and where it should be positioned in the future. Racing SA's stakeholders play an important role and working together is key to a successful racing industry.



SEVEN PRIORITY AREAS

Priority #1:

Engaging race day experiences

Improved race day experiences is core to our future success.

We will continue to grow the overall active horse population to support full and competitive fields.

An enticing race day product will ensure more trackside participants, increased interest from punters, engaged owners and a commercially sustainable revenue model.

Priority #2:

Strong racing clubs

South Australian racing clubs must be financially viable and well governed.

The combined strength of our clubs ensures a resilient and prosperous future for the sport.

Racing SA will continue to support clubs to improve governance processes and to achieve operational efficiencies.

Priority #3:

Racing's reputation

We will enhance the social and economic contribution of racing in South Australia through strong governance, leadership and story telling.

Care is at the heart of everything we do and allows us to deliver on our social responsibility to the community.

Priority #4:

Attracting and retaining racing fans

Increasing the awareness about racing will bring a new generation of fans to the sport.

We recognise the competitive marketplace in which racing operates, and the importance of promotion and innovation.

Priority #5:

Maintaining the integrity of racing

Our commitment to integrity ensures the long-term sustainability and positive reputation of racing in a competitive and evolving industry landscape.

Priority #6:

Revenue growth to achieve improved sustainability

We will grow South Australia's share of national revenue during the strategic plan period.

Strong financial performance provides confidence in Racing SA and is critical in underpinning the financial viability of many of Racing SA's stakeholders.

Priority #7:

Creating a sustainable and skilled workforce

We will focus on addressing skills shortages currently impacting the industry through training and education programs and advocacy.



PRIORITY 1 ENGAGING RACE DAY EXPERIENCES



Our vision:

An improved race day experience is core to the future success of racing in South Australia.

Why this is important:

Elevating our race day experiences will encourage more trackside participants, increased interest in our races and a commercially sustainable revenue model for all Racing SA stakeholders.

PRIORITY 1 WE WILL FOCUS ON



- A. **Deliver Premium Racing:** We will optimise our racing schedule to reduce no-third-dividend races, enhance the competitiveness of Saturday races, and optimise the schedule for both punters and the welfare of our industry participants.
- B. **Grow Overall Horse Population:** A healthy and growing horse population is central to the overall industry performance and viability. Linked to our infrastructure plan, and successful Racing Rewards program, we will ensure we have the capacity to support our growth target.
- C. **Racing Innovation:** We will commit to innovation in our programming, considering all aspects of optimisation, including analysis on race types and race scheduling as well as branding innovation with a view to creating excitement and interest in the South Australian landscape.
- D. **Enhanced Ownership Experience and Pathways:** Make major inroads in the experience of owning a racehorse in South Australia through a more consistent offering, improved information for new owners, and a more active racehorse syndicator presence.

OUR MEASURES OF SUCCESS

2,700 South Australian trained horses by 2026

Industry participants are proud ambassadors for racing

Ensure premium races in South Australia have appropriate prizemoney levels

Streamlined approach to horse ownership implemented by 2025

Optimise programming to increase participation

Consult key stakeholders on the establishment of an innovation fund, based on a percentage of Racing SA revenue

Racing SA to have an on-track presence at key race meetings to encourage ownership and industry programs

PRIORITY 2
STRONG RACING CLUBS



Our vision:

South Australian racing clubs are financially viable and well governed.

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Why this is important:

The combined strength of our racing clubs ensures a resilient and prosperous future for the sport. Racing SA can influence and support the viability of racing clubs by providing resources and encouraging the standardisation of key business processes.

PRIORITY 2 WE WILL FOCUS ON



- A. **Consistency of Experience:** Develop proposals to drive consistency in race day experiences for our industry participants.
- B. **Evolve Governance, Compliance and Funding within Clubs:** Ensure the club funding policy continually evolves, and there is transparency and accountability in funding to clubs.
- C. **Develop a 10-Year Infrastructure Plan:** We will develop and release a 10-year infrastructure plan, highlighting improvements for training and racing facilities to accommodate growth.
- D. **Collaboration:** Investigate shared services opportunities to ease pressure on some clubs and better leverage the collective strength of the industry.

OUR MEASURES OF SUCCESS

Updated funding agreements with each of the 25 clubs

Improvements to shared services offerings for clubs

10-year Infrastructure Plan released by 2025

Employment of a new dedicated resource to provide support to racing clubs

PRIORITY 3 RACING'S REPUTATION



Our vision:

Racing in South Australia is highly regarded for its economic and social contribution, strong governance and leadership.

Why this is important:

The stars of our sport, equine and human, must be cared for and prioritised. We need to deliver on our economic and social responsibilities to our stakeholders and the community by upholding our values.



PRIORITY 3 WE WILL FOCUS ON



- A. **A Holistic Understanding of Racing SA's Reputation:** Developing a deeper and measurable understanding of how racing is perceived in South Australia.
- B. **Applying World's Best Practice in Equine Welfare:** Continue to implement industry minimum standards for equine welfare, based on the five domains model of care (nutrition, environment, health, behaviour and mental state/experiences) and whole of life, including nurturing national welfare partnerships.
- C. **Marketing Campaign:** Create compelling content that showcases the positive role that the racing industry has on South Australian communities.
- D. **Take Leadership on Social Issues:** Continue to work with our industry partners to advocate for positive social outcomes on issues relevant to racing.
- E. **Contemporary Governance and Compliance:** Implement leading governance principles for Racing SA to drive business performance and compliance.

OUR MEASURES OF SUCCESS

Create defined measures to monitor Racing SA's reputation in the South Australian community

Continued focus on delivering favourable equine welfare outcomes

Quantify and increase the economic impact of the racing industry in South Australia to increase our importance with government stakeholders

Work with Wagering Service Providers (WSPs) to develop an improved understanding of the racing customer

PRIORITY 4 ATTRACTING AND RETAINING RACING FANS



Our vision:

There is high visibility and awareness of South Australian racing, to support increased participation and higher race day attendances.

Why this is important:

To foster a deeper connection between racing stakeholders and the public.



PRIORITY 4 WE WILL FOCUS ON



- A. **Boost Brand Engagement:** Increase awareness of racing in South Australia through targeted advertising to penetrate a wider audience and encourage participation and event attendance.
- B. **Content Creation:** Establish and distribute compelling in-house content to mainstream media channels, enhancing public engagement to build awareness of racing in South Australia.
- C. **Schedule Innovation:** Build on and continually seek to innovate and improve the existing schedule, working closely with broad stakeholders and external partnerships to bring the excitement factor to the track.
- D. **Working with WSPs:** Our WSPs have data which can be used to better target our campaigns to achieve our objectives.
- E. **International:** Continue to develop international relationships that foster growth in SA Racing.

OUR MEASURES OF SUCCESS

Deliver a high impact brand campaign in 2024, focused on favourably positioning racing in South Australia

Develop an enhanced reporting framework on engagement (subscribers, followers and interactions) by 2025

Leverage WSP data to improve targeted advertising and brand awareness

A positive relationship with our customers

PRIORITY 5
MAINTAINING TRUST IN THE
INTEGRITY OF RACING



Our vision:

Racing is managed and conducted with the highest integrity standards, based on world's best practice.

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Why this is important:

Ensuring industry participants and punters have confidence in South Australian racing to maximise engagement with our racing products.

PRIORITY 5 WE WILL FOCUS ON



- A. **Integrity Strategy:** Extend our integrity strategy to cover a broad range of areas to continue to build confidence in the industry.
- B. **Innovation and Investment:** Monitor and implement innovations in integrity to ensure we are always achieving best practice.
- C. **Adequately Resourced:** Make sure the integrity department is adequately resourced to meet the requirements of the integrity strategy.
- D. **Welfare and Safety:** Continued focus on the welfare and safety of participants through the engagement of appropriate strategies.



OUR MEASURES OF SUCCESS

Review resource requirements to meet integrity objectives

An increase in the number of Out of Competition samples

Improved visibility and presence at stables both on race day and non-race day

Increased sampling of industry participants

PRIORITY 6 REVENUE GROWTH TO ACHIEVE IMPROVED SUSTAINABILITY

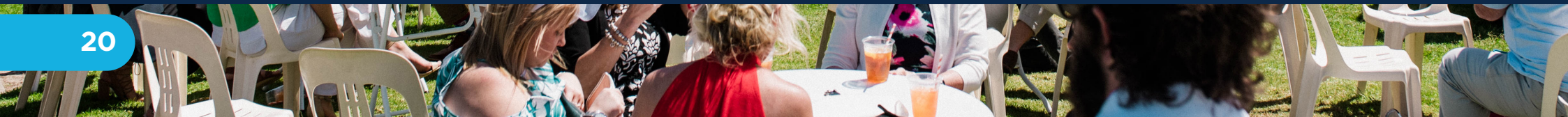


Our vision:

Growing South Australia's share of national revenue to achieve improved sustainability for racing in South Australia.

Why this is important:

Strong financial performance provides confidence in Racing SA and is critical in underpinning the financial viability of many of Racing SA's stakeholders.



PRIORITY 6 WE WILL FOCUS ON

- A. **Enhancing Existing Revenue Streams:** Seeking to obtain a larger share of the national wagering market through execution of the strategic initiatives considered in this plan.
- B. **Resolve Key Negotiations:** In the changing financial landscape, a series of key commercial negotiations will occur during the strategic plan period. We will work diligently to achieve the best outcomes for the industry.
- C. **Develop a Five-Year Financial Plan:** Given the significant uncertainty in wagering behaviour and the industry's reliance on this revenue stream, we will develop a Five-Year financial plan that is adequately sensitised for a range of industry scenarios and clearly articulates financial risks across that period.
- D. **Establish an Innovation Fund:** Reflective of the changing landscape in which Racing is operating, Racing SA will commit to establishing an innovation fund. This fund will deploy money to innovative projects that enhance the overall performance of the industry.

OUR MEASURES OF SUCCESS

Obtain an increased percentage of the national wagering turnover in each year of the strategic plan

Assisting and providing advice to racing clubs to become more financially self sufficient

Establish a club financial reporting comparison tool and roll out from 2025 onwards

Establishing an innovation fund to identify new opportunities

Leveraging our WSP partnerships to create improved value for money on marketing and promotion spend

Five-Year financial plan released by 2025

PRIORITY 7 CREATING A SUSTAINABLE AND SKILLED WORKFORCE



Our vision:

Addressing the current and emerging skills shortage in parts of the industry through training, education programs and advocacy.

Why this is important:

The industry is currently suffering from key skill shortages in roles including stable hands and trackwork riders. We will work to address these gaps so that the industry can thrive.

PRIORITY 7 WE WILL FOCUS ON



- A. **Addressing Current Skills Shortages:** We will work with government and trainers to develop an Industry Workforce Strategy to identify current and emerging skills and resourcing gaps. We will advocate for improved flexibility in working visas to accommodate positions which are critical to the success of the racing industry.
- B. **Explore all Opportunities to Improve Industry Education:** As a unique industry, we will commit resources and time to explore this important area.
- C. **Enhanced Apprentice Academy:** Increased investment in the Apprentice Academy.
- D. **Training and Development:** Provide opportunities to club and industry personnel to upskill through a central repository of training information, scholarships and other collateral.
- E. **Develop Engaged People:** Ensuring our people have clearly defined roles and development plans that include goals and behavioural expectations aligned to our values and strategic plan.

OUR MEASURES OF SUCCESS

Increased investment
in the Apprentice
Academy

Development of
Industry Workforce
Strategy during 2024

Improved
promotion of career
opportunities within
the industry



ACKNOWLEDGEMENTS

We would like to acknowledge and thank the following stakeholders who actively participated in the consultation which informed the preparation of this Strategic Plan:

- South Australian Jockey Club (SAJC)
- Country Racing South Australia (CRSA)
- South Australian Thoroughbred Breeders (SATB)
- South Australian Racehorse Owners Association (SAROA)
- Australian Trainers Association (ATA - SA Branch)
- South Australian Jockeys Association (SAJA)
- Wagering Services Provider's and Bookmakers
- A group of regular South Australian punters
- A selection of key media and public identities with a history of supporting South Australian racing
- Media partners

We acknowledge the support of BRM Advisory in the development of the Strategic Plan



Please contact Racing SA for further information



This plan is dedicated to Nick McArdle; a consultant who supported Racing SA to prepare this document. - 1983 to 2023

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