

# HAWKESBURY RACE CLUB - STRATEGY ON A PAGE FY25-27

<b>PURPOSE</b>	To serve as a racing & training centre that contributes to the enduring legacy of thoroughbred racing in NSW
<b>VISION</b>	To become a vibrant integrated racing, training, equine & community destination
<b>MISSION</b>	To sustainably enhance & grow our racing, training, entertainment & accommodation businesses

*Through 3 strategic pillars*

<b>REBUILD</b>	<b>GROW</b>	<b>INNOVATE</b>
<ul style="list-style-type: none"> <li>Invest in Governance &amp; HRC Values</li> <li>Rebuild trust - community, partners &amp; people</li> <li>Deeper understanding of customers, members &amp; partners and HRC's value proposition for each</li> <li>Invest in critical legacy capital works</li> <li>Mitigate against flood risk</li> <li>Maintain operation margins for racing/training, race day &amp; non-race day functions and Motel</li> </ul>	<ul style="list-style-type: none"> <li>Grow number of race day customers, spend per head &amp; number/quality of feature days</li> <li>Grow non-race day with increased ROI</li> <li>Grow number of horses in work with Racing NSW support</li> <li>Align future capital works to customer &amp; risk priorities</li> <li>Develop master plan of integrated racing &amp; entertainment precinct and additional accommodation</li> <li>Improved motel room rate by improving customer experience</li> </ul>	<ul style="list-style-type: none"> <li>Innovate how we work (technology, AI)</li> <li>Improve punter experience (vision)</li> <li>Invest in one major new event/activity to attract new audiences &amp; profit</li> <li>Position as preferred industry solution for additional training and/or additional metro racing</li> <li>Work with Provincial Association to improve funding from Racing NSW from wagering revenue</li> </ul>

*Enabled by*

<b>VALUES</b>	One Team	Accountable	Do the Right Thing	Professional	Pride
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