



Five Year STRATEGIC PLAN



2015 - 2020

BACKGROUND

MISSION STATEMENT

“To govern and promote the industry in a manner which protects the best interests of all stakeholders and enhances long term viability.”

HRNZ EXISTS TO



UNDERLYING PHILOSOPHY

The two principal drivers of value in the industry are owners and punters. Improve the position of these two groups and benefits flow to all industry participants. HRNZ activities are continually reviewed in light of this philosophy.

The decline in breeding numbers and flow on effect in horses available for racing is of serious concern. Apart from a review of racing opportunities to align this to the available horse population, HRNZ is conscious of the need to encourage breeding activities. Appropriate incentives will be considered to bolster the supply of horses, should additional funding become available.

EFFICIENT AND ALIGNED GOVERNANCE

HRNZ GOAL

INDUSTRY GOVERNANCE STRUCTURE THAT HAS A STRATEGIC FOCUS ON FUTURE INDUSTRY DEVELOPMENTS

STRATEGIC IMPERATIVES

- Professional governance and administration structures

KEY INITIATIVES

- Review of HRNZ governance structure and template for club constitutions
- Increased regionalisation of racing administration (bureaus)
- Improved information base developed of industry assets and financials
- Club performance assistance programme to maximise professionalism and profitability
- Increased use of technology within the industry

VISION FOR 2020:

- Professional governance at code and club level
- Dynamic club structure with efficient and healthy participation
- Increased control of own destiny and input at industry level

COMMERCIALY INCENTIVISED FUNDING MECHANISM

HRNZ GOAL

APPLY INDUSTRY FUNDING IN AN EFFECTIVE MANNER TO MAXIMISE FINANCIAL PERFORMANCE

STRATEGIC IMPERATIVES

- Code financial viability
- Inter-Code funding agreement

KEY INITIATIVES

- Increased returns to owners in a sustainable and viable manner
- Review of code funding model
- Exceed agreed KPI's and maximise total funding

VISION FOR 2020:

- Codes and NZRB working collaboratively to maximise total industry returns
- Code funding model that maximises industry performance and participation
- Return on total owners' costs increased to 40%

RIGHT SIZE AND TYPE OF INFRASTRUCTURE

HRNZ GOAL

UNDERTAKE STRATEGIC REGIONAL REVIEWS OF INDUSTRY STRUCTURES AND FACILITIES

STRATEGIC IMPERATIVES

- **Development of regional infrastructure plans**

KEY INITIATIVES

- **Strategic review of venues and training centres on a regional basis**
- **Identify strategic venues and assist with enhanced facilities and services**
- **Plan for change developed based on industry economics and legislative requirements**

VISION FOR 2020:

- **Enhanced facilities at strategic venues**
- **Regional training facilities further developed in Auckland and Canterbury regions**
- **All venues OSH compliant**

NZRB INDUSTRY PILLAR 4
DIVERSIFY INCOME

HRNZ GOAL
**EXPLORE ALL OPPORTUNITIES FOR REVENUE GROWTH THAT COMPLIMENT
THE CORE RACING PRODUCT**

STRATEGIC IMPERATIVES

- **Innovation and new revenue streams**
- **International markets for NZ harness racing**

KEY INITIATIVES

- **Growth in income from new markets and product innovation**
- **Access to gaming maintained for non-stakes purposes**
- **Increase exported turnover and foster international markets for sales**

VISION FOR 2020:

- **International export market for NZ harness racing**
- **Race Fields Legislation in place and reduced wagering leakage with unauthorised operators**
- **Gaming income maintained and political sensitivity reduced**

IMPROVED QUALITY OF RACING PRODUCT

HRNZ GOAL

FOSTER EXCITING AND COMPETITIVE RACING OF A HIGH INTERNATIONAL STANDARD

STRATEGIC IMPERATIVES

- **Horses racing more often for greater returns**
- **Participant engagement**

KEY INITIATIVES

- **Stakes and dates structure that maximises participation**
- **Handicapping and funding systems to provide even, competitive fields**
- **Racing opportunities aligned to horse population**
- **Enhanced perception of industry participation**
- **High level of integrity maintained through rules and regulations**
- **Better visual presentation of the racing product**
- **Review of initiatives to encourage breeding activities**

VISION FOR 2020:

- **Dates structure based around horse population to maximise participation while minimising costs**
- **Horses racing more often for greater returns to owners**
- **High standards of industry integrity**
- **Breeding numbers aligned with the demand to service the industry**

RACING'S MAINSTREAM RELEVANCE ENHANCED

HRNZ GOAL

IMPROVE THE PUBLIC PERCEPTION AND AWARENESS OF HARNESS RACING

STRATEGIC IMPERATIVES

- **Mainstream media coverage**
- **Welfare and awareness of the standardbred**

KEY INITIATIVES

- **Industry media desk to provide increased content to the mainstream media and public**
- **Increased marketing of premier events – harness “test matches”**
- **Schools programme and Life After Racing programmes implemented**

VISION FOR 2020:

- **Recognised as a sport with increased mainstream coverage**
- **Leverage of iconic industry racedays**
- **World class animal welfare standards applied**