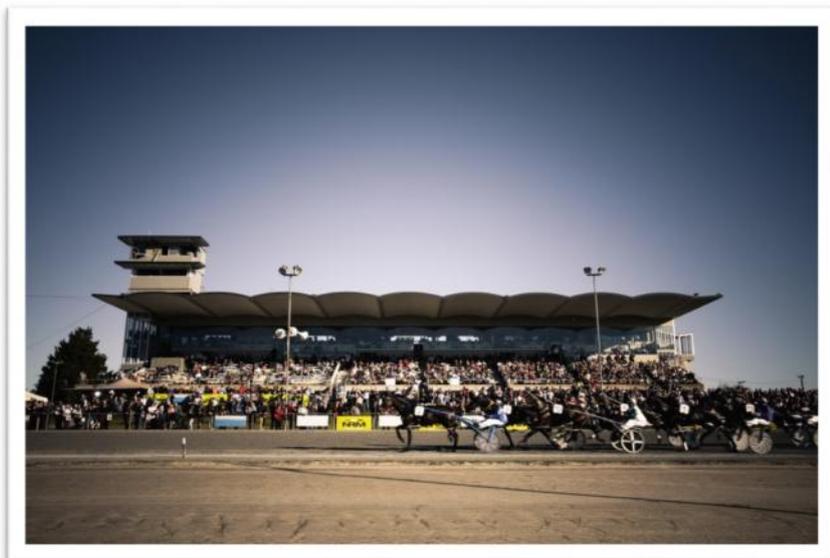


2018/19 BUSINESS PLAN AND FIVE YEAR VISION



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Introduction

HRNZ's Business Plan has been developed with an overall key objective to improve the financial viability of the industry for all participants. To address this objective, six key pillars of strategic importance have been identified:

-) **Industry**
-) **Racing**
-) **Funding**
-) **Clubs and Venues**
-) **Communications and Promotions**
-) **Health and Animal Welfare**

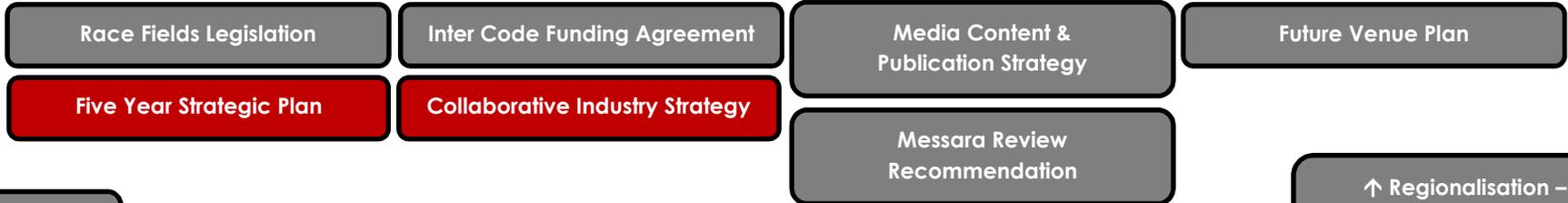
The Board believes addressing these key strategic areas will improve the overall position of harness racing in the challenging and dynamic environment in which we operate. The plan has also been developed in line with the general principle that owners and punters are the two key value drivers in the industry. Improve the position of these two groups and benefits flow onto all other sectors in the industry. All HRNZ's key activities are considered in line with that value proposition.

Targets are also provided in relation to HRNZ administrative processes with a focus on providing more efficient and effective services to the industry.

Outlined in the Business Plan are objectives, critical factors, key outcomes and benefits for each of these work streams. Declining breeding numbers and returns to owners are serious threats to the future sustainability of the industry. The Board of HRNZ is confident, with a collaborative approach with our industry partners and the implementation of the strategies outlined, progress will be made to address these challenges. The funding for 2018/19 is projected to remain the same as for 2017/18, other than a small increase from NZRB to cover an increase in the broadcasting costs associated with the new broadcasting vans. Growth in stakes through additional funding extended in 2017/18 has provided a welcome impetus to stakeholders and will be maintained in 2018/19. The projected further growth in the NZRB's income and distributions in 2019/20 will further improve the industry's overall position and enhance participants' confidence.

Outlined with each pillar of strategic importance in the following pages, is HRNZ's related vision and objectives for the next five 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.

HRNZ 2018/19 BUSINESS PLAN SUMMARY



- New Club Bulk Funding Policy
- Development KPI Incentive Model
- Harness Jewels Review
- Allocation of broadcasting costs
- Broadcasting & Venue Service Cost Review
- Health & animal welfare strategy & update of Rules
- Life after racing support
- Microchipping horses
- Improved traceability of horses

- Optimise the Calendar
- Points Handicapping
- Review industry judicial systems and processes
- Age Group Racing Review
- ↑ Respect & Diversity

- ↑ Regionalisation – Canterbury, Central Districts
- Venue Reviews on Regional Basis with NZRB
- Club Financial Viability Assessment
- Group Insurance Scheme
- New Media Strategy
- ↑ Punter information
- Fit for Purpose TRPL
- Feature Race Promotions
- Youth, Ownership & Breeders initiatives
- Increased automation and electronic processing

- Breeding #s Maintained
- ↑ Field Size
- ↑ Starts/Starters
- ↑ Average Turnover
- ↑ GBM
- ↑ Export
- ↑ Average Stakes
- ↑ Minimum Stakes

Priority	Industry
Objective	Collaborate with NZRB/other codes to maximise profitability and distributions to industry
Critical Factors	<ul style="list-style-type: none"> - Review recommendations arising from the 2018 Messara industry review and critically evaluate potential industry restructuring - Review and implement strategic options and structures for the NZ industry to maximise profitability, with a particular focus in 2018/19 on the review, with industry partners, of the merits of wider outsourcing/licensing of NZ wagering operations - Agree and develop new multi-year inter-code funding agreement, by the three racing codes, to provide greater certainty on future industry funding distributions - Contribute actively to strategic lobbying by industry to attain race fields legislation - Work with Trackside and NZRB to enhance harness racing’s presentation on Trackside and investigate opportunities for improved efficiency in the broadcasting model - Review with industry partners media content and publication strategies, ensuring consistency and synergy with HRNZ’s digital and marketing programmes - Contribute to development of industry Future Venue Plan - Support NZSBA and other initiatives to encourage breeding
Key Outcomes	<ul style="list-style-type: none"> - Collaborative industry strategy agreed on between NZRB and codes for the future structure and delivery of industry functions, focused on maximising overall industry distributions, incorporating recommendations from the Messara report - Mutually beneficial and longer term inter-code funding agreement confirmed by the three codes for implementation in the 2019/20 season - Race fields based legislation approved by Parliament in 2018 - Strategies developed to better present and enhance harness racing’s coverage on Trackside, digitally and in racing publications - Longer term vision developed for the future of harness racing in NZ Zealand as part of a possible wider industry restructuring - Industry Future venue Plan developed, outlining a vision for the industry’s venue footprint in 2030 - The number of mares bred maximised and tax disincentives for breeders addressed
Costs	<ul style="list-style-type: none"> - This project will be covered via HRNZ’s internal cost structures with no additional capital expenditure required. There will be some additional operational expenditure with travel for industry consultation meetings that will be covered by HRNZ’s operational budgets. Legal advice with respect to industry agreements will be covered within HRNZ’s budgeted legal costs.
Benefits	<ul style="list-style-type: none"> - Improved industry profitability and distributions to the codes that increase returns to stakeholders (stakes) and greater certainty for longer term strategic planning - Agreement between the codes regarding allocation of NZRB distributions in a manner that recognises the different competitive factors facing each code and focuses on collaboratively maximising total profitability for the benefit of all three codes - Overseas operators being required to pay a commercial product fee for taking betting on NZ racing, thereby competing on a level playing field with authorised operators and providing a return to the NZ industry - Code positioned to maximise future commercial opportunities in a dynamic wagering and broadcasting environment - Clear future vision and strategies determined for the conduct of industry activities - Infrastructure and venue development based on strategic venues and vision for 2030 venue footprint - Maintenance of future pool of horses through increased number of mares bred
Five Year Vision	<ul style="list-style-type: none"> - Multi-year Inter-Code Funding agreement that gives stability and certainty - Increased participation across all sectors of the industry - Ownership base increased 5% per year - Breeding numbers maintained with no less mares served

Priority	Racing
Objective	Provide a competitive and appealing wagering product
Critical Factors	<ul style="list-style-type: none"> - National points based handicapping system and co-ordinated programme, with a stakes distribution model developed to encourage participation - 2019/20 calendar developed based on the regional horse populations, to ensure viable meetings and maximise participation - Make appropriate adjustments to the 2019/20 calendar to reduce code venue services and broadcasting costs year on year - Review racing administration structures for Canterbury and Central Districts, and make recommendations to increase efficiency and effectiveness for participants - Appropriately address integrity issues within HRNZ’s control arising from “Operation Inca”, within the framework of the rules - Review in conjunction with industry partners, the industry judicial systems and processes to ensure they meet the industry’s needs in the modern racing environment - Develop programmes to facilitate greater diversity and respect within the industry - Review merits of introducing compulsory professional development for possible implementation with 2019/20 licensing
Key Outcomes	<ul style="list-style-type: none"> - Increased average field size, increased number of starts per horse, increased average turnover per race, increased average winning dividend, lower percentage of “hot” favourites, fewer races with less than 8 starters - Racing structures in place through handicapping and programming that create opportunities for a wider pool of horses, to manage the downturn in horse numbers, while creating an overall environment conducive to increasing breeding numbers - Dates 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 Central Districts region based on the Southern Harness model - Public confidence in harness racing enhanced through integrity issues being addressed fairly and appropriately - Industry integrity underpinned by Judicial processes that are efficient and effective - Improved positive perception and engagement by participants, with a focus on increased diversity - Improved respect by industry participants to each other and to officials with inappropriate behaviour dealt with promptly and firmly - Improved professional skills and ethical behaviour by licenceholders
Costs	<ul style="list-style-type: none"> - Costs in this area will be covered via HRNZ’s internal cost structures with no additional capital expenditure required. There will be some additional operational expenditure with travel for industry consultation meetings that will be covered by HRNZ’s operational budgets. Additional costs with the establishment of a Canterbury Racing Bureau and Central Districts Harness will be neutral with its costs funded by clubs in the respective regions. The cost of initiatives to foster an improved environment for women and improved respect within the industry, will be met within HRNZ’s operational budgets, with some potential funding from the NZRB for industry programmes.
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 available 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

	<ul style="list-style-type: none"> - Effective and convenient regional racing services for trainers and clubs - Reduced costs on judicial processes while maintaining integrity standards - Better attitudes, behaviour and respect from all involved in the industry - Enhanced licenceholder professionalism
Five Year Vision	<ul style="list-style-type: none"> - Optimised structure of feature and group racing - 10% increase in average number of races per horse - Stakes to funding efficiency increased from 88% to 92% - Market share and turnover maximised (domestically and internationally) - New racing initiatives introduced or trialled (race types, meeting structures)

Priority	Funding
Objective	Club funding policy applied to facilitate and encourage industry development
Critical Factors	<ul style="list-style-type: none"> - Implement club stakes policies that result in additional NZRB funding manifesting itself in increased stakes - Transition club funding policy to a full bulk funded model for 2018/19, with broadcasting and venue services costs integrated - Develop strategy for additional funding in 2019/20 to be allocated to clubs on a performance basis around KPI's - Develop strategies to secure the future sustainability of the Harness Jewels event - Maximise opportunities for the code to increase funding arising from NZRB product pricing initiatives - Review NZRB costs allocated for broadcasting and venue services and implement strategies to reduce these charges year on year in 2019/20 - Increase export of NZ harness racing to existing and new markets - Develop a stakes structure to enable distribution to a wider pool of participants, with the additional stakes supplement for first totalisator wins continued
Key Outcomes	<ul style="list-style-type: none"> - New funding model introduced to provide greater certainty to clubs on their income. New model and is conducive to supporting regional plans while maintaining a performance basis to encourage positive individual club performance - Harness Jewels format and funding in place that ensures the future viability of this industry event - Additional funding available from NZRB product pricing KPI's maximised - Increased export commission generated on betting on NZ harness racing, growing total export turnover by 5% - Clubs to pay their allocation of Venue Services and Broadcasting costs which incentivises lower industry costs and provides vehicle for increased gaming revenues - Payments to all starters and \$1,500 stakes supplement for horse's first totalisator win
Costs	<ul style="list-style-type: none"> - Costs in this area will be covered via HRNZ's internal cost structures with no additional capital expenditure required. There will be some additional operational expenditure with travel for industry consultation meetings that will be covered by HRNZ's operational budgets.
Benefits	<ul style="list-style-type: none"> - Funding model that facilitates the development of regional plans with clubs based on delivering regional efficiencies and better utilisation of assets - Sustainable stakes across all clubs, with racing programmes that encourage participation and a greater distribution across a wider pool of owners - Increased gaming through clubs applying for recovery of broadcasting and venue services costs - Importance and relevance of the Harness Jewels to the overall racing calendar confirmed for the future - Additional funding through increased export earnings and NZRB product pricing initiative applied within Club Funding Policy - Funding system that encourages reduced industry costs and wider stake distribution
Five Year Vision	<ul style="list-style-type: none"> - Minimum stakes per race of \$10,000 - Average stakes per race increased to \$14,000 - 30% increase in export turnover - Focus on increased stakes at lower and intermediate levels - Gaming income to industry at least retained

Priority	Clubs and Venues
Objective	Continue implementation of initiatives that promote increased regional collaboration amongst clubs and develop a long term vision for a future harness venue footprint in NZ
Critical Factors	<ul style="list-style-type: none"> - With NZRB and other two codes, develop a draft Future Venue Plan (FVP) outlining a vision for the industry venue footprint ten years out - Develop infrastructural priorities and potential funding support based on regional strategies within the FVP - Promote and implement a ‘Southern Harness’ equivalent administration model to other regions - Update club financial viability reviews and develop strategies for those evaluated as ‘High Risk’ - Ensure Club venue reviews are completed incorporating OSH and Earthquake Strengthening requirements and timeframes - Review liability insurance held by clubs and evaluate the potential for a group liability insurance scheme, administered on behalf of the Clubs by HRNZ
Key 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 (bureau) and Central Districts (see racing section) - Strategies implemented to assist high risk clubs to mitigate specific short term risks - Venue analysis completed, in conjunction with regions and NZRB to ensure future utilisation, investment, OSH and earthquake strengthening factors are considered - The above analysis linked to the racing calendar dates allocation process for 2019/20 - All clubs have appropriate liability insurance cover and overall savings across the industry achieved through application of a group liability scheme
Costs	<ul style="list-style-type: none"> - This project will be covered via HRNZ’s internal cost structures with no additional capital expenditure required. There will be some additional operational expenditure with travel for industry consultation meetings that will be covered by HRNZ’s operational budgets. Any group liability insurance scheme costs will be allocated across clubs involved.
Benefits	<ul style="list-style-type: none"> - Collective industry vision on a potential future venue footprint and priorities for future infrastructure capex requirements - Regional discussions and reviews initiated regarding venue intensification and the industry’s future venue footprint - 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 NZRB venue services) - Increased consistency in dates structure and more regular racing patterns regionally - Race numbers matched to regional horse populations with an associated increase in average field size - 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
Five Year Vision	<ul style="list-style-type: none"> - 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 - Venues reviewed to determine earthquake strengthening requirements - Increased digital options and self-serve terminals to reduce on-course costs - Network of regional racing bureaus (see Racing) - Viable regional training facilities across NZ based on demand

Priority	Communications and Promotions
Objective	Implement a communications strategy tailored to a changing media and technology environment, and complementing industry (NZRB and club) marketing
Critical Factors	<ul style="list-style-type: none"> - Develop media and communications strategy focussed on digital and online media and partnership with “The Informant” - Work with NZRB 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 - Support Auckland TC and NZMTC in promotion of major racedays - Support the Youth Development and Owners Initiatives and Liaison Sub-Committees to increase engagement of these stakeholders - Review operations performed by The Races Partnership Ltd (TRPL) to ensure these services are structured to meet code/club requirements
Key Outcomes	<ul style="list-style-type: none"> - Increased output of content on HRNZ website and other digital channels - Improved racing content delivery across industry publications and media channels, with an increase of exposure in mainstream media of harness racing - New digital channels accessed via HRNZ’s website and expanded use of social media, with a focus on punters - New initiatives implemented and promotions targeted at youth and owners - Improved on course experience at key industry events and strategic race dates actively promoted - Co-ordinated industry marketing programmes applied across the industry with clearer lines of responsibility between NZRB, HRNZ and TRPL
Costs	<ul style="list-style-type: none"> - The cost for these initiatives will fall within the HRNZ Marketing Department. Specific project funding identified as supporting key developments will be applied for Board approval as and when required.
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 - Clear focus placed on promoting ownership to attract new owners to the industry (emphasis on syndication) and increased youth participation throughout all areas of the industry - Professional and efficient event management across feature meetings
Five Year Vision	<ul style="list-style-type: none"> - Review of Stridemaster tracking system - Increased promotion and ease of administration with syndication - TRPL aligned with equine code strategies - Robust digital strategy with increased digital presence to enhance industry communications - Work with NZRB to ensure enhanced punter information with effective distribution in NZ and Australia

Priority	Health and Animal Welfare
Objective	Health and animal welfare program in place and practices applied within the industry to reflect care of the horse is paramount
Critical Factors	<ul style="list-style-type: none"> - Develop comprehensive health and animal welfare strategy - Review and develop strategy for the introduction of microchip identification to replace branding as a means of identification - Improve the traceability of horses by HRNZ, from date of branding/microchipping to when they leave the industry - Further develop the life after racing support - Actively engage with other equine organisations and industry bodies on health and animal welfare matters - Ensure that the Rules of Racing reflect the health and animal welfare strategy and are fit for purpose in terms of good practice - Digitally record all raceday injuries and integrate data into HRNZ’s systems - Research if and why horses are leaving the industry prematurely
Key Outcomes	<ul style="list-style-type: none"> - Health and animal welfare policy updated to reflect current legislation and health and animal welfare strategy developed - Horse registration process changed so horses can be registered (including un-named horses) from the date of branding/microchipping - Improved deregistration process implemented - The use of microchipping in Australia researched and recommendations made on the timing of transitioning from branding to microchipping as a means of identification - HRNZ website updated to feature health and animal welfare and life after racing initiatives in a prominent position on the site - An electronic race day injury database application developed (in conjunction with NZTR) to be used by vets at race days and the resultant data analysed - Participation in the NZHAT relating to the build of horse ambulances in NZ - Participation in and support the NZEHA and NZERF - Strategy for life after racing initiatives created, including support to show case the Standardbred in equestrian disciplines outside of racing - Funding obtained from NZRB to support specific health and animal welfare projects - Rules of Racing updated to enable the key health and animal welfare outcomes
Costs	<ul style="list-style-type: none"> - A non-labour budget of \$30,000 has been set for 2018-19 to support the above initiatives. In addition, HRNZ will commit staff to deliver the key outcomes, the cost of which will be covered via HRNZ’s internal cost structures - The raceday injury database application initiative was awarded a grant of \$10,000 from the NZRB based on a shared 50% cost contribution from HRNZ and NZTR
Benefits	<ul style="list-style-type: none"> - Improved tracking and general welfare of horses during their time in the industry - Better understanding of reasons horses leave the industry prematurely and investigate potential actions to mitigate - Increased number of horses being rehomed as leisure horses after racing - Health and animal welfare treated as paramount by all harness racing participants - Rules fit for purpose to reflect high standards of health and animal welfare required
Five Year Vision	<ul style="list-style-type: none"> - Appropriately structured and funded “life after racing” programmes - Replacement of freeze-branding identification by microchipping - Reduced and more socially acceptable methods of encouragement in racing - Transitional rehoming facility run by the industry to enable better training of horses prior to rehoming - Fewer horses leaving the industry prematurely and better options for them on leaving the industry

Priority	HRNZ Services
Objective	Ensure HRNZ is an effective, efficient and innovative service provider to the industry
Critical Factors	<ul style="list-style-type: none"> - Continued transition of HRNZ processes to increase automation and electronic processing (less paperwork) - New accounting system implemented - 2017/18 annual report completed within six weeks of balance date - Progress options to purchase office building in Birmingham Drive, post disposal of Lincoln Road property - Rules and Constitution review to ensure relevance, appropriateness and ease of reference - Development of industry risk register in consultation with NZRB
Key Outcomes	<ul style="list-style-type: none"> - Increase online activity by industry participants with HRNZ - Industry administrative requirements to be primarily electronic - Present audited 2017/18 Annual Report to Annual Conference in September 2018 - Implement new accounting package with improved financial reporting by 31 July 2019 - Present business case and if appropriate purchase Birmingham Drive property, following sale of Lincoln Road - Update Rules to make them easier to understand and use - Update HRNZ Constitution to ensure reflects operational requirements - Implement industry risk register in consultation with the industry and NZRB
Costs	<ul style="list-style-type: none"> - The review and an implementation of online payments, processing and 'live' documents falls under the current HRNZ operating budget. Over and above this further funding may be required for specific projects as and when required with Board approval. - The future of the HRNZ building and subsequent financial impact resides with the HRNZ Board. Industry approval required under Constitution for significant expenditure and acquisition/disposal decision.
Benefits	<ul style="list-style-type: none"> - More efficient online administrative processes, with resultant cost savings - More timely accountability reporting to the industry - Increased abilities within Clubs and HRNZ to undertake consistent analysis on industry wide issues and their impact across the Club base - A clear strategy for HRNZ property devised and implemented based on a financially sound proposition - Ongoing review of Rules and Regulations to ensure they remain relevant and are updated to meet new industry standards and requirements - Updated HRNZ Constitution to reflect current operations and governance - Industry risks identified and mitigated where possible - HRNZ well positioned to represent the code at an industry level and meet customers' needs
Five Year Vision	<ul style="list-style-type: none"> - 80% paperless engagement by HRNZ with its customers - CBHL operating efficiently and effectively with increased returns to the industry - Continual adoption of new technologies to match customer expectations

Priority KPIs	
Industry	<p>Maximise industry profitability</p> <ul style="list-style-type: none"> J Review Messara report and report on potential impact for Harness by 31 October 2018, including the impact on Race Fields Legislation J Review with NZRB and other Codes options to maximise industry returns by 31 October 2018 J Develop and finalise the new Inter-Code Funding agreement by 31 August 2018 J Agree a program with NZRB to enhance racing content on Trackside and in racing publications by 31 March 2019 J New HRNZ Governance structure in place by September 2019
Racing	<p>Increase industry participation</p> <ul style="list-style-type: none"> J Review impact of changes to the handicapping system and stakes distribution model for 2018-19, on participation and recommend any modifications to the handicapping system for 2019-20 by 31 May 2019 J Work with the NZRB to present the draft future venue plan for the next 10 years to clubs for consultation by 31 December 2018 J Consolidate date changes in 2018/19, and review impact of reducing Venue Service and Broadcasting costs, in the development of 2019/20 calendar by 31 May 2019 J Implement Canterbury Racing Bureau by 31 December 2018 J Increase average field size, turnover and maximise race numbers J Diversity and respect programmes implemented across industry by 31 July 2019 J Merits of compulsory professional development reviewed prior to 2019/20 licensing
Funding	<p>Introduce funding system to encourage/facilitate industry development</p> <ul style="list-style-type: none"> J Increase harness code funding with an equivalent increase in stakes for 2019-20 by 31 July 2019 J Refine regional bulk funding system to support club regionalisation model and increase minimum stakes by 31 July 2019 J Develop framework for allocation of NZRB venue services and Trackside costs by 31 August 2018 J Review future structure and funding of Harness Jewels by 31 December 2018 J Ensure racing strategies complement NZRB product pricing initiatives by 31 December 2018 J Develop strategies to increase export of NZ harness racing to existing and new markets by 31 March 2019
Clubs and Venues	<p>Develop an effective and viable club based structure</p> <ul style="list-style-type: none"> J Future Venue Plan developed in conjunction with NZRB and other codes and industry consulted on outcome, with a view to confirming industry venue footprint ten years out J Introduce regionalisation model for Canterbury and Central Districts based on Southland or other appropriate models by 31 July 2019 J Update club financial viability reviews and develop strategies for clubs of concern by 31 July 2019

<p>Communication and Promotion</p>	<p>Increase information to promote harness racing</p> <ul style="list-style-type: none"> J Refine the Media and Communications plan based around publications, internet and other media for 2018-19 and develop strategy for 2019-20 by 31 May 2019 J Undertake effective youth and ownership promotions on a trials basis in 2018-19 with clubs having a template to utilise for 2019-20, by 31 July 2019 J Complete strategic review and implement changes, regarding event support and marketing provided by TRPL to code and clubs, by 31 May 2019 J Improve advertising revenue from directory, website, diary and other content from \$50k to \$70k by 31 July 2019 J Complete new website by 31 October 2018 J Increase mainstream coverage of positive harness racing items and other positive stories promoted by social media with measurement processes in place by 31 December 2019
<p>Health and animal welfare</p>	<p>Health and animal welfare is paramount within the industry</p> <ul style="list-style-type: none"> J Develop health and animal welfare strategy by 31 December 2018 J Update animal welfare policy by 30 August 2018 J Implement new deregistration process, including historical information, by 31 March 2019 J Agree detailed process for microchipping horses as a means of identification by 31 March 2019 J Implement race day injury database application by 31 July 2019
<p>HRNZ Services</p>	<p>Efficient and effective services tailored to customers' needs</p> <ul style="list-style-type: none"> J Review Rules and Constitution to ensure relevance, appropriateness and ease of reference and update by 30 September 2019 J Implement new accounting system and improved financial reporting by 31 March 2019 J Transfer HRNZ administrative processes to electronic form by 31 July 2019 J Present business case by 18 September 2018 and if appropriate purchase Birmingham Drive property, following sale of Lincoln Road J Complete 2017/18 Annual Report by 18 September 2018 J Review and if appropriate implement group insurance liability scheme for clubs by 31 July 2019