



GOULBURN
Greyhound Racing Club Inc

Goulburn Recreation & Racing Centre
47 Braidwood Road Goulburn NSW 2580



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Business and Marketing Plan

2017-2018



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Recreation Area and Racing Centre
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Club Profile

Goulburn Greyhound Racing Club 47 Braidwood Road Recreation Area & Racing Centre

"To be the Southern NSW Principle Club Supplier of greyhound racing, delivering an attractive, high integrity wagering product which focuses on long term sustainable growth; the safety and welfare of the greyhound, and will drive increased sustainable prize money returns to participants and appeal to consumers"

No. of employees	15
No. of volunteers	5
No. of meetings	40
No. of races	420
No. of club members	85

In its 90th year the Goulburn Greyhound Racing Club is the leader in Greyhound Racing in the Southern Tablelands and surrounding region. The Club provides top class racing to trainers from Canberra, Goulburn, South Coast, Yass Valley, Central West and Southern Highlands as well as further afield in Northern NSW and Victoria.

In the 90 years, the Goulburn Greyhound Racing Club made a move to expand the audience of racing in the Goulburn and upgraded its facilities to allow better participation.

Since 1928, Goulburn Greyhound Racing Club has received great support from trainers and owners at all programmed meetings.

The Club has an annual budget in excess of \$600k, which is expended on running costs such as maintaining the track, surrounds and amenities; capital works to improve the facilities; and prize money to provide return to owners and trainers.

Club Objectives

- 1 Make track, surrounds and amenities improvements for the safety and welfare of the Greyhound.**
- 2 Provide reasonable and sustainable returns to Owners and Trainers**
- 3 Provide facilities for the enjoyment of Patrons**
- 4 Improve marketing of the Club to Improve Attendance/Turnover**
- 5 Improve Governance and integrity arrangements of greyhound racing in the Southern Tablelands.**



Marketing Plan

SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)

<p><u>STRENGTHS</u></p> <ul style="list-style-type: none"> • Strong financial base • New Board of Management • Good Customer Service • Experienced Staff • Large Safe Track • Location of track • New Kennel Facility • Extensive amenities and surrounds • Straight track Training facilities • Sky 1 and 2 Racing channel coverage • Linked TAB coverage on all race meetings 	<p><u>WEAKNESSES</u></p> <ul style="list-style-type: none"> • Few volunteers • Under exploited support from local businesses • Under exploited support from local politicians • Social Image is weak • Lack of marketing expertise • Poor signage • Track and club facilities underutilised.
<p><u>Action</u></p> <ol style="list-style-type: none"> 1. Complete Business plan and baseline budget with a monthly variance reporting 2. Board of Management to be involved and sub-committee pro-active 3. Code of Conduct for all Board and Officials. Regular staff meeting 4. Monitoring inexperienced staff, mule tasking existing staff 5. Venue marketing 6. Regular maintenance plan, specialist to provide overview regularly 7. Venue marketing drought proof 8. Regular maintenance; advertising 9. Programming committee review dates to maximise sky coverage 	<p><u>Action</u></p> <ol style="list-style-type: none"> 1. Try and involve members; speak with Other facilities about how they get members and volunteers involved 2. More awareness of Club required; Promotional/advertising 3. Regular interaction with GRNSW, eg invitations, minutes, big issues 4. Refer to "Club Objective" 5. Review website by Web Developer 6. Secretary and Assistant to review current Marketing procedure & implement innovative marketing 7. Review internal and external signage 8. Promoting Events 9. Refer to Club Objective. Improve Governance and integrity.



<p><u>OPPORTUNITIES</u></p> <ul style="list-style-type: none">• Race field legislation• Income from Corporates• Advertising Signage/Sponsorship opportunities• Government funding• New sponsorship from local business• Promotion of sport to different age group eg University students• Joint promotion with other clubs• Increase community involvement	<p><u>THREATS</u></p> <ul style="list-style-type: none">• Review of Racing in and around Southern NSW.• Budget line item• Proposed shared facilities• Questions on integrity• Competition from other forms of entertainment or sport• Government regulation• Community pressure• Sponsors giving their support to other sports• Lack of knowledge and interest in greyhound racing locally• Community does not know the track exists.
<p><u>Action</u></p> <ul style="list-style-type: none">• Refer to sponsorship page• New trees – Environmental Dept; theme funding eg drought proof• Refer to Sponsorship• Review social club; Goulburn tourist centre; Refer to Attendance• Refer to Promotions• New Local Promotions and Advertising in local media• Make community aware of track and follow up on events such as Monster Truck etc	<p><u>Action</u></p> <ul style="list-style-type: none">• Refer to Competition and Competitive advantage section• Ensure compliance• Awareness & involvement Refer to Community Engagement• Promotions and Sponsorships• Advertising/Promotions, Club membership drive• Implement more community involvement with better signage and Goulburn Visitor Information Centre



Competition and Competitive Advantage

Competitor	Established	Value to customers	Strengths	Weaknesses	Required action
NSW TAB C Clubs (Wagga C ; Nowra C ; Dapto C and Canberra)	Wagga 2010 Nowra, Canberra and Dapto – several years	Greater prize money; provide variety of racing; shorter travel time for some trainers; afternoon timeslot may be preferred; TAB/Sky coverage; attractive heats and finals; grading rules for wins per track and distance	Better services and facilities	Travel time for Location based Trainers	Review the prize money and racing program to be more attractive/competitive Review yearly program schedule to reduce competition for same dogs/trainers
Other NSW TAB B and TAB A Clubs. (Bathurst B, Dapto B Richmond B, Nowra B Wentworth Park A)	2010 as TAB status	Substantially greater prize money; provide variety of racing; shorter travel time for some trainers; timeslot may be preferred; TAB/SKY coverage; attractive heats and finals; grading rules for wins per track distance	Better services and facilities	Travel time for Location Based Trainers	Promote and cater for lower grade greyhounds as stepping stone to TAB B/A. Attractive Listed prize money for Goulburn CUP and Zoom Top Maiden and attractive prize money for feature races. Promote these races Review yearly program schedule to reduce competition for some dogs/trainers
Other NSW Country Clubs (Young, Young, Cowra, Temora)	Several Years	Provide variety of racing; shorter travel time for some trainers; timeslot may be preferred; grading rules for wins per track and distance	Provide variety of shorter travel time for some trainers	Less prize money Dated facilities/amenities No TAB SKY coverage.	Promote and cater for Country Grade FINALS with heats Country track, as stepping stone to TAB C Review yearly competition



					for same dogs/trainers
Other sports (eg AFL;NRL)		Competing entertainment venue for patrons	Provide variety of entertainment		Review yearly program schedule to reduce competition for some patrons Consider cross promotional activities
Thoroughbred Racing		Competing wagering and entertainment venue for patrons	Provide variety of entertainment Better Social Licence		Review yearly program schedule to reduce competition for same patrons Consider cross promotional activities
Harness Racing		Competing wagering and entertainment venue for patrons	Provide variety of entertainment Better Social Licence		Review yearly program schedule to reduce competition for same patrons Consider cross promotional activities

Community Engagement

The GGRC is pleased to offer support and financial assistance to the Goulburn charitable sector.

Below is a list of charitable organisations the GGRC has supported in recent years.

1. Local Elvie Claire Dunwoodie
2. The Care Flight Helicopter Service.
3. NSW Rural Bush Fire Service
4. Local Hospital Fundraiser
5. Cancer Fundraiser for local Hospital

Communications

Communications with club members and other stakeholders such as trainers has been via newsletter "Racing Programme" distributed on race days; the website; Facebook and Twitter, on-track 'doors stop' interviews with Course commentator Gary Clark. Stories in the local paper the Goulburn Post and Queensland Greyhound Journal. Also, the introduction of professional journalist and racing writer Stuart Turner from GRNSW, contributing to Goulburn Post.

Animal Welfare Activities

The Club has not directly undertaken activities to encourage greyhound adoption and to promote the greyhound breed in general, but is supportive of the initiatives undertaken by GRNSW and Victoria to Greyhounds as Pets and responsible ownership. The Club does plan to organise a promotional day to support these initiatives in Goulburn with the support of GRNSW. This is also carried out over a year with our cross-code promotional day with Goulburn Harness.

Promotions

Promotional activities have been designed to increase on course attendance and to encourage excellent quality greyhound racing with a target of 11 full races and reserves for each meeting. We have previously held promotional days such as charity days and other promotions. We have also begun encouraging people to organise race names for a special occasion i.e. Bucks/Hens Nights, Birthdays, Social Clubs, Christmas parties and the like. To bring patronage to the club that would otherwise not be known throughout the community.

Feature Races

Feature races are promoted using paid advertisements in the print media such as The Greyhound Recorder and DeFax, along with promotion on the GRNSW Web Site. www.thedogs.com.au

Attendance

In addition to the trainers and owner/trainers that are present each week, GGRC wishes to extend attendance at race meetings across all demographics, such as families, local youth, university students, tafe, owners, sporting clubs and local businesses. We plan to target Police Academy students with the NSW Police Academy in Goulburn and some 500 Students based inside the town at any one time, three times a year.



Advertising

Type	Cost	Regularity
Print – The Greyhound Recorder	\$100.00	One advertisement per week
Print- Race Book	Free	New Race Book, free advertising to Owners and Trainer and Patrons.
Online –GGRC Website	Free	Ongoing
GRNSW Website/Face Book and Twitter	Free	Ongoing
Handouts/Flyers	Free	Ongoing
Goulburn Weekly Post (Free Paper)	\$4000	Yearly deal

Secondary Income

Food and Beverage

The Club has full bistro and bar facilities located in the auditorium. Patrons are able to view the entire track whilst eating their meal as well as being able to walk through to the TAB and Betting ring. The Club is currently working on a Partnership Arrangement with a caterer to facilitate our Food and Beverage requirements for the Club. The Club in turn will be paid an annual sum for such rights. As the Club has the catering rights to the facility until 2020, with a 5-year option extension. The successful contractor will cater for various functions including weddings, parties and conferences throughout the year.

Trials

Greyhound Trials are run by the Club once or twice a week as well as after race meetings. The Trials are provided principally as a service for Owners and trainers to condition their greyhound in preparation for racing at Goulburn race meetings. The trials are run at a profit and are an essential part of the Club's income revenues.

Non-racing Events

The Club conducts non-racing events, which generates returns, which also includes bar sales. The event or events has a flow on effect with people who attend becoming aware of the Goulburn Greyhound track and when the races are, on which will result in new attendees. There is great exposure with events like the annual Goulburn Show and Hot-rod Nationals.

Sponsorship

The board and management have implemented a sub – committee to work together with the Secretary to obtain new and update existing sponsorship.

Existing Sponsors



Sponsor Name	Type	Amount	Sponsorship Period
Palmer Bet	Signage, race naming	\$17500	1 year
Goulburn Mulwaree Council	Signage, race Naming	\$5000	1 year
Goulburn Workers Club	Signage	\$16000	Ongoing
Mellcat Cleaning	Signage	\$1000	1 year
The Mad Bookie	Signage	\$5000	1 year
Greyhound Recorder	Details presently subject to negotiation	\$4000 In Advertising	2 Years

Potential Sponsors

Sponsor Name	Type	Amount	Sponsorship Period
CORPORATE BOOKMAKER	Signage at new semaphore Board and signage at each starting boxes	Amount subject to negotiations	2 years subject to re negotiation
Business Company	Signage and (details presently subject to negotiation and agreement)	TBA	TBA

Organisation Plan

Club Objectives

The following objectives outline what the Club wants to achieve in the next 2 to 3 years (i.e. year 1,2,3). The objectives capitalise on the opportunities and counter the threats identified in the SWOT analysis. These objectives have the greatest impact in improving the operations of the Club.

OBJECTIVES

1. Make track surrounds and amenities improvements for the safety and welfare of the Greyhound

What is needed to meet the objective?	Who will be responsible	Indication of cost & funding options	When will it be completed by
Implement updated Track and surrounds Maintenance Program	David George/Patrick Day	Nil	Completed and in Place
Track and Surrounds Sub-committee to regularly brief Board on issues and actions regarding track and surrounds maintenance and improvements	David George/Patrick Day	Nil	Completed and in Place
Directions of Board to Groundsman via the Sub Committee lead and the Secretary	Patrick Day	Nil	Completed and in Place
Implement and follow GRNSW Track Maintenance Programme as per instruction and compliance.	David George and Patrick Day	Cost to be determined Source of Funding is maintenance fund	BOM provided in principle support. Work to be prioritised for implementation in 2016
Establish viability of Dish Drain on inside of track, or dig out drainage to allow proper drainage to allow proper drainage off track. Completed	Patrick Day	Indicative costing \$40,000 to \$55,000 Source of Funding is Capital Fund 2018	BOM provided in principle support at BOM Meeting Dials to provide Statement of Works and indicative costing. Proceed to 3 x RFQ subject to Statement of Works and



			indicative costing Work to be completed in 2019
Implement Sump maintenance program to ensure proper drainage for track and surrounds.	Patrick Day/Errol Warren	Ongoing cost. Maintenance Fund	BOM provided in principle support at BOM Meeting Implement Immediately
Procure suitable roller for preparation of front of boxes for even consistent surface Completed		Immediate procurement approved at BOM as minor expenditure and immediate need. Source of Funding is Capital Fund.	BOM provided in principle support at BOM Meeting Implement Immediately
Scalping of Track – say 1-3 year (As per GRNSW Programme)		Indicative costing of \$25,000. Source of funding is Capital Fund.	BOM provided in principle support at BOM Meeting Work to be prioritised for implementation in 2018/19 and out years.

2 Provide reasonable and sustainable return to Owners and Trainers

What is needed to meet the objective?	Who will be responsible	Indication of cost & funding options	When will it be completed by
Provide prize money levels for regular races that are sustainable and competitive with other TAB C tracks. Complete Cost analysis and recommendations	Errol Warren/ Graeme Wood Patrick Day	\$15000 pa additional cost in prize money	Costing Completed September 2018 BOM decisions to interim increase prize money-Feature Events BOM provided in principle support at BOM meeting for further review of prize money (subject to budget constraints and funding priorities).
Provide attractive heats and finals prize money that is sustainable and competitive with other TAB C tracks. Complete cost analysis and recommendations	Errol Warren/ Gary Clark Patrick Day	Regulars Finals increase to \$1,500 (comprising \$1,000 1 st , \$250 2 nd \$150 3 rd \$20*5unp)	Costing Completed BOM decision to interim increase prize money as from and further review within 3 months
Provide attractive Prize Money for feature races that is sustainable and competitive with all other venues. Complete Cost analysis and recommendations	Gary Clarke Patrick Day	3 x Feature races Goulburn Cup 440m worth \$25,000 1 st \$20,000 2 nd : \$4,000 3 rd ;\$1,000 5 * \$100 ump) Zoom Top Maiden 440m worth \$15,000 1 st \$10,000 2 nd : \$3,000 3 rd ;\$2,000 5 *	Costing Completed 8/2/2016 BOM decision to interim increase prize money as from July 2017 subject to GRNSW Funding restructure.



		\$100 ump) Goulburn Sprint Cup 350m worth \$6800 (\$5,000 1 st , \$1000 2 nd , \$800 3 rd ; 5 * \$100 unp)	
Provide other incentives such as Trophies, sponsored days with Goulburn Branch GBOTA	Patrick Day/Gary Clark		Regular Trophy Days. Regular Feature Races.
Provide other incentives such as align Greyhound of the year to be decided and announce by the time of Goulburn Cup Final/Presentation. Involve the Goulburn Branch GBOTA	Patrick Day/Gary Clark	Nil Cost	2017 Greyhound and Trainer of the year to be calculated over a 10-month period rather than 12 to align the presentations with the Cup. This will enable the Club to promote the Cup/dinner and make 1 large event rather than 2 smaller events.
Provide attractive prize money for Goulburn Cup with Finals prize money equivalent to Group 3 Status in three years Complete Cost analysis and recommendations.	Gary Clark Patrick Day	Goulburn Cup group 3 440m worth \$34,500 (\$25,000 1 st ; \$5,400 2 nd ; \$3,600 3 rd ; 5* \$100 ump)	Costing Completed BOM decision To implement 2018/2019
Budget for 40 race meetings per annum, each with a 10 race program; with sliding scale of prizemoney according to distance of race as per GRNSW	Patrick Day	Costing completed as per 1,2,3	Costing Completed BOM decision Need Better Meeting Loading from GRNSW
Provide a program of racing that maximises participation by reducing clashes with competing clubs for some dogs and Owner/ Trainer; and encourages	Patrick Day/ Gary Clark and Errol Warren	Nil Cost	Patrick Day and programming Sub Committee to provide forward racing dates to BOM



Owners and trainers to nominate for Goulburn to achieve full races with reserves 10 races.			October 2018 and work with Grading and Promotions staff at GRNSW.
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3. Provide facilities for the enjoyment of patrons.

What is needed to meet the objective?	Who will be responsible	Indication of cost & funding options	When will it be completed by
Improve safety of patrons by installing Lighting in middle of the Car park	Patrick Day	Quote Required. Council Capital works	BOM provided in principle support at BOM meeting Awaiting quote from electrician Work to be completed in 2018 (subject to Council acceptance of Quote)
Improve patron's enjoyment of the Club's amenities by Construction of new Facility. Specifically: 1. Establishment and construction of new viewing area and grandstand. 2. New wall in betting ring to enclose area to improve ambience of area: new and improve heat/cooling of area. NOTE: Ensure decorating scheme can be complimented with the new TAB furniture/fixtures:	Patrick Day	Indicative cost for Painting 4.8M (subject to additional work for new wall) Cost for new wall provided. Source of Funding Capital Works 2016 Goulburn Council GRNSW contribution of \$300k Completed	Completed



carpet tile etc			
<p>Improve patron's enjoyment of the Club's amenities by new construction of the Club House.</p> <p>Specifically:</p> <ol style="list-style-type: none"> 1. New construction of Toilets, and wash rooms including disabled amenities. 	Patrick Day	<p>Indicative cost \$450k</p> <p>labour to be established</p> <p>Source of Funding Capital Works Goulburn Council</p>	completed
<p>Improve patron's enjoyment of the Club's amenities by refurbishing of amenities and dining facilities.</p> <p>Specifically:</p> <ol style="list-style-type: none"> 1. New Dinning Facilities and Bar areas 1. Replace vanities 	Patrick Day	<p>Indicative cost for retile all wet areas to be established</p> <p>Indicative cost to be established. Est. \$650k</p> <p>Source of Funding Capital Works from Goulburn Mulwaree Council</p>	completed
<p>Improve patron's enjoyment of the Club's amenities by refurbishing and construction of New Facilities.</p> <p>Specifically:</p> <ol style="list-style-type: none"> 1. Upgrade all patron furniture/ seating/ tables in Betting Area, and Bar Area. 	Patrick Day	<p>Cost to be established, cost for Furniture est. \$100k</p> <p>NOTE: ensure complimentary options considering the other refurbishments for Paint and Carpet, Source of Funding Capital Works</p>	<p>Completed</p> <p>Completed</p>
Resealing of the general Car Park	Patrick Day	Workers from Goulburn Mulwaree Council	<p>Preliminary design and quotations \$95K. Need for Geo Study on the carpark areas.</p> <p>Est;2019</p>

4. Improve Marketing the Club to Improve Attendance/Turnover

What is needed to meet the objective?	Who will be responsible	Indication of cost & funding options	When will it be completed by
Implement Marketing Drive for new members	Patrick Day/Gary Clark		In Conjunction with the Charity Sports Day to be held at Easter 2018.
Broaden Marketing Using Local Radio/Newspaper	Patrick Day/Gary Clark		In Conjunction with the Charity Sports Day to be held at Easter 2018.
Follow up on flow on patronage established via events	Patrick Day/Gary Clark		In Conjunction with the Charity Sports Day to be held at Easter 2018.
Identify options to let out middle out of track and/or parts of grounds	Patrick Day/Gary Clark		In Conjunction with the Charity Sports Day to be held at Easter 2018.
Establish advertising in Local Clubs and Pubs	Patrick Day/Gary Clark	Patrick Update	In Conjunction with the Charity Sports Day to be held at Easter 2018.
Establish Promotions with Social Clubs	Patrick Day/Gary Clark		In Conjunction with the Charity Sports Day to be held at Easter 2018.
Establish Raceday Sponsorships by following up previous sponsors and leads			In Conjunction with the Charity Sports Day to be held at Easter 2018.



Implement incentives such as Free tickets	Patrick Day/Gary Clark		In Conjunction with the Charity Sports Day to be held at Easter 2018.
Promote Ownership/Syndication to increase local awareness and involvement in Greyhound racing	Patrick Day/Gary Clark		In Conjunction with the Charity Sports Day to be held at Easter 2018.

5 Improve Governance and integrity arrangements of greyhound racing in NSW

What is needed to meet the objective?	Who will be responsible	Indication of cost & funding options	When will it be completed by
Implement monthly Budgeting and variance reporting using MYOB and reporting to the Board.	Patrick Day and Board	Nil	Board of Management Meeting March 2017 Completed
Establish and Implement Business Marketing Plan	Gary Clarke and Board	Nil	Board of Management Meeting July 2017
Code Of Conduct to be completed by all Board and Officials	Patrick Day and Board	Nil	Board of Management Meeting March 2017 Completed
Complete Employment/Competencies requirements for all staff as per business and marketing plan. Complete Skills Gap analysis and arrange training/mentoring/cross training/back up list of staff to address any gaps	Patrick Day Board	Nil	Board of Management Meeting July 2017
Group Training for RSG	Patrick Day and Graeme Wood	\$800	Completed May 2017



6. Expand the Business with the Development of Secondary Income – Stage One

What is needed to meet the objective?	Who will be responsible	Indication of cost & funding options	When will it be completed by
<p>Implement the development and expand the Business Model to facilitate potential to grow the Business and generate secondary income for the Club.</p> <p>This will be developing over time and will utilise the expertise that is within the Club and local Community.</p> <p>Submit a Tender for s two year Management of the new Goulburn Multi-Function Complex, a new 6.8m building to conduct new events and sporting activities.</p>	Patrick Day and Board	Funded through Goulburn Mulwaree Council	Patrick Day by March 2018 Completed and successful. GMC Negotiation for second Tender Process and contract.



Future Planning

The Club has planned for future development through preparation of medium to long-term goals.

Year 2

Objective	What is needed to meet the objective?
Re-positioning of 457m Starting Boxes	In conjunction with GRNSW Stewards and Administration, seek funding to relocate the 457-metre boxes. Appropriate quotes needed. completed
Widening of the Straight	Funding sort for the widening of home straight for better viewing and camber requirements for big-track racing.
Establishment of new starts with 520m lift-on and lift-off starting boxes and also same for a 600m start.	Progress talks with GRNSW regarding this after the UST Study on Track Design is completed. Est; August/September 2017
Review Prizemoney each year	Provide costing options to increase general prizemoney by second BOM each year BOM to review prizemoney costs in conjunction with all other Maintenance and Capital Funds costs and make recommendation for any further increased prizemoney levels. Completed and same levels for graded and maiden racing for 2017-18 season.

Year 3 and 4 Year

Objective	What is needed to meet the objective?
Implementation of permanent Greyhound Kennels and supply of product and establishment of Product Agreement with appropriate Trainer or Trainers.	Plan of Management Approval has been sort in 2018. DA application and Funding from Regional Development or Commercial Investor will be investigated.
Lighting of Track and surrounds (Maybe elevated to Year 1)	Power upgrade completed in 2015 through the development and construction of the Multi-Function and Racing Centre. Costing of Lighting with development cost shared with Harness Racing NSW and Goulburn Mulwaree Council. Investigations will be taken with lighting engineers to establish cost and facilitate loan arrangements with Goulburn Mulwaree Council and GRNSW. Progressed with GMC and an approach to GRNSW & HRNSW will be completed when new GRNSW CEO and Board in place. Sept 2017



<p>The Development of the Buddy for Life Concept Scheme and Trial 2019. A complex but unique scheme which guarantees the life of every greyhound entered into the scheme despite its ability and behaviour.</p>	<p>GRNSW Staff and NSW Ministers briefed on the concept. Escalate when a CEO and Board are established at GRNSW. Est; September 2017</p> <p>*See attached Scheme Model Notes</p>
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Human Resource Competency Analysis NOTE: to be reviewed by remuneration Subcommittee and with staff.

The Club has identified the human resource competencies (skills and experience) required for the efficient management and running of the Club. The aim is to ensure Club personnel are equipped with the competencies required to complete/carry out their job in full and effective manner. The table lists the **ideal** skills; qualifications and experience required for each position within the Club.

Name	Position	Ideal skills, qualifications & experience required for position	Does the person in this position have the listed attributes? Y / N / N/A	List any training required
Patrick Day	Secretary / Manager	Excellent organisational skills including a demonstrated ability to manage and prioritise tasks Highly developed computer skills particularly with Microsoft Outlook, Excel and Word Highly developed oral and written communication skills Experience in the employment and supervision of employees Fiscal management skills including solid budgeting knowledge and experience Appropriate bookkeeping and payroll experience Proven cash handling and balancing skills Knowledge of MYOB Accounting Software Working knowledge of industrial relations and the Workplace Relations Act Proven record in marketing, promotion and sponsorship Ability to set and achieve goals Understanding of the greyhound racing industry		



		<p>Previous experience in working with voluntary club Committees</p> <p>Experience in the operation and conduct of Committee meetings</p> <p>An understanding of Occupational Health and Safety legislation</p> <p>Ability to manage public presentations</p> <p>Previous experience in risk management and strategic planning</p> <p>Previous experience in developing and implementing compliance plans</p> <p>Ability to monitor and report on compliance plans</p> <p>Ability to prepare and present reports to Committee / board</p> <p>Advanced stakeholder management and liaison skills</p>		
David George	Track Curator/ Groundsman	<p>Understanding of the greyhound racing industry</p> <p>Practical experience in a commercial/industrial maintenance environment</p> <p>Lateral thinker with strong problem-solving skills</p> <p>Working knowledge of basics in electrical, mechanical, carpentry, plumbing, welding and/or associated trades</p> <p>Reliable self-starter with a proven ability to demonstrate initiative</p> <p>Work well in a team, supporting and encouraging colleagues</p> <p>Understanding of Occupational Health and Safety guidelines</p> <p>Current Driver's licence</p> <p>Base level knowledge of horticulture</p> <p>First Aid certificate or prepared to undertake education and training</p> <p>Ability to operate a tractor and other machinery</p>		
Rachael Bartle	Kennel Steward	<p>Understanding of the greyhound racing industry</p> <p>A thorough understanding of the Rules of Greyhound Racing -</p>		



		<p>including swabbing procedures</p> <p>Animal handling skills, knowledge and experience</p> <p>Highly developed communication skills</p> <p>Ability to work as part of a team</p> <p>Organisational, time and self-management skills</p> <p>Strong conflict resolution skills</p> <p>Understanding of Occupational Health and Safety guidelines</p>		
Patrick Day	Club Steward	<p>Understanding of the greyhound racing industry</p> <p>Practical knowledge of greyhounds</p> <p>A thorough understanding of the Rules of Greyhound Racing – including swabbing procedures</p> <p>Animal handling skills and knowledge</p> <p>Highly developed communication skills</p> <p>Ability to work as part of a team</p> <p>Organisational, time and self-management skills</p> <p>Strong conflict resolution skills</p> <p>Experience in an administrative role</p> <p>Experience in an office environment</p> <p>Knowledge of legal proceedings</p> <p>Well-developed problem solving and analytical skills</p> <p>Sound computer literacy skills (Microsoft Office / Windows environment)</p> <p>Understanding of Occupational Health and Safety guidelines</p> <p>First Aid certificate</p>		
Paul Barry	Starter	<p>Understanding of the greyhound racing industry</p> <p>Practical knowledge of greyhounds</p>		



		A thorough understanding of the Rules of Greyhound Racing Excellent time and self-management skills Understanding of Occupational Health and Safety guidelines		
Kenneth Booth and Stephanie Fernance	Judge	Understanding of the greyhound racing industry Practical knowledge of greyhounds A thorough understanding of the Rules of Greyhound Racing Knowledge of timing devices Sound computer literacy skills – Microsoft Office / Windows environment		
Shane Hannaford and Andrew Rowe	Lure Driver	Lure Driver Accreditation Understanding of the greyhound racing industry Practical knowledge of greyhounds A thorough understanding of the Rules of Greyhound Racing Good hand-eye coordination Good eyesight Understanding of Occupational Health and Safety guidelines Ability to work as part of a team Attention to detail		



Graeme Wood and Marcia Grant	Bar Staff	Responsible Service of Alcohol certificate Food and beverage preparation and service skills Understanding of restaurant ordering and supply procedures Focus on customer service Excellent communication skills Demonstrated cash handling skills, with experience in float reconciliation, EFTPOS facilities and cash registers. Knowledge of beverage products Basic computer skills Understanding of Occupational Health and Safety guidelines Ability to work as part of a team		
Glenn and Ana Powers	Restaurant Staff	Responsible Service of Alcohol certificate Demonstrated cash handling skills, with experience in float reconciliation, EFTPOS facilities and cash registers Food and beverage preparation and service skills Focus on customer service. Excellent communication skills Ability to work as part of a team Understanding of Occupational Health and Safety guidelines		
Gary Clark	President	Understanding of the greyhound racing industry Highly developed communication skills Good working knowledge of the constitution, rules and the duties of all office holders and sub-Committees Strong conflict resolution skills Previous experience in running a business Previous experience as a company Director or Committee		



		member		
Graeme Wood	Treasurer	Previous experience in recordkeeping and managing financial records either manually or by computer Knowledge of the company audit process Knowledgeable in bookkeeping practices Proficient in the use of e-mail, spreadsheet and word processing software Ability to read and interpret financial reports Fully conversant in the operation of MYOB Accounting Software		

Review and Evaluation

The progress of the Club's Business and Marketing Plan will be monitored by reporting to the Board at the end of the fiscal year on each heading in the plan to reflect on the progress made by the Club.

The Club will hold at least one committee meeting per year to specifically review, evaluate and discuss the Business and Marketing Plan and ask questions such as:

- Is the club performing profitably?
- What are the problems we currently face?
- Did we meet the objectives in this year's plan? If not, why?
- Are there things that didn't work this year that we need to change?
- Are there things that did work but that we can improve on?
- Have marketing and promotional activities been effective?
- Has the club increased secondary income? If not, why?

End of Report