



Strategy Planning Workshop
Ellerslie Event Centre, Auckland

Tuesday 25th June 2024

Strategy Map for 2024 - 2028

Milestones 2025

1. OnTrack brand and collateral finalised and broadcasting on Trackside
2. Formed cross code steering group to create continuity across the three codes and two meetings have been held
3. Mental health suicide prevention program developed and rolled out to all three codes
4. Developed a toolbox meeting kit for small, medium and large operators and trained over 150 OnTrack volunteers
5. 80% of industry participants know about the support protocols and helplines available
6. Developed mental health standards and accountability framework and incorporated in all codes CPD programs
7. Conducted annual survey, published the results and the occupational areas
8. Celebrated OnTrack volunteers and operators at award events

Strategic Investments

Grow Awareness
& Acceptance
of the Need

Create Opportunities
& Workplace
Openness

Building Toolsets &
Skill Development

Collect Data,
Measure &
Publishing Impact

Support the Whole
Industry Especially the
Smaller Operators

Codes & Governing
Bodies Collaboration

Development of
Standards &
Accountability

Celebrate &
Highlight Successes

Outcomes 2028

**Seen As an Industry that
Cares About It's People**

Desirable Place to Work

**Internationally Recognised
for Excellence**

**High Awareness &
Mental Health Normalised**

**Supportive Structure
& Policies**

**Strong Industry Wide
Collaborations**

**Strong ROI/Dividends
from Investment**

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Targets 2028

- Increased people on courses
- Increased retention – racing as a career option in schools
- Retention of staff
- Licences growth
- Another racing jurisdiction has sought our help to implement the OnTrack program
- 80% have the Ontrack tick
- Incorporated mental health suicide prevention program in all codes CPD
- Volunteers working across codes
- Better working and financial rewards for all participants

Strategic Investments

Why is it important?

Grow Awareness & Acceptance of the Need

- Motivate the culture change
- Promote what is good
- Destigmatisation
- Empowering people that they can make a difference

Create Opportunities & Workplace Openness

- Selling – better work conditions – career growth – job satisfaction
- Realistic
- Agile

Building Toolsets & Skill Development

- Education foundation to making change
- Creates a new normal acts as a circuit breaker
- Creates enduring and sustainable success

Collect Data, Measure & Publishing Impact

- To know we are on the right track
- By demonstrating outcomes
- To be able to look back to look forward
- Funding "bait"

Support the Whole Industry Especially the Smaller Operators

- Growth consistency
- We all grow together
- That we reach all in the industry
- Ensuring everyone recognizes their place of importance

Codes & Governing Bodies Collaboration

- Enables conversations and skills which in turn normalizes mental health discussions
- Respect for all participants to allow strong work/life balance
- Greater ROI for all industry participants

Development of Standards & Accountability

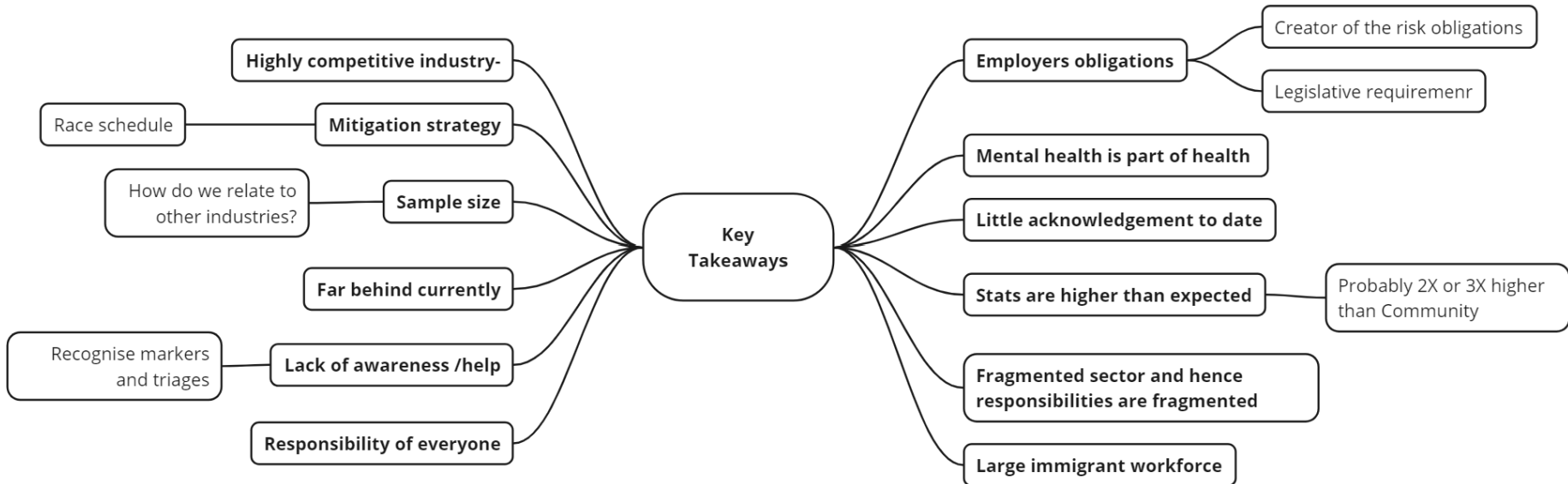
- Grow acceptance of importance of strong mental health
- Establish a clear vision of what is good and guidelines to get there
- Give participants a voice and place to seek support

Celebrate & Highlight Successes

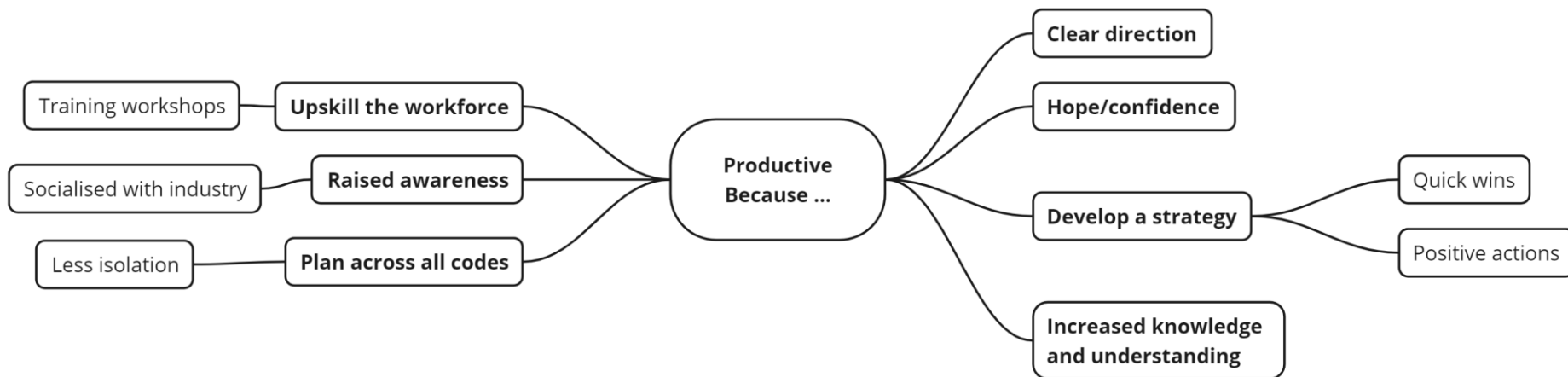
- Creates a feeling of self worth and encouragement
- Share the success of the industry with mainstream
- Create a positive image

Workshop Objectives and Participants

“What were the key takeaways from the presentations?”



“What do you want to walk away with from today’s session?”



Name	Role
Jay Abernethy	Driver/Trainer – Harness
Craig Baker	Auckland Thoroughbred Racing
Darin Balcombe	NZTR
Danny Blakemore	Starter - Harness
Andrew Carston	Trainer - Thoroughbreds
Butch Castles	Te Rapa Racing
Shaun Clotworthy	Trainer - Thoroughbreds
Wendy Cooper	NZ Trainers Assn
Kate Coppins	Driver/Trainer - Harness
Gary Davey	Racing Integrity Board
John Fitzgerald	Worksafe NZ
Jason Fleming	TAB NZ
Natalie Gameson	HRNZ
Ryan Gartner	Matamata Race Track
Jill Gregory	NZTR
Wilson House	Driver- Harness
Jayne Ivil	Presenter - Thoroughbreds
Nick Johnson	NZBA
Cameron Kirkwood	HRNZ

Name	Role
Andrew McKerrow	Racing Chaplain
Lance Noble	Trainer - Thoroughbreds
Kerry O'Connor	Owner/Tainer - Greyhounds
Edward Rennell	GRNZ
Lynsey Satherley	Jockey
Michael Schneider	Owner/Breeder - Greyhounds
Bruce Sharrock	NZTR
Kirsty Taylor	Owner/Tainer -Greyhounds
Russell Warwick	Breeder/Director NZTR
Gayleen Mackinnon	Alexandra Park
Dave McGowan	Driver/Trainer - Harness
Matthew Williamson	NZTR
Kelly Wise	Entain
David Robinson	OnTrack Director
Jorgen Gullestrup	OnTrack Director
Rowan Cramond	OnTrack Director (NZTR)
Corey Steele	OnTrack Director (Greyhounds)

Name	Role
Victoria McArthur	OnTrack CEO
Deborah Douglas	OnTrack Accounts Administrator
Andy Cowan	OnTrack Head of Operations
Sarah Brosnahan	OnTrack Community Wellness Facilitator
Lesley Webb	OnTrack Marketing/Media
Kevin Nuttall	Waterfield
Fiona Nuttall	Waterfield
Maureen Ngan	Waterfield

“What is the number of years of work experience per table?”

Table	Years of Experience
1	134
2	127
3	112
4	97
5	127
6	180
7	90
8	159
Total	1026

Workshop Process

Strategy Development & Execution

Foresight.



Insight.



Action.



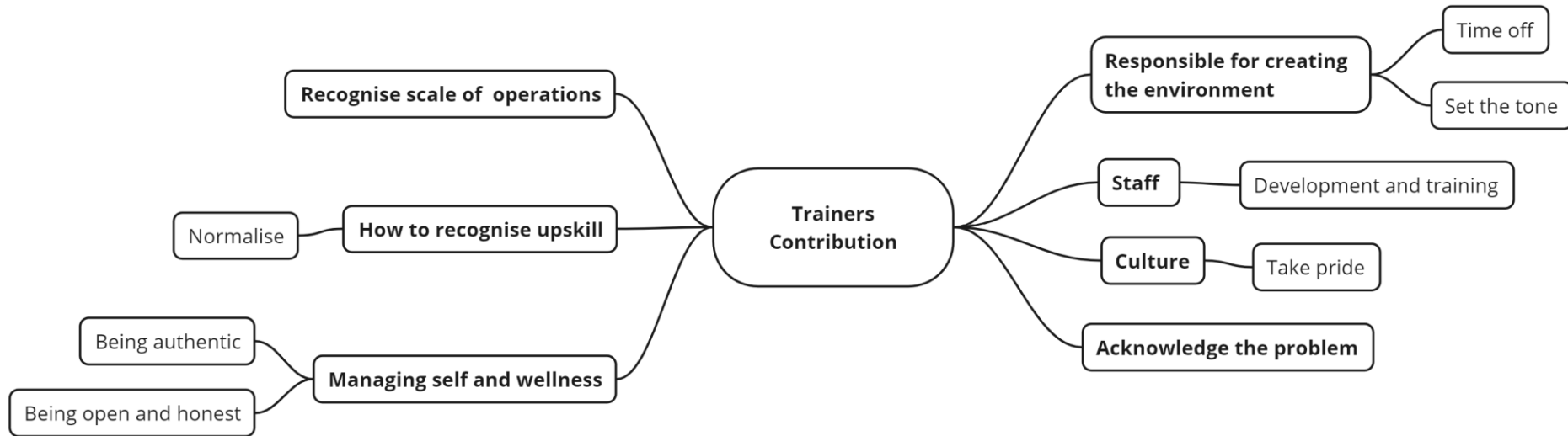


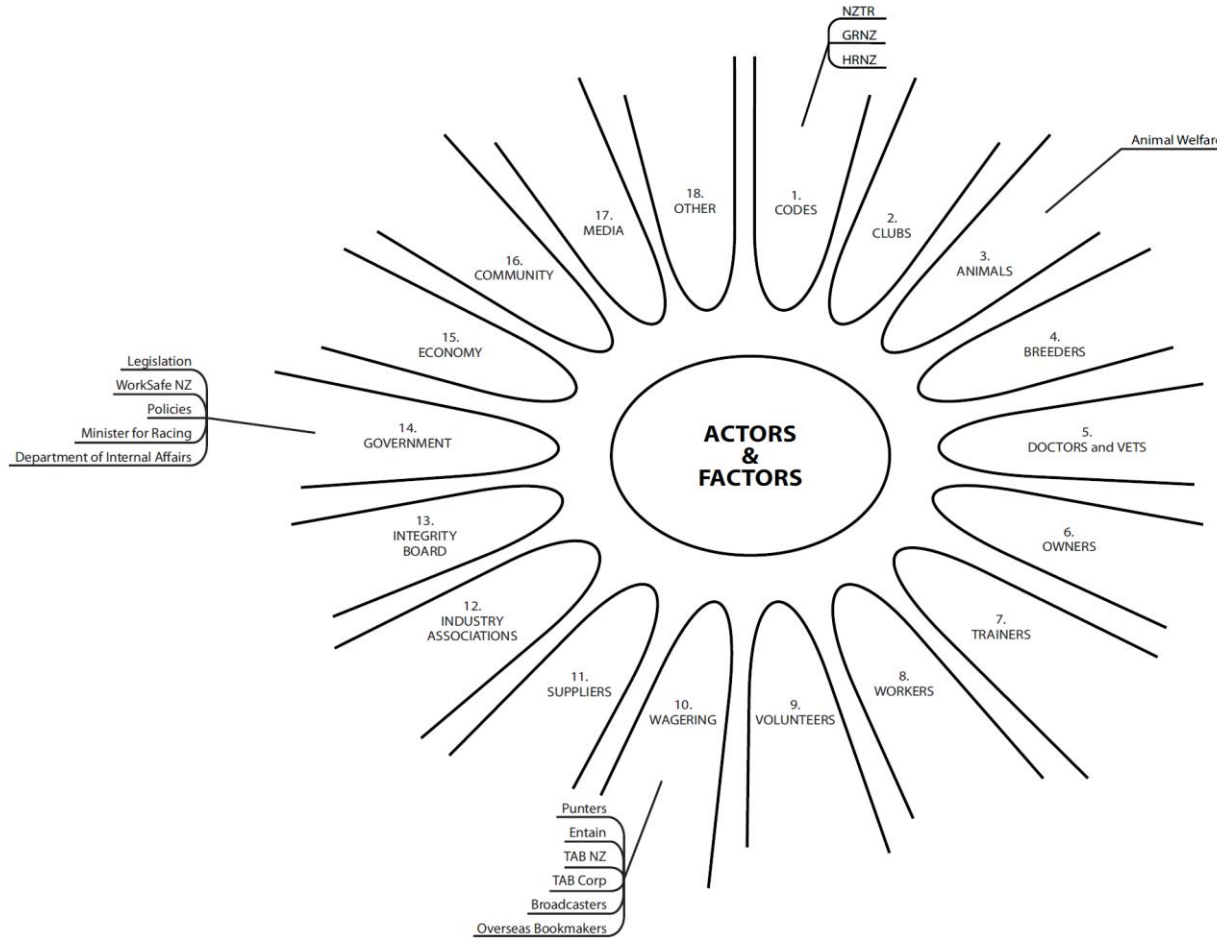
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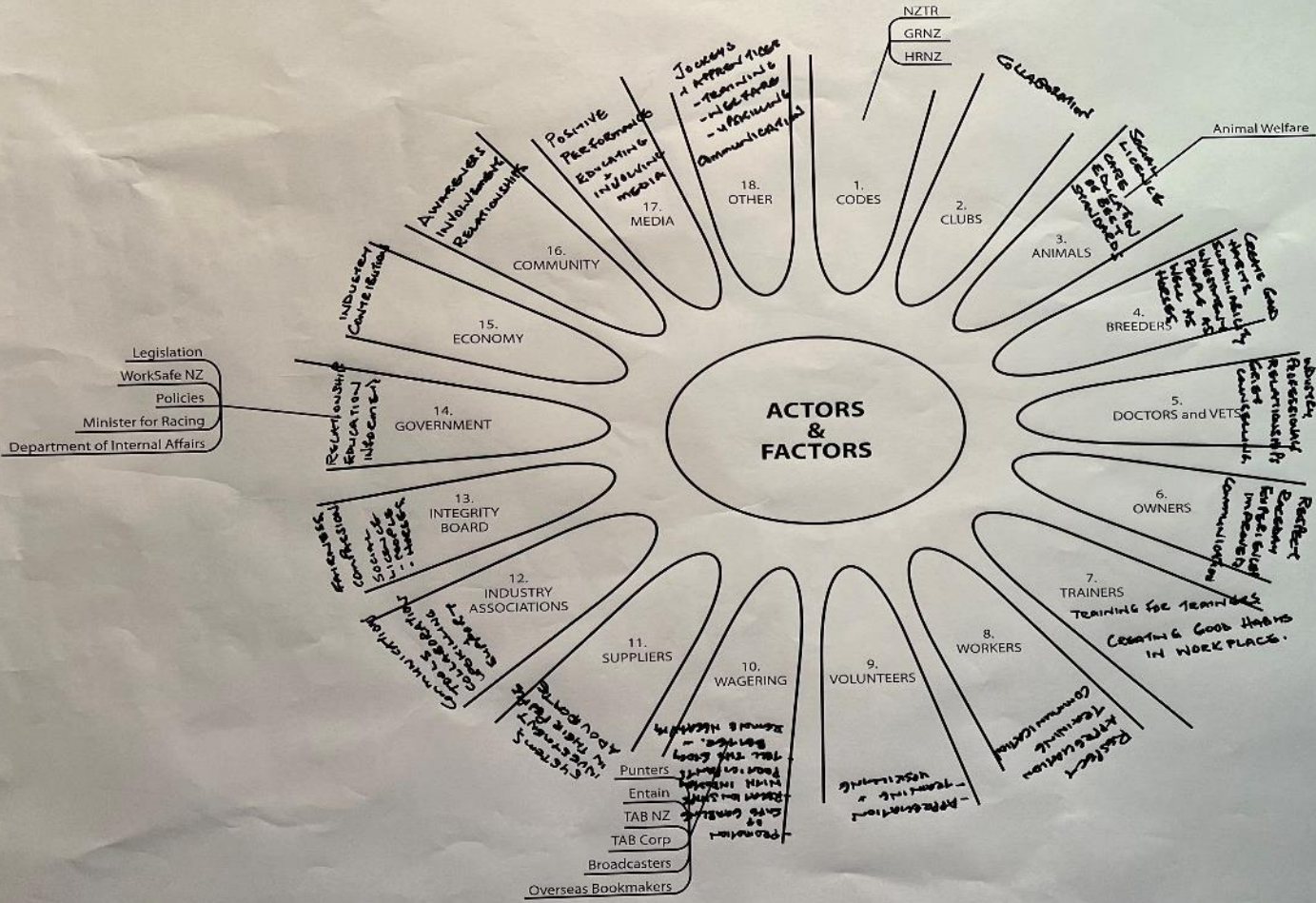
Strategic forecasting

Harness the collective intelligence of the people in the room to identify the trends that are emerging now and how they will shape the future.

"What contribution could trainers make?"

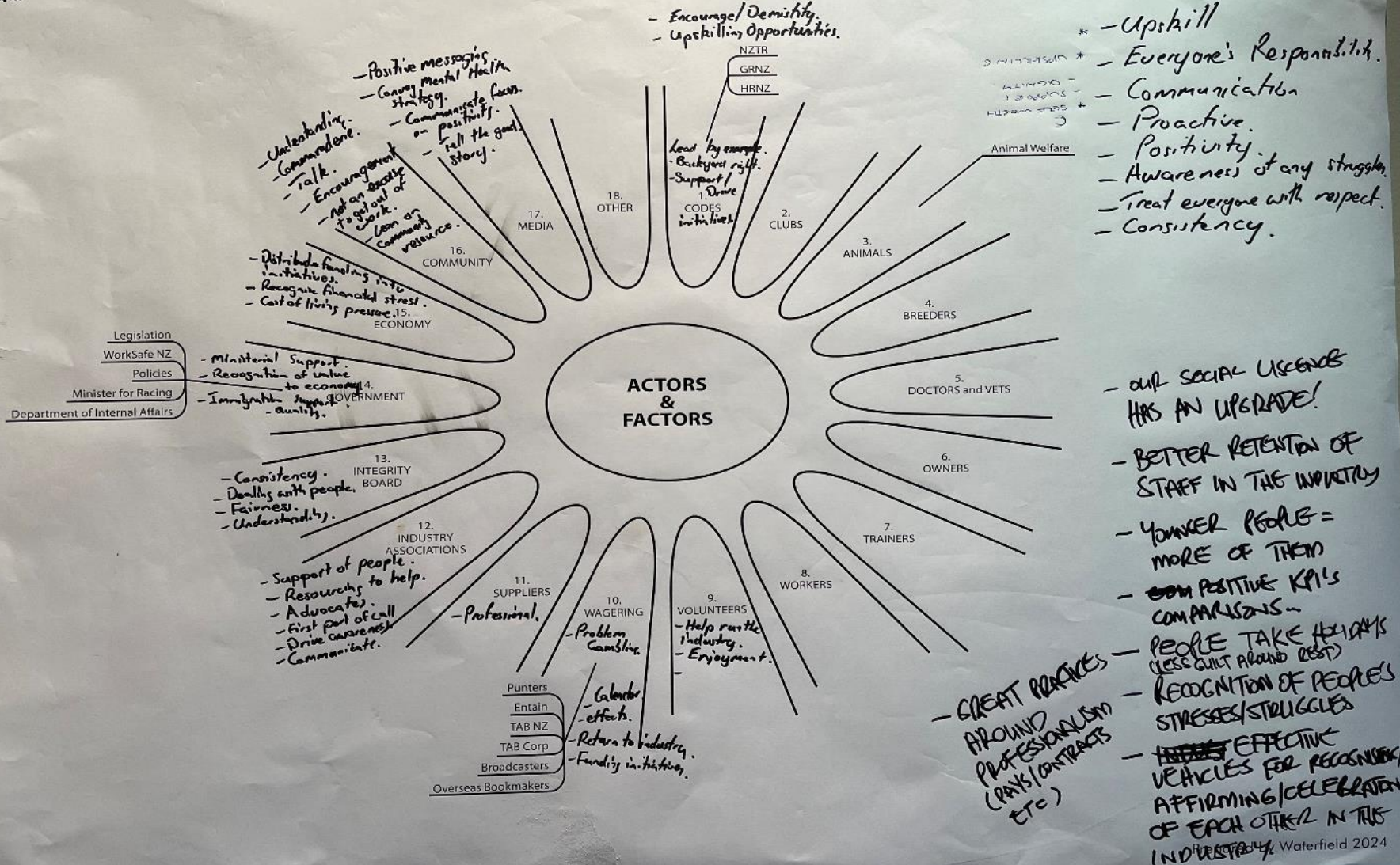






500 Point View
AWARENESS.
RESPECT.
UPSKILLING
Communication

ACTORS & FACTORS



- Encourage/Demistify.
- Upskilling Opportunities.

- NZTR
- GRNZ
- HRNZ

- Animal Welfare
- Human Resources
- Marketing
- Finance

- * - Upskill
- Everyone's Responsibility.
- Communication
- Proactive.
- Positivity.
- Awareness of any struggles.
- Treat everyone with respect.
- Consistency.

- Positive messaging
- Convey mental health strategy.
- Communicate focus on positivity.
- Tell the good story.

- Understanding - Commanded.
- Talk.
- Encouragement
- Not an excuse
- To get out of work.
- Learn on community resource.

- Distribute funding into initiatives.
- Recognize financial stress.
- Cost of living pressure.

- Legislation
- WorkSafe NZ
- Policies
- Minister for Racing
- Department of Internal Affairs

- Ministerial Support.
- Recognition of value to economy.
- Immigration support - quality.

- Consistency.
- Dealings with people.
- Fairness.
- Understanding.

- Support of people.
- Resources to help.
- Advocate.
- First part of call
- Drive awareness
- Communicate.

- Punters
- Entain
- TAB NZ
- TAB Corp
- Broadcasters
- Overseas Bookmakers

- Calendar effects.
- Return to industry.
- Funding initiatives.

- Help run the industry.
- Employment.

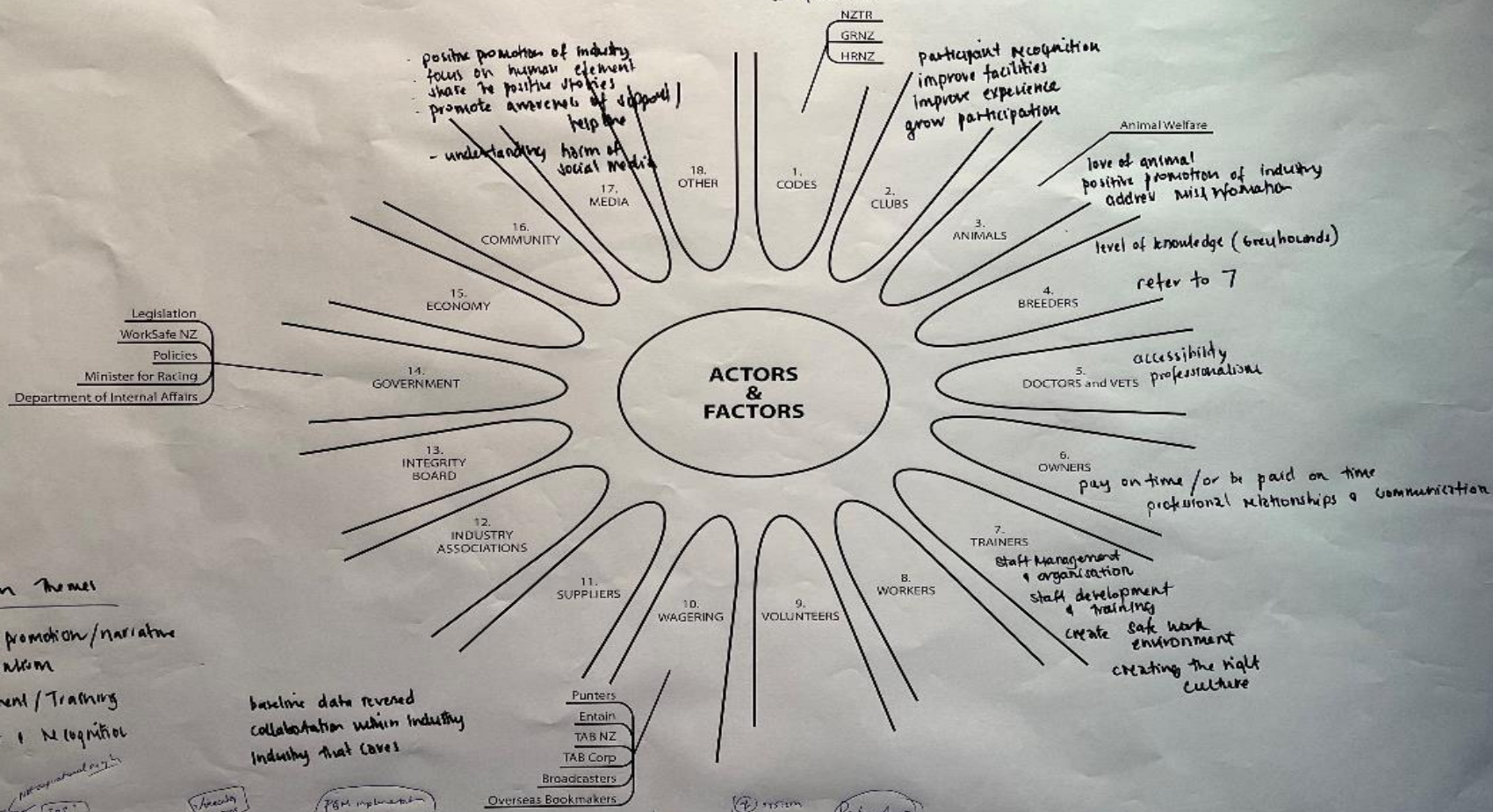
- Problem Gambling

- Professional.

- our social USGENSES HAS AN UPGRADE!
- BETTER RETENTION OF STAFF IN THE INDUSTRY
- YOUNGER PEOPLE = MORE OF THEM
- ~~SOME~~ POSITIVE KPI'S COMPARISONS...
- PEOPLE TAKE HOLIDAYS (LESS QUIET AROUND REST)
- RECOGNITION OF PEOPLE'S STRESSES/STRUGGLES
- ~~THESE~~ EFFECTIVE VEHICLES FOR RECOGNITION/AFFIRMING/CELEBRATION OF EACH OTHER IN THE INDUSTRY

- GREAT PRACTICES AROUND PROFESSIONALISM (PAKS/CONTRACTS ETC)

more initiative approach to problems
 support & lead
 set frame work



Common Themes

- positive promotion/narrative
- professionalism
- Development / Training
- Support & Recognition

baseline data reviewed
 collaboration within industry
 industry that covers



PGM implementation
 -> Gambling?
 -> Education?
 -> Marketing?
 -> What is well being?
 -> Support?
 -> Income?
 -> Connected?



Attach funding to MH
(@ club funding heads to show MH awareness)

strategyconnect

Enforced break for the industry?
Efficiencies not maximised
Industry Allocation of funding
community CPD
Accessible to communicate
Nothing industry wide
Codes
NZN
HRNZ

Attracting the right people (Board cities)
Duty of care to employees
Pillar of Support
Good Codes of Conduct and applying
Health hub / Facilitator
Connecting people help
Reliant on staff / recruit volunteers

ACTORS & FACTORS

- Legislation
- WorkSafe NZ
- Policies
- Minister for Racing
- Department of Internal Affairs

- 16. COMMUNITY
- 17. MEDIA
- 18. OTHER
- 15. ECONOMY
- 14. GOVERNMENT
- 13. INTEGRITY BOARD
- 12. INDUSTRY ASSOCIATIONS
- 11. SUPPLIERS

- Animal Welfare
- 2. CLUBS
- 3. ANIMALS
- 4. BREEDERS
- 5. DOCTORS and VETS
- 6. OWNERS
- 7. TRAINERS
- 8. WORKERS
- 9. VOLUNTEERS
- 10. WAGERING

Employer responsibility
Scale means they can be
Allars - (necessity).
champions.

have a good appreciation
of animals/people
Are we looking after
Real lik they be long

Supportive attitude
Advocates/champions.
Realistic expectations

Communication to employees
Understand obligations
Demonstrate positive attitude
Upskilling in people skills
Influencers - other behaviour
Understand unacceptable behaviour
Lead by example.

Financial Implications
Outlet Valves
Awareness/influencers
Ageing workforce

- Punters
- Entain
- TAB NZ
- TAB Corp
- Broadcasters
- Overseas Bookmakers

ACTORS & FACTORS

Legislation
WorkSafe NZ
Policies
Minister for Racing
Department of Internal Affairs

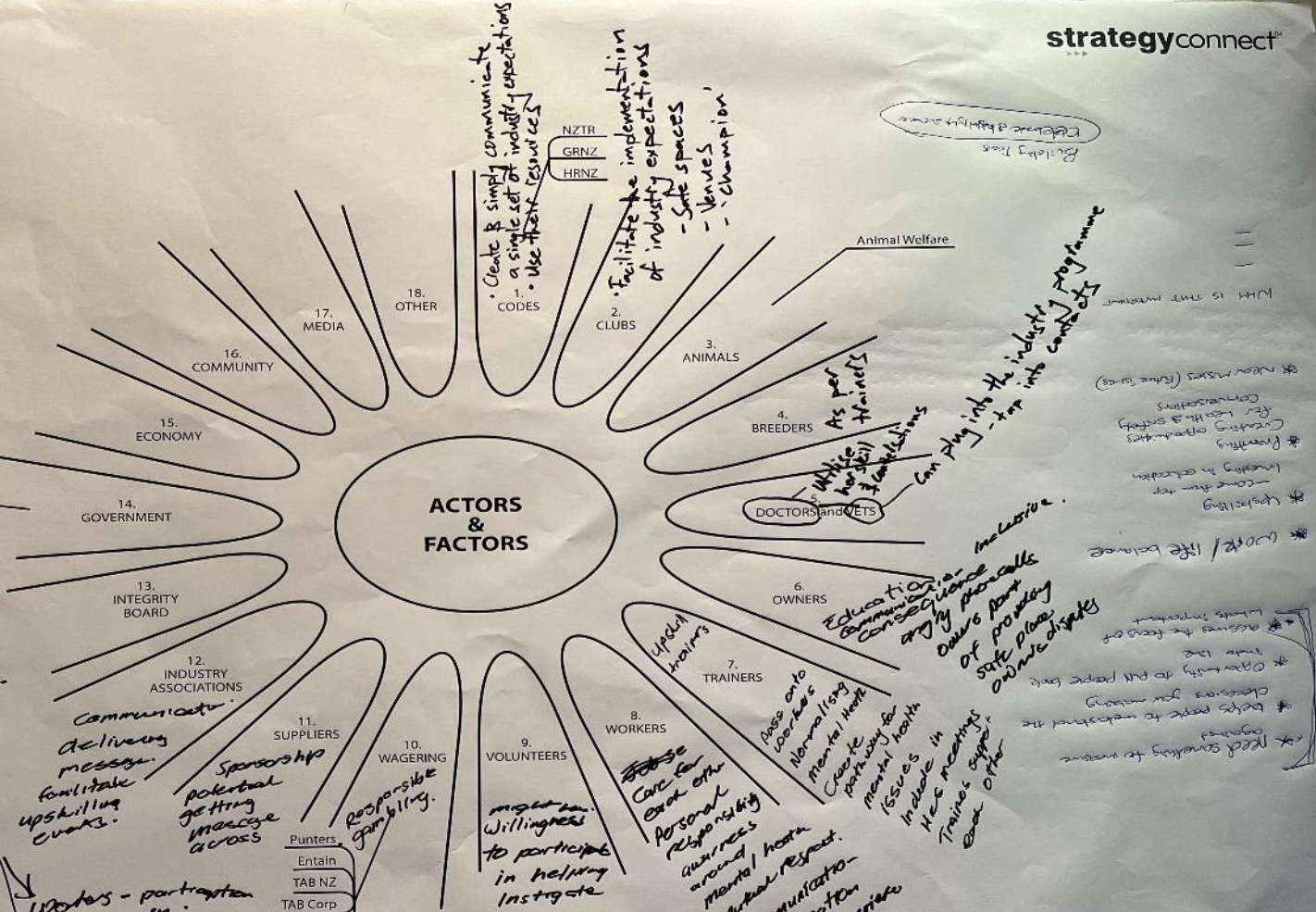
Participation
Consistent message
Pro active approach
Getting rid of stigmas
Normalising
Collaborative approach.

Statistics
Increased participation
Desirable place to work.
Growth in industry
Understanding in industry.
Thriving industry
Good policies
Industry coordination

Workers - participation
Owners in public.
agreed values
upskill program
measures in place

Punters
Entain
TAB NZ
TAB Corp
Broadcasters
Overseas Bookmakers

Get message out.
promotion.



1. CODES
• Create & simplify communicate a single set of industry expectations
• Use their resources

2. CLUBS
• Facilitate the implementation of industry expectations
- Safe spaces
- Venues
- Champion

3. ANIMALS
• Animal Welfare

4. BREEDERS
• As per the industry programme
• Can plug into the industry programme - top into contacts

5. DOCTORS and VETS
• Can plug into the industry programme - top into contacts
• Creating operators for health & safety
• Investing in education - come for the
• Upskilling
• Support life balance

6. OWNERS
• Education - Inclusive
• Communication - calls
• Concise
• Ourselves
• Safe place
• Online displays

7. TRAINERS
• Upskill
• Trainers
• Personal responsibility
• Mental health
• Mutual respect
• Communication
• Participation
• Share experience

8. WORKERS
• Willingness to participate in helping instigate

9. VOLUNTEERS
• Willingness to participate in helping instigate

10. WAGERING
• Responsible gambling.

11. SUPPLIERS
• Sponsorship
• Potential getting message across

12. INDUSTRY ASSOCIATIONS
• Communication
• Delivering message
• Facilitate upskilling events.

13. INTEGRITY BOARD

14. GOVERNMENT

15. ECONOMY

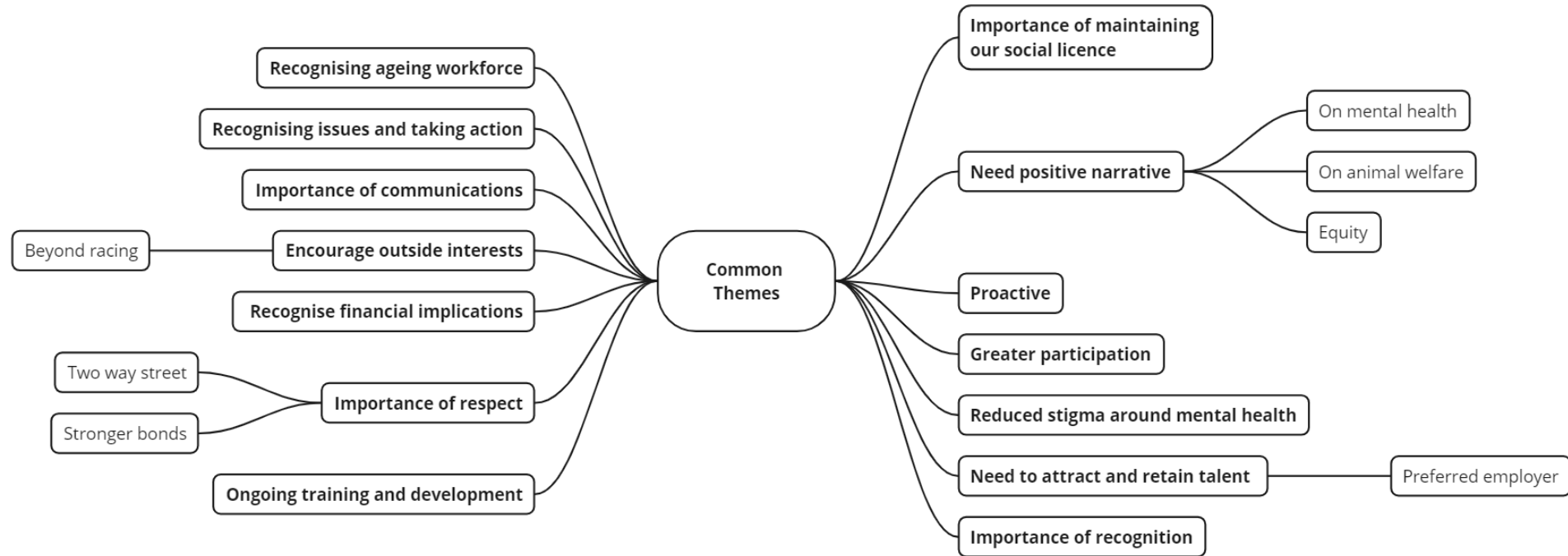
16. COMMUNITY

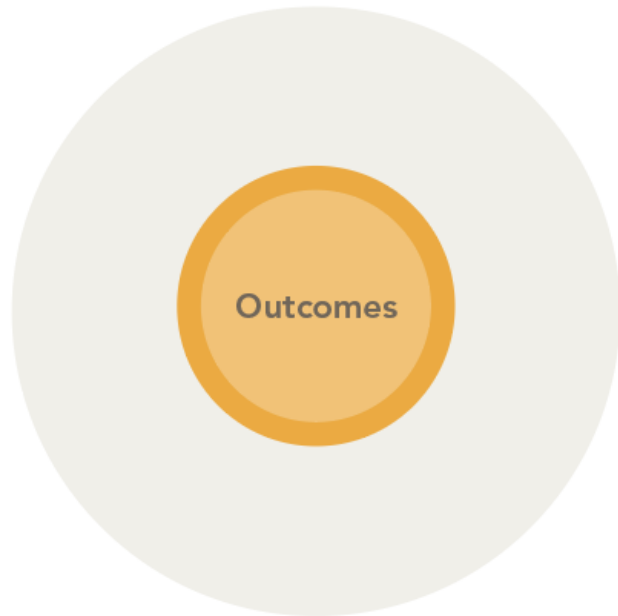
17. MEDIA

18. OTHER

Builds Trust
Reference & highlights areas

"What are the common themes?"



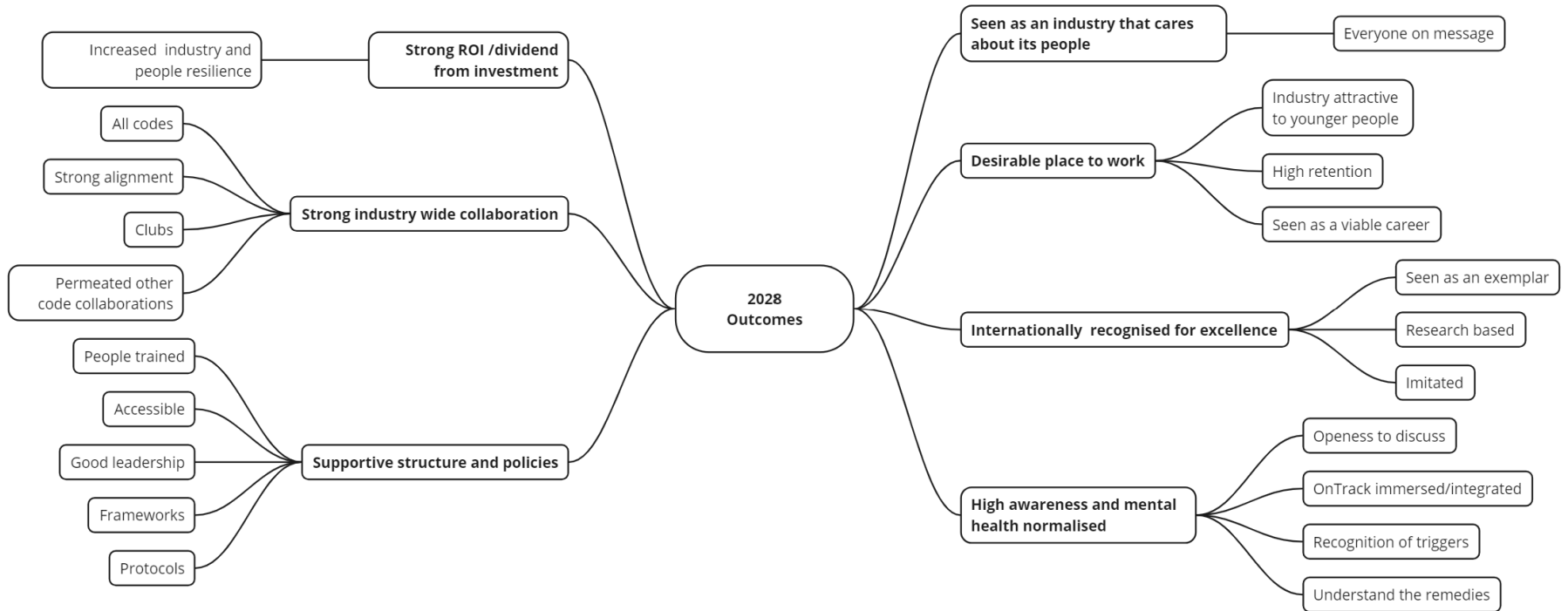


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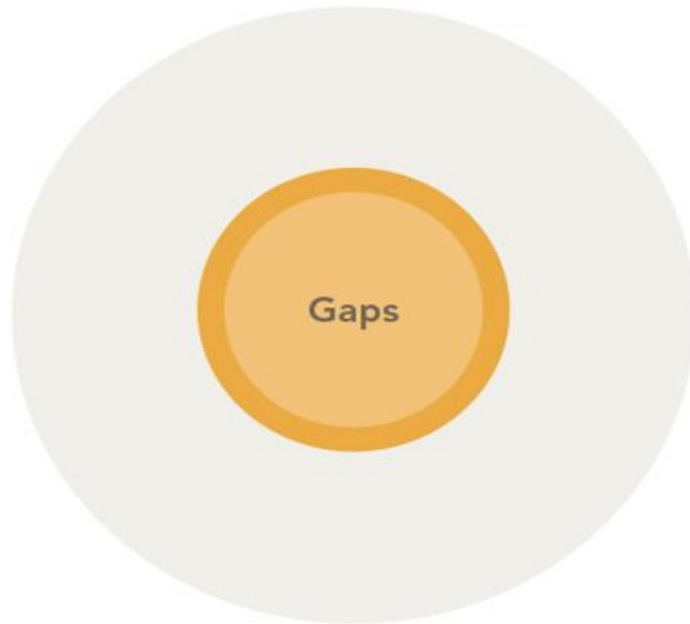
Outcomes

Outcomes are the definition of what a successful organisation will look like in the future. Targets are metrics that provide details of how to measure if that Outcome was realised.

"What are the characteristics we must have to be successful in 5 years time?"



1. Seen as an industry that cares about its people
2. Desirable place to work
3. Internationally recognised for excellence
4. High awareness and mental health normalised
5. Supportive structure and policies
6. Strong industry wide collaborations
7. Strong ROI/dividend from investment

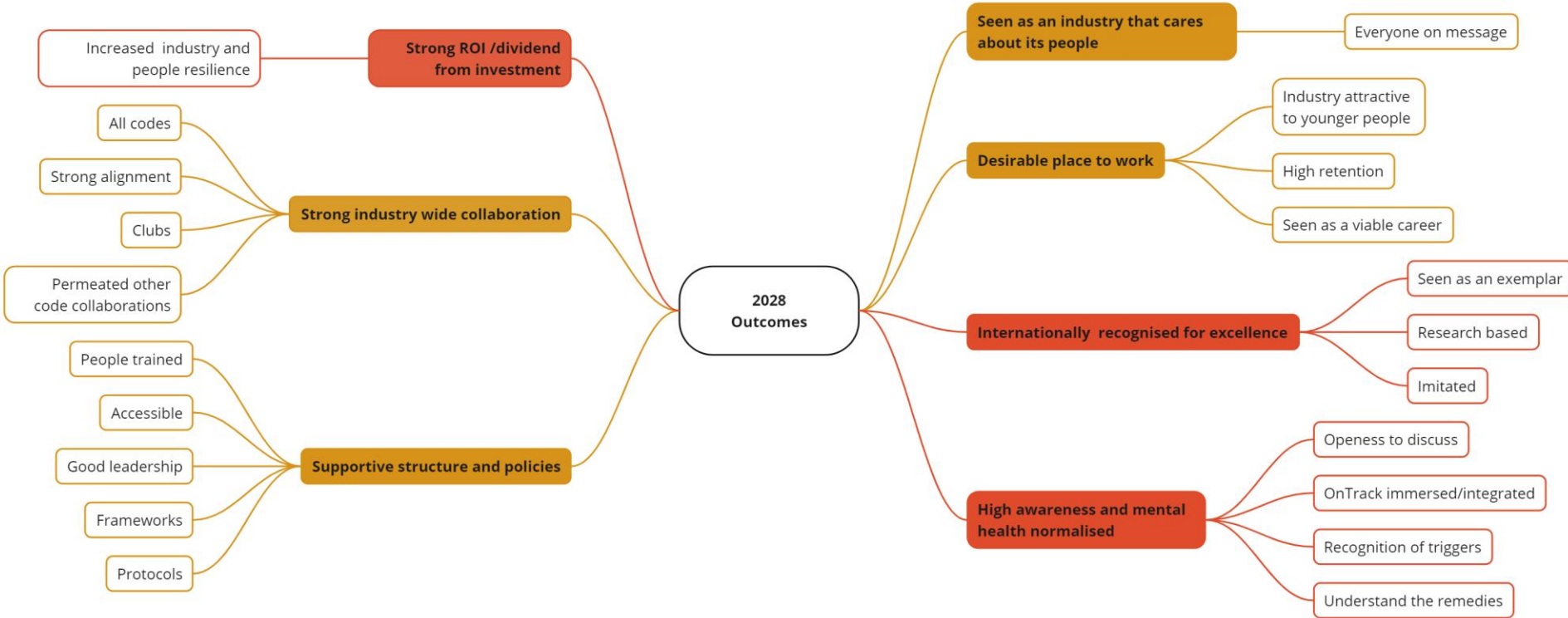


3

Gaps

This analysis assesses the gap in today's capabilities and capacities against the preferred future state (Outcomes) and identifies the biggest gaps to the smallest gaps.

"What is the effort required to close the gaps?"



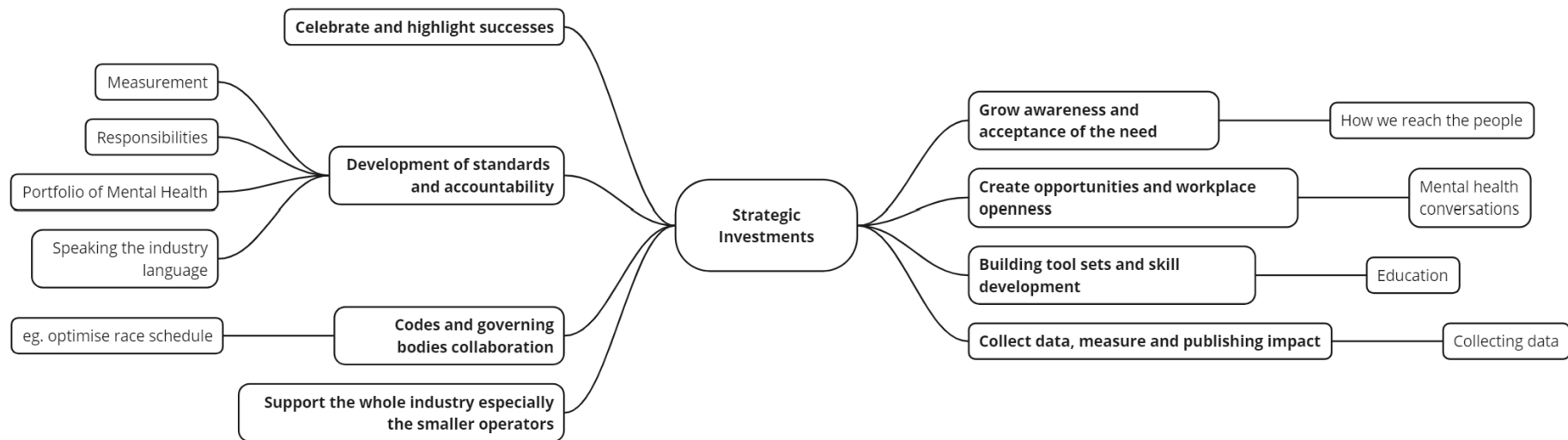


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Strategic investments

Strategic Investments are the areas in which to focus time, effort and money. They are designed to focus effort in areas to the exclusion of other things.

“Where do we need to focus our time, energy and investments in to reach our 2028 Outcomes?”



1. Grow awareness and acceptance of the need
2. Create opportunities and workplace openness
3. Building toolsets and skill development
4. Collect data, measure and publishing impact
5. Support the whole industry especially the smaller operators
6. Codes and governing bodies collaboration
7. Development of standards and accountability
8. Celebrate and highlight successes

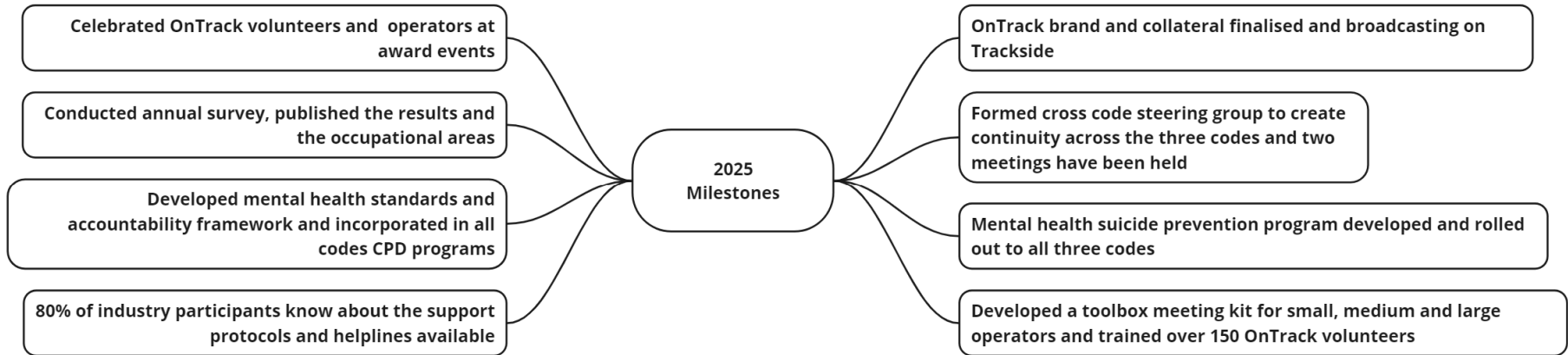


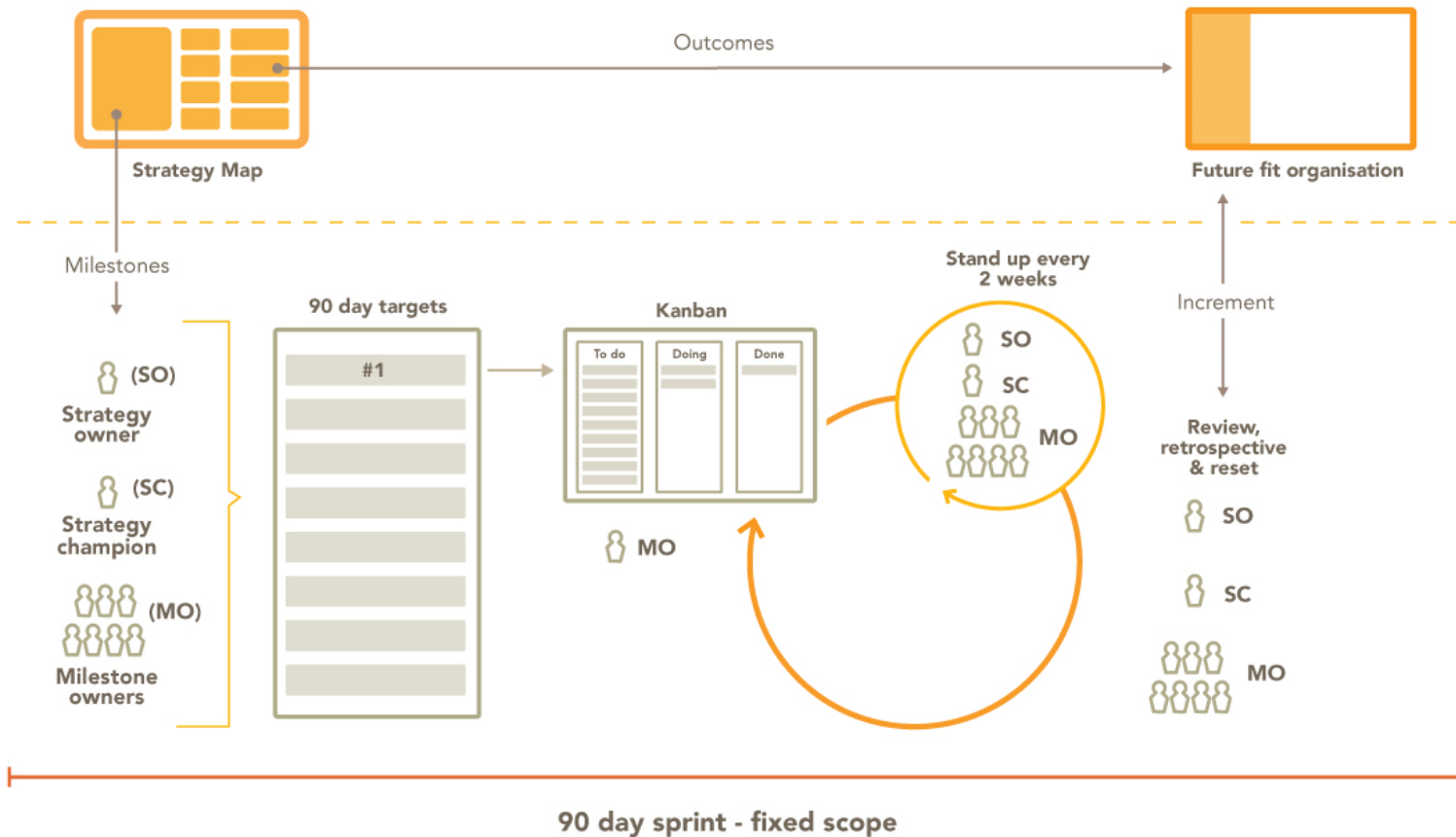
5

Milestones

Milestones represent what will have been achieved at the end of the period. They may be the result of a project or the result of many projects.

“What tangible outputs can we achieve in the next 12 months?”





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