

Engagement with Industry stakeholders

HRNSW has and will continue to utilise a range of communication strategies and mechanisms to engage effectively with stakeholders. The following table provides a guide on the principles that the strategies and mechanisms will be based on, and the level of engagement that will be involved:

Established stakeholder engagement				
Inform	Consult	Involve	Collaborate	Engage
To continue to provide stakeholders with relevant and objective information to assist them in understanding issues and decisions.	To gain further feedback information and insight from stakeholders so as to continue with the development and refining of strategies.	To continue to work directly with relevant stakeholders throughout the year to ensure that issues and concerns are consistently understood and considered.	To partner where possible with the appropriate recognised stakeholder groups for the development of initiatives and policies.	HRNSW will continue, where applicable, to provide stakeholders with opportunities to be involved in strategies which benefit the harness racing industry.

Strategic Engagement Initiatives

Stakeholders to be engaged	Strategic goals	Engagement activity
Participants & Clubs: <ul style="list-style-type: none"> Participants Clubs, committee members and volunteers Industry representative associations Other codes of racing 	<ul style="list-style-type: none"> Ensure the sustainability of the harness racing industry by exploring opportunities for the efficient delivery of capabilities 	<ul style="list-style-type: none"> Key project work groups Stakeholder forums Conferences
Corporates: <ul style="list-style-type: none"> Wagering Service Providers Broadcasters Media organisations 	<ul style="list-style-type: none"> Exploring commercial opportunities to better promote the harness racing product 	<ul style="list-style-type: none"> Key Management units
Broader community: <ul style="list-style-type: none"> Wagerers and harness racing enthusiasts Human and equine welfare Wider NSW community 	<ul style="list-style-type: none"> Promotion of the racing program and inclusiveness and accessibility of harness racing 	<ul style="list-style-type: none"> Education workshops Engagement at non- race meetings Media releases and notices
Government: <ul style="list-style-type: none"> Minister for Racing Office of Racing Parliamentarians 	<ul style="list-style-type: none"> Awareness of Industry initiatives and requirements 	<ul style="list-style-type: none"> Meetings, correspondences and submissions

Stakeholder Engagement Delivery

HRNSW is committed to continuing the wide range of activities as part of the organisation's delivery of effective engagement with all stakeholders. The following table provides an outline of what engagement activities are undertaken and how each communication activity engages stakeholders according to each level of engagement:

Inform	Consult	Involve	Collaborate	Engage
<ul style="list-style-type: none"> • Industry Notices; • Email newsletters; • Website; • Social media channels; • Corporate publications (e.g. Annual Report); • SMS text service; • Media releases; • Policy circulation; • Advertising and marketing; • Media articles; • Digital channels; • Printed publications; and • Direct meeting summaries. 	<ul style="list-style-type: none"> • Stakeholder surveys; • Issuing consultation and discussion papers on relevant issues; • Conduct focus, expert, advisory and representational consultative groups; • Conduct one-on-one meetings with key stakeholder groups; and • Stakeholder engagement at all Carnival of Cups and Feature Race Meetings and Carnivals. 	<ul style="list-style-type: none"> • Stakeholder meetings and workshops; • Stakeholder forums and conferences; • Track curator conference; • Key project work groups; • Awards function; and • Economic study. 	<ul style="list-style-type: none"> • Memorandums of understandings and developing working relationships with key stakeholder groups; and • Corporate partnerships. 	<ul style="list-style-type: none"> • Integration of stakeholders into governance structure (e.g. participant representation on HRICG and representative Members & Club and Associations Constitutions).



Stakeholder Engagement Plan

Timing	Stakeholders to be engaged	Medium	HRNSW
Bi Monthly	<ul style="list-style-type: none"> • Harness Racing Industry Consultation Group 	<ul style="list-style-type: none"> • In person & audio visual 	<ul style="list-style-type: none"> • HRNSW Chairman • HRNSW Chief Executive
Quarterly	<ul style="list-style-type: none"> • Club Groups • Principal Club (NSWHRC) • Office of Racing 	<ul style="list-style-type: none"> • In person & audio visual 	<ul style="list-style-type: none"> • HRNSW Chairman • HRNSW Chief Executive • HRNSW Divisional Managers as required <p>The included persons as required.</p>
Twice Yearly	<ul style="list-style-type: none"> • Industry representative Groups that form HRICG • NSW Trotters Association • Accredited Industry Groups & Associations not represented on HRICG 	<ul style="list-style-type: none"> • In person & audio visual 	<ul style="list-style-type: none"> • HRNSW Board • HRNSW Chairman • HRNSW Chief Executive • HRNSW Divisional Managers <p>The included persons as required.</p>
As required by request	<ul style="list-style-type: none"> • Individual Participants • Clubs & Committees • Rehoming Company • Equine welfare organisations • Standardbred Sales Companies • Professional associations connected to harness racing activities • National & State harness racing bodies • NSW racing bodies RNSW & GRNSW • Government including Minister for Racing and other Ministers • Parliamentarians including Opposition Minister for Racing. • Wagering Operators • Wagerers and harness racing enthusiasts • NSW Councils and community groups • Showground Management and Crown Lands 	<ul style="list-style-type: none"> • In person & audio visual 	<ul style="list-style-type: none"> • HRNSW Board • HRNSW Chairman • HRNSW Chief Executive • HRNSW Divisional Managers <p>The included persons as required.</p>