



**Racing
Victoria**

STRATEGIC FRAMEWORK

2021

STRATEGIC FRAMEWORK

OVERVIEW

The RV Strategic Framework sets the vision for Victorian thoroughbred racing over the next horizon. It provides the guiding principles for strategy and is built on the following five key elements* which will be considered in everything we do:

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

*Next level of detail of Framework is included in the Appendix.

The Strategic Framework has five elements:

THE CUSTOMER

Why we're here

OUR VALUES

How the business behaves

THE RIGHT TO EXIST

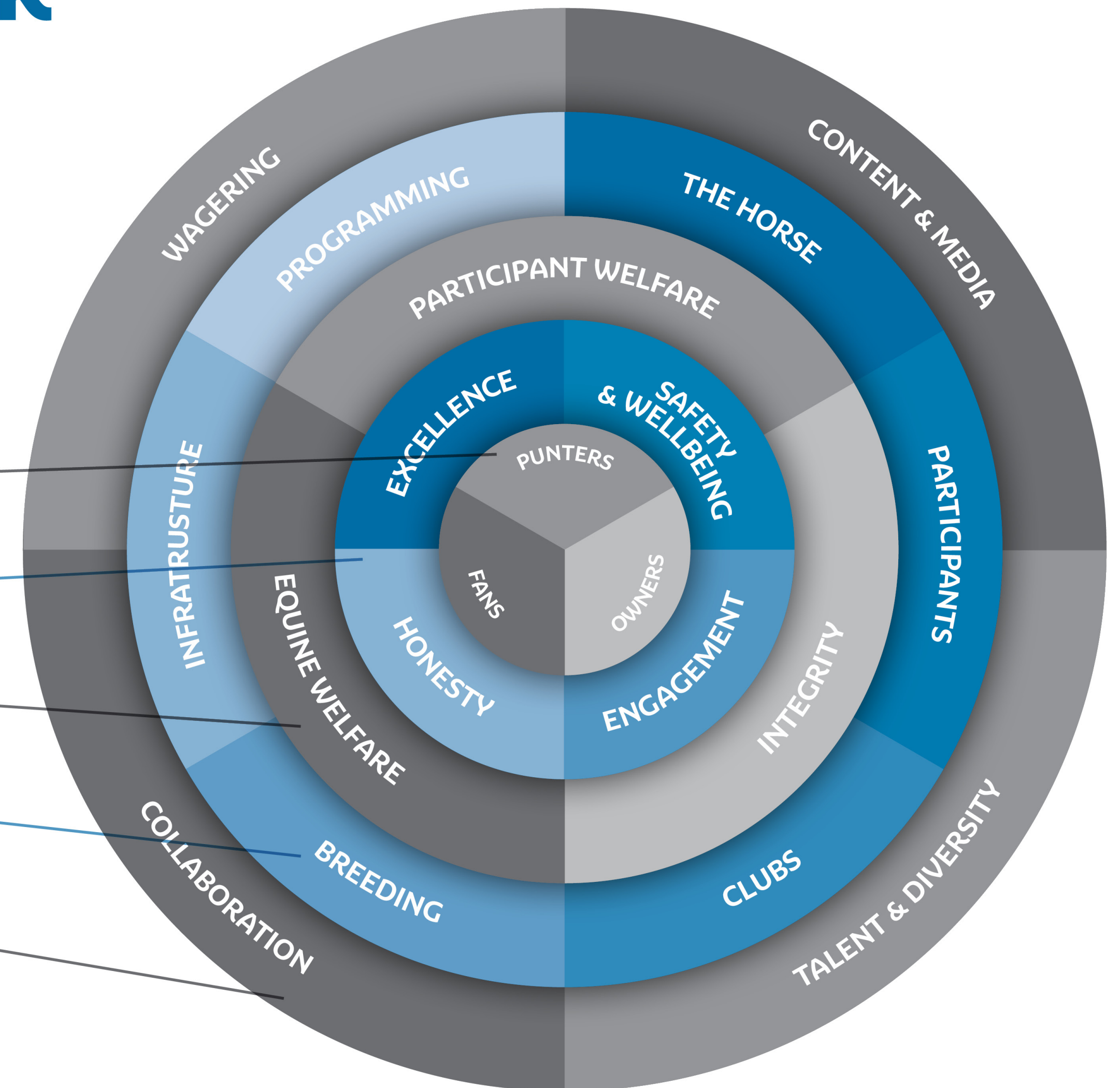
Non-negotiables

THE BEST RACING

Delivering our Sport

THE ENABLERS

What we need



THE CUSTOMER

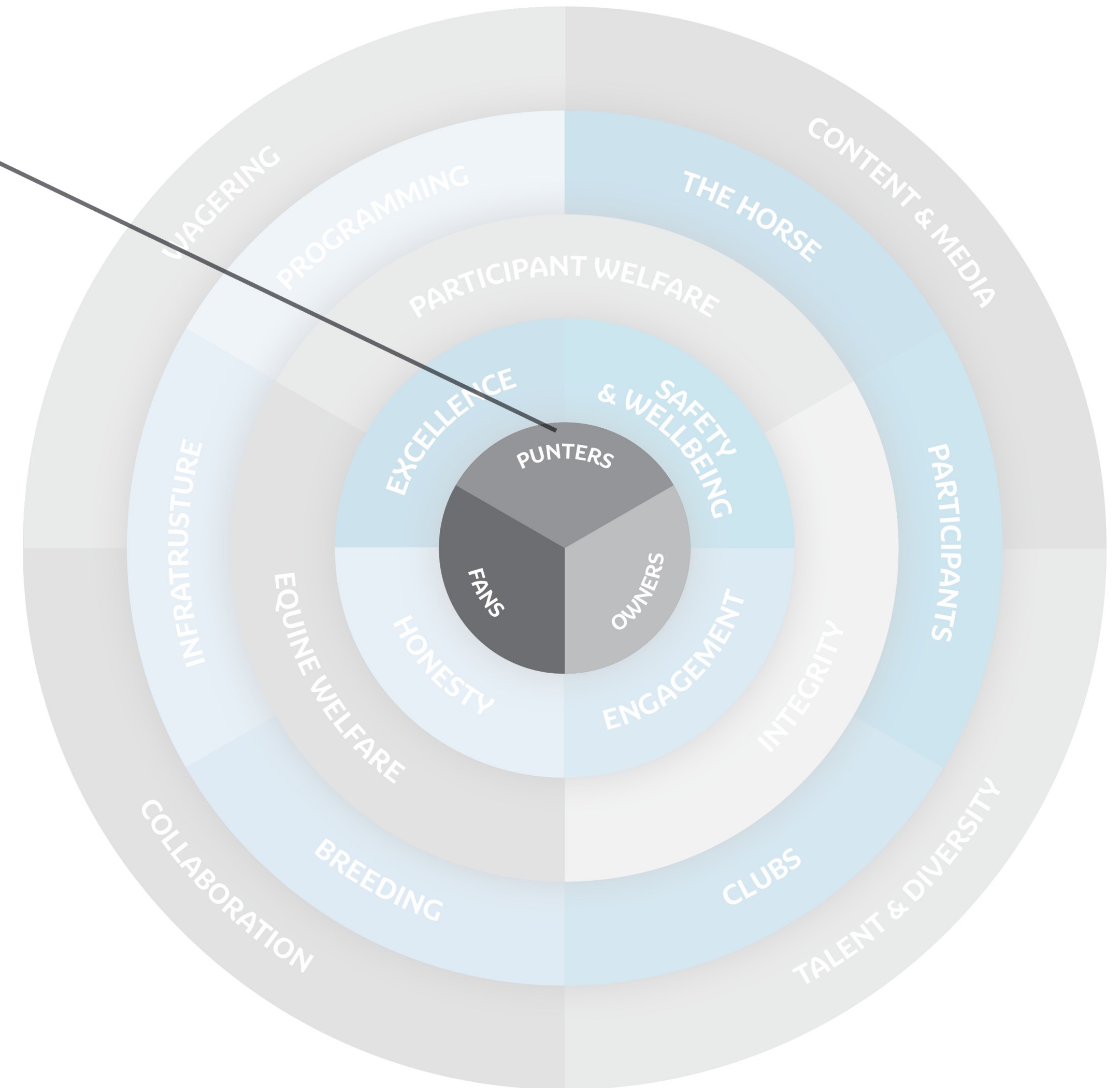
WHY WE'RE HERE

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



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

SAFETY & WELLBEING

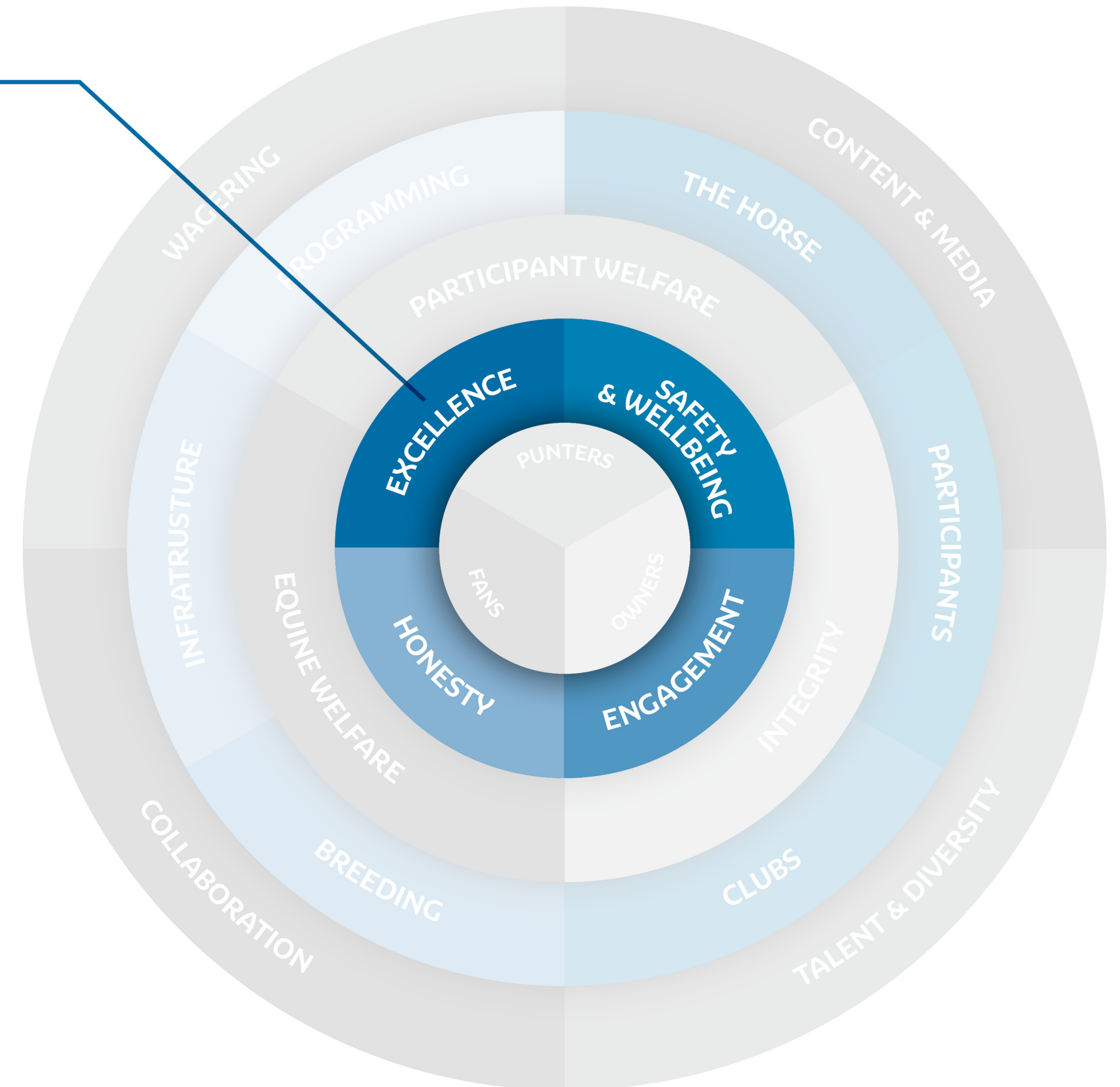
As industry leaders we have a duty of care to protect and ensure the wellbeing of the horses and the people who make our sport possible

HONESTY

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

ENGAGEMENT

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



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

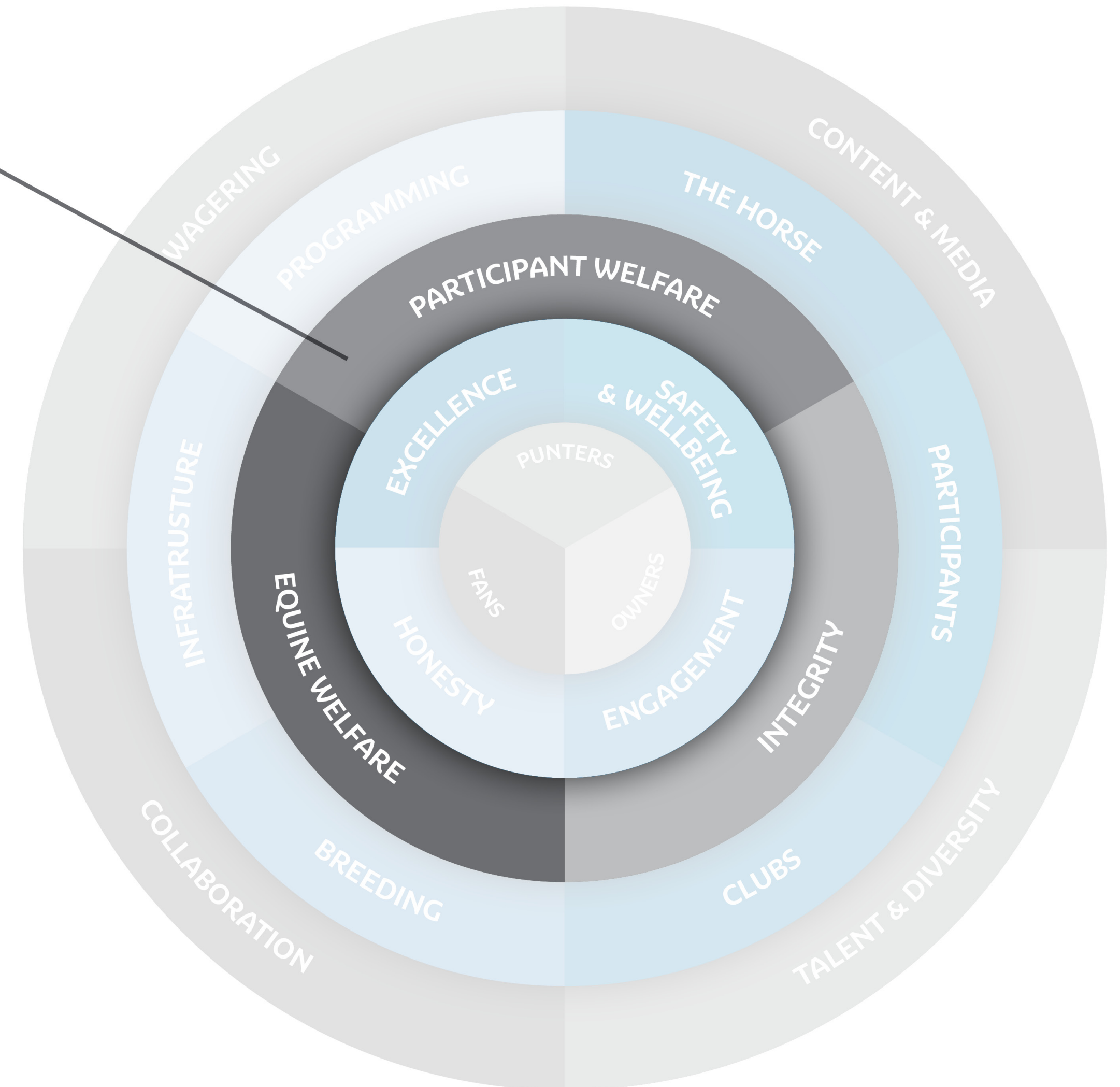
Have all industry participants and owners understand and embrace their responsibilities in relation to equine welfare

PARTICIPANT WELFARE

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

INTEGRITY

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



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



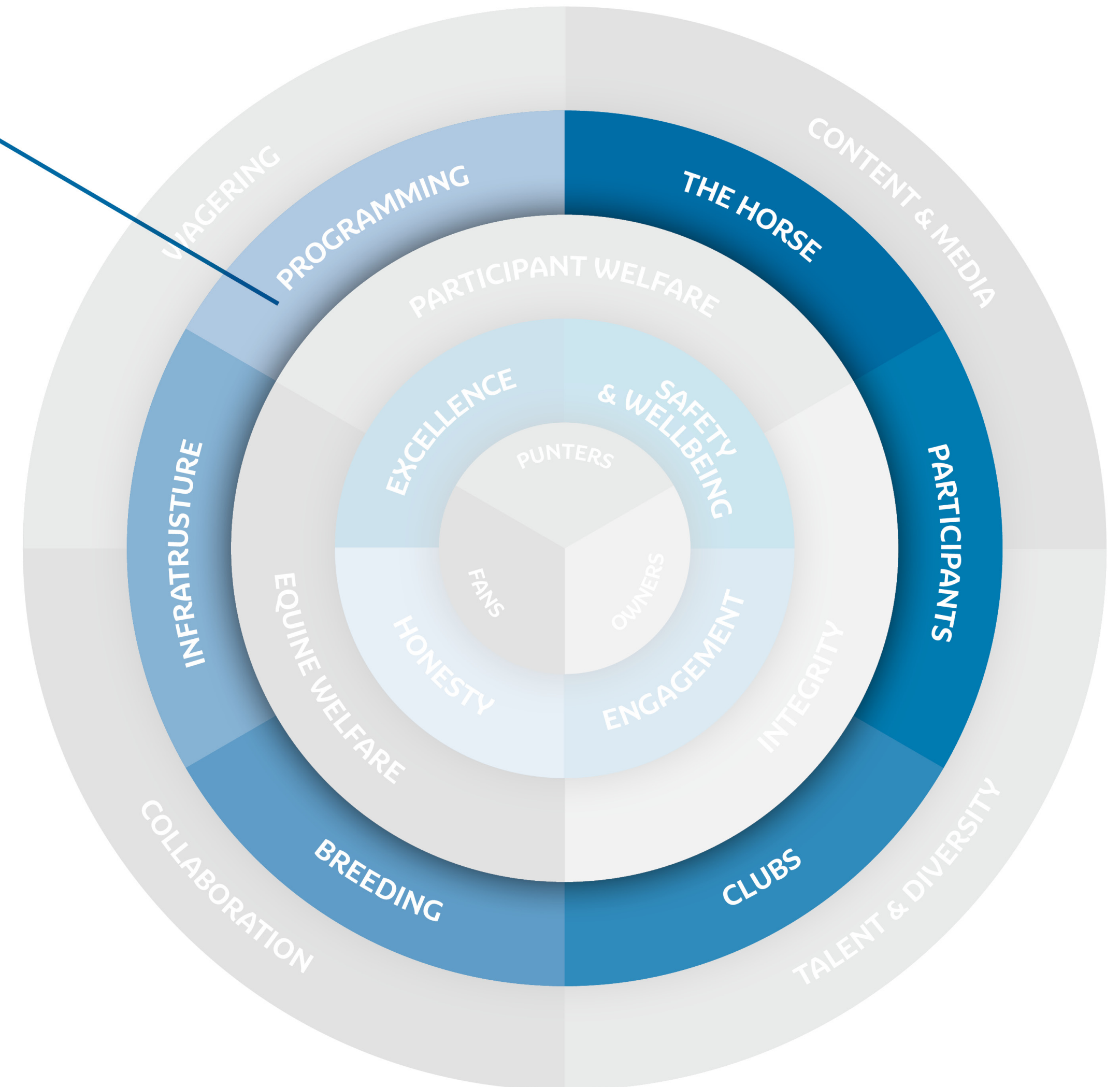
BREEDING

A healthy and vibrant local breeding industry

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
- The strong media and PR coverage of Victorian racing
- 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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Victoria

STRATEGIC FRAMEWORK 2021

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 and in alignment for the best outcomes of the sport

