



**Racing
Victoria**

STRATEGIC FRAMEWORK

2019

STRATEGIC FRAMEWORK

OVERVIEW

The starting point for our sport's Strategic Framework is our Vision and Purpose:

OUR VISION

"RACING FOR ALL"

More people, more often,
engaging and enjoying our sport

OUR PURPOSE

To champion great horse racing
in Victoria and lead a financially
sustainable thoroughbred
racing industry

The Strategic Framework
has five elements:

THE CUSTOMER

Why we're here

OUR VALUES

How the business behaves

THE RIGHT TO EXIST

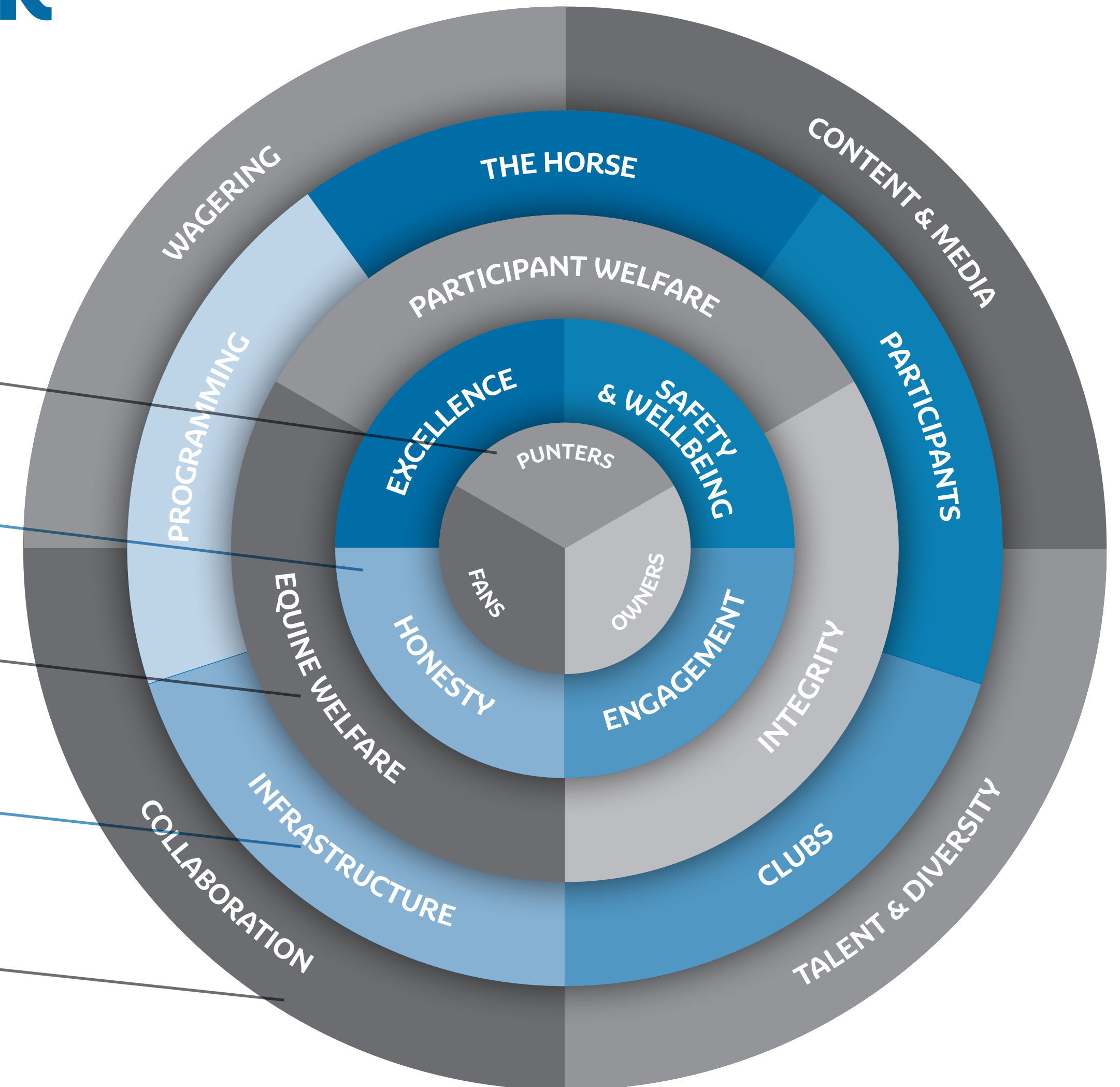
Non-negotiables

THE BEST RACING

Delivering our Sport

THE ENABLERS

What we need



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THE CUSTOMER

WHY WE'RE HERE

The Customer is at the heart of why we exist. Our aspiration is to grow our entire customer base: more people, more often engaging and enjoying in Victorian thoroughbred racing. There are three categories of customers:



PUNTERS

Victorian thoroughbred racing to be the wagering product of choice



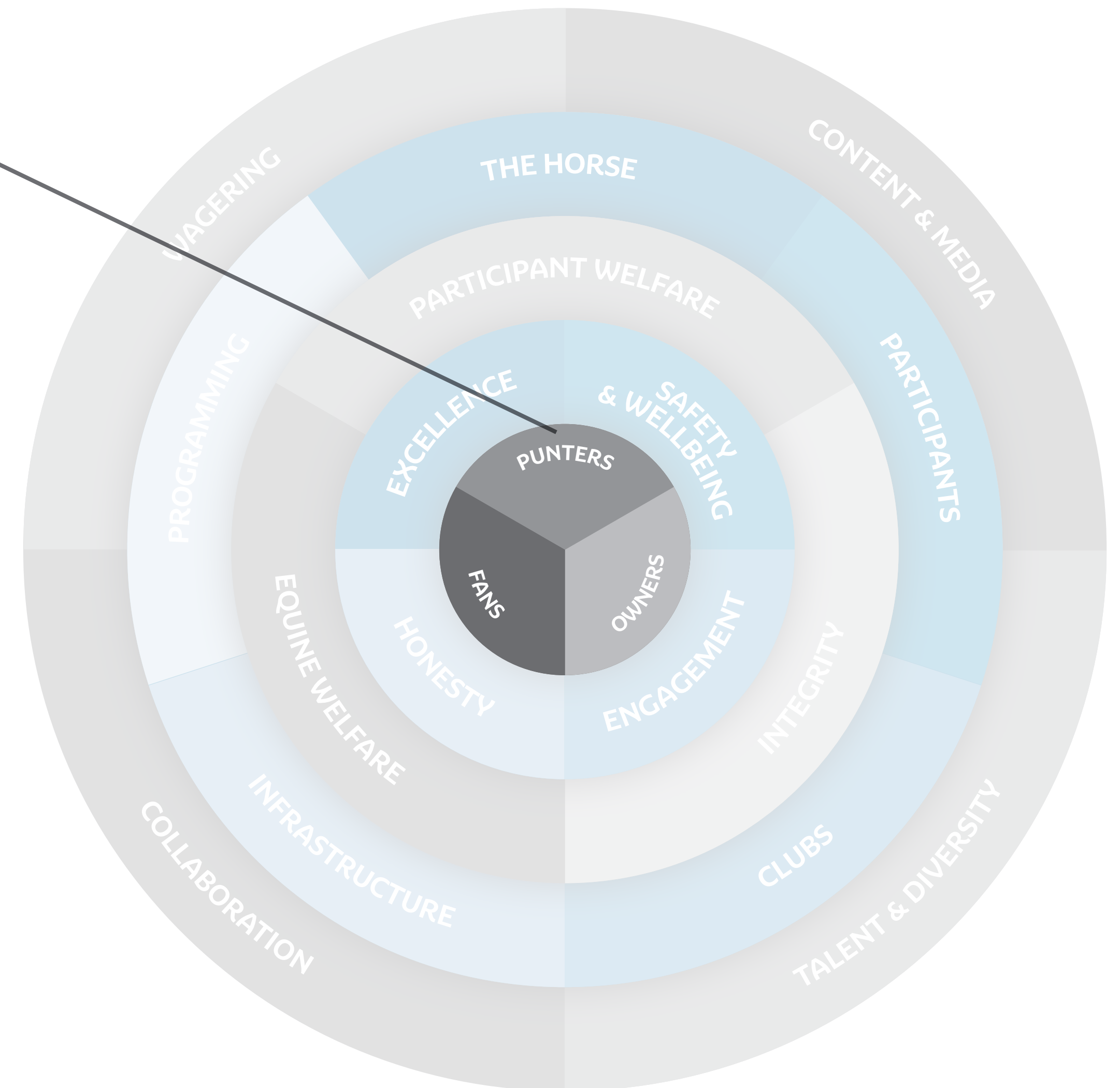
OWNERS

Victoria to be the preferred location for owners to race their horse



FANS

Having people engage with our sport however and wherever they want



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OUR VALUES

HOW THE BUSINESS BEHAVES

Our Values are our essential and enduring beliefs. They are the glue that binds us together as we grow and evolve.



EXCELLENCE

Our role is to provide leadership that delivers excellence in both the current and future state of the racing industry for the benefit of all of its stakeholders



HONESTY

We are responsible for providing leadership that ensures honest and ethical behavior in every aspect of our industry



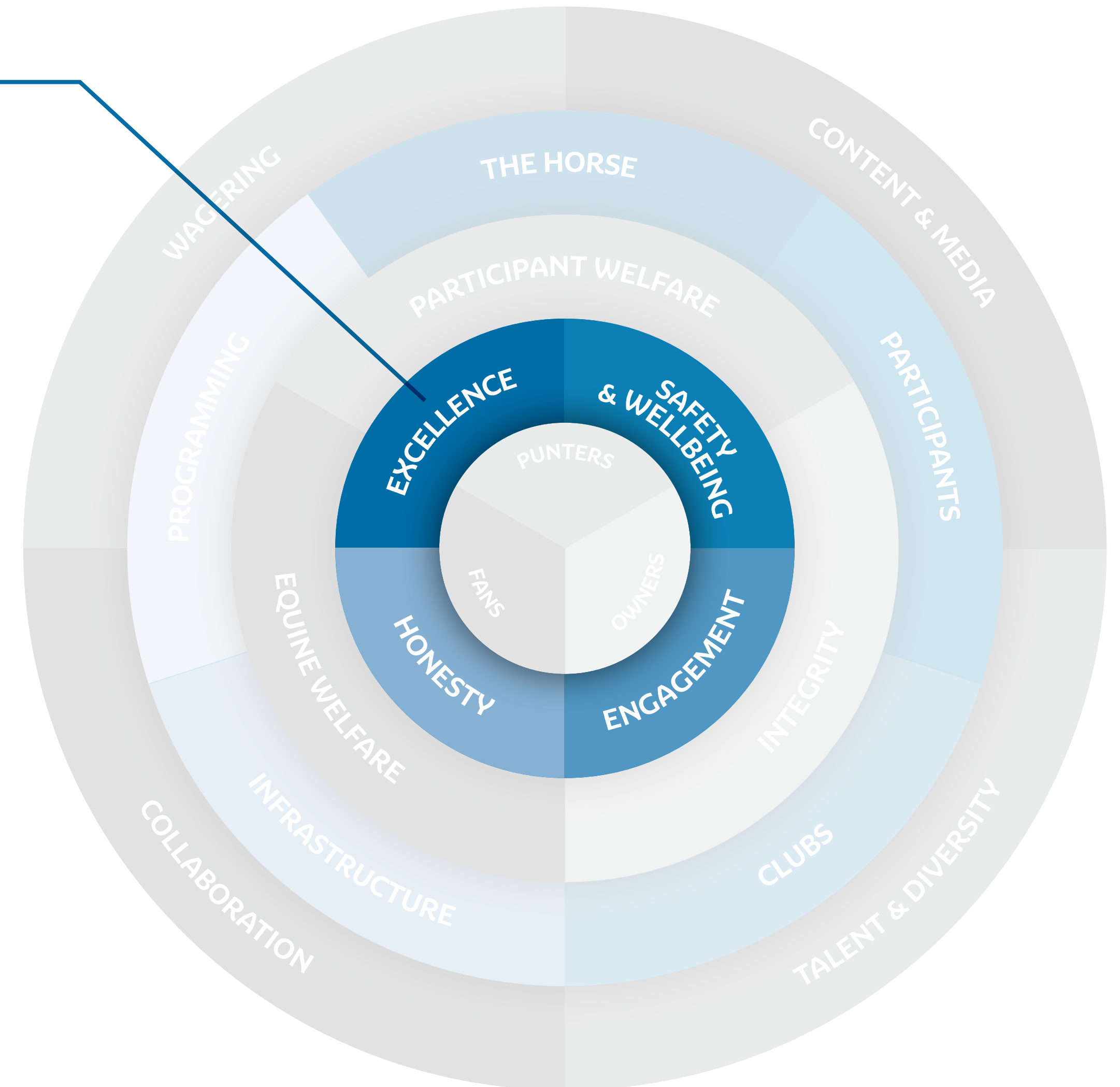
SAFETY & WELLBEING

As industry leaders we have a duty of care to protect and ensure the wellbeing of the horses and the people who make our sport possible



ENGAGEMENT

Our effectiveness as industry leader relies on our capacity to meaningfully engage with our industry partners, governments, customers and the community



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THE RIGHT TO EXIST

NON-NEGOTIABLES

The Right to Exist are elements of our ecosystem that are non-negotiable and allows society to give us the right to continue operating.

EQUINE WELFARE

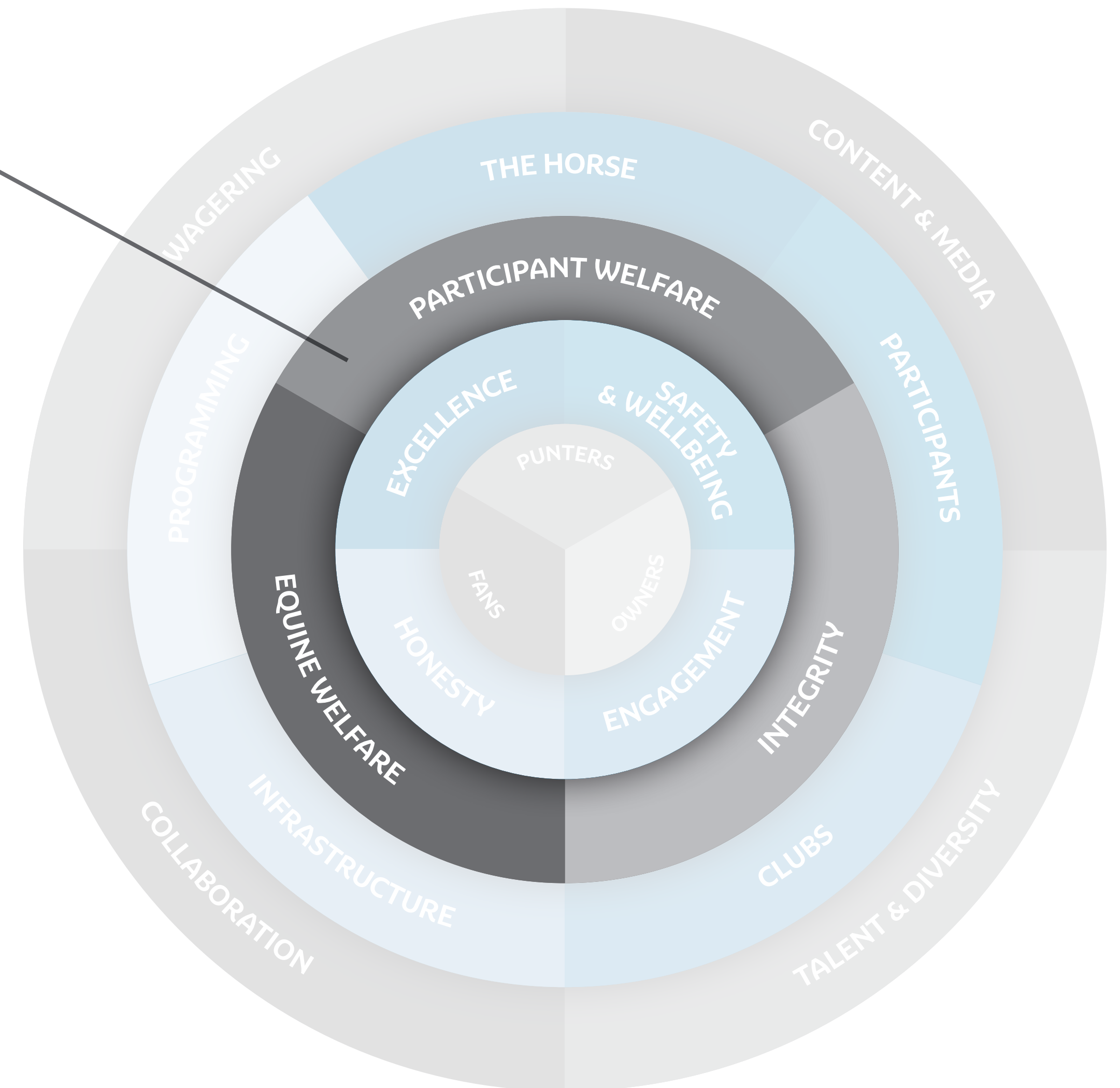
Have all industry participants and owners understand and embrace their responsibilities in relation to equine welfare

INTEGRITY

To be the leader in Integrity across all sports and with aspirations to continually improve

PARTICIPANT WELFARE

Ensure those that participate in our sport are safe and can thrive



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THE BEST RACING

DELIVERING OUR SPORT

There are five elements that make our racing great.
To be the Best Racing we need to get all five right.



THE HORSE

Increase the understanding and appreciation of the horse



PARTICIPANTS

Victoria to be the best place in Australia to compete in thoroughbred racing



PROGRAMMING

A program that delivers competitive and attractive racing at every level



INFRASTRUCTURE

The best quality, appropriate and sustainable infrastructure for customers and participants



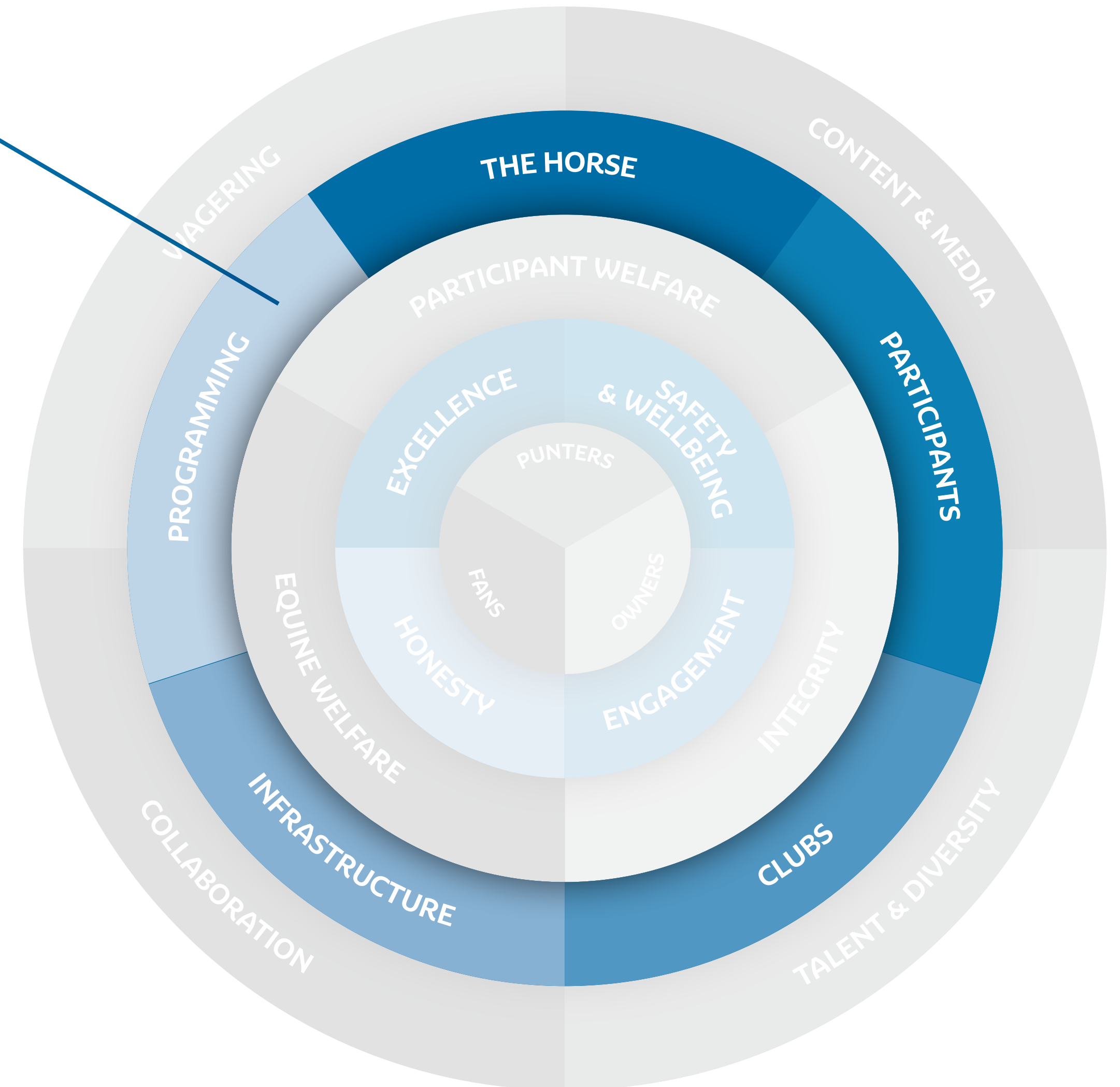
CLUBS

Racing clubs that people and the community aspire to engage with

THE BEST RACING

Success will be assessed by considering:

- The numbers and engagement levels of customers
- The individual number of horses competing in Victoria
- The optimum field sizes to suit the wagering market
- Continuous year on year reduction of notifiable incidents
- Support for a sustainable and customer-centric infrastructure blueprint across metro and country
- Metro club membership and country club community engagement
- The health and vibrancy of the breeding sector
- Attendance at feature race meetings



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THE ENABLERS

WHAT WE NEED

The Enablers are the foundation for the success of delivering the strategy.



WAGERING

Maximising our sustainable income from wagering



TALENT & DIVERSITY

Best people managing our sport from a diverse range of backgrounds and with a diverse range of skills



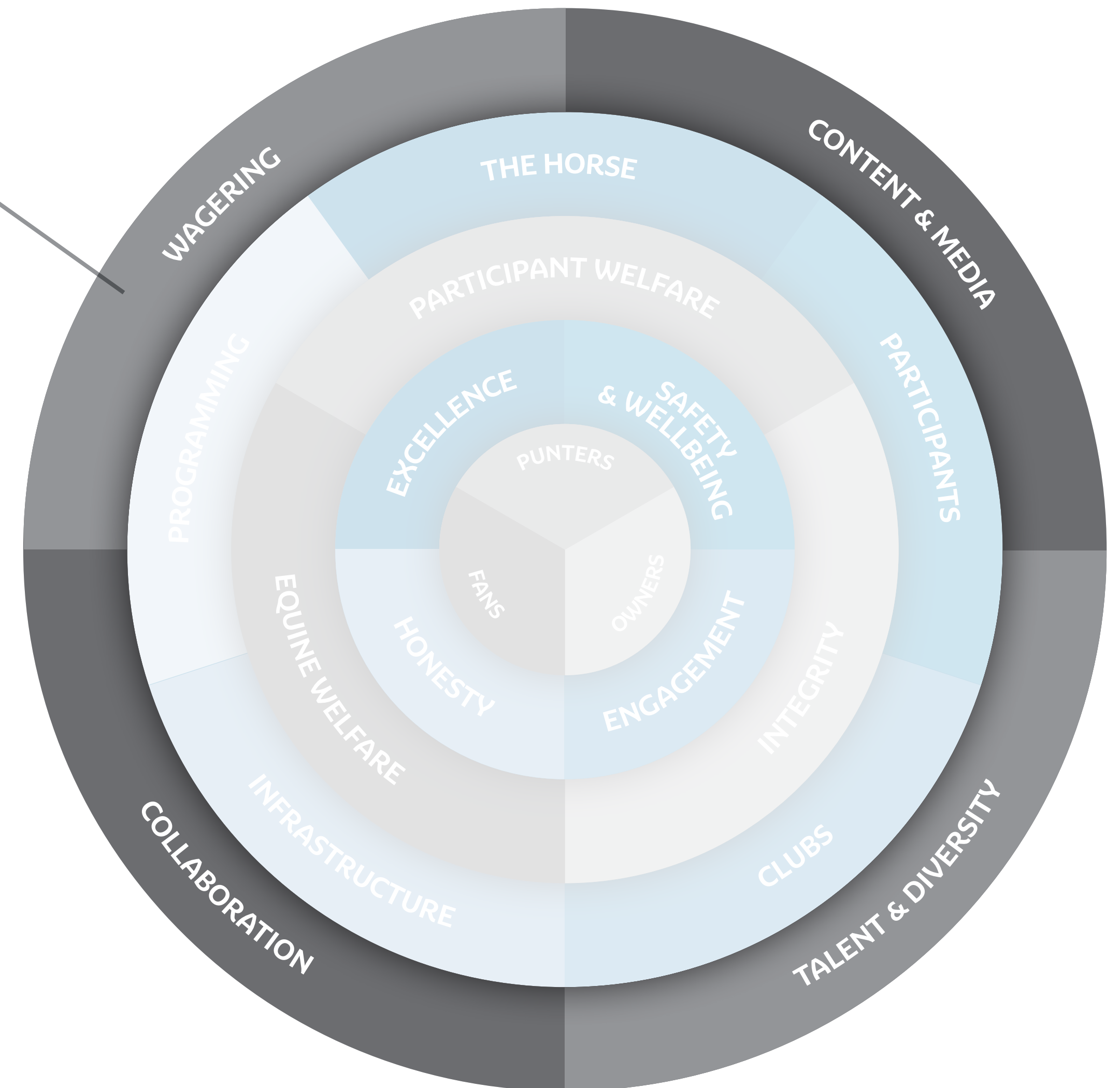
CONTENT & MEDIA

Taking Victorian racing to the widest possible audience



COLLABORATION

RV, clubs, participants and government working together for the best outcomes of the sport



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