



Tamworth Jockey Club
& FUNCTION CENTRE

STRATEGIC PLAN

2025 — 2029

TAMWORTH JOCKEY CLUB & FUNCTION CENTRE

A leading racecourse and training facility in Country NSW

Prepared for Racing NSW, government partners, sponsors and industry stakeholders

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EXECUTIVE SUMMARY

The Strategic Plan for the Tamworth Jockey Club and Function Centre (TJC) sets out a clear pathway for the growth and prosperity of the club across 2025–2029. The core business of the TJC is thoroughbred racing and training, and this plan is centred on the continual development of the club’s assets to deliver outstanding results for our trainers, owners, members and the wider business.

Developed by the TJC with critical input from internal and external stakeholders, this plan presents a coordinated set of strategies for achieving our goals. Underpinning everything is a commitment to developing and maintaining the infrastructure required to ensure the Tamworth Jockey Club remains a leading thoroughbred racing and training centre into the future.

Priority Infrastructure Projects

- ❖ Redevelopment of Stable Complexes
- ❖ Redevelopment of Race Day Stalls and Parade Ring
- ❖ Upgrade of the Equine Pool
- ❖ Sustainability Action Plan — rainwater harvesting and efficient water usage
- ❖ Design of new lighting fixtures for training purposes
- ❖ Car park redesign, levelling and resurfacing
- ❖ Continued review and upgrade of irrigation across all tracks
- ❖ Renovation and renewal of the “B” Grass surface and surrounds
- ❖ Grant sourcing for projects including the Grandstand and amenities

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

OUR HISTORY

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

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

In addition to hosting a variety of events throughout the year, the TJC is home to 100 racehorses that use the club's 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.



Aerial view of the Tamworth racecourse and training precinct

150+ years of racing heritage

20 meetings programmed annually

100 horses in full-time training

VISION, MISSION & CORE BUSINESS

VISION

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

MISSION

To provide safe and consistently well-maintained training facilities and racing surfaces that attract and host premium country thoroughbred racing for our stakeholders, the racing community and the public — while operating sustainably.

CORE BUSINESS

Thoroughbred Racing, Training and Events.

Five dedicated training surfaces support around 100 horses in work each morning, underpinned by professional stabling and welfare infrastructure.

OUR CORE VALUES

01	Honesty & Integrity	We will always act honestly and with absolute integrity.
02	Accountability & Support	We will be held accountable for our actions and support each other in everything we do.
03	Awareness & Responsiveness	We will continue to remain aware of, and respond to, industry trends and community expectations.
04	Sustainability	Ensuring we operate sustainably in regard to both the environment and business practices.
05	Quality	Striving to provide excellent service to all stakeholders, so they know they matter to us.
06	Safety & Wellbeing	The safety and wellbeing of our employees and stakeholders is paramount in every action and decision we take.
07	Community	Engaging with and supporting the local community.

OUR FUTURE

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

In 2025, Tamworth Cup Day will feature prizemoney of \$525,000 as a result of increases provided by Racing NSW. The Tamworth Cup (a Big Dance eligible race) carries \$200,000 in prizemoney, while the Jackal Quality Open Sprint, Mornington Handicap, Clift Memorial, Country Magic Race and the Showcase Super Maiden will each be worth \$50,000, with the two-year-old Romantic Dream Plate worth \$35,000 also featuring on the day.

The Country Championship has been an outstanding success since its inception in 2015. It provides country horses the opportunity to race for \$150,000 in heat prizemoney and \$1,000,000 for the Country Championship Final at Royal Randwick, while enabling country clubs to showcase the significant contribution of thoroughbred racing to the wider community. The TJC will continue its commitment to host the H&NWRA Heat of the Country Championship.

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

With the motivated leadership of the committee, management and staff, the TJC continues to grow. New and evolving plans to develop and improve our racing and training facilities — in concert with improved hospitality services and a commitment to safety and sustainability — position the TJC to become a beacon of excellence in Country NSW.

STRATEGIC PRIORITIES

Seven interrelated priorities anchor this plan, spanning infrastructure, sustainability, membership, sponsorship, safety and asset stewardship.

1. Develop and maintain first-class racing, training and stable facilities
2. Develop and implement a Sustainability Action Plan
3. Grow the Tamworth Cup Showcase Meeting
4. Deliver valued membership privileges and attract a wider cross-section of new members
5. Deliver valued sponsorship to our partners and grow our sponsorship base
6. Drive continuous improvement in Work Health and Safety
7. Develop and implement an Asset Management and Maintenance Plan

1. FIRST-CLASS RACING, TRAINING & STABLE FACILITIES

TJC is well equipped to continue evolving as an outstanding racing and training facility. For training we have four training tracks (dirt, sand, cinders and B grass) alongside the course proper ('A' grass) and the equine pool. To ensure the TJC remains a leading racecourse and training facility in Country NSW — and to support the growth of country racing across the state — several major projects are underway or planned.

- ❖ Sourcing trainers from other regional venues to continue TJC's growth in trained starters
- ❖ Construction of new Race Day Stalls and extension of the parade ring, including a synthetic path
- ❖ Upgrade of the equine pool
- ❖ Development and implementation of an Asset Management and Maintenance Plan

Stables

The TJC stables, located at the Jewry Street entrance, were previously identified as requiring significant repair. With the assistance of a government grant and Racing NSW, the project successfully delivered a major redevelopment — three new stable barns comprising 80 modern stable boxes.

This significant investment has enhanced the quality, capacity and functionality of the club's training infrastructure. The redevelopment also included two new horse walkers and a new sand roll, ensuring the facility can support increased training demand and improved equine welfare outcomes.

Completion of this project represents a major milestone for the TJC, providing state-of-the-art facilities for existing



New stable complex — Jewry Street

trainers while strengthening the club's ability to attract new participants and grow its position as a leading regional training centre.

Redevelopment of the Stable Complexes

Intended result: provide trainers with up-to-date stabling complexes.

MILESTONE	STATUS
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	Completed
Notify trainers of construction timing and possible inconveniences	Completed
Construction commences	Completed
Construction finalised	Completed
Testing and opening of the Stables	To be finalised — July 2026

Race Day Stalls & Parade Ring Extension

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

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

The club has identified the current parade ring as requiring redevelopment to cope with growth in field sizes and to improve safety for the public, staff and participants. The enlarged parade ring, featuring a synthetic pathway, will give patrons — both on and off course — a better view of each horse before a race, with the flow-on effect of increasing wagering turnover for that race.

Race Day Stalls and Parade Ring Extension

Intended result: upgrade the race day stalls and extend the parade ring.

MILESTONE	STATUS
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
Notify trainers of construction timing and possible inconveniences	On-going

MILESTONE	STATUS
Construction commences	On-going
Construction finalised	On-going

2. SUSTAINABILITY ACTION PLAN

The development of an action plan ensures the TJC moves forward with financial, societal and environmental sustainability at the forefront. The TJC affects 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 its negative impact on the environment while potentially saving money. The Sustainability Action Plan will be developed around 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



The Tamworth racecourse and training precinct, set within the wider district

Upgrade of the Equine Pool

As the Tamworth Jockey Club cements itself as a predominant regional training facility, the need for alternative training measures continues to grow. An upgrade of the current equine pool will deliver several benefits for equine welfare, including:

- ❖ Safe and efficient training
- ❖ Low-impact training
- ❖ Exceptional rehabilitation capabilities

Installation of an Equine Water Walker

Intended result: provide trainers with a suitable alternative training and rehabilitation facility.

MILESTONE	STATUS
Seek funding from Racing NSW / other government bodies, or self-fund the project	Pending

MILESTONE	STATUS
Develop engineered design specifications	Sourcing
Undertake the tender process	Pending
Tender confirmation and schedule start date	Pending
Notify trainers of construction timing and possible inconveniences	Pending
Construction commences	Pending
Construction finalised	Pending
Testing and opening	Pending



The TJC equine pool — supporting welfare-focused training and rehabilitation

3. GROWTH OF THE TAMWORTH CUP SHOWCASE MEETING

Following the increase in prizemoney, 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 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



Race action at TJC — photo courtesy of Bradley Photographers

Tamworth Cup Day is the club's showcase meeting, highlighting the significant contribution the TJC makes to the local economy and community in an atmosphere of quality country racing. The increased prizemoney will attract the best possible quality of horses, trainers and jockeys — lifting TAB wagering and the profile of Tamworth Cup Day across the racing community.

Improvements to race day hospitality — including the VIP Marquee, a trackside lawn event, and enhanced entertainment offerings — will create a festival atmosphere that draws the attention of the local and wider community. Growth of the Tamworth Cup Calcutta, in conjunction with a local licensed venue, will further raise the profile of Tamworth Cup Day as an unmissable event for country racing fans and the wider community. This will be achieved through strategic partnerships involving Tamworth Cup sponsors, racing stakeholders and the TJC — creating benefits for every partner.



A capacity crowd enjoys race day hospitality under the TJC grandstand

4. MEMBERSHIP GROWTH & COMMUNITY REACH

The Tamworth Jockey Club enjoys the support of passionate members. To continue building on the foundations of this plan, current and future members must be offered increased exclusive privileges and value for money. Strategies the TJC will undertake include:

- ❖ Revamp reciprocal rights arrangements with other clubs
- ❖ Increase the 'exclusive rights' of members for Tamworth Cup and Big Dance Day privileges
- ❖ Promote members' discounts
- ❖ Continually develop and refresh the TJC website for ease of use
- ❖ Implement an annual members' survey to capture valued feedback
- ❖ Offer a Member's Guest Pass to increase visitation to the club

It is also imperative that the TJC encourages a broader cross-section of the community to become involved in racing — particularly younger generations (18–35yo). Racing NSW has identified this as a strategic priority, and the TJC is well placed to assist and benefit.

New racing concepts such as The TAB Everest and The Kosciuszko have captured the attention of new and younger customers. Racing NSW will continue marketing The TAB Everest to the under-35 demographic, lifting the profile of racing across NSW and Australia. The TJC can ride this wave through:

- ❖ Growth of the Tamworth Cup feature meeting, as outlined above
- ❖ Involvement in local sporting and community groups through partnerships and participation
- ❖ Increased promotion of the TJC across all social media platforms
- ❖ Promotion of tips, previews and commentary to improve ease of access to information
- ❖ Feature stories on trainers and horses — highlighting the industry's people and stories through a quarterly newsletter
- ❖ A 'Horses' Birthday Open Day' featuring demonstrations, exhibition gallops and giveaways

Continued coverage of NSW thoroughbred racing on free-to-air and Sky Racing, supported by TAB and other digital outlets, will help grow patronage of the club and support for the thoroughbred racing industry.

5. SPONSORSHIP GROWTH

Much like our membership base, the TJC enjoys outstanding support from many local and national businesses. We are fortunate to hold long-lasting partnerships with many sponsors, and are thankful for their continued support of the club and the racing industry.

It is paramount that the club provides current and future partners with value for money. The increased profile of the TJC, driven by this plan, will play a pivotal role in attracting sponsorship. The club is revising its sponsorship packages to make them more attractive and affordable for partners, providing a sustainable model with greater exclusivity of benefits — centred around local businesses wherever possible.

- ❖ Increase promotion of partners on race days and social media platforms

6. WORK HEALTH & SAFETY

The racing industry continues to strive for improvement in the health and safety of all participants, given the high-risk nature of horse racing. The TJC seeks safer systems to improve the wellbeing of everyone who visits or works at the club, supported by a comprehensive health and safety online management system to record, learn from, and proactively improve how we manage health and safety.

The club will continue to develop and implement strategic WHS initiatives, including:

- ❖ Continual development of pre-race day / event safety checklists
- ❖ Standard operating procedures for all machinery, including pre-start checklists
- ❖ Monthly self-audits of infrastructure to identify potential risks
- ❖ Annual independent audits to certify the structural integrity of high-traffic areas
- ❖ WHS workshops for staff and volunteers
- ❖ Provision of adequate personal protective equipment to all staff and volunteers

7. ASSET MANAGEMENT & MAINTENANCE

With the intended growth and redevelopment of TJC facilities, it is important that policies and procedures are in place to maintain existing and new facilities, ensuring stakeholders have facilities that are fit for purpose. The Asset Management and Maintenance Plan will deliver the greatest benefit from these assets in the most cost-effective manner, covering all TJC assets, machinery and facilities. Benefits include:

- ❖ Assets perform at optimum levels, reducing service disruptions and losses from asset failure
- ❖ Maintenance costs can be identified and budgeted with confidence
- ❖ Asset performance can be reviewed and continuously improved
- ❖ Potential risks to the club can be identified early
- ❖ The value of assets is protected and maintained
- ❖ Environmental responsibilities — energy, water usage and pollution control — are addressed

An updated and accurate valuation of TJC assets was completed in 2024. The plan will consist of:

- ❖ Maintenance budget
- ❖ Maintenance priority schedule
- ❖ Planned maintenance checklists
- ❖ Cost-benefit analysis of outsourcing aspects of maintenance
- ❖ Roles and responsibilities of TJC staff
- ❖ Future planning for assets — continued maintenance, renewal or adaption, and disposal

To remain a leading racecourse and training facility in Country NSW — and an integral contributor to the growth of country racing across the state — it is imperative that the TJC maintains infrastructure to a standard that supports quality racing, training and stabling facilities.

SWOT ANALYSIS

Strengths

- The club owns the land and buildings on which it operates
- Increased prizemoney for racing under the Scheme of Distribution
- BOBS Strategic Plan rewarding horses bred and raced in NSW
- Committed Committee — strong age mix, gender balance, expertise and industry involvement
- Skilled, committed staff enabling continual improvement of day-to-day operations
- Central Tamworth location — close to town, ample parking, no notable noise concerns
- Generous training options: dirt, sand, cinders, B grass tracks and a pool
- Grounds and gardens in excellent condition, providing a relaxed, open atmosphere
- Strong support from Racing NSW in achieving our objectives

Weaknesses

- Age of racecourse assets and infrastructure, including fencing and buildings, and rising maintenance costs
- Limited ability to influence race dates and programs
- Available cash to develop and improve assets and infrastructure

Opportunities

- Increase training and stabling infrastructure to attract more trainers
- Growth of the non-race-day function business
- Growth of training facilities and related income by improving track surfaces with Racing NSW Race Fields Legislation funding
- Increasing public profile of the club, locally and state-wide
- Expanding race day sponsor numbers and corporate membership
- Upgrading machinery assets to a standard comparable with our facilities
- Decreasing race day set-up costs via permanent structures and owned equipment

Threats

- Competition from other local function facilities affecting growth
- Costly regulations around on-course activities, including building upgrade requirements
- Corporate online betting making it harder to attract patrons on course
- Rising day-to-day and race day running costs
- Rising travel costs for trainers and owners, making it harder to attract metropolitan and provincial horses
- A shortage of skilled track work riders, potentially limiting training growth
- 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 the 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 key strategic priorities, the club is well positioned to achieve its vision: to be a leading racecourse and training facility in Country NSW, an integral contributor to the growth of country racing in NSW, and a club that provides quality training facilities while leading the way in equine welfare and sustainable business practices.



For partnership, sponsorship or grant-funding enquiries relating to this plan, please contact the Tamworth Jockey Club & Function Centre.