

Greyhound Racing Victoria

STRATEGIC PLAN

2019-2024

Executive summary



Love the dogs.
Love the thrills.

Our Vision

Victorian Greyhound Racing is a vibrant, entertaining and thriving sport with animal welfare at its heart.

Our Mission

To professionally regulate, conduct and promote greyhound racing and welfare in Victoria with integrity and care, and to ensure an engaging, ethical and sustainable sport.

Our Values

Integrity, Transparency, Collaboration, Respect, Safety, Responsiveness and Progressiveness

Our Strategic Pillars

Greyhound Welfare



Integrity



People, Culture & Financial Sustainability



Community Engagement



Club Development



Sports & Customer Development



Participant Engagement & Support



Our Core & Ongoing Business

Greyhound Racing Program, Registration & Participant Support

Legal, Regulation, Compliance & Risk-based Integrity

Greyhound Welfare, GAP & Third Party Rehoming

Wagering, Customer & Commercial Development

Participants, Clubs & Infrastructure Projects

Industry Support, Communications, Marketing & Media

Corporate, Shared Services & Organisational Support

Our Strategic Directions

Innovation to Drive Revenue

Sustainable revenue growth through product innovation, leveraging digital technology and deeper consumer engagement.

Racing Safety & Greyhound Welfare

Evidence-based safer racing, breeding quality and sustainability, population optimisation training practices, participant support and rehoming.

One Industry

Improved GRV capability and culture, Club Governance, Professionalism & Performance, Shared Industry Vision and National Approach

Our Strategic Pillars



Participant Engagement & Support

Enabling positive, effective and productive outcomes for participants

GRV recognises the role and needs of participants and will support and facilitate participant growth and compliance to help build a viable future for greyhound racing.



Sports & Customer Development

Driving customer and wagering growth and sustainability

GRV will position the industry for sustained wagering and commercial growth by expanding the sport's customer base through promotion and marketing. This includes careful management of wagering and broadcasting partnerships, delivering strong industry relationships and developing sustainable business growth strategies.



Club Development

Enabling Club growth, racing program delivery and community support

Clubs are the sport's primary interface with local communities. GRV will support clubs in being an indispensable part of their local communities through relevant and timely advice and corporate services to improve governance, management and strengthen their commercial and operational effectiveness.



Greyhound Welfare

Driving positive Greyhound Welfare outcomes throughout the lifecycle

GRV will work to provide an environment in which the safety and physical and psychological welfare of greyhounds is our overriding priority, and where every greyhound will have the opportunity to live a full life with quality care.



Integrity

Driving an effective, fit for purpose regulated environment

GRV will deliver an enhanced, contemporary, integrated, risk-based and ethically-driven regulatory regime, backed by effectively monitored and enforced animal welfare and integrity strategies. This will support, encourage and take actions that ensure greyhound welfare and integrity outcomes meet the highest possible standards.



Community Engagement

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

GRV will develop a culture where the industry seeks to be self-compliant and understands the importance of community and participant attitudes towards greyhound racing, and GRV's role as the sport's regulator, so it follows contemporary rules, laws and ethical behaviours and meets its social responsibilities.



People, Culture & Financial Sustainability

Developing and sustaining core capabilities for effective regulation and promotion

GRV will lead the industry by developing an enhanced organisational capability that delivers world class regulation and promotion of the sport and its Race Program. This will be achieved by creating an organisational culture based on respect, supporting and nurturing staff and effectively managing animal welfare, industry integrity and sustained wagering and commercial growth.

Our Strategic Directions

Innovation to Drive Revenue

Sustainable revenue growth through product innovation, leveraging digital technology and deeper consumer engagement.

- Engaged Customers
- Exciting, Entertaining & Compelling Racing
- New Markets
- New Customer Segments
- Targeted Event and Venue promotion
- Growth & Development of Sport
- Digitally Enabled Content



Desired Outcomes

- ❖ More customers engaged in sport
- ❖ Increased revenues
- ❖ New and Innovative Products
- ❖ Increased Digital Channels / Presence

Racing Safety & Greyhound Welfare

Evidence-based safer racing, breeding quality and sustainability, population optimisation training practices, participant support and rehoming.

- Greyhound & Participant Health & Wellbeing
- Safer Racing Environments
- Greyhound Welfare at the Centre
- Quality Greyhound Breeding
- Rehoming Racing Greyhounds
- Building Self Compliance
- Participant Education & Support
- Compliant Industry Culture



Desired Outcomes

- ❖ Record levels of greyhound racing safety
- ❖ Getting more dogs to the track
- ❖ Rehoming of all dogs capable of being rehomed
- ❖ Improved Participant Compliance & Culture
- ❖ New Code of Practice implemented

One Industry

Improved GRV Capability and Culture, Club Governance, Professionalism & Performance, Shared Industry Vision and National Approach.

- Improved Economic Outcomes & Returns for Participants
- Club Growth & Development
- National Influence
- Shared Industry Vision
- GRV Culture & Capability Uplift
- Regional Support / Presence
- Syndication Programs



Desired Outcomes

- ❖ Sustained increase in Prize Money for Participants
- ❖ Club Growth
- ❖ Supported, Engaged Participants
- ❖ Effective National Influence
- ❖ Regional Community Hub
- ❖ Employer of Choice
- ❖ Engaged, Satisfied Staff
- ❖ Community Acceptance
- ❖ Increased Ownership through Syndications