

STRATEGIC PLAN

2025-2029



Executive Summary

The Strategic Plan for The Tamworth Jockey Club and Function Centre (TJC) is intended to serve as a guide for the growth and prosperity of TJC, to ensure a vibrant and successful club. The core business of the TJC is thoroughbred racing and training. The strategic plan is centred around the continual development of the club's assets to achieve outstanding results for our trainers, owners, members and the business. Developed by the TJC with critical input from both internal and external stakeholders, the strategic plan presents a path forward for the TJC with interrelated strategies for achieving these goals. Underpinning the plan is a focus on developing and maintaining the necessary infrastructure to ensure the Tamworth Jockey Club is a leading thoroughbred racing and training centre in the future. The plan outlines the impending and desired infrastructure projects:

- Redevelopment of Stable Complexes
- Redevelopment of Race Day Stalls and Parade Ring
- Installation of an Equine Water Walker/pool
- Development of a sustainability Action Plan – inclusive of rainwater harvesting and efficient usage of water
- Construct new male and female amenities
- Car park redesign, levelling and surface
- Continued review and upgrade of irrigation to training tracks
- Renovate, refurbish and renew surface and surrounds for "B" Grass
- Grant sourcing for projects such as Grandstand and amenities

Through the efforts described in this Strategic Plan, the TJC will strive to sustainably facilitate the growth and prosperity of the not only our club but country racing in New South Wales as a whole.

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History

The history of racing in Tamworth extends over more than 150 years, with records indicating that meetings were held on the present site in 1852, with the first Tamworth Cup being run in 1857.

At present, the Tamworth Jockey Club is programmed 20 meetings per year by Racing NSW with highlights being the Country Music Cup each year in January, the \$200,000 Tamworth Cup held each year in April and the popular Melbourne Cup Non-Tab race meeting in November.

In addition to hosting a variety of events throughout the year, the Tamworth Jockey Club is home to 130 racehorses that utilise the comprehensive facilities on a full-time basis. The club has five tracks; a sand track, dirt track, cinders track and two grass tracks; the B grass and the course proper, which see approximately 100 horses worked each morning.

Vision

To be a leading racecourse and training facility in Country NSW as an integral contributor to the growth of country racing in NSW. To provide quality training facilities and lead the way in equine welfare and sustainable business practices.

Mission

To provide safe and consistently well-maintained training facilities and racing surfaces in order to attract and host premium country thoroughbred racing for the enjoyment of our stakeholders; to benefit the racing community; and, the public, whilst ensuring we operate in a sustainable manner.

Core Business

Thoroughbred Racing and Training & Events

Core Values

- **HONESTY AND INTEGRITY**- We will always act honestly and with absolute integrity.
- **ACCOUNTABILITY AND SUPPORT**- We will be held accountable for our actions and support each other in everything we do.
- **AWARENESS and Responsive** We will continue to remain aware of and respond to industry trends and community expectations.
- **SUSTAINABILITY**- Ensure we operate in a sustainable manner in regard to both the environment and business practices.
- **QUALITY**- strive to provide excellent service to all stakeholders, to let them know they matter to us.
- **SAFETY AND WELLBEING**-The safety and wellbeing of our employees and stakeholders will be paramount in every action and decision we take.
- **COMMUNITY**- Engage with and support the local community,

Our Future

The minimum prizemoney for all races continues to increase through the Scheme of Distribution. These increases provide a great incentive for city and provincial trainers to nominate and accept for meetings in Tamworth, while also providing country trainers the chance to increase profitability.

In 2025 the Tamworth Cup Day will feature prizemoney of \$525,000.00 as a result of the increases provided by Racing NSW. The Tamworth Cup (big Dance Eligible Race) will hold \$200,000 prizemoney, whilst the Jackal Quality Open Sprint, Mornington Handicap, Clift Memorial, Country Magic Race & The SUPER Maiden will each be worth \$50,000 in prizemoney, with the Romantic Dream 2YO plate worth \$35,000 also features on the day

The Country Championship has been an outstanding success since its inception in 2015. The Championship not only provides country horses with the opportunity to race for \$150,000 in heat prizemoney and \$1,000,000 for The Country Championship Final at Royal Randwick, it also enables country clubs to showcase the significant contribution of thoroughbred racing to the wider community. The TJC will continue a commitment to host the H&NWRA Heat of the Country Championship.

Racing NSW's tireless efforts in securing increased revenue streams have placed country racing in a strong position to grow into the future in a sustainable direction. While a large portion of the increased revenue has been directed back to owners through prizemoney increases, funds are also directed towards improving the racetrack surfaces and infrastructure at country race clubs.

With the motivated leadership of the committee, management and staff, the TJC is continuing to grow into the future. With new and evolving plans to further develop and improve our racing and training facilities in concert with improved hospitality services and a commitment to safety and sustainability TJC is well positioned to move forward and become a beacon of excellence in Country NSW.

Strategic Priorities

- Develop and maintain first class racing, training and stable facilities
- Develop and implement a Sustainability Action Plan
- Growth of the Tamworth Cup Showcase Meeting
- Delivering valued membership privileges for our members and attract a wider community cross-section of new members
- Deliver valued sponsorship to our partners and increase our sponsorship base
- Continuous improvements in Work Health and Safety
- Development and implementation of an Asset Management and Maintenance plan

Develop and maintain first class racing, training and stable facilities

TJC is well equipped to continue to evolve as an outstanding racing and training facility. For training we have 4 training tracks (dirt, sand, cinders and B grass) along with the course proper or 'A' grass and pool. To ensure the TJC remains a leading racecourse and training facility in Country NSW and aid in supporting the growth of country racing in NSW there are major projects that need to be undertaken.

These include:

- Redevelopment of existing or construction of new stables
- Construction of New Day Stalls and extension of parade ring including a synthetic path
- Instillation of an Equine Water Walker
- Development and implementation of an asset management and maintenance plan.

Stables

The TJC stables, located at the Jewry St entrance and western side of the club are in need of significant repairs. The TJC has continued maintenance on the stalls, repairing them in an attempt to improve their condition, but the reality is that serious consideration now needs to be given to demolishing both blocks and building new stables in their place. The construction of new stable blocks will be a lengthy process and will require significant investment and will involve short term inconveniences for some trainers stabling horses at the club. The long-term benefits to the trainers and the club far outweigh the short-term inconveniences. By constructing new stables, the club will provide state of the art facilities for our existing trainers and provide an incentive to draw more trainers to the Tamworth Racecourse.

Part of the redevelopment of the Jewry St stable complex will include the construction of two horse walkers and an additional sand roll to cope with the increased stable capacity.



*Proposed Jewry St stable complex location.

Business Objective: Redevelopment of the Stable Complexes	
Intended Result: Provide the trainers with up to date stabling complexes	
Measures	Completed
Seek funding from Racing NSW/other government bodies or self-fund the project	Completed
Develop engineered design specifications	Completed
Undertake the tender process	Completed
Tender confirmation and schedule start date	On-going
Notice to trainers regarding construction time and possible inconveniences	On-going
Construction commences	On-going
Construction finalised	On-going
Testing and opening of the Stables.	On-going

Race Day Stalls and extension of parade ring.

The TJC race days are always well supported and regularly host a large number of horses on the days. The race day stalls were constructed using concrete Besser blocks many years ago and now, after the years of wear and tear, a number of sections are at significant risk of failing.

To ensure the best equine care, the TJC will install a misting system to improve the horses' comfort during the hot weather. In order to reduce both the cost of and reliance on the town water supply; rainwater tanks will be installed to harvest water for the misting system.

The club has identified the current parade ring as being in need of redevelopment to cope with the growth in field sizes and the safety of the public, staff and participants. The enlarged parade ring featuring a synthetic pathway will provide patrons, both on and off the course a better view of the presentation and actions of each horse parading before a race with the resultant effect in increasing wagering turnover for that particular race.

Business Objective:	
Intended Result: Upgrade Race Day Stalls and extend the parade ring.	
Measures	Completed
Seek funding from Racing NSW/other government bodies or self-fund the project	25% completed
Develop engineered design specifications	On-going
Undertake the tender process	As needed
Tender confirmation and schedule start date	On-going
Notice to trainers regarding construction time and possible inconveniences	On-going
Construction commences	On-going
Construction finalised	On-going

Develop and Implement a Sustainability Action Plan

The development of an action plan is to ensure the TJC is reasonably moving forward with financial, societal and environmental sustainability at the forefront.

The TJC impacts on the community and its resources in each of these areas and planning for sustainability is in the best interests of the environment, the club and our stakeholders.

Making the case for a sustainable business is simple: an environmentally friendly club can be a profitable one.

The Club can decrease our business' negative impact on the environment and potentially save money. The sustainability action plan will be developed with four underlying objectives:

- Reduce consumption of the town water supply
- Reduce consumption of electricity from the grid with a focus on renewable energy options
- Reduce waste to landfill and increase recycling and the use of recyclable products



Installation of an Equine Water Walker

As the Tamworth Jockey Club cements itself as a predominate regional training facility, the need for equine rehabilitation and alternative training measures will arise.

An Equine water walker provides several benefits with respect to equine welfare, including:

- Safe & efficient training
- Low impact training
- Exceptional rehabilitation capabilities
- Ideal for warm down exercise
- Hydrotherapy benefits

Business Objective: Instillation of an Equine Water Walker	
Intended Result: To provide trainer with a suitable alternative training and rehabilitation facility	
Measures	Completed
Seek funding from Racing NSW/other government bodies or self-fund the project	
Develop engineered design specifications	
Undertake the tender process	
Tender confirmation and schedule start date	
Notice to trainers regarding construction time and possible inconveniences	
Construction commences	
Construction finalised	
Testing and opening.	



Growth of the Tamworth Cup Showcase Meeting

Following the increase in prizemoney for the Tamworth Cup Showcase Race Day is among the richest Country race days in New South Wales with prizemoney and trophies totalling over \$500,000.

In 2025 the TJC has made a commitment to increase the profile of the feature events on the programme – which include:

- Tamworth Cup- \$200,000 – 1400m Big Dance Eligibility
- John Clift Memorial- \$50,000 – BM58 1000m
- Quality Open Sprint- \$50,000 – 1000m
- Mornington Handicap- \$50,000 – 2100m
- Country Magic- \$50,000 – Class 1 1400m
- Country Only Showcase Maiden- \$40,000 – 1000m
- Two-year-old Romantic Dream- \$35,000 – 1000m
- Showcase Super Maiden- \$50,000

The Tamworth Cup Race Day is the showcase meeting for the TJC and highlights the significant contribution by the TJC to the local economy and community in an atmosphere of quality country racing. The increase in prizemoney will attract the best possible quality of horses, trainers and jockeys; therefore, increasing the TAB wagering and the profile of the Tamworth Cup Day across the racing community.

Improvements in race day hospitality options for Tamworth Cup Day such as the VIP Marquee, trackside lawn event, and appropriate entertainment offerings will create a festival atmosphere that will draw the attention of the local and wider community. The growth of the Tamworth Cup Calcutta in conjunction with a local licenced venue will further increase the prominence of the Tamworth Cup Race Day into an event not to be missed for all country racing fans and the wider community. This will be achieved by developing strategic partnerships incorporating Tamworth Cup sponsors, racing stakeholders and the TJC, thus drawing the attention of the public and create benefits for each of the partners.



Deliver valued membership to new and existing members attract a wider community cross-section of new members

The Tamworth Jockey Club enjoys the support of our passionate members. To ensure the TJC continues to build upon the foundations outlined in this strategic plan it is important that our current and future members are presented with increased exclusive privileges and value for money. Our members are passionate about the racing industry and wish to see the TJC cemented as a leading racing and training facility. Strategies the TJC will undertake to give our members more for their membership and support include:

- Revamp our Reciprocal Rights arrangements with other clubs
- Increase the 'exclusive rights' of members in relation to Tamworth Cup and Big Dance Day privileges.
- Promote Members' discounts
- Continually develop and refresh the TJC website to ensure ease of use
- Implementation of an annual members survey, giving our members a chance to provide valued feedback.

It is also imperative that the TJC continues to encourage a greater cross section of our community to become involved in racing, particularly focusing on encouraging younger generations (18 -35yo) to engage and participate in thoroughbred racing. Racing NSW has highlighted this as one of their strategic priorities and the TJC can assist and benefit from this.

The creation of new racing concepts such as the TAB Everest and The Kosciuszko have captured the attention of new and younger customers. Racing NSW will continue to market the TAB Everest to the under 35 demographic, increasing the profile of racing across NSW and Australia. The TJC can ride the wave of increased profile of racing among the younger demographic by implementing the following initiatives:

- Growth of The Tamworth Cup feature meeting outlined above.

- Become involved in local sporting and community groups through partnerships and participation
- Increased promotion of the TJC across all social media platforms
- The promotion of tips, previews and commentary of racing to enable ease of access to information.
- Create interest in racing through the promotion of racing participants stories, such as feature stories about our trainers or horses highlighting the incredible and interesting stories within the thoroughbred industry through a quarterly newsletter
- Hold a "Horses' Birthday Open Day", with demonstrations, exhibition gallops and giveaways.

The Continued coverage of NSW thoroughbred racing on free to air and SKY racing along with the support of TAB and other digital outlets will aid the TJC in increase the patronage of our club and the support of the thoroughbred racing industry.

Continuous improvements in Work Health and Safety

The racing industry continues to strive for improvement in the health and safety of all its participants given the high-risk nature of horse racing.

The TJC seeks safer systems to improve the well-being of all who visit or work at TJC. The club has a comprehensive health and safety online management system to record, learn from and proactively improve the way we manage health and safety.

The club will continue to develop and implement strategic Work Health and Safety initiatives to ensure the safety of all staff, trainers, members and visitors. The initiatives include:

- Continual development of pre-race day/event safety checklists
- Standard operational procedures for all machinery, including pre- start checklists
- Monthly self-audits of infrastructure to identify potential risks
- Annual Independent audits to certify structural integrity of high traffic areas.
- Staff and Volunteers' Work Health and Safety workshops
- Providing adequate personal protection equipment to all necessary staff/ volunteers.

Deliver valued sponsorship to our partners and increase our sponsorship base

Much like our membership base, the TJC enjoys the outstanding support of many local and nation business. We are fortunate to have long lasting partnerships with many of our sponsors. We are thankful to all these partners for their owning support of our club and the racing industry. It is paramount that the club provides our current and future partners with value for money. The increased profile of the TJC through achieving the initiative outlined in the strategic plan will play a pivotal role in driving sponsorship for the club. To ensure we are well positioned for the increase in profile the club is in the stage of revising our sponsorship packages available to make it more attractive and affordable for our partners. The revised packages will provide a sustainable sponsorship model and increase exclusivity of sponsorship benefits.

The revised sponsorship packages will be centred around local businesses wherever possible.

- Increase promotion of our partners on race days and social media platform

Development and implementation of an Asset Management and Maintenance plan

With the intended growth and redevelopment of the TJC facilities, it is important that policies and procedures are in place to ensure the club maintains the existing and new facilities, providing our stakeholders with facilities that are fit for purpose. Asset management and maintenance plan will provide the greatest benefits from these assets in the most cost-effective manner.

The Asset Management and Maintenance Plan will be developed for the management of all Tamworth Jockey Club assets, machinery and facilities. The plan will play a key role in the strategic management of the club's assets. Benefits to The TJC include:

- Assets perform at optimum levels, reducing service disruptions and losses due to asset failure;
- The costs of asset maintenance can be identified and budgeted with confidence;
- The performance of the asset can be reviewed
- The plan provides a foundation for continuous process improvement;
- The plan provides feedback to improve future maintenance process;
- Potential risks to the Club can be identified;
- The value of the assets can be protected and maintained
- Environmental responsibilities such as energy management, water usage, and pollution control can be addressed.
- Updated and accurate valuation of the TJC assets was completed in 2024.

The Plan will consist of:

- Maintenance Budget
- Maintenance Priority Schedule
- Planned maintained checklists
- Cost Benefit Analysis of outsourcing aspect of maintenance
- Role and responsibilities of TJC Staff
- Future for the assets
 - Continued maintenance of the asset
 - Renewal or adaption of the asset
 - Disposal of the asset.

To be a leading racecourse and training facility in Country NSW as an integral contributor to the growth of country racing in NSW it is imperative that the TJC has the ability to maintain of infrastructure to ensure we provide quality racing, training and stabling facilities.



SWOT Analysis

(Strengths)	(Weaknesses)
• The club owns the land and buildings on which we operate. • Increased prizemoney for racing under the Scheme of Distribution • BOBS Strategic Plan rewarding horses bred and raced in NSW • Commitment of Committee Members, their age mix, gender, expertise and their involvement in the club and the racing industry. • Staff knowledge, skills and commitment to the growth of the Club allowing for the improvement and streamlining of day to day operations. • Location of our facilities within Tamworth, close to town, ample parking and no likely noise concerns. • Generous training options – dirt, sand, cinders and B grass training tracks plus a pool. • Grounds and gardens are in a very good state and provide a relaxing, open atmosphere. • Support of Racing NSW in the achievement of our Objectives.	• Age of racecourse assets and infrastructure including fencing and buildings and the increasing maintenance costs. • Little ability to influence race dates and programs. • Available cash to develop and improve our assets and infrastructure.

(Opportunities)	(Threats)
• Increase in training and stabling infrastructure to attract more trainers • The growth of our non-race day function business. • Growth of training facilities and related income by improving the surface of our training tracks with funding from Racing NSW Race Fields Legislation support. • Increasing public profile of our club both locally and state-wide. • Expanding race day sponsor numbers and Corporate Membership of our club. • Upgrading and expanding our machinery assets to a standard comparable to the facilities we provide. • Decreasing race day set up costs with the introduction of permanent structures and the procurement of equipment usually hired.	Competition from other local function facilities affecting our growth. • Costly regulations regarding on course activities including those affecting upgrades required to buildings. • Corporate Online betting facilities making it difficult to attract patrons on course. • Increase in both day-to-day and raceday running costs • Increase in travel costs for trainers and owners making it difficult to attract metropolitan and provincial trained horses. • A lack of skilled track work riders potentially affecting the growth of training enterprises at Tamworth • Current downturn in betting turnover

Conclusion

The board of directors and staff of the Tamworth Jockey Club are positive about the future of our club. The strategic priorities outlined in this document provide a framework for developing and implementing infrastructure and procedures that will ensure a prosperous future for this great club. With significant funding commitments already in place from the TJC and Racing NSW to achieve some of the strategic priorities the club will achieve our vision of being a leading racecourse and training facility in Country NSW as an integral contributor to the growth of country racing in NSW and to provide quality training facilities and lead the way in equine welfare and sustainable business practices.