



POST FORUM COMMUNIQUE 30 April 2021

Australian Thoroughbred Workforce Development Forum

The Australian Thoroughbred Workforce Development Forum was held at Royal Randwick Racecourse, on the 22nd and 23rd of April 2021 with a focus on Obtaining, Training and Retaining the Thoroughbred workforce and addressing the increasing skills shortage felt across the industry.

With a theme of 'Together for Racing', the Forum hosted some 100 racing and breeding stakeholders from across Australia who collaborated to identify ways in which the industry can better Obtain, Train and Retain a workforce now and into the future.

The two days were split into four sessions comprising a mix of Panels, Presenters and Workshops:

- Grassroots and Youth Engagement
- Recruitment
- Retention
- Education

Panelists and presenters included individuals from both inside and outside the industry including; Ben Buckley, Geoff Bloom, Vin Cox, Myles Foreman, Andrew Gee MP, Tim Gilbert, Amanda Good, Cecilia O'Gorman, Natasha Hamilton, Lisa Hocking, Lizzie Jelfs, Toby Liston, Ciaron Maher, Lindy Maurice, John Messara, Greg Nichols, Katie Page, Brett Parbery, Stuart Rich, Tom Riley, Chris Waller and Steven Wright.

John Messara AM (Chairman Arrowfield & former Chairman Racing Australia & Racing NSW) opened the forum with a call to arms, stating that the current state of the workforce is the only limiting factor to the industry growing even further than where it is today.

Katie Page (Harvey Norman CEO & Founder of Magic Millions) emphasised that retaining the industry's current domestic workforce has never been more and that Australian industries will all be competing for a domestic workforce over the coming years due to the COVID pandemic.

Ciaron Maher (Ciaron Maher Racing) and Chris Waller (Chris Waller Racing) provided an insight into operations and referenced the importance of creating an environment where people want to come to work.

Ben Buckley (Former CEO Football Federation Australia, Executive Director of Sport Foxtel) and Steven Wright (Former CEO Big 4 Holiday Parks, Australian Grand Prix, Tourism & Events Queensland) both brought non-Thoroughbred industry experience and insights to the Panels helping to stimulate discussion about how the Thoroughbred Industry is perceived and common challenges across multiple industries to Obtain, Train and Retain a workforce.

During a number of breakout sessions attendees split into smaller working groups to identify and suggest approaches to:

- Minimizing barriers to entry.
- Improving upskilling and retention of staff.
- Providing attractive, accessible and affordable educational and training outcomes.

The key themes to emerge from the Forum requiring further development included:

1. Increased focus on better identifying and articulating career pathways supported by skill development and training.
2. Improve and co-ordinate marketing to better address awareness and perception of the industry as a career of choice.
3. Increase emphasis on, and improvement of workplace culture and working conditions.
4. Improve the collection of data and subsequent reporting of robust data – this included data on staff registration, retention and the horse population.



The Working Group has now begun work on consolidating the considerable content of ideas and information shared and to commence the process of continuing the great work of the Forum.

Over the coming weeks the Working Group will share the Forum outcomes with the appropriate industry bodies with the objective of providing a further update on progress and future collaboration by mid-2021.

The Working Group would like to thank participants and panelists for their time and contributions over the two days and commitment to working in a spirit of goodwill together for racing.

This work will also be shared with Together for Racing International (TFRI), and Australia will continue to collaborate with TFRI on industry education, workforce and community engagement needs.

AUSTRALIAN THOROUGHBRED
WORKFORCE DEVELOPMENT FORUM
AGENDA AND PROGRAM

Together for Racing

Obtain Train Retain

THURSDAY 22 – FRIDAY 23 APRIL 2021
Ballroom, Royal Randwick Racecourse

Hosted by



Godolphin



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Don't chase your losses. Walk away. Gamble Responsibly.

Agenda

Day 1	Thursday 22 April 2021 10.00am – 6.00pm
Day 2	Friday 23 April 2021 9.00am – 4.00pm
Location	Ballroom, Level 2, Queen Elizabeth II Grandstand Royal Randwick Racecourse Alison Road, Randwick, NSW
Hosts	Racing Australia Godolphin Thoroughbred Industry Careers

Overview

The forum is an opportunity for key Racing Industry Participants to stimulate and contribute to discussions needed to create positive and collective strategies to secure our industry's future workforce.

Format

The Forum will consist of four sessions, over two consecutive days, which will be professionally facilitated, including guest speakers, and brainstorming sessions relating to topics of obtaining, training and retaining our industry's workforce now and into the future.

Objectives

1. Recommendation on strategy to obtain candidates to join the Thoroughbred industry work force and to minimise barriers to entry. With a focus on youth engagement.
2. Recommendations on the approach to marketing and promotion of the industry to drive awareness and challenge perception issues.
3. Recommendations on strategy which improves the retention and upskilling of staff over the next five years.
4. A list of potential educational and training recommendations that are attractive, affordable, and accessible to build the skills necessary to sustain our industry into the future.
5. A practical process for developing and coordinating a three-year education strategy reflecting the Forum outcomes.
6. Identify five major issues which limit the ability to obtain, train and retain staff in the Thoroughbred industry workforce.

Media

Chatham House Rules Apply

Media are welcome to attend as participants, but the output of messaging is managed by the hosts and any reporting or event summary should occur after the hosts messaging has been released.

Proceedings over the two days will be recorded for internal records only.

An inhouse camera will be operating over the 2 days filming forum activities and obtaining stakeholder quotes. This material will be used to produce a short film about the forum that will be made available to the industry and accessible by the public.

Day 1 Program

DAY 1: THURSDAY 22 APRIL 2021

Theme: Grassroots & Recruitment Youth Engagement

9.30am	Registration Open
10.00am	Welcome: Simon Brown-Grievies, FBG Group Opening Address: Greg Nichols, Racing Australia Call to Arms: John Messara International Update: Together for Racing International
10.30am	Session 1: Grassroots and Youth Engagement (Objective 1) Presentation: Lindy Maurice, Thoroughbred Industry Careers Panel: Brett Parbery, The Parbery Method Dr Natasha Hamilton, Equine Genetics Research Centre Steven Wright, ODIN360
12.00pm	Lunch
12.30pm	Session 1: Objective 1: Workshop
1.40pm	Session 2: Recruitment (Objective 1 & 2) Panel: Myles Foreman, Racing Australia Ben Buckley, BKD Executive Leaders Tom Riley, Thoroughbred Breeders Australia Breakout room discussions
4.30pm	Wrap up & Summary Thank You Vin Cox, Godolphin Participant Media Photo
5.00pm – 6.00pm	Networking Event Presented by TAB

Day 2 Program

DAY 2: FRIDAY 23 APRIL 2021

Theme: Retention, Education and Strategy Formulation

8.30am	Registration Open
9.00am	Call to Arms: Tim Gilbert, Media Personality Recap of Day 1
9.30am	Session 3: Retention (Objective 3) Presentation: Debra Briscoe General Manager People and Culture Wagering and Media Tabcorp Panel: Lizzie Jelfs, Media Personality Katie Page, Magic Millions Toby Liston, Three Bridges Thoroughbreds Chris Waller, Chris Waller Racing Ciaron Maher, Ciaron Maher Racing Breakout room discussions
12.00pm	Lunch
12.30pm	Keynote Address: Andrew Gee MP, Minister for Decentralization and Regional Education Session 4: Education (Objectives 4 & 5) Presentation: Geoff Bloom, Racing Industry Reference Committee Presentation: Lisa Hocking, Racing Victoria Presentation: Stuart Rich, Racing NSW Panel: Lindy Maurice, Thoroughbred Industry Careers Ceclia Gorman, Thoroughbred Breeders Australia Amanda Good, Tafe NSW Breakout room discussions
3.00pm	Session 5: Strategy Formulation (Objective 6) Group session
4.00pm	Closing Address: Myles Foreman, Racing Australia Participant Media Photo

Presenter Profiles

Facilitator Days 1 and 2:

Simon Brown-Grievies, FBG Group



Simon Brown-Grievies, CEO of FBG Group a company that leads the way in organisational consultancy. Simon and his team help organisations to review, align and

implement key people and organisational strategies and programs. Simon is an organisational psychologist with extensive experience in complex, sensitive and high-risk environments. Before launching FBG, Simon held senior positions including Manager of the Victoria Police Psychology Unit, Group Regional Manager at Chandler Macleod, Chief Executive Officer for the OSA Group for seven years (subsequently known as PPC Worldwide then Optum), and held senior psychology roles in the Victorian Office of Corrections and Victoria Police.

Greg Nichols, Racing Australia



Greg Nichols is one of Racing's most respected sporting administrators having spent his career navigating the success of regulatory bodies both locally and internationally

for South Australia, Victoria and the United Kingdom. Greg provides effective leadership and strategic direction for Thoroughbred racing across the globe. Whether that is providing content strategy as Director and Principal for Vision Racing and Sport, representing Australia as Director of the International Federation of Horseracing authorities or as Vice Chairman of the Asian Racing Federation. Greg Nichols is woven into the fabric of Thoroughbred racing, for its horses and its people.

John Messara, Arrowfield



John Messara, AM is the Chairman and owner of Arrowfield Stud. Since establishing the Arrowfield Group in 1985 John has forged an international reputation as a maker of

stallions, and has played a key role in the Australian Thoroughbred industry's significant growth over the past three decades. John's outstanding work for the Thoroughbred industry at state, national & international levels has been recognised with several awards & honours, including Member of the Order of Australia (2008), Thoroughbred Breeders NSW inaugural Heroic Award (2011), Life Membership of the Australian Turf Club (2016) and the prestigious Longines & IFHA International Award of Merit (2019).

Lindy Maurice, Thoroughbred Industry Careers



Lindy Maurice is the founder and CEO of Thoroughbred Industry Careers, a not-for-profit industry organisation which aims to promote careers in the Thoroughbred Racing

and Breeding Industry. Launched in 2019 motivated by Lindy's knowledge of the Thoroughbred industry gained over the last 20 years. Lindy grew up riding, working as a trackwork rider and competing in Equestrian sports. Lindy rode for the Vestey family in England, then went on to work for George Patterson Bates in advertising before joining Aushorse, followed by a stint in Dubai working on the launch of Meydan Racecourse and later in a consultant roles to Newhaven Park Stud and Aushorse.

Dr. Natasha Hamilton, Equine Genetics Research Centre



Dr. Hamilton is committed to Racing. Awarded a PhD in equine genetics from the University of Sydney in 2005. Conducting research that reflects a passion for Thoroughbreds, with a

particular focus on the genetic factors that affect health, disease, soundness and career length in racehorses. Dr. Hamilton is Chair of the International Federation of Horseracing Authorities Gene Doping Control Subcommittee, International Horse Genome Workshop, International Society of Animal Genetics, and is an associate member of the International Group of Specialist Racing Veterinarians.

Steve Wright, ODIN360



Steven Wright is a leading Director, Consultant, Advisor and Chief Executive to SME, government and franchisors with a focus in the leisure, hospitality,

sport and tourism industries. A trained lawyer, Steven has held multiple CEO positions that connects his knowledge with a diverse range of audiences. Including Tourism and Events Queensland as part of the masterminds behind the Magic Million's Barrier Draw, Richmond Football Club and the Australian Grand Prix Corporation. He is currently managing director of ODIN360 a boutique consulting agency that specialises in the sports, tourism and major events market. Steven is also currently a non-executive director of Victorian Tourism Industry Council and on the Advisory Board for Delaware Nth Asia Pacific.

Brett Parbery, The Parbery Program



Brett is one of Australia's most decorated Grand Prix Dressage riders, competing internationally, winning over 30 individual Australian Championships. Representing Australia

twice at the World Games in Kentucky and Tryon. In 2008 and 2016 Brett earned a spot in the final 5 for Olympic selection, and at the London Olympics, Brett was on staff as the Dressage Coach to the Australian Eventing Team and after dressage had the team well positioned in 1st place over all 5 team scores Brett is now devoting his efforts towards the production of young horses and to education for all ages through the initiative – "The Parbery Program".

Myles Foreman, Racing Australia



Myles has over 25 years' experience in senior executive roles in the Hospitality, Entertainment and Sports industries. As a CEO Myles currently heads up Racing Australia. Joining

Racing Information Services Australia (RISA) 2006 as CEO. With the merger of RISA and the Australian Racing Board (ARB) in April 2015, Myles assumed the role of Operations Chief Executive Officer for newly formed Racing Australia. Myles has held significant roles at Ticketmaster including International Operations Manager Australasia, General Manager – ticketmaster.com.au and Head of Markets and Development for Australia and New Zealand. Prior to Ticketmaster, Myles held key roles with Rydges Hotels & Resorts including General Manager IT for the hotel group.

Presenter Profiles

Ben Buckley, COSOL



Ben Buckley is the Executive Director and Co-Founder of BKD a recruitment services company that specialises in senior executives for Sport, Media and

Entertainment. Ben has over 30 years of experience. Including CEO, COO and Marketing Director positions. Ben has held roles including Executive Director of Sport and Content Partnerships for FOXTEL, CEO of Football Federation Australia and COO of the Australian Football League. Ben has been influential in youth engagement specialists Electronic Arts and Nike. Ben currently holds the position of President of North Melbourne Football Club in the AFL and is the Managing Director of COSOL Limited which is an ASX listed IT services and management company.

Tom Reilly, Thoroughbred Breeders Australia



Tom Reilly is the Chief Executive of the Thoroughbred Breeders Australia. Before joining Thoroughbred Breeders Australia Tom was a senior journalist with Fairfax

News, where his last role was Editor of *The Sydney Morning Herald* newspaper. After university Tom spent 3 years working in hands-on roles in racing and breeding, including time with trainer Luca Cumani in Newmarket and at Coolmore's private stud in Kentucky. Tom is an alumni of the British Horseracing Authority's Graduate Program.

Vin Cox, Godolphin



Vin Cox is the Managing Director of Godolphin Australia. And has an international profile in bloodstock, Thoroughbred sales and racing.

Vin established Magic

Millions as the largest Thoroughbred auction house in Australasia and was instrumental in establishing Australia's first ever \$10 million race meeting. As Chairman of the Society of International Thoroughbred Auctioneers, he led changes to include Hong Kong in the "Blue Book" for Internationally recognised Graded and Listed races and Korea advanced to having recognised black type racing. Vin also participated on the International Grading and Race Planning Advisory Committee and currently serves on, NSW Thoroughbred Breeders Association Committee and the Thoroughbred Aftercare Welfare Working Group.

Tim Gilbert, Media Personality



Tim Gilbert, is woven into the fabric of Australian sports coverage in all forms of broadcast. A career that started in radio including working for Sydney's iconic Radio 2ue.

As part of the original Wide World of sports team and for over a decade part of the today show family on the Weekend TODAY show, followed by, presenting sport on the weekday TODAY show. Currently Tim is a presenter for Sky News Australia, hosting the Weekend Breakfast Show. And launched two new programs for the network; Racing Dreams and The Business of Sport.

Debra Briscoe General Manager People and Culture Media and Wagering TABCORP



Debra Briscoe is an accomplished Human Resources Executive with significant experience within global and Australian entities where she has delivered people and

culture strategies and solutions. Debra is currently the General Manager People & Culture for Tabcorp's Wagering and Media business, and a Board member for Bayside Women's Shelter here in Sydney. Debra holds a Bachelor of Arts and is passionate in ensuring enterprise leadership and sustainable change through people, assisting them to bring their best to organisations. She is a strong advocate for Inclusion & Diversity in the workplace and this being central to people and culture strategies.

Lizzy Jelfs, Media Personality



Lizzie Jelfs, originally hailed from Oxford in England, from a noticeably young age it was evident that horses and horse racing was in Lizzy's blood.

However, it's in front of the camera where Lizzie has become best known to the Australian public. Her mounting yard critiques of horses for Sky's Thoroughbred Central and Channel 7 Racing are authentic and poignant offering the viewer unparalleled insight into the fitness and winning changes of the horses. Lizzie's Pick of the Yard social media and broadcast tips are the go-to source for the latest form.

Toby Liston, Three Bridges Thoroughbreds



Toby Liston, is the owner of one of Australia's leading thoroughbred nursery's, Three Bridges Thoroughbreds. With over 20 years of experience in breeding Toby focuses on

raising horses naturally. With a litany of stakes winners, his passion and dedication manifests itself in the track performance of Thoroughbred's Toby raises. Toby's is environmentally aware planting over 60,000 trees on farm and establishing wildlife corridors which support the health of the Lodden River. Toby participates and studies with organisations including the University of Melbourne, Greenfleet and as is currently a Board Member of Thoroughbred Breeders Victoria and is passionate about the future of the Thoroughbred industry.

Chris Waller, Chris Waller Racing



Chris Waller's training career began in New Zealand's working for Paddy Busuttin with a dream to be a trainer; which became a reality, albeit in a very small way,

after Busuttin accepted an offer to train in Singapore. Chris, the son of a dairy farmer from Foxton, about 100 km north of Wellington on the North Island, started out with neither connections nor money behind him, and arrived in Sydney as a complete unknown. In 2010/11 he became champion trainer for the first time, a position he has consolidated. Chris is perhaps best known as the trainer Winx the mare that stole Australia's heart.

Presenter Profiles

Katie Page, Magic Millions



Katie Page was part of Harvey Norman at the beginning of its journey as a single store in Auburn. Katie has been instrumental in driving the companies global

position with 300 stores across 3 brands and 8 countries as Board Member and CEO. Katie is an advocate for all sports and the role women play in Australian sport, education and enterprise focusing on recognition and competition at every level to build a sustainable fan base. Katie made history as the first women to be appointed to a major sporting code board when appointed to National Rugby League. And Katie continues to break ground as co-owner of Magic Millions home to the world-first Magic Millions Racing Women's Incentive Bonus. Where 1,199 horses have been purchased or leased by women since the introduction of the Racing Women's Bonus in 2013.

Ciaron Maher, Ciaron Maher Racing



Ciaron Maher began his career as an apprentice to CS Hayes then a successful jumps jockey. Ciaron realised his size would deny his riding ambitions. Despite that,

Ciaron's love for racing, interest and curiosity in training saw him commit to a career as a trainer at a young age. Knowing you learn the best from the best, Ciaron spent time with Bart Cummings, Aiden O'Brien and Willie Mullins before starting out on his own, with six boxes on his dad's farm. Ciaron Maher & David Eustace have now formed a formidable partnership, winning the 2019/20 Victoria

Trainers' Premiership and currently lead the 2020/21 Victorian Trainers' Premiership and sit second on the Australian Premiership.

Andrew Gee, MP



Andrew Gee, member for the NSW seat of Calare, was appointed Australia's Minister for Decentralisation and Regional Education, and Minister Assisting the Trade

and Investment Minister on 6 February 2020. Throughout his time in politics, Andrew has successfully led a number of community campaigns, including 24 hour helicopter rescue services for the Central West; a new hospital for the town of Gulgong; a new medical school for Charles Stuart University; funding for a new road link between Orange and Mudgee; and increased access to radiotherapy services for country cancer patients – Andrew himself is a stage 3 melanoma survivor. Andrew continues to be a strong voice for the communities of his Central West electorate.

Geoff Bloom, Racing Industry Reference Committee



Geoff Bloom has been at the for front of Training Reform and writing of competency standards for many industries on a National basis. Geoff's work has involved the

approval and funding of competency standards projects for the Racing, Agricultural and Seafood Industries. Geoff was endorsed by industry to Chair the Horse Industry Working Group to develop standards for the Horse Industry. And worked within Industry Training Company (Rural Skills

Australia) for the National Farmer's Federation under the National Employment and Training Taskforce (NETTFORCE). Geoff served at the Canberra Race Club for more than two decades and is currently the Racing Australia representative on the Racing Industry Reference Committee.

Lisa Hocking, Racing Victoria



Lisa Hocking is the Workforce Capability Manager at Racing Victoria, responsible for the Apprentice Jockey Program and Industry education. Lisa has

previously held the roles of Strategic Planning Manager and Manager of the Cranbourne Training Complex. She has extensive consulting experience across many industries both in Australia and Internationally, and current experience as Teacher and Learning Designer in TAFE and Higher Education in the areas of Business, Equine and Sport Management. She is an Accredited Equestrian Coach and participated on youth and Interschool Equestrian Sport development programs.

Stuart Rich, Racing NSW



Stuart Rich is the Executive Officer of Team Thoroughbred NSW Training Academy, the Registered Training Organisation (RTO) for Racing NSW. Stuart has

been with Racing NSW for nearly three years, having started his tenure in a marketing role for the Everest and Country Championships, building from his extensive event management experience. Stuart is also a presenter on Sky Thoroughbred Central.

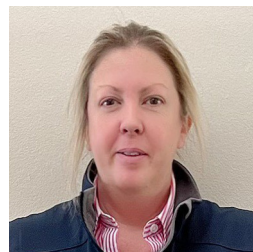
Cecelia Gorman, Thoroughbred Breeders Australia



Cecelia O'Gorman runs Thoroughbred Breeders Australia's national training program, Fast Track. In 2019 she was the winner of the Australian Stud & Stable Staff Award for Administration & Ancillary

Services for her work in education. Before joining Thoroughbred Breeder Australia she worked for Coolmore Australia in client facing roles. Cecelia comes from a horse and cattle property on the Northern NSW Tablelands and her family have bred and raced numerous horses.

Amanda Good, Thoroughbred Industry Careers



Amanda Good, has been in the racing industry for approximately 27 years. Amanda started working for her father, Allan Good, in his stable at Muswellbrook while also exploring the breeding

side of the racing industry. Amanda has worked for some of the industries breeding facilities Emirates Park, Collingrove stud, the Irish National stud and Coolmore Ireland. Amanda then returned to racing, as a stable foreperson for Aiden O'Brien and John O'Shea and assistant stable foreperson at Godolphin Agnes banks. Amanda now counts herself as extremely lucky to be part of the team shaping the next generation through the Thoroughbred Industry Career Explorer Program.

Thank you

The Together for Racing Working Group would like to thank all our panelists and presenters for contributing over the last two days. The working group is made up of volunteers from the following organisations:



Myles Foreman,
CEO



Kellie Cook,
GM Racing and Breeding



Karen Day,
GM Equine Welfare
and Traceability



Stuart Rich, Executive
Officer of Team Thoroughbred
NSW Training Academy



**Racing
Victoria**

Lisa Hocking, Workforce
Capability Manager



**RACING
SA**

Nick Bawden, Industry
Operations and Welfare
Manager



Godolphin

Emma Ridely,
Public Affairs Manager



Lindy Maurice,
CEO



ARROWFIELD

Anna Power,
Group Accountant