



STRICTLY CONFIDENTIAL

Crisis to Recovery Program

Subject: Framework for achieving zero euthanasia

The Goal

Build trust in the greyhound racing industry.

Our Problem

- 7,000 greyhounds a year do not make it to the track (40% of all greyhounds whelped)
- GAP re-homes only around 6% of all pre-raced and retired greyhounds
- That means this industry is responsible for the unnecessary deaths of anywhere between 13,000 and 17,000 healthy greyhounds a year (we don't know how many are being rehomed by charity groups or live out their lives on owner properties)
- Assuming the industry survives the current inquiries in four states, it's greatest challenge to short, medium and long term sustainability remains this disturbing reality
- There are 3800 currently active breeders
- 80% breed just one or two litters every three years so limiting hobby breeder litter numbers will not solve the overbreeding problem
- The culture of the industry is defined by animal deaths being acceptable and necessary and where profits come before welfare
- The industry has done a poor job in understanding the nature and depth of this fundamental problem and has done very little to find a genuine solution
- Stakeholders, in particular the public and governments, will not accept the status quo approach

The Solution

Reform the industry.

Our Objectives

1. Reduce the number of greyhounds bred by 7,000 (40%) by June 2018.
2. Increase the number of greyhounds adopted through industry re-homing efforts by an average of 1,500 per year by June 2020 ie 7,500 more successful adoptions per year than today.
3. Change the industry culture.
4. Professionalise greyhound lifecycle governance.

The Strategy

- A. Reduce the number of people breeding greyhounds by:
 - Imposing a significant financial cost for the right to breed
 - Increasing the requirements of breeders to earn and keep industry registration
 - Becoming accountable by agreeing on number whelped target with Animals Australia and publicly report industry performance
- B. Re-home significantly more greyhounds by:
 - Removing the participants GAP fee
 - Dramatically improving GAP resources by:
 - Imposing a per litter fee on all breeders
 - Taking a bond per greyhound from all owners, refundable based on those greyhounds being re-homed
 - Redistributing stakemoney
 - Introduce accountability measures through the owner registration process which enforce the requirement of an owner to seek recognised re-homing opportunities for all greyhounds
 - Nationalising the GAP brand (potentially "GAPA", Greyhound Adoption Program Australia or Australasia)
 - Developing and implementing a national advertising campaign
 - Becoming accountable by agreeing on re-homing targets with Animals Australia and publicly report industry performance
 - Provide financial rewards to owners for a successful adoption

Our Issues

- Maintaining an industry mandate to deliver reform
- Ensuring a stable racing population
- Maintaining a stable breeding population (sires, breeding females and breeders)
- Defining "zero euthanasia"
- Aligning the industry
 - o Participants understand and accept the problem and solution
 - o Accepting stakemoney redistribution to support industry sustainability
 - o Quality of racing impacts
- Lobbying governments to ensure CBs have a role in implementation
- Resource implications of centralising national functions

The Detail

Breeding Reduction	Re-homing Improvement
Target: 18,000 -> 11,000 greyhounds whelped	Target: 1,000 -> 8,000 greyhounds re-homed by industry
Strategy: Reduce the number of breeders by 40%	Strategy: Develop and implement a significantly improved GAP
Timing: By June 30 2018	Timing: By June 30 2020
<p>Proposed Actions:</p> <ul style="list-style-type: none"> - A 40% national reduction is required, however local targets that reflect contribution to the problem and which at least meet minimum standards must be agreed - Impose a two year breeder registration fee of, say, \$1000 <ul style="list-style-type: none"> - Funds to new GAPA - Before receiving a first registration and/or a registration renewal, all breeders to: <ul style="list-style-type: none"> - Undertake formal face to face education - Pass a breeders exam - Pass a character test - Be interviewed - Complete an annual report (or undergo an annual audit) confirming the status/ whereabouts of all greyhounds whelped - Review current penalties for participant non compliance to ensure they reflect new responsibilities to industry - Remove Breeder Incentive Schemes and direct funds to GAPA - All greyhounds to be named before rearing as a culture change signal (and/or if required to tracking through registered industry service participants) - Rearers, Breakers and Pre-Trainers (if all required) to be registered - CBs to undertake a meeting mix analysis to ensure breeding reductions correspond with optimal return 	<p>Proposed Actions:</p> <ul style="list-style-type: none"> - Confirm the owner as responsible for the entire lifecycle and ensure this is reflected in the GARs and LRs - Owner registration conditions to mandate re-homing - Remove participant entry fees - Engaging and redeploying current trainers/breeders as GAP assessors, re-educators, foster carers - Co-opt/second RSPCA as program assessors, re-educators - Develop and implement national standards of greyhound assessment, re-education and promotion - Determine owner incentives to re-home, define owner success and reward them (eg annual stakemoney bonus) - Relaunch a nationally branded program ("GAPA") and develop and implement a national advertising program - Reach out to unaffiliated adoption groups to incentivise them and ensure they meet min national standards - Lobby governments for an "Industry sustainability" tax on wagering - Resource the program with additional funds raised from: <ul style="list-style-type: none"> - Breeder fees - Owner bonds - Redirected Breeder Incentive Scheme Funds - Stakemoney redistribution (industry current spend: Stakes 50 - 60%, Welfare 3%) - New wagering tax (see above) - Current reserves and future surpluses

Outcomes

1. Renewed stakeholder trust in the industry
2. A reformed industry operating model characterised by:
 - a. Fewer participants, particularly breeders and trainers
 - b. Reduced stake money as a percentage of total industry expenditure
 - c. Increased welfare expenditure as a percentage of industry expenditure
 - d. All healthy greyhounds (unraced or retired) afforded rehoming opportunities
 - e. Accountability for zero euthanasia performance
3. New industry culture driven by new national breeder and owner requirements and responsibilities
4. A changed industry culture that no longer accepts the unnecessary death of any greyhound or other animal, driven by new national breeder and owner requirements and respect for the role of the governing body
5. A professional greyhound lifecycle governance process
6. The prospect of delivering world's best animal re-homing and animal care practices and outcomes
7. Outcomes reflective of a zero euthanasia vision and a value proposition that puts animal welfare at the centre of everything we do

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