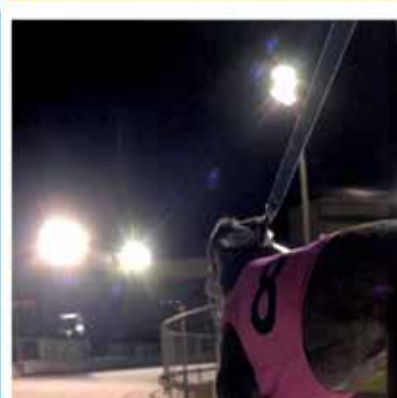




## STRATEGIC AND RESTRUCTURE VISION FOR FUTURE WAGRA



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DEFINING THE BUSINESS & CULTURAL VISION FOR THE WA GREYHOUND RACING ASSOCIATION

WA Greyhound Racing Association (WAGRA) has outlined a cultural and business vision, designed to promote the sport of greyhound racing in Western Australia through to the year 2025.

This vision has been further developed into this Strategic Plan, and incorporates planning for the New Cannington – a large infrastructure project securing the future of a metropolitan greyhound Racing venue. This plan takes into account the changing economic environment, specific local challenges and the opportunities afforded to WAGRA to represent the interests of greyhound racing in Western Australia.

The strategic planning process provided the opportunity to refocus and develop a professional and profitable organisation built upon a solid base. This base focuses on two key areas:

**A Cultural Vision:** to provide insight into the philosophy of the organisation and provide guidance on the cultural expectations of all stakeholders within WAGRA; and,

**A Business Vision:** to outline the basis of a visionary organisation that is both professional and profitable, leaving a legacy on which the future of Greyhounds racing in WA can be built upon.

The Strategic Plan provides a renewed vision for WAGRA, a new strategic focus and identifies key success indicators.



# WAGRA CULTURAL VISION

## OUR CORE PURPOSE

To inspire, entertain and encourage participation in the fast, fun and affordable sport of greyhound racing.

## OUR CORE VALUES

We will conduct our business with the following core values:

### Greyhound Welfare

We ensure that the welfare of greyhounds is a major priority throughout their life cycle.

### Inspirational Leadership

We promote and embody visionary leadership to ensure ongoing sustainability and growth.

### Attitude

We encourage passion, dedication and pride for the sport of greyhound racing.

### Integrity

We uphold integrity by conducting ourselves with honesty and transparency.

### Opportunity/Creativity

We approach business opportunities with creativity, enthusiasm and open mindedness.

### Winning Experience

We will provide a winning experience in an entertaining environment.

### Acknowledgement & Recognition

We promote industry achievements and generate mutual respect and recognition for all participants in the greyhound racing industry.



# OUR VIVID DESCRIPTION

## OUR BIG HAIRY AUDACIOUS GOAL

**By 2025, we are a financially independent market leader of all racing codes in WA in patronage, revenue and attractiveness.**

By 2025, we are the leading racing code in Western Australia. This is illustrated by the following achievements:

- We have secured multiple revenue streams that allow us to be financially independent and generate a healthy profit each year.
- We have attracted private investment in our infrastructure projects.
- Our distributions from RWWA are proportional to the income we generate.
- We have captured opportunities that have led to an increase in off-course betting and linked to generating additional income through our increased distributions.
- We create opportunities to open up overseas markets and derive benefit from it.
- We embrace the most up-to-date technologies to enhance the on and off course betting experience for our patrons.
- Our sponsorship opportunities are in high demand. We work well with our sponsors as they see the win-win opportunities afforded to both parties.
- We have additional on-course revenue streams.
- We have embraced green sustainability.
- We are a preferred entertainment option for families and we have created a customer experience that has resulted in all Greyhounds venues being “the place to be”.
- We have generated a hub for new business opportunities that supports greyhound racing.
- We have 5 locations in Western Australia, and international alliances, that allow us to expand our racing capacity.
- We have negotiated timeslots with media outlets that allows for better flexibility with our on-course programs.
- We attract globally recognised entertainment acts for our major events.
- Public perception of the industry has been positively transformed due to animal welfare initiatives that we have implemented.

# BUSINESS VISION

## BOARD OBJECTIVES

WAGRA Board has established the following strategic objectives:

### Industry Sustainability

To ensure the greyhound racing industry remains alive and prospers. We will continue to have a minimum of three racing venues (Cannington, Northam, Mandurah) and we will continue to seek our entitlement to fair and equitable industry funding from key stakeholders (RWWA and Government).

### Industry Integrity

We will continue to uphold best practice industry standards to ensure the safety and the well-being of our greyhounds and we will actively seek better ways to maintain integrity in everything we do by working with industry participants, RWWA and other governing bodies.

### Increased Industry Participation

We will develop ways to encourage and support new entrants to the industry, while ensuring that current participants remain committed to the industry and do not depart.

### Year On Year Profitable Growth

We have targeted CAGR (compound annual growth rate) of 5% PBT (profit before tax) by developing a set of specific actions to: increase sponsorship; increase patronage; increase asset utilisation; implement enhanced betting methods; increase employee skills and satisfaction and by implementing cost management programs.

### Community Participation

We will put a reasonable level of increased profits back into relevant and appropriate community programs.

# ORGANISATIONAL DESIGN

## Objective

To build a solid business foundation for WAGRA by designing an organisation that is flexible enough to meet board objectives and the anticipated growth by 2025.

## Strategic Initiatives

- 1.1 Review Organisation Structure for WAGRA to assist with ensuring efficiency and effectiveness within the organisation.
- 1.2 Determine the viability of GAP becoming a charitable organisation.
- 1.3 Develop a Business Plan to determine the viability of operating an on-course veterinarian practice.
- 1.4 Develop and implement a Change Management Communication Program to ensure the development, implementation and adoption of key Strategic Initiatives to meet the business vision.
- 1.5 Develop Strategic Project Committees to meet business objectives for new business opportunities and to ensure financial viability and returns:-
  - 1.5.1 New Cannington (new track infrastructure)
  - 1.5.2 Business Growth (Marketing & Sponsorship)
  - 1.5.3 Finance & Audit Sub-Committee (Business profitability and financial viability)
  - 1.5.4 Corporate Governance
  - 1.5.5 Animal Welfare

## Success Indicators

- 1. The WAGRA Strategic Plan metrics are reviewed at every board meeting.
- 2. All WAGRA stakeholders have been informed and educated on the Cultural and Business Vision.
- 3. An organisation structure and systems have been developed and
- 4. implemented to support the transition to financial independence.
- 5. The organisation has been restructured to enable Board Objectives and KPIs to be met.
- 6. A decision has been made regarding the viability of GAP becoming a charitable organisation.





# CORPORATE GOVERNANCE

## Objective

Establish a suite of policies and procedures based on best practice, due diligence and corporate regulation in alignment with the leadership values and cultural vision.

## Strategic Initiatives

- 2.1 In alignment with RWWA compliance standards, develop Governance Policies that clearly detail:
  - a) Board responsibilities and duties
  - b) Authority limits between Board and Executive
  - c) Board-Executive Linkages; and
  - d) A strategic policy diary for compliance with all the policies.
- 2.2 Review and update Policies and Procedures manuals.
- 2.3 Review restrictions to greyhound ownership requirements and make recommendations to RWWA.
- 2.4 Monitor greyhounds racing compliance to ensure ongoing high integrity standing and compliance with RWWA.

## Success Indicators

- 1. The Board Governance Policies are implemented and adopted.
- 2. RWWA policies around greyhound racing integrity are maintained with a high level of integrity standing retained by WAGRA.
- 3. Compliance requirements have been met and identified risks have been mitigated.



Objective

To engage strategic networks and alliances that will assist WAGRA to reach the 2025 business objectives.

Strategic Initiatives

- 3.1 3.1 Complete the Marketing Plan to highlight membership and sponsorship opportunities and to exploit existing revenue streams.
- 3.2 Develop a Membership Program to increase membership and revenue streams.
  - 3.2.1 Incorporate membership database into the CRM system.
  - 3.2.2 Develop new coterie groups to meet industry demand.
- 3.3 Develop a Sponsorship & Corporate Hospitality Plan to optimise business investment.
- 3.4 Develop a Social Media Plan to optimise marketing reach and to identify new target markets.
- 3.5 Develop a Communications Plan to promote and market the ownership and syndication of greyhound racing.
- 3.6 Develop a Communications Plan to broaden the Greyhounds as Pets (GAP) program
  - 3.6.1 Identify opportunities to involve local businesses in the provision of goods and services.
- 3.7 Develop an Animal Welfare Communications Plan and Risk Mitigation Strategy to build alliances with animal welfare groups.
  - 3.7.1 Engage RWWA Veterinarian’s in the overseeing of animal welfare issues.
- 3.8 Develop a consultative approach with RWWA in strategic planning objectives.
  - 3.8.1 Maintain and develop the ongoing relationship with RWWA stewards.
  - 3.8.2 RWWA Board and WAGRA Executive to engage in the negotiation of better outcomes.

Success Indicators

- 1. An increase in the number of greyhounds successfully placed through the support of GAP.
- 2. Improve quality of city class racing by improving field sizes to 7.8 average of starters for each race.
- 3. In line with board objectives, by 2025 a compound annual growth rate (CAGR) of 5% has been achieved.
- 4. Improved relationship with RWWA and other Industry Bodies e.g. WAGBOTA, Department Sport and Recreation and Minister’s office.
- 5. Greyhound welfare policy adhered to by all stakeholders.
- 6. WAGRA regarded as a good corporate citizen by contributing proceeds to charities as well as engaging with local community groups.
- 7. Frequent media engagement has resulted in positive publicity about WAGRA’s community involvement and animal welfare practises.
- 8. WAGRA has become more appealing to sponsors.



Objective

To secure the necessary income and financial capital, whilst maintaining cash flow to meet the business vision.

Strategic Initiatives

- 4.1 Renegotiate fairer and more equitable distributions with RWWA.
- 4.2 Ensure financial independence of WAGRA by developing a Business Plan and Financials to meet financial objectives.
  - 4.2.1 Set and monitor departmental budgets.
  - 4.2.2 Implement an internal efficiency drive to identify cost savings across the organisation.
  - 4.2.3 Reassess employment contracts and rates to determine most cost effective options (e.g. full time versus casuals) to run multiple venues.
  - 4.2.4 Implement a focus group to identify alternative income streams.
  - 4.2.5 Optimise additional racing revenues, including reviewing the possibility of more racing days per week.
  - 4.2.6 Increase the utilisation of existing assets.
- 4.3 Develop an Investment Strategy that delivers strong passive income streams.
- 4.4 Identify opportunities for additional funding for GAP Program
  - 4.4.1 Lobby RWWA for increased support & funding
  - 4.4.2 Explore options and benefits to be gained by changing the tax status of GAP Program to a tax-deductible charity.
- 4.5 Explore the viability of introducing an Animal Welfare Levy on greyhound owners that is specifically directed towards animal welfare initiatives implemented by WAGRA.

Success Indicators

- 1. An increased distribution has been secured from RWWA reflecting the pro-rata contribution that WAGRA makes in terms of percentage of turnover to distribution.
- 2. Financial objectives have been met and WAGRA has met profit targets.
- 3. Cash at Bank of \$2M or greater is achieved.
- 4. Income derived from sponsorship, corporate hospital and food & beverage operations has assisted us to fund financial independence.
- 5. Increased utilisation of venues.
- 6. Loans obtained for the redevelopment of New Cannington are paid back to all parties.







## HUMAN CAPITAL

### Objective

To identify and harness the full potential of all WAGRA staff, owners, trainers and industry participation for the development and sustainability of greyhound racing in West Australia.

### Strategic Initiatives

#### 5.1 Develop a HR Strategic Plan incorporating:

5.1.1 Staff Recruitment & Retention program

5.1.2 Staff Recognition & Incentives program

5.1.3 Skill Development & Training programs

5.1.3.1 Consider becoming a Registered Training Organisation for industry-specific accreditations and certification.

5.1.3.2 Consider government funded strategies such as traineeships.

5.1.3.3 Identify career pathways, training accreditation and scholarships for staff, trainers and other industry participants.

5.1.3.4 Create an education program, to allow streamlined entry for new trainers into the industry.

5.2 The appointment of a HR Manager within the next 12 months

5.3 Review ways that WAGRA can assist junior racing participants to encourage the growth of the industry.

### Success Indicators

1. Increased levels of skills amongst staff is achieved.
2. Career pathways are identified for all staff.
3. Staff retention increased.
4. WAGRA is granted Registered Training Organisation (RTO) status.
5. Accredited training programs developed specifically for the racing industry are available to staff.





## INTELLECTUAL RESOURCES

### Objective

To define, develop and protect the intellectual resources and reputation of WAGRA.

### Strategic Initiatives

- 6.1 Define, develop and implement Business Processes & Systems for WAGRA.
- 6.2 Develop a Customer Relationship Management (CRM) System to automate and record business processes
  - 6.2.1 Sponsorship and membership use
  - 6.2.2 Incorporate all key industry contacts including members, greyhound owners, trainers and syndicates.
- 6.3 Redevelop a Brand & Styles Guide.

### Success Indicators

- 1. Customer Relationship Management System (CRM) has been implemented and delivers reporting on all important business processes.
- 2. WAGRA IT & Communications systems have facilitated the automation of business processes and systems.
- 3. A Brand and Styles Guide Strategy has been redeveloped and adopted.
- 4. Knowledge is retained and grown within the organisation.





## Strategic Priority 7:

# PHYSICAL CAPITAL

### Objective

Redevelop existing track facilities into modern greyhound race tracks with additional on-course business services.

### Strategic Initiatives

- 7.1 Secure funding options to ensure the development of 'New Cannington'.
- 7.2 Develop capital investment and expenditure plans to enable the development of additional race tracks.
- 7.3 The Information Technology & Communications (ICT) Plan includes the forward planning and budgeting for the purchase of equipment to automate and enhance existing camera's and broadcasting.
- 7.4 Identify dedicated kennels for the GAP program to own.

### Success Indicators

1. Contingency funding has been secured from RWWA.
2. Contingency Plan is operational whilst the redevelopment of New Cannington occurs.
3. Funding is obtained and construction of New Cannington is completed.
4. WAGRA has embraced the automation and enhancement of existing cameras, broadcasting and betting technologies providing a better customer experience.
5. Tracks 4 and 5 are complete and in operation.



# SHORT TERM STRATEGY & RESTRUCTURE

## Moving Forward

The WAGRA Strategic plan moving forward will be very dependent on a successful restructure and future funding model if it is to achieve the desired outcome. Our marketing strategy will need to support our business goals and will also need to be achievable and measurable. At the moment we are sitting on a diminishing asset. Additionally the current level of distribution does not cover the logistics of running 308 race meetings. The current business model is flawed due to decreasing oncourse revenue and insufficient funding from State Government. WAGRA will need a total restructure if it is to deliver a surplus in the future.

The New Cannington will bring fresh ideas and a great chance to reinvent ourselves with a completely different product and completely different revenue streams. In the meantime we need to consolidate our overheads and look at cost effective ways to promote the industry which is in decline in both patronage and wagering on and off course. The following Marketing Plan will cover both Stage 1 and Stage 2 of the New Cannington. Total cost \$21.3M.

The new Stage 1 development for Cannington is being constructed through BGC which is estimated at \$13M. Stage 1 will see completion of the kennelling block, race track, parking, broadcasting tower and workshop. The total cost is \$13M, which has been funded by RWWA. This stage will ensure the offcourse wagering revenue is secured, however the risk to WAGRA is that it is not sustainable without income from Food and Beverage totalling \$2M per annum. This will be lost if we don't have a public facility. No public facility also means further redundancies and loss of patronage of which we have invested over a 40 year period.

## Target Market

Our target market is wide and varied due to change in age demographic attracted to the industry. Greyhounds WA has been successful in creating a family friendly atmosphere, however the product offering is dated and needs to be varied if we are to attract a new generation of racing enthusiasts and those looking for a complete entertainment experience. This product lends itself well to the X and Y generation and this is who we should be attracting. The unique selling proposition can be highlighted as **Fast, Fun and Affordable**.

## Competitive Analysis

Our competitors are wide and varied however we now live in a mobile environment which is the biggest threat to our industry. Internet access to betting and fixed odds along with subscription based sporting events on Sky TV are all on offer to the general public. Couple that with the deterrent of drink driving or the option of entertaining either at home or at your local suburban sports bar are all on offer. Crown Casino has proven to have the successful entertainment business model with an offer to that caters for all demographics. If you create the atmosphere and entertainment that is affordable then you are guaranteed success.

## Pricing Strategy

Our pricing strategy will need to match the offering and whilst we are still operating in a facility that is aged and run down we need to concentrate on consolidating what has worked in the past with a review of costs once we have a better offering in the new Cannington. My recommendation as it stands today is to maintain our current pricing and look to add value with a cost increase where possible. Pricing must match the demographics of patrons and we are operating in a family middle class environment.

## Promotional Plan

At the moment we are in the middle of redefining both job descriptions and tasks of staff focused on generating new revenue and income from corporate hospitality and sponsorship. We have our own database of 4,000 previous clientele and sponsors who we will look to contact with a new product offering. We will also look to generate fresh marketing collateral with a view to promote Greyhounds WA as a place that is Fast, Fun and Affordable in our campaign. This theme will be consistent through print, radio and all social media forums.

# SHORT TERM STRATEGY & RESTRUCTURE

## Cannington Today

- Greyhound racing represents 44% of all combined races within the 3 racing codes in WA
- Cannington race track has the largest patronage in Australia with 73,000 people attending each year. It has double the patronage of Wentworth Park which has the 2nd largest number of patrons
- WA has 3 Greyhound tracks only compared to NSW(35) and Victoria(18)
- We average of between 600 & 700 dining patrons per race night in peak times and about 200 dining as an average
- \$25M are generated off course and \$3.6M on course through greyhound racing in WA (Cannington only.) Total off course revenue in 10 years \$727M generated (All 3 tracks)
- Greyhound racing represents 21.6% of all totaliser betting in WA now established as a clear second behind Thoroughbreds.
- Food and Beverage revenue currently around \$2.1M
- 3,855 industry participants.
- Dollars wagered to distribution greyhound racing returns \$5.67 Thoroughbreds \$3.35 Harness \$2.49 (2012/2013) figures
- WAGRA employs 37 full time and 141 part time/casual staff

## The New Cannington / Sustainability & Profitability

The following information has been provided in support of the changes made to the 10 year financial projections. Please note that we have used the original model which allowed for 100% retention of existing Cannington as opposed to 80% use in the last submission. The reason for that is highlighted below where a new complex clearly creates new revenue streams and opportunities supported by strong marketing, sponsorship and the ability to focus on the core objectives in running a profitable sporting code. Total tote and food and beverage revenue from the existing Cannington would therefore be maintained and should be benchmarked as a minimum requirement within the budget.

To ensure the sustainability and profitability of the "New Cannington", it is imperative that we construct a complex that has multi-user alternatives. The design will need to cater for various functions including conferencing, trade shows, seminars, meeting rooms, coterie groups etc. A PubTab / Sport bar facility would enable WAGRA to operate seven days a week instead of relying on two days a week being Wednesday and Saturday. We could also take advantage of the new \$235M expansion of Westfield Carousel which will see 50,000 square metre added to the existing facility.

The New Cannington facility is strategically located to cater for the large amount of commercial businesses within the Canning Shire including, Welshpool, Kewdale and Canning Vale. The Canning Shire alone has a population of 93,385 residents and 8,038 Businesses. The City of Canning's Gross Regional Product is estimated at \$9.7B.



# SHORT TERM STRATEGY & RESTRUCTURE

## Conferencing / Existing Room Hire \$120,000 per Annum

Research has identified there is also a shortage of conferencing facilities for small to medium businesses in this shire. With that in mind design of the "New Cannington" should and could capitalise on fulfilling the gap that exists at present. This would also ensure additional revenue as the venue could be utilised 7 days a week. These figures have not been included in our financial summary, however we have not replaced \$120,000 that we have received for over 20 years from Mal Atwell & Associates who utilise our facility 2 nights a week for Charity Bingo. For the record the Cannington Charity Bingo Night has raised in excess of \$1M for local charities since 2002. Mal Atwell is keen to renew his contract at the New Cannington location.

## Corporate Hospitality \$100,000 over 4 years (Stage 2)

This new facility in its design should also enable us to create a number of coterie groups and members who prefer an alternate hospitality experience. This would also give us the opportunity to attract a different demographic of patrons who wish to mix with likeminded patrons. We could then create different membership options and sponsorship packages.

Design of this facility would not have tiered internal seating options like Cannington as that restricts and limits the ability to segregate the rooms to suit venue hire. Instead, a better alternative would be to design a limited number of open air corporate boxes which could be sold to companies for individual meetings at a premium price similar to AFL venues. The best mix would be 6, 8 and 10 seats options. Service to these facilities could be pre-ordered or serviced via intercom. This would also give us the opportunity to provide a number of meeting facilities / conferencing rooms with the ability to divide according to the size required. Conservative revenue projections within this budget allowed for \$50,000 over a 4 year period for new coterie and corporate hospitality options.

## Sponsorship \$150,000 over 4 years

It's very important to remember that the attraction of sponsors to the code of greyhounds is very dependent on a CBD presence. The new Cannington will also open up many opportunities to attract new sponsors and additional revenue packages in corporate hospitality, signage, membership, strategic partnerships and "Naming Rights" of the New Cannington. This is one area which has been slowly decimated over the years with no drive, no focus and no advertising for over six years therefore creating a great opportunity. Already we are in negotiation with Holden, RedFM, The West Australian, Swan Brewery, and Sealanes etc.

It's also important to note that Greyhounds WA have over 250 suppliers and service related businesses who currently trade with them. With this in mind we have added a sponsorship projection of \$150,000 over a four year period. Naming rights alone would attract well over \$200,000 for three years however are not included in the financial forecast.

## Gaming (ongoing) \$100,000 per Annum

Gaming at the existing Cannington has proved to be very profitable for over 20 years. With that in mind it seems obvious that we would support and continue to give patrons the opportunity to participate in gaming at the proposed new venue at Cannington. Total revenue \$100,000 per year.





# SHORT TERM STRATEGY & RESTRUCTURE

## Database Marketing / Direct Mail \$50,000 per annum

We now have a database of 2,500 businesses within a 5km radius of Cannington. This database was purchased in July 2014 with the view to target companies that have a requirement to entertain both their staff as well as existing clients. Our focus will be the larger companies not only in dollar turnover but number of staff employed. Our aim is to host 12 major meetings per year and to target these companies once a month to Cannington. We will work on the theming of these events and will have a standard Marketing approach leading up to each event including:

- Direct Mail Campaign
- Radio Advertisement: 30 x sec 6PR / 96fm
- Newspaper: Sunday Times / Community News
- Social Media: Facebook / Twitter / LinkedIn

## Pubtab / Sportsbar

A PubTab / Sportsbar license will enable us to operate 7 days a week as apposed to two. The vision we have is an open style venue which would operate a conventional sports bar with race wall facilities one side and serve a contemporary tavern style menu. Additionally the other side would protect the current patronage of diners who enjoy the buffet option and group company bookings. Both venues would be serviced by and island bar and single kitchen to keep staff levels at a minimum. This facility could conservatively generate an additional \$50,000 per week or \$2.8M in turnover.





# POSSIBLE SAVINGS FOR THE FUTURE

## GAP

We will budget \$240,000 on GAP for the 2014/2015 Budget. Out of this we receive \$125,000 from RWWA. Negotiations are currently underway for GAP to fall under RWWA's Integrity department. This will save over \$115,000 per year.

## Tote Logistics

The Tote overheads per annum are approximately \$600,000 per year. Due to the declining on-course revenue maybe we could look at revised business model where RWWA take over the logistics of the overheads in running the Tote with a revised percentage back to WAGRA. Total savings yet to be identified.

## Staff / Salaries

Stage 1 of the New Cannington will be a temporary facility, therefore a review of staff numbers will need to be identified. At the moment we have 38 full time staff and that will need to drop to 25 by the time we relocate. This in due course will save us approximately \$300,000.

## Rent and Lease Agreement

Transfer of the current lease to RWWA would also improve the financial position of WAGRA with a saving of over \$170,000 per annum. Consideration for RWWA taking over the lease maybe considered if the transfer of the asset of Mandurah is signed over to RWWA. This would need to be approved by the WAGRA board.

## Additional Savings

The financials and forecast projections are still very conservative when you start to look at the many other positive aspects of possible revenue generation at a new facility. For example car parking is a real problem in Cannington with a massive demand required to satisfy shoppers attending Westfield Carousel. The Westfield group are already asking for assistance from local businesses and the new Cannington is well placed to sublet its parking facilities if and when required.

Another area not considered within the financials is the logistics and savings of maintaining a racetrack that is 5.1 hectares compared to the existing Cannington which is 13 hectares. Consideration of reduced power & electricity, water, and ground staff levels have not been factored into our financial model.



# GREYHOUNDS WA RESTRUCTURE

Greyhounds WA is currently restructuring its total operations due to diminishing income streams and lack of financial support from stakeholders. Additionally, the operation will be downsized to enable a turnaround from the current financial position in which it is in. This downsizing will see the number of current employee levels reduced from 38 to 25. As part of the restructuring there will be an overview of all job descriptions and in some cases a consolidation of tasks within the job description.

## CEO

Responsible for the overall strategic direction of Greyhounds WA for the future. Reporting to the WAGRA Chairman and Committee the CEO will ensure that the business objectives and goals are carried out and executed in line with the strategic plan. The CEO is also responsible for the financial outcome of the business and the welfare of all staff and personnel. The CEO will also need to drive the cultural vision of the organisation in line with core values and strategic objectives.

## CFO

Required by Financial Management Act 2006. Manages the organisation's accounting, finances, contracts, assets, and liabilities in order to maintain compliance with relevant legislation. Ensures the WAGRA Committee and Management are fully informed of the organisation's financial position and are provided with all relevant information to carry out their statutory and legal obligations. As a member of the Management team, plays a leading role in strategic planning and execution of these plans, especially in regard to financial controls and analysis.

## Accountant

Supports the CFO. Maintains all creditors' records and prepares and processes properly authorised creditors invoices requiring payment according to terms of credit. Maintains information and records in TIMS. Undertakes general accounting responsibilities.

## Payroll Officer

Responsible for WAGRA's payroll function including system maintenance and development, reconciliation and disbursement of payroll deductions and maintenance of payroll records. Undertakes general accounting responsibilities including preparation of income reporting from WAGRA's Food & Beverage business. Daily bank statements and monthly bank reconciliations.

## Broadcast Services

Provide on and off course video coverage for all race meetings at Cannington, Mandurah and Northam. This includes a cameraman plus an audio visual controller at the tracks with a larger oncourse crowd (Cannington and Mandurah). Northam only requires one Broadcast services person. This position must ensure the quality of our vision is suitable for broadcast on SKY Racing. Provides video content for race replays posted online and replays on course for Stewards, industry participants and the general public. Ensure any audio or video systems are in good working order. This may include public address systems and Photo Finish Lynx systems. Provide technical assistance with events that may require audio or visual displays

## Operations Manager

The Operations Manager is responsible for all operational matters relating to Plant and Equipment and the overall logistics required to maintain high level of service to both Industry and patrons of our facility. This role is also responsible for managing security, gate and operational staff as well as rostering of all Tote staff required at both Cannington and Mandurah. The Operations Manager will also be responsible for all Licensing and Lease agreements including insurances, subscriptions memberships and levies.

## Logistics Supervisor

Responsible for ensuring all three tracks are properly maintained and in good working order. Ensures race-night staff are appropriately trained and qualified.

## Supervisor Grounds Staff - Cannington

Provides supervision of race track preparation for all trials and race meetings. Maintain facilities within the grounds in a good working order and organise cleaning and maintenance of all grounds and kennel areas. The supervisor also controls race night staff such as lure drivers, tractor drivers, water tanker and catching pen operators. The supervisor is the main point of contact for emergency services, utility providers and general service contractors. The supervisor ensures all procedures and practices are compliant with Health and Safety guidelines. Maintaining the plant and equipment in good order is also required.

## Grounds Staff Cannington x 2

Ground Staff carry out the preparation of the race track for all trials and race meetings. They also maintain facilities within the grounds in a good working order and organise cleaning and maintenance of all grounds and kennel areas. Operational duties include tractor driver, tank operator, rubbish collection, general maintenance and also assisting in race day duties such as race track gate operations.



# GREYHOUNDS WA RESTRUCTURE

## Executive Chef

Responsible for all food preparation and kitchen staff. The chef will ultimately design a menu which is both flexible and in vogue with our patrons demographic. All purchase orders and stock required will ultimately fall under the control Executive Chef who will need to make sure costs and profit fall in line with projected goals and expectations.

## Hospitality Manager / Maitre'd

The Hospitality Manager will be responsible for the restaurant and dining facility within the WAGRA complex. This will include hosting, theming, training and rostering of all staff required to service the complex. The hospitality manager will also be responsible for stock control and will ultimately be responsible for the financial outcome of the restaurant. A qualified degree or traineeship in Hospitality Management is a minimum requirement for this position.

## Racing & Sponsorship Manager

Ultimately the Racing Manager is responsible for all racing communications with both industry and RWWA within the sport. The Racing Manager is also responsible for any logistics required to conduct a race meeting at all 3 venues. The Racing Manager is also the forefront relating to integrity issues and is the first point of contact with RWWA Stewards regarding any rulings being implemented. Ensuring all race books are ready for printing and conducting the Punters Club are also the responsibility of this person.

## Administration Supervisor / Reception

This position will be a multi-task role due to the downsizing requirement. Previously three separate roles however makes obvious sense to consolidate duties include receptionist, function coordinator, secretarial services for management, and assist in restaurant bookings. This person will be responsible for answering phones as well as coordination of all printing and in-house advertising. Other tasks will include mail and other administration duties where needed.

## Print Shop Assistant

Responsible for the coordination and production and delivery of all race books for all 308 race meetings per year. This position is also responsible for all in-house and outsourced printing requirements. Reporting to the Racing Manager. This position will also be required to act as an addition to ground staff support where required.

## Totalisator Supervisor

Reporting to the Operations Manager the Totaliser Supervisor is responsible for setting up all totes at all three venues prior to each race meetings. This includes commissioning of all Tote equipment and setting up a float for each terminal. This will also include rostering of all staff in conjunction with the Operation's Manager. Tote recordings and reconciling of all paper work is a requirement and money derived from each tote is accounted and balanced in accordance with each transaction.

## Kennel Supervisor

Supervises and coordinates all race day kennel operations. This includes supervision of all casual staff required to run race meetings six days a week at Cannington, Mandurah and Northam.

Maintains race equipment such as race rugs, vet room, trainer's coats/bibs and swabbing room equipment. The Kennel Supervisor also transports all equipment to race meetings utilising the kennel van. During race meetings the Kennel Supervisor also operates the van as a track ambulance in conjunction with the Oncourse Veterinarian to retrieve and treat any greyhounds injured during a race.

During race meetings the Kennel Supervisor liaises with the RWWA Stewards on duty to ensure the race meeting is conducted on time and in accordance with the strict rules of racing. Each race meeting has casual positions such as Parade Steward, Starter, Swab Collector, Kennel assistants, Identification attendant, plus others as required. These all are supervised by the Kennel Supervisor.

The Kennel Supervisor is responsible for the integrity and welfare of the greyhounds housed during a race meeting by providing air conditioning, water, towels and secure kennels. The Kennel Supervisor must organise the kennelling process for approximately 100 greyhounds each race meeting. The role is a critical one in the overall running of a race meeting. With six race meetings a week, there also needs to be an understudy (can be a casual) to perform the role for at least 1-2 race meetings per week.

## Mandurah Racecourse Manager

The Race Course Manager of Mandurah is responsible for the overall running of the facility and the financial stability required to be profitable. Reporting to the CEO the Mandurah Manager is responsible for the all staff within the complex ensuring the business is managed with strong leadership and governance at all times.



# GREYHOUNDS WA RESTRUCTURE

## Mandurah Receptionist

Answers the phones, takes restaurant bookings/payments. Undertakes weekly banking and balancing of the office cash register. Undertakes the mail and other administration duties.

## Administration Assistant Mandurah

Administration support for all financial transactions in Mandurah, prepare payment vouchers for input in Mandurah. Preparation of income reporting from Mandurah's Food & Beverage business. Provides assistance to the Mandurah Receptionist as required

## Head Chef Mandurah

Responsible for all food preparation and kitchen staff. The chef will ultimately design a menu which is both flexible and in vogue with our patrons demographic. All purchase orders and stock required will ultimately fall under the control Executive Chef who will need to make sure costs and profit fall in line with projected goals and expectations.

## Supervisor Track and Grounds - Mandurah

Provides supervision of race track preparation for all trials and race meetings. Maintain facilities within the grounds in a good working order and organise cleaning and maintenance of all grounds and kennel areas. The supervisor also controls race night staff such as lure drivers, tractor drivers, water tanker and catching pen operators. The supervisor is the main point of contact for emergency services, utility providers and general service contractors. The supervisor ensures all procedures and practices are compliant with Health and Safety guidelines. Maintaining the plant and equipment in good order is also required.

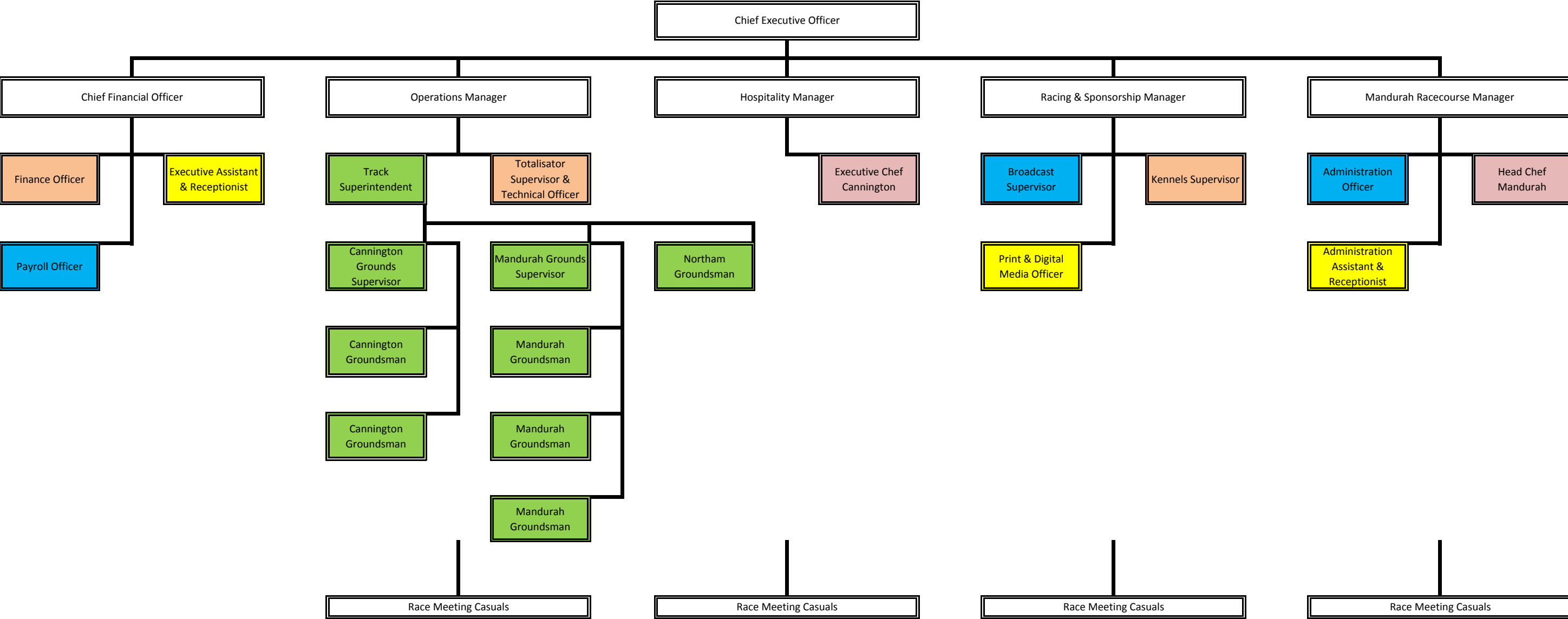
## Assistant Supervisor Grounds Staff

Assist ground staff carry out the preparation of the race track for all trials and race meetings. They also maintain facilities within the grounds in a good working order and organise cleaning and maintenance of all grounds and kennel areas. Operational duties include tractor driver, tank operator, rubbish collection, general maintenance and also assisting in race day duties such as race track gate operations.

## Grounds Staff Mandurah x 2

Ground Staff carry out the preparation of the race track for all trials and race meetings. They also maintain facilities within the grounds in a good working order and organise cleaning and maintenance of all grounds and kennel areas. Operational duties include tractor driver, tank operator, rubbish collection, general maintenance and also assisting in race day duties such as race track gate operations.

# WAGRA STAFF RESTRUCTURE





Current Site till end of June 15

Full Racing Aug 2015, Broadcast  
Public Facilities from 01/09/15

SUMMARY

	ACTUAL 2012/2013	ACTUAL 2013/2014	ESTIMATE 2014/2015	ESTIMATE 2015/2016	ESTIMATE 2016/2017	ESTIMATE 2017/2018	ESTIMATE 2018/2019	ESTIMATE 2019/2020	ESTIMATE 2020/2021	ESTIMATE 2021/2022	ESTIMATE 2022/2023
Racing Income	20,200,945	20,983,735	21,836,313	20,338,328	21,193,590	21,477,392	22,064,606	22,669,437	23,292,413	23,934,078	24,594,993
Admin Income	1,567,339	1,206,222	1,190,839	315,138	374,354	383,613	391,298	398,158	404,151	409,236	413,370
New Revenue	0	0	0	0	0	0	0	0	0	0	0
Racing Expenditure	-15,240,686	-16,055,678	-16,857,149	-15,686,742	-16,250,613	-16,588,556	-17,085,495	-17,587,789	-18,104,923	-18,637,337	-19,185,485
Admin Expenditure	-6,911,476	-6,602,300	-6,766,628	-4,921,060	-5,094,497	-5,205,281	-5,342,373	-5,483,266	-5,628,069	-5,776,896	-5,929,862
New Revenue Costs	0	0	0	0	0	0	0	0	0	0	0
Capital Contribution Released annually	0	0	0	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
<b>Profit/(Loss)</b>	<b>-383,877</b>	<b>-468,021</b>	<b>-596,625</b>	<b>295,663</b>	<b>472,834</b>	<b>317,168</b>	<b>278,037</b>	<b>246,541</b>	<b>213,572</b>	<b>179,081</b>	<b>143,017</b>

BREAKDOWN OF MAJOR ITEMS

Net RWWA Distribution	4,310,517	4,426,937	4,331,223	4,408,650	4,487,626	4,568,181	4,691,430	4,818,376	4,949,131	5,083,809	5,222,527
NET New Revenue	0	0	0	0	0	0	0	0	0	0	0
Gross Margin	2,183,302	2,214,584	2,303,513	1,724,383	2,031,045	2,071,666	2,124,486	2,188,220	2,253,867	2,321,483	2,391,127
Employee Costs	5,835,411	5,582,626	5,572,145	4,619,242	4,774,329	4,893,688	5,016,030	5,141,431	5,269,966	5,401,715	5,536,758
Training Subsidy	0	0	0	0	0	0	0	0	0	0	0
Oncourse Tote	1,232,289	1,142,374	1,124,590	849,114	977,424	976,018	973,867	971,651	969,369	967,018	964,597
All other Income	2,340,522	1,922,715	2,039,807	773,253	877,861	787,272	795,188	802,285	808,522	813,859	818,253
Advertising and Marketing	455,465	454,721	624,223	362,454	499,844	509,841	525,136	540,890	557,117	573,830	591,045
Other Expenditure	4,115,486	4,092,848	4,168,585	2,706,619	2,855,098	2,910,153	2,992,811	3,078,027	3,165,881	3,256,458	3,349,847

<b>TOTAL Operating Profit/Loss</b>	<b>-339,732</b>	<b>-423,585</b>	<b>-565,820</b>	<b>67,085</b>	<b>244,684</b>	<b>89,455</b>	<b>50,992</b>	<b>20,185</b>	<b>-12,074</b>	<b>-45,835</b>	<b>-81,147</b>
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Purchases of Equip under \$5,000	44,146	44,436	30,805	21,421	21,850	22,287	22,955	23,644	24,353	25,084	25,837
Capital Contribution Released annually	0	0	0	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
<b>Profit/(Loss)</b>	<b>-383,877</b>	<b>-468,021</b>	<b>-596,625</b>	<b>295,663</b>	<b>472,834</b>	<b>317,168</b>	<b>278,037</b>	<b>246,541</b>	<b>213,572</b>	<b>179,081</b>	<b>143,017</b>

Plus Non Cash Items

Depreciation	684,037	492,003	475,721	355,300	365,856	373,173	377,120	381,112	385,151	389,237	393,371
Capital Contributions Released Annually	0	0	0	-250,000	-250,000	-250,000	-250,000	-250,000	-250,000	-250,000	-250,000
<b>P&amp;L (Excl Depn and non cash income) Sub Total</b>	<b>300,160</b>	<b>23,982</b>	<b>-120,904</b>	<b>400,964</b>	<b>588,690</b>	<b>440,341</b>	<b>405,157</b>	<b>377,653</b>	<b>348,723</b>	<b>318,318</b>	<b>286,388</b>

Less

Leave entitlements Paid out on redundancy	0	0	118,161	0	0	0	0	0	0	0	0
Principal Repayments	0	0	0	0	0	0	0	0	0	0	0
Asset Purchases	1,157,082	162,060	200,000	80,000	101,600	103,632	125,705	128,219	130,783	133,399	136,067
Capitalised Interest - New Complex	0	0	0	0	0	0	0	0	0	0	0
Capitalised Rent - New Complex	0	0	0	0	0	0	0	0	0	0	0
Construction Costs - New Complex	0	523,200	12,476,800	1,000,000	0	0	0	0	0	0	0
<b>Sub Total</b>	<b>-(856,922)</b>	<b>-(661,278)</b>	<b>-(12,915,865)</b>	<b>-(679,036)</b>	<b>487,090</b>	<b>336,709</b>	<b>279,452</b>	<b>249,434</b>	<b>217,940</b>	<b>184,919</b>	<b>150,321</b>

Plus

Capital Funding - New Greyhound Complex											
Loan Borrowings - WAGRA	0	0	0	0	0	0	0	0	0	0	0
<b>WA Government</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
RWWA Contributions	0	523,200	12,476,800	1,000,000	0	0	0	0	0	0	0
WAGRA Contributions	0	0	0	0	0	0	0	0	0	0	0
<b>Net Cashflow</b>	<b>-856,922</b>	<b>-138,078</b>	<b>-439,065</b>	<b>320,964</b>	<b>487,090</b>	<b>336,709</b>	<b>279,452</b>	<b>249,434</b>	<b>217,940</b>	<b>184,919</b>	<b>150,321</b>

Projected Cash Balance at year end	991,145	1,499,087	1,060,022	1,380,985	1,868,076	2,204,785	2,484,237	2,733,671	2,951,611	3,136,530	3,286,851
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### Conclusion

If the recommendations within this report were implemented and successfully executed, there would be no reason why this business could not turn around from the ongoing financial losses it has incurred over the years and return a break even financial forecast for 2015 / 2016 financial year. Failure to support these changes will ensure that the future of WAGRA will not be guaranteed.



