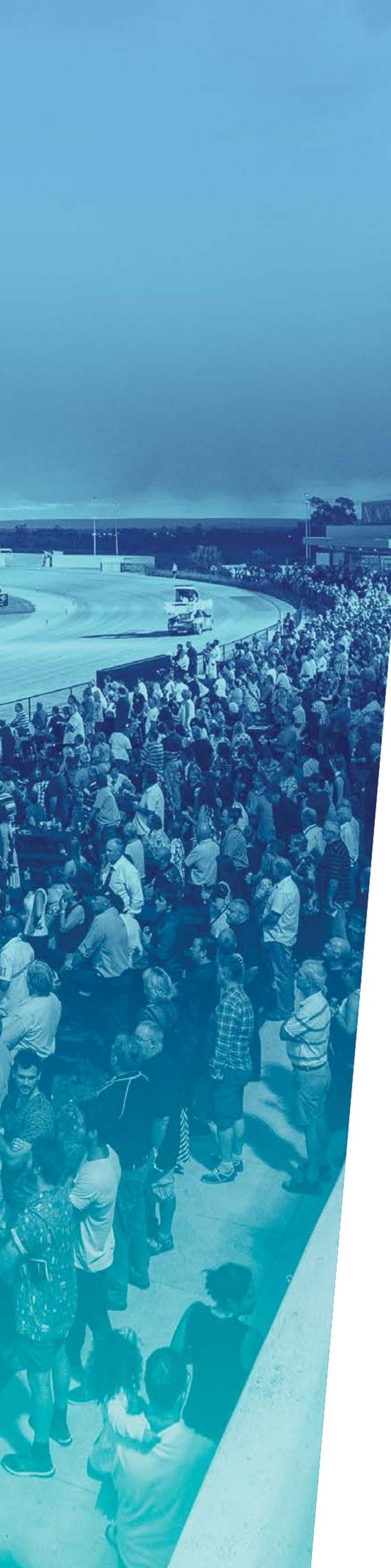


Harness Racing Victoria

TROTS24 STRATEGIC FRAMEWORK







CONTENTS

Mission, vision and values	4
TROTS24 strategic framework	7
Victoria's industry and participation	8
Leading harness industry	10
Victoria's growth and community	12
Integrity and welfare	14

MISSION, VISION AND VALUES

OUR MISSION

To deliver the most sought-after and accessible harness racing that produces financial sustainability, ensures clubs are the heart of their communities and provides equal opportunities for all participants to compete.

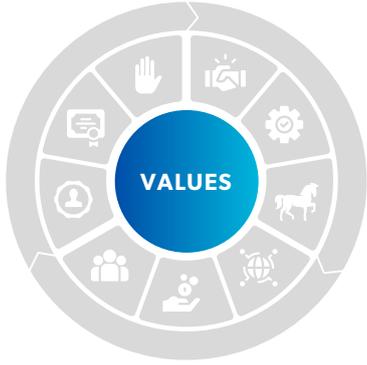
OUR VISION

To be globally recognised as the home of harness racing in Australia, creating innovative racing and events that are underpinned by our commitment to the highest standard of welfare and integrity across the industry.

OUR VALUES

Our values define the way we behave and interact with each other as an industry.

Collectively these values underpin our strategic framework, our pursuit of growth and will ensure we deliver on our commitments.



RESPECT

We welcome everyone to share our passion, enjoy and participate in the harness racing industry in Victoria by working together, hearing one another and celebrating our history.



INTEGRITY

We lead honestly and ethically to ensure trust in the harness racing industry in Victoria.



SAFETY AND WELLBEING

We develop, protect and care for the people and horses engaged in the harness racing industry in Victoria.



EXCELLENCE

We are accountable for driving high performance and innovation, on and off the track, for the growth of a vibrant and sustainable harness racing industry in Victoria.



TROTS24

STRATEGIC FRAMEWORK



The **TROTS24** strategic framework is a three-year plan to integrate and optimise the harness racing industry in Victoria. It is the result of extensive consultation across the Victorian harness racing industry and is built around three streams. Each stream powers the progression of the framework's cycle. Strong participation drives us to be the leading harness

industry, delivers growth and broader community engagement in Victoria, that in turn provides the roadmap for future growth and success.

The strategy will deliver on eleven outcomes for the industry, through coordination with local, state and national racing bodies across Australia.

VICTORIA'S INDUSTRY AND PARTICIPATION

OWNERSHIP & LIFELONG ENJOYMENT

- » Increase the overall Victorian harness racing prizemoney payments
- » Position Victoria as the desired location for trainers and owners to race their horses
- » Deliver simplified pathways into ownership
- » Acknowledge and celebrate owners and deliver a superior ownership experience on and off the track





BREEDING & TRAINING

- » Celebrate, support and promote Victoria's breeders and trainers
- » Develop incentives to showcase and boost Victorian harness racing's breeding industry
- » Create regional training hubs to lower the cost for participants and encourage easier entry for new participants



TALENT & DIVERSITY

- » Forge clear and professional development pathways to grow and support all who work in the industry
- » Drive community consultation to connect, develop and grow an inclusive industry workforce
- » Facilitate and encourage continuous education, learning and development
- » Acknowledge and recognise industry workforce achievements



LEADING HARNESS **INDUSTRY**

STRONG CLUB NETWORK

- » Steer clubs' commercial success through an updated funding model, strengthened club governance framework and professional support
- » Partner with clubs to develop infrastructure and position facilities as community assets to increase year-round community engagement
- » Support clubs to develop strategic and master plans





OPERATIONAL EXCELLENCE

- » Advocate human and equine safety and wellbeing
- » Drive contemporary solutions to deliver governance and risk compliance
- » Initiate technology system advancements to elevate customer service and operational effectiveness
- » Develop strong support networks to equip and empower people to fulfil their goals



MOST FAVOURED RACING PROGRAM

- » Be globally recognised as the leading harness racing program, driven by data, competitive racing, and powered by innovation to produce maximum returns to industry
- » Attract and grow international participation and media coverage during feature carnivals
- » Provide opportunities for all horses to be competitive throughout Victoria
- » Deliver full fields to present the most compelling harness racing



VICTORIA'S GROWTH AND COMMUNITY

DIGITAL & MEDIA LEADERSHIP

- » Present Victorian harness racing to national and international audiences through easily accessible, highly engaging content
- » Position Trots Vision and thetrot.com.au as the always-on, go-to destinations for harness racing content
- » Promote Victorian harness racing wagering and participation to new audiences





WAGERING

- » Grow wagering on Victorian harness racing to maximise returns to industry
- » Drive the development and promotion of new wagering products
- » Collaborate with wagering service providers on product development and promotion



COMMUNITY ENGAGEMENT

- » Deliver an engaging and inclusive experience for all at Victorian harness racing events
- » Drive and grow raceday attendances, in partnership with stakeholders and local communities
- » Enhance feature events at clubs throughout Victoria, to drive increases in raceday attendances



INTEGRITY AND WELFARE





INTEGRITY

- » Grow community, punter, competitor and fan confidence and trust
- » Deliver a level playing field for all competitors
- » Be a global leader in harness racing integrity, proactively testing, monitoring and analysing data and taking appropriate action



WELFARE

- » Drive ongoing welfare and improved life outcomes of standardbred horses bred for harness racing, by developing and implementing lifecycle traceability and compulsory reporting
- » Improve the average racing life of standardbred horses by providing optimum opportunity to compete within all levels of the racing program
- » Increase the number of retrained and rehomed standardbred horses through the HRV HERO program, after their racing career
- » Deliver mandatory holistic equine welfare training and development programs that cover required standards of care



