



2021/22 BUSINESS PLAN (STATEMENT OF INTENT)



Table of Contents

Introduction	3
Purpose, Vision & Values	4
Strategic Imperatives	5
Development of Sport and Breeding	5
Racing and Wagering.....	7
Horse Care	8
Funding.....	9
Clubs and Venues.....	10
Promotion of Racing.....	11
Operations	
HRNZ Services	12
Priority KPI's	13
Achievements since 2019/20 Business Plan and Statement of Intent	16



Introduction

HRNZ's Business Plan has been developed with an overall key objective of delivering sustainable return to industry stakeholders. We are focussed on six strategic imperatives that will underpin achievement of this objective.

-) ***Development of Sport and Breeding***
-) ***Racing and Wagering***
-) ***Horse Care***
-) ***Funding***
-) ***Clubs and Venues***
-) ***Promotion of Racing***

The Board believes addressing these key strategic imperatives will improve the overall position of harness racing in the challenging and dynamic environment in which we operate. The plan has also been developed in line with the general principle that owners and punters are the two key drivers of value in the industry. Improving the position of these two key groups will see benefits flow onto all other sectors in the industry. HRNZ's key activities are aligned with that value proposition, alongside the importance of the health and care of our horses and our participants.

HRNZ intends to revisit these six pillars as part of a strategic review with the Board before the 2022/23 season.

Outlined in the Business Plan are key focus areas, desired outcomes and benefits for each of these work streams. Declining breeding numbers and returns to owners are threats to the future sustainability of the industry that we take seriously. The Board of HRNZ is confident that meaningful progress will be made to address these challenges through utilising a collaborative approach with our industry partners and the implementation of the strategies outlined.

Funding to Clubs for the 2021/22 season has increased overall, with 100% funding being provided for the minimum stake. Clubs are now required to pay out 100% of their funding received for stakes as stakes, which will improve returns to the owners. There is a clear expectation that clubs will at least hold stakes at the same level as last season.

Each strategic imperative includes HRNZ's related vision and objectives for the next three years. This will form the basis of HRNZ's Strategic Plan, which will be updated this year to outline a collective vision for the future of harness racing in New Zealand (NZ) and HRNZ's role therein.

CORE PURPOSE

To work with industry stakeholders to promote and regulate a thriving harness racing industry in New Zealand.

Our Values

-) Positive
-) Open Minded
-) Responsive
-) Resourceful
-) Integrity
-) Professional

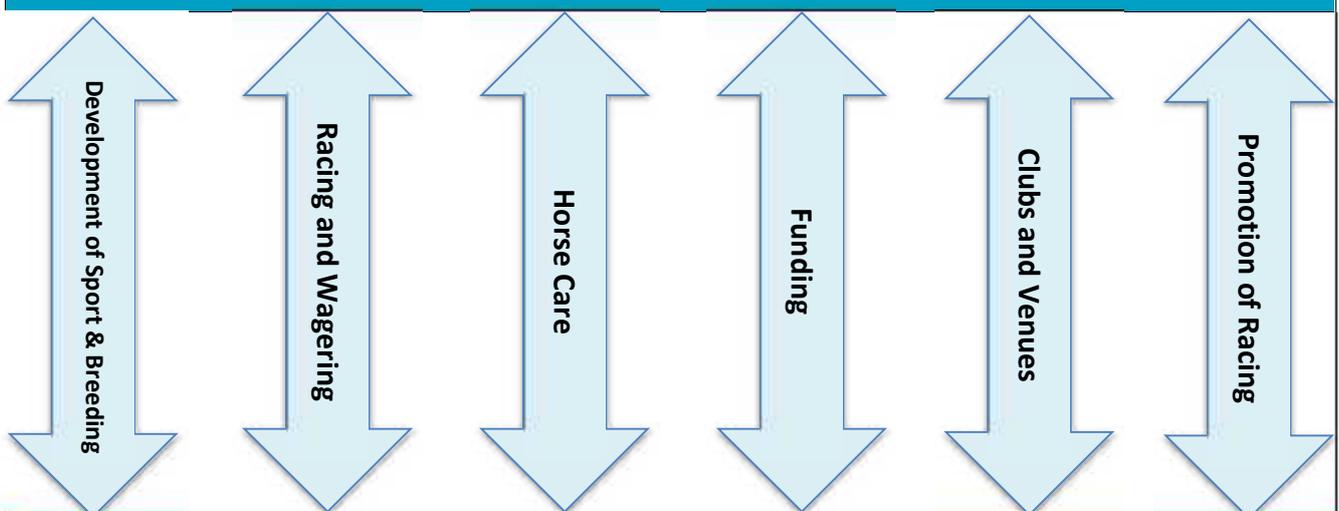
Our Beliefs

-) We care about horses before, during and after racing
-) We keep our people safe
-) We embrace diversity
-) We are always learning
-) We use technology to make life simpler
-) We are fiscally responsible
-) We are connected to our communities
-) We are here for the industry

VISION

Harness Racing in New Zealand is: growing, regaining relevance in the community and delivering sustainable returns to its stakeholders

STRATEGIC IMPERATIVES



OUR FOCUS

Create Our Future: It's In Our Hands

Strategic Imperative	Development of Sport and Breeding
Strategic Objective	Maximise profitability and sustainable distributions to the industry
Key Focus Areas	<ul style="list-style-type: none"> - Work with TAB NZ and the other codes on making a decision regarding outsourcing/licensing. - Develop a cross-code agreement on how IP is managed in the sport and how we approach the market in terms of the setting and collection of the relevant charges. - Develop a closer working relationship with TAB NZ (Broadcasting, Wagering and Marketing) in an effort to utilise their data and expertise related to growing turnover and gross betting revenue (GBR). - Review with industry partners, media content and publication strategies, ensuring consistency and synergy with HRNZ’s digital and marketing programmes. - Continue with the regional reviews, engaging a consultant to perform the Canterbury review to develop more robust criteria for deciding on a final Future Venue Plan. - Develop good working relationships with the newly formed Racing Integrity Board (RIB) to improve the integrity of our sport. - Improved communications between HRNZ and the RIB and work with Racing New Zealand (RNZ) to develop a new service level agreement between RNZ, the codes and the RIB. - Develop strategies to maintain and grow breeding numbers by working with owners and the NZ Standardbred Breeders Association (NZSBA). - Review current educational structure and programmes to ensure the sport of harness racing has the right resources in place to support the Gateway, cadets, and junior drivers’ programmes. - Implement a professional development requirement for harness licence holders and educate participants of HRNZ’s expectations.
Outcomes	<ul style="list-style-type: none"> - A collaborative approach with TAB NZ to develop strategies to encourage improved turnover on harness racing – product, dates/times, promotion. - A more equitable approach from Trackside regarding the way the harness code is treated. - While being cognisant of the requirements of the other codes, HRNZ must develop clarity around its own criteria for a Future Venue Plan. - Improved relationships between the RIB and licence holders with a focus on outcomes and working together to deliver a product that maintains absolute integrity. - Continue to look for ways to reverse breeding trends. Continue to promote trotters as access to world-class bloodlines improves. - Accredited education programme in place that meets the required education standards. - A professional development programme prepared and introduced to licence holders.
Costs	<ul style="list-style-type: none"> - The introduction of the new Racing Industry Act (Act) in 2020 and the devolution of responsibilities from TAB NZ to the racing codes has resulted in additional responsibilities for HRNZ, particularly relating to the promotion of racing, costs to run RNZ and regarding club property. In addition, in order to maintain our social licence, HRNZ continues to focus on improvements to the care of our horses, including traceability while in the industry and life after racing on retirement. This means that the costs for the promotion of racing, administration of RNZ (HRNZ’s share) and horse care have been top sliced from total funding from 2021/22. There are detailed budgets to support these costs. - Following the cessation of racing in 2020 due to Covid-19, the Board has determined that HRNZ should build up its general reserve to \$5m, which requires 1.5% of total funding to be top sliced in accordance with the Reserves Policy. - HRNZ is very conscious of minimising costs and maximising returns to stakeholders. However, the HRNZ budget in 2021/22 is higher than in 2020/21 due to additional costs relating to the Act, and the need to improve our data analytics and IT capability and to support breeding.
Benefits	<ul style="list-style-type: none"> - Improved industry profitability and distributions to the codes that support sustainable returns to stakeholders via stakes. - Greater certainty encourages better quality decision making for the medium term. - Overseas operators are paying appropriate fees for taking betting on racing in NZ. - Our code is positioned to maximise future commercial opportunities in a dynamic wagering and broadcasting environment. - Infrastructure/venue development based on clarity around what are our strategic venues. - Maintenance of future pool of horses through increased number of mares bred.

Three Year Vision

- More people are betting on harness with improving turnover and margins.
- The ownership base is increasing.
- Clarity on where we race and clearer expectations on clubs related to their performance.
- Breeding numbers at least maintained with no less mares served.
- Strong education programmes in place for our harness participants.
- A professional development programme in place for licence holders linked to licence renewal.

Strategic Imperative	Racing and Wagering
Strategic Objective	Provide a competitive and appealing wagering product that drives improved GBR
Key Focus Areas	<ul style="list-style-type: none"> - Develop a better understanding of what product punters want to bet on and then work with the clubs on providing it. - Continue to evolve the national points based rating/handicapping system with a focus on: keeping horses racing; increasing the average number of starts per horse; fields that punters want to bet on; the most even betting fields possible. - Develop co-ordinated meeting programming to encourage maximum participation. - Develop the annual calendar based on the regional horse populations, to ensure viable meetings and maximise participation. - Review racing administration structures for Canterbury and the North Island and make recommendations to increase efficiency and effectiveness for participants. - Develop programmes to facilitate greater diversity and respect within the industry. - Introduce a code of conduct for licensees and other participants in our sport, along with a compulsory professional development programme. - Review and determine NZ's role in the Inter Dominion pacing/trotting series in NZ. - Develop a racing programme that will maximise the impact of the Change of Horse birthday and reinvigorate the way we package Group/Feature/Listed races to maximise wagering. - Develop strategies to encourage more horses being put into work, thus increasing the pool of racehorses and reducing the degree of wastage.
Outcomes	<ul style="list-style-type: none"> - Turnover and GBR grown from 2020/21 levels. - Increases delivered in: average field size; number of starts per horse; average turnover per race; margin; average winning dividend. This focus is also on reducing the number "hot" favourites and the number of races with less than 8 starters. - Racing structures in place through handicapping and programming that create opportunities for a wider pool of horses. Better utilise the existing pool of horses and create an overall environment conducive to owners retaining horses and increasing breeding numbers. - Dates (and venue) structure based on the regional population of horses with a view to minimising costs (industry and stakeholders) while maximising total code turnover. - Canterbury Racing Bureau introduced to undertake racing administration services (fields and nominations) for the region. - Co-operative administrative arrangements introduced for the North Island region based on the Southern Harness model. - Improved professional skills and ethical behaviour by licence holders – introduce a code of conduct. - Review of Inter Dominion series in NZ completed. - Key racing carnivals have ongoing mainstream media coverage and are growing as a public lens into our sport (along with NZ Cup Week).
Costs	<ul style="list-style-type: none"> - All costs associated with these initiatives are covered within HRNZ's operational budget.
Benefits	<ul style="list-style-type: none"> - Even and competitive fields that encourage increased wagering with an increased distribution of stakes to a wider pool of industry participants. - Racing environment that encourages greater participation from the available pool of horses. - Logical flow of dates with meetings determined following regional considerations, rather than historical individual club requirements. - Dates structure applied to maximise revenues and minimise costs. - Effective and convenient regional racing services for trainers and clubs. - Enhanced professionalism of licence holders.
Three Year Vision	<ul style="list-style-type: none"> - Optimised structure of feature and group racing. - 5-10% increase in average number of races per horse. - Market share and turnover maximised (domestically and internationally). - New racing initiatives introduced or trialled (race types, meeting structures).

Strategic Imperative	Horse Care
Strategic Objective	<p style="text-align: center;">Our health and horse care programme encourages practices to ensure the care of the horse is paramount</p>
Key Focus Areas	<ul style="list-style-type: none"> - Develop and implement comprehensive horse care rules which address the person accountable for the horse and the ability for HRNZ to protect the welfare of a horse whilst in the industry. - Develop and implement horse care and health regulations. - Continue to improve the traceability of horses by HRNZ, from date of identification to when they leave the industry, including their status when leaving the industry. - Further support the concept of life after racing – extend the HERO programme to become a national programme and provide support to other rehoming nationally. - Work with national organisations; NZ Equine Research Foundation (NZEFR), NZ Equine Health Association (NZEHA) and the NZ Horse Ambulance Trust (NZHAT) to promote horse care. - Research into if and why horses are leaving the industry prematurely. - Communicate with overseas racing jurisdictions on horse care and traceability. - Form good working relationships with the animal welfare agencies, SPCA, MPI and with the RIB to ensure that any issues concerning standardbreds are managed promptly, efficiently with the best welfare of the horse in mind.
Outcomes	<ul style="list-style-type: none"> - Horse care rules developed for approval at the 2021 AGM. - Horse care regulations developed for approval by the Board and in line with the horse care rules. - Key points relating to horse care included in the 2021 Licence Holders Handbook. - Improved process and options for the retirement of horses from racing and breeding implemented. - Social media and video content created using our life after racing HERO Ambassadors. - Continued participation in the NZHAT for the build, deployment and operation of horse ambulances in NZ. - Continued participation in and support of the NZEHA (prevention of disease incursion and national equine database) and NZERF (topical equine research). - Life after racing initiatives further developed to include an industry funded support package for rehoming (outside of HERO), and to showcase the standardbred horse in equestrian disciplines outside of racing. - Relationships built with rehoming outside of the HERO programme. - Good relationships with overseas racing jurisdictions built that help promote strong horse care and traceability. - Good relationships with the animal welfare agencies built to ensure the care of standardbreds both within the industry and on retirement.
Costs	<ul style="list-style-type: none"> - 1% of total funding has been top sliced to support the above initiatives.
Benefits	<ul style="list-style-type: none"> - Improved tracking and general care of horses during their time in the industry. - Better understanding of the reasons that horses leave the industry prematurely and investigate potential actions to mitigate. - Increased number of horses being rehomed as leisure horses after racing. - Horse health and care treated as paramount by all harness racing participants. - Rules and regulations fit for purpose to require high standards of health and horse care.
Three Year Vision	<ul style="list-style-type: none"> - We have a social licence to operate based on our love for, and care of, the horse. - Appropriately structured and funded “life after racing” programmes. - Fewer horses leaving the industry prematurely and better options for them on leaving the industry. - Accredited rehoming nationally.

Strategic Imperative	Funding
Strategic Objective	The club funding policy encourages growth and rewards performance
Key Focus Areas	<ul style="list-style-type: none"> - Long-term sustainable funding agreement with Racing NZ. - Grow export revenue by obtaining a better understanding of the export markets and working with TabCorp and other corporate bookmakers and TAB NZ, and by the promotion of racing in NZ and Australia. - Improve GBR by analysing information, implementing financial models to determine drivers of growth of GBR and working with clubs and TAB NZ to improve these drivers. - Continue to develop the club funding model during 2021/22 with a detailed review of training income, costs and horse numbers as well as the tote costs, incurred by clubs. - Review of the costs for all major cups and industry days. - Investigate whether key performance indicators can be put in place for clubs to reward them for meeting agreed objectives. - Allocate funding to support the programme for the change in horses' birthday.
Outcomes	<ul style="list-style-type: none"> - Long-term funding agreement reviewed on an annual basis. - A revised racing programme that is appealing to the export market, resulting in increased export commission generated on betting on NZ harness racing, growing total export turnover developed and implemented. - An improved racing product to support the growth of GBR implemented. - Further promotion of harness racing in NZ and Australia. - Information analysed to determine drivers of growth of GBR and work with clubs and TAB NZ to improve these drivers and hence improve GBR. - The principles of the three-year club funding model finalised. - Transparent and supportable funding model implemented for major events. - Programme to support the change of horses' birthday implemented. - Payments to all starters maintained, and HRNZ maintaining control of the "also ran" pool.
Costs	<ul style="list-style-type: none"> - All costs associated with these initiatives are covered within HRNZ's operational budget and the top sliced promotion of racing fund.
Benefits	<ul style="list-style-type: none"> - Funding model that is transparent, which requires 100% of funding for stakes to be paid as stakes; allocates funding to clubs to support the cost of their venues and tracks and running race meetings. - Sustainable stakes across all clubs, with racing programmes that encourage participation and a greater distribution across a wider pool of owners. - Growth in export turnover and GBR. - Funding system that is more transparent on costs incurred by clubs and requires 100% of funding for stakes to be paid to participants.
Three Year Vision	<ul style="list-style-type: none"> - Minimum stakes per race of \$10,000. - Increased export income and improved GBR. - Funding allocated to drive good turnover and provide opportunities for horses at all levels. - Focus on increased stakes at lower and intermediate levels – a sustainable return for stakeholders.

Strategic Imperative	Clubs and Venues
Strategic Objective	Promote increased regional collaboration and develop a long-term vision for a future harness venue footprint in NZ
Key Focus Areas	<ul style="list-style-type: none"> - Develop a final Future Venue Plan (FVP) for harness racing. - Strategic review of the viability of harness racing in the upper North Island to support existing trainers, drivers, owners and breeders and to reverse the decline in horse numbers and participation. - Develop infrastructural priorities and potential funding support based on regional strategies within the FVP. - Promote and implement a 'Southern Harness' equivalent administration model to the other two regions (North Island and North of the Waitaki). - Update club financial viability reviews and develop strategies for those evaluated as 'High Risk'. - Ensure club venue reviews are completed incorporating, finance, governance, health and safety, programming and facilities. - Review liability insurance held by clubs and evaluate the potential for a group liability insurance scheme, administered on behalf of the clubs by HRNZ. - Review HRNZ's processes and governance structure to ensure that there is adequate representation and involvement of small racing clubs in the decision making.
Outcomes	<ul style="list-style-type: none"> - Draft FVP developed for consultation with clubs and participants on a regional basis. - New regional club-based models introduced in Canterbury and North Island (see racing section). - Strategies implemented to assist high risk clubs to mitigate specific short term risks. - Venue analysis completed, in conjunction with regions and RNZ to ensure future utilisation, investment, OSH and earthquake strengthening factors are considered. - Full understanding obtained of clubs' current financial performance and position. - The above analysis linked to the racing calendar dates allocation process. - Appropriate liability insurance cover in place for all clubs, and overall savings across the industry achieved through application of a group liability scheme. - Governance structure, and the process of consultation, reviewed to ensure that small racing clubs have adequate representation and involvement in the decision making.
Costs	<ul style="list-style-type: none"> - There will be some additional operational expenditure required as we look to work more closely with clubs/regions on reviewing their performance. This will be covered within existing operational budgets.
Benefits	<ul style="list-style-type: none"> - Collective industry vision on a potential future venue footprint and priorities for future infrastructure cap-ex requirements. - Clearer expectations of club and associated accountability for performance. - Increased co-operation and efficiency amongst clubs regionally. - Improved efficiency and profitability with increased average turnover per race and a reduction in industry servicing costs (Trackside and RNZ venue services). - Increased consistency in dates structure and more regular racing patterns regionally. - Increased transparency around the factors immediately affecting 'High Risk' clubs and how these risks can be addressed. - Improved sustainability of racing medium to long term with a more efficient model. - Reduced overall liability insurance costs across clubs and exposure risks reduced. - Cost to owners reduced by better aligning venues (and dates) to the regional horse population.
Three Year Vision	<ul style="list-style-type: none"> - Clubs understand that they are accountable for their performance and this is linked to our decisions on where we race. - Industry national venue plan implemented with increased regional intensification. - Racing programmes developed to maximise community engagement within venue intensification strategy. - Regional based club model across the country. - Industry investment only goes to those clubs that meet the criteria established in the FVP. - Earthquake strengthening requirements at all racing venues understood. - Increased digital options and self-serve terminals to reduce on-course costs.

Strategic Imperative	Promotion of Racing
Strategic Objective	To enhance our existing and create a new audience for harness racing - relevance, reach and resonance
Key Focus Areas	<ul style="list-style-type: none"> - Our key communications focus is the promotion and awareness of racing. - In conjunction with RNZ understand the opportunities for digital streaming of racing (now that this is unbundled from the Sky deal). - Produce content for mainstream media and industry publications – meeting previews, human-interest stories focussed on engaging punters. - Continue to develop relationships with mainstream media to encourage coverage of harness racing. - Look at market segments to determine engagement of promotions in those areas: 20 to 40 year-olds; large population areas with little racing - Develop social media content to connect to punters who are not already actively engaged in harness. - Work with RNZ to review delivery of racing content, including industry publication and broadcasting strategies, to maximise mainstream coverage of harness racing. - Improve information available by enhanced digital content and increased wagering/punter information and engagement. - Support clubs in promotion of major race days. - Promote breeding to encourage new investment.
Outcomes	<ul style="list-style-type: none"> - Better access to, and analysis of, punting information – prompting punters to have a bet. - Improved engagement with a younger audience - in a way that they want to be communicated with. - Improved racing content delivery across industry publications and media channels, with an increased exposure of harness racing in mainstream media. - New digital channels accessed via HRNZ’s website and expanded use of social media platforms, with a focus on punters. - Better and more active engagement in place with the casual punter. - New initiatives implemented and promotions targeted at youth and owners. - New breeding page on website and social media promotion. - Improved on course experience at key industry events and strategic race dates actively promoted and meeting the needs of code/club.
Costs	<ul style="list-style-type: none"> - All costs associated with these initiatives are covered within HRNZ’s operational budget.
Benefits	<ul style="list-style-type: none"> - Efficient and effective promotion of Harness Racing within the wider media environment to increase public awareness. - Increased access to punter focussed information in an easily digestible and entertaining format. - Stronger awareness of our feature racing to promote the “sport” of harness racing in the wider sporting landscape and drive attendance and turnover at key meetings. - Focus on promoting ownership to attract new owners (emphasis on syndication) and increased youth participation throughout all areas of our sport. - Increased awareness of breeding across all areas of our sport. - Professional and efficient event management across feature meetings.
Three Year Vision	<ul style="list-style-type: none"> - There is a multi-channel strategy in place (in conjunction with RNZ) that aligns with how people want to access content. - The HRNZ website and social media platforms deliver a consistent look and feel for harness racing. - We are engaging with a new audience while not alienating our core fan base. - More participation in ownership through a streamlined, transparent and more professional syndication model. - More engagement with breeders to help promote and grow breeding numbers - Information is available to punters where and how they want it.

Operations	HRNZ Services
Objective	<p style="text-align: center;">We operate on the basis that “we are here for our sport”.</p> <p style="text-align: center;">Ensure HRNZ is an effective, efficient and innovative service provider to our sport.</p>
Key Focus Areas	<ul style="list-style-type: none"> - Transition of HRNZ processes to increase automation and electronic processing. - Analysis of racing industry data. - Analysis of engagement by the public with the HRNZ website and social media content. - Implement a new cash management system during 2021/22. - Complete Annual Reports within eight weeks of balance date. - Review Rules, Regulations and Constitution to ensure relevance, appropriateness and ease of reference. - Update HRNZ risk register and action key risks. - Improve communication to owners by both HRNZ and trainers. - Embed breeding into HRNZ communications and website. - Ensure the wellbeing of HRNZ staff.
Outcomes	<ul style="list-style-type: none"> - Increased online activity by industry participants with HRNZ. - Analyst employed to analyse data from Infohorse and TAB NZ and use data analytics tools to provide information relating to key racing and funding metrics, and public engagement with the HRNZ website and social media content. - Audited Annual Report presented to Annual Conference. - HRNZ Rules, Regulations and Constitution updated on an as required basis to make them easier to understand, implement and use. - Updated HRNZ risk register maintained and actions implemented. - Improved information provided by HRNZ and trainers, on a more timely basis, to owners. - Staff have good skills, tools and mindset to perform their tasks.
Costs	<ul style="list-style-type: none"> - The review and an implementation of online payments and processing fall under the current HRNZ operating budget. - The cost of the review and update of Rules, Regulations and Constitution will be met out of the HRNZ operational budget.
Benefits	<ul style="list-style-type: none"> - More efficient online administrative processes. - Improved understanding of historical and actual harness performance. - Timely accountability reporting to our sport. - Rules and Regulations remain relevant to ensure they meet new sport standards and requirements. - HRNZ Constitution reflects current operations and governance. - Risks of our sport are identified and mitigated where possible. - HRNZ well positioned to represent the sport and meet customers’ needs. - HRNZ website and social media is first point of call for information regarding our sport. - Owners are kept informed of racing opportunities for their horses. - Staff are supported to be able to fulfil their duties in the best way.
Three Year Goals	<ul style="list-style-type: none"> - 80% paperless engagement by HRNZ with its stakeholder customers. - Robust data analytics tool in place to allow informed decisions on programming to grow turnover and GBR. - Continual adoption of new technologies to match customer expectations.

Priority KPIs				
	KPI	Action	Measurement	Time
Development of Sport and Breeding	Develop a robust Future Venue Plan (FVP)	Perform regional racing review in Canterbury	Review and investigation completed	By 31 July 2022
		Investigate grass track options for the North Island	FVP finalised	
	Improve integrity in our sport	Prepare and implement a Code of Conduct	Code of Conduct consulted on with sport and implemented	By 31 December 2021
		Work with the RIB to ensure that they apply a consistent approach to implementing HRNZ's Rules and Regulations	Consistent approach regarding breaches of integrity.	By 31 July 2022
Maintain and grow breeding numbers	Increase focus on breeding Implement breeding initiatives to stop decline in breeding	New raceday judiciary implemented	By 31 July 2022	
		Breeding numbers are maintained at 2021 levels Breeding initiatives are implemented	By July 2024 BY July 2023	
Racing	KPI	Action	Measurement	Time
	Improve average field sizes	Develop racing programme to increase the number of starts per horse	All weather field size – 11 Grass field size – 13	By 31 July 2024
	Improvement in % of races starting on time	Tighten processes on track so that races start on time	Improve % of races starting on time to 80%	By 31 July 2022
	Updated racing programme due to change in horses' birthday	Embed change of the horses' birthday in the programming	Transitional programme implemented for August 2021 through December 2022 Full race changes implemented January 2023 through December 2023	31 December 2023

Horse Care	KPI	Action	Measurement	Time
	Improved traceability of horses	Update Infohorse for the status of horses leaving our sport since 2012	Infohorse 95% up-to-date with status of horse having left our sport	31 July 2022
		Quarterly review of horse status confirms the status of non-active horses	Infohorse 95% up-to-date with status of horse having left our sport	Ongoing
	HERO expanded into the North Island	Launch HERO programme in the North Island	HERO educator recruited and HERO horses retrained in the North Island	31 July 2022
	Increased support for rehomers	Launch a funding package for rehomers	Paperwork completed on rehomed horses Funding package implemented	31 July 2022
Funding	KPI	Action	Measurement	Time
	Increase export turnover	Develop and implement a plan to improve export	Export turnover has increased	31 July 2023
	Increase domestic GBR	Develop and implement a plan to improve attractiveness of domestic racing product	Domestic GBR has increased	31 July 2023
	Increase total stakes payout	Clubs required to pay 100% of funding for stakes as stakes, when averaged over the whole season	100% of funding for stakes paid out	31 July 2022
Clubs and Venues	KPI	Action	Measurement	Time
	Regional reviews undertaken	Complete regional review of Canterbury	Review completed	31 March 2022
	Complete surplus venue process for Forbury Park	Consultation and negotiation of sale undertaken	Sale of Forbury Park completed	31 December 2022
	Funding model	Complete third of three year review of funding model	Review completed	31 July 2022
Promotion of Racing	KPI	Action	Measurement	Time
	Promote racing in Australia and NZ	Identify and develop a communications and marketing plan for HRNZ	Contracts and processes in place for the promotion of racing in Australia and NZ Communications and Marketing plan developed and implemented	31 July 2022

	KPI	Action	Measurement	Time
HRNZ Services	Develop a new cash management system	Prepare a cash management system derived from the new accounting system	Cash management system is developed	31 December 2021
	Prepare an investment policy	Determine content of investment policy and receive approval from Board	Investment policy implemented	31 December 2021
	Investigate benefit of a group club insurance liability scheme	Review the options for a group club insurance liability scheme	Group club liability scheme implemented if beneficial	31 July 2022
	Ensure welfare of HRNZ staff	<p>Regular reviews of performance with an agreed training plan</p> <p>Staff have access to the appropriate tools to perform their role</p> <p>Support work from home policy</p>	<p>100% of staff have had a discussion with their manager on performance and training</p> <p>Appropriate tools in place to perform their role</p> <p>Staff have the appropriate support and tools in place to work from home, maintaining a high standard of productivity</p>	Annually

Achievements since 2019/20 Business Plan and Statement of Intent	
Development of Sport and Breeding	<ul style="list-style-type: none"> - Implement new HRNZ governance structure. Appoint two independent directors (a first for HRNZ) with a focus on diversity and broadening the strategic skill-set of the Board. <i>- Done new Board of 8 with 2 independent directors</i> - Agree with RITA which functions will be devolved to the code and how this will be funded. Agree with the other codes on what will be managed on an inter-code basis. <i>- Devolution to codes complete</i> - Agree a multi-year inter-code funding model with RITA, NZTR and GRNZ to provide greater certainty on future industry funding distributions. <i>- 3 year funding agreement between the codes to 2023/24</i> - While maintaining their independence, work with RIU and JCA to move away from the current siloed approach. <i>- RIB now formed ongoing work with this entity</i> - Develop strategies to grow breeding numbers <i>- Breeding Manger role appointed at HRNZ to focus on promotion of breeding and new initiatives</i> - Improve integrity in our sport <i>- Code of Conduct has been out for first round of consultation</i>
Racing and Wagering	<ul style="list-style-type: none"> - Continue to evolve the national points-based rating/handicapping system with a focus on: keeping horses racing; increasing the average number of starts per horse; fields that punters want to bet on; the most even betting fields possible. <i>- Updated</i> - Develop a racing programme that will maximise the impact of the Change of Horse birthday and reinvigorate the way we package Group /Feature / Listed races to maximise wagering. <i>- Change of birthday approved May 2021 and development of programme with consultation begun</i>
Horse Care	<ul style="list-style-type: none"> - Develop a strategy for the introduction of microchips to replace branding as a means of identification – to be implemented in 2020/21. <i>- Done</i> - Improve the traceability of horses by HRNZ, from date of branding/microchipping to when they leave the industry. <i>- Horse Care/Traceability Ambassador employed and the whereabouts of horses at the point they retired from racing established back to 2012</i> - Further support for the concept of life after racing – introduce the HERO programme or similar. <i>- Done in Canterbury and Southland</i> - Ensure that the Regulations and Rules of Racing reflect the health and horse care strategy and are fit for purpose in terms of good practice. <i>- Done Breeding Rules and Regulations, Horse Registration and Naming Regulations, Notifiable Surgeries and Procedures Regulations, Prohibited Substances and Practices Regulations, Whip & Rein Regulations introduced or updated</i>
Funding	<ul style="list-style-type: none"> - Develop a more transparent bulk funding policy for 2020/21 onwards with a focus on rewarding performance and improving funding/stakes ratios. <i>- The funding for 2021/22 is the second year of a 3 year plan</i> - Implement bulk funding agreements for all clubs from 2020/21 <i>- All clubs have been sent funding agreements from 2021/22</i> - Clubs to pay the venue services costs direct, and to be educated in the appropriate process of applying for gaming grants related to these costs. <i>- Venue Services Costs are top sliced by TAB NZ. The funding model for 2021/22 included payment to clubs for the cost of running meetings, venue and track</i>

<p>Clubs and Venues</p>	<ul style="list-style-type: none"> - Develop more robust criteria for deciding on a final Future Venue Plan for harness racing. <i>- Strategic review performed of Otago/Southland and underway for Canterbury</i>
<p>Promotion of Racing</p>	<ul style="list-style-type: none"> - In conjunction with RITA understand the opportunities for digital streaming of racing (now that this is unbundled from the Sky deal). <i>- Partly done</i> - Review operations performed by The Races Partnership Ltd (TRPL) to ensure these services are structured to meet code/club requirements. <i>- HRNZ sold its share in TRPL on 1 August 2021 and will use the proceeds for infrastructure support to clubs that were using TRLP services in 2020/21</i>
<p>HRNZ Services</p>	<ul style="list-style-type: none"> - Continued transition of HRNZ processes to increase automation and electronic processing (less paperwork). <i>- Majority of licenses being renewed online and trainer notification app in development</i> - New accounting and cash management system implemented during 2021/22. <i>- Done</i> - Development of industry risk register in consultation with RITA (or equivalent authority). <i>- Done</i> - Review whether HRNZ should continue to own and invest in CBHL. <i>- HRNZ required CBHL to sell all hospitality outlets, which was completed by 31 July 2021</i>