

## Club Development

### Enabling Club performance, racing program delivery and community support

Clubs are the sport's primary interface with local communities. Assist and support clubs in the delivery of the strategic plan, through relevant and timely advice for governance, management and corporate services support. Enable Clubs to be an indispensable part of their local communities and assist clubs to strengthen their commercial and operational effectiveness.

- ❑ Support clubs to deliver outcomes for the sport in line with the strategic priorities;
- ❑ Enable and support Club management and operational capability;
- ❑ Assist clubs meet obligations and minimum operating standards;
- ❑ Support clubs strengthening local community engagement;
- ❑ Provide an effective communication and engagement channel for participants.

## Sport & Customer Development

### Driving customer and wagering growth and sustainability

GRV will position the industry for sustained wagering and commercial growth with a focus on expanding the sport's customer base through promotion and marketing of the sport. Careful management of wagering and broadcasting partnerships, the development of strong industry relationships and sustainable business growth strategies.

- ❑ Increase the fan & participation base diversity for the sport;
- ❑ Develop strategies and options to encourage greyhound ownership and participation;
- ❑ Promote and market the sport of greyhound racing;
- ❑ Develop Wagering Strategy to drive revenue and customer engagement.
- ❑ Leverage technology and data to further promote greyhound racing;

## Participant Engagement & Support

### Enabling positive, effective outcomes for participants

GRV recognises the role and needs of participants within the Sport and will support and facilitate participant growth and compliance that ensures they contribute to a viable future for greyhound racing.

- ❑ Provide training to industry participants across the complete greyhound life-cycle;
- ❑ Facilitate the delivery of information & education to participants to improve knowledge and capability;
- ❑ Support participants throughout the changing environment;
- ❑ Support participants in their commercial and economic considerations and expectations.

## Social Responsibility

### Recognising public expectations to achieve balanced racing, welfare, wagering and community outcomes

Develop a culture where the industry follows contemporary rules, laws and ethical behaviours. Understand the importance of community and participant attitudes towards greyhound racing, and GRV as the sport's regulator, and consider in the discharge of its role. Assist the industry to meet its social responsibilities.

- ❑ Influence and maintain productive relationships and engagement across the industry and community
- ❑ Provide effective and informative communication and education
- ❑ Promote diversity and equity in all employment throughout the industry

## Animal Welfare

### Driving positive Animal Welfare outcomes

Provide an environment in which the safety and welfare of greyhounds comes first. Working to ensure that every greyhound will have the opportunity to live its life with quality care, while meeting positive physical and psychological requirements.

- ❑ Reduce racing greyhound's injury
- ❑ Eliminate unnecessary euthanasia
- ❑ Create rehoming opportunities for greyhounds bred in Victoria
- ❑ Develop and implement programs and policies that drive positive animal welfare outcomes
- ❑ Drive greyhound health and wellbeing at all stages of the greyhound lifecycle

## Regulatory Standards

### Driving an effective regulated environment

Program of enhanced industry regulation that drives improved outcomes. Uses a contemporary, integrated, risk-based and ethically driven approach to its regulatory role. Support, encourage and take actions that ensure greyhound welfare outcomes meet acceptable standards. Develop and implement animal welfare and integrity strategies supported by a program of monitoring and enforcement.

- ❑ Enhance risk-based compliance for registered participants & properties
- ❑ Drive integrity and consistency through regulation, standards & processes
- ❑ Drive an industry culture of compliance, self-regulation & continuous improvement
- ❑ Actively evaluate recommendations arising from government / industry / independent reviews

## Capability, Culture & Financial Sustainability

### Developing and sustaining core capabilities for effective regulation and promotion

Lead the industry by developing an enhanced organisational capability that delivers world leading regulation and promotion of the sport. Conduct and support the delivery of the Race Program. Create an organisational culture which effectively manages animal welfare, industry integrity and sustained wagering and commercial growth.

- ❑ Align organisational capacity & capability to meet strategic direction
- ❑ Ensure financial sustainability & growth
- ❑ Develop IM&T capability that enables evidence-led decision-making and participant support
- ❑ Create a safe environment for employees, Clubs, participants, volunteers & customers

- ❑ Draw on state, national and international industry models & regulation to enable innovation and continuous improvement.
- ❑ Conduct an innovative effective, efficient racing program
- ❑ Contain greyhound breeding and optimise utilisation of the population