



GREYHOUND CLUBS VICTORIA

# STRATEGIC DIRECTION 2025-2027

## Executive Summary

Greyhound Clubs Victoria (GCV) aims to create stronger and more sustainable greyhound racing clubs in Victoria. GCV has a proven track record of enhancing club performance and capability in governance, occupational health and safety, people, processes, and technology.

GCV offers a comprehensive value proposition to clubs and Greyhound Racing Victoria (GRV) by uniting voices, advocating for club interests, and elevating performance. This approach has consistently demonstrated itself as optimal, making GCV a great partner in a changing and dynamic landscape.



# Strategic Priorities

Alignment of the key strategic pillars and priorities to uplift capability and build more sustainable greyhound racing clubs.

PILLAR	Club Performance & Capability	Compliance	Club Support & Monitoring	Advocacy, Communication & Engagement	Continuous Improvement toward industry sustainability
STRATEGIC PRIORITIES	<p><b>Capability uplift with the following attributes:</b></p> <ul style="list-style-type: none"> <li>Clubs should be able to articulate a bold vision with a clear strategy.</li> <li>Demonstrate strong leadership and governance.</li> <li>Exhibit strong management capability.</li> <li>Be financially viable and well-resourced to meet their participants' needs.</li> <li>Operate efficiently to high standards.</li> <li>Provide a quality racing product for engaged participants.</li> <li>Work collaboratively with other clubs.</li> <li>Positive engagement and connectedness with our communities.</li> </ul>	<p><b>Club Governance Compliance Reviews</b></p> <ul style="list-style-type: none"> <li>Enhance governance to achieve and maintain 95%+ compliance, with annual governance reports for each Club Board/Committee, including improvement recommendations and agreed action plans with timelines.</li> </ul> <p><b>OHS Reviews and Management Systems review</b></p> <ul style="list-style-type: none"> <li>Provide Club OHS Support Services to ensure compliance with legislation, including hazard review, policy integration.</li> <li>OHS Management System implementation, and development of action, training, and communication plans.</li> </ul>	<p><b>Minimum Operating Standards</b></p> <ul style="list-style-type: none"> <li>GCV will ensure Clubs comply with GRV's Minimum Operating Standards through ongoing OHS support, business development, agile issue resolution, and growth initiatives.</li> </ul> <p><b>Expert Advice</b></p> <ul style="list-style-type: none"> <li>They will provide professional representation for Club issues and support process improvements with standardised technology, ensuring Clubs share a common language and continue to receive training and support.</li> </ul> <p><b>Agile Issue Resolution</b></p> <ul style="list-style-type: none"> <li>Facilitate and enhance a flexible support structure to effectively resolve Club issues and mitigate risks</li> </ul>	<p><b>Commitment to Advocacy</b></p> <ul style="list-style-type: none"> <li>GCV is dedicated to representing Club interests and ensuring their voices are heard.</li> </ul> <p><b>Professional Representation</b></p> <ul style="list-style-type: none"> <li>Addressing key matters with GRV such as funding, capital investment, and OHS.</li> <li>Engage with political parties and community groups on behalf of Clubs.</li> </ul> <p><b>Engagement and Collaboration</b></p> <ul style="list-style-type: none"> <li>Encouraging active participation and collaboration among Clubs to achieve shared goals.</li> </ul> <p><b>Communication</b></p> <ul style="list-style-type: none"> <li>Delegates Meetings.</li> <li>Club Manager Meetings.</li> <li>Industry Consultation Group (ICG).</li> <li>Animal Welfare Committee.</li> <li>Racing Safety Advisory Group</li> </ul> <p><b>Cranbourne GRC Administration</b></p> <ul style="list-style-type: none"> <li>Governance</li> <li>Government lobbying</li> <li>Club Member engagement</li> <li>Trios Board membership</li> </ul>	<p><b>Continuous Improvement</b></p> <ul style="list-style-type: none"> <li>Fostering a culture of continuous improvement to enhance Club operations and member experience.</li> <li>Future-focused Management Model investigation</li> <li>Shared services investigation</li> <li>Greyhound Rehoming Work with Clubs and GRV to conduct greyhound rehoming events</li> <li>Technology and Innovation including enhanced reporting</li> </ul>

# Action Plan 2024–2025



*Alignment of key pillars with strategic priorities and deliverables.*

Strategic Pillar	Strategic Priorities	Deliverables & Initiatives	When
<b>Club Performance &amp; Capability</b>	1) Strategic Plans: Club delivery against plan 2) Financial reviews, including capital planning review	<ul style="list-style-type: none"> <li>Review strategic plans and financials including capital expenditure and work with Clubs to close out any identified gaps.</li> </ul>	December 2024
	3) Track Preparation Standards	<ul style="list-style-type: none"> <li>Ongoing support to Clubs in working to GRV Track Preparation Standards</li> </ul>	Ongoing
	4) Club staff training	<ul style="list-style-type: none"> <li>Formulate and deliver training plan for Club staff</li> </ul>	April 2025
<b>Compliance</b>	5) Club OHS Reviews and Management Systems review	<ul style="list-style-type: none"> <li>Complete full OHS Audit Review and Systems review at all Clubs                             <ul style="list-style-type: none"> <li>Club OHS Support Services ensure legislative compliance, hazard review, policy integration, OHS Management System implementation, and action, training, and communication plans</li> </ul> </li> </ul>	December 2024
	6) Club Governance Compliance Reviews	<ul style="list-style-type: none"> <li>Complete full Governance &amp; Systems review at all Clubs.                             <ul style="list-style-type: none"> <li>Maintain 95%+ compliance, with annual governance reports for each Club Board/Committee, including improvement recommendations and agreed action plans</li> </ul> </li> </ul>	December 2024
<b>Club Support &amp; Monitoring</b>	7) GRV Minimum Operating Standards	<ul style="list-style-type: none"> <li>Ongoing checks and balances of Club progress and understanding of operating standard requirements, and ensure obligations are met.</li> </ul>	Ongoing
	8) Provision of expert advice and agile issue resolution	<ul style="list-style-type: none"> <li>Ongoing timely and correct advice to Clubs towards issue resolution</li> </ul>	Ongoing
	9) Public liability insurance: incident and claim management	<ul style="list-style-type: none"> <li>Ongoing support and service to manage Club public liability incidents and claims.</li> </ul>	Ongoing



# Action Plan 2024–2025 (continued)



## Alignment of key pillars with strategic priorities and deliverables.

Strategic Pillar	Strategic Priorities	Deliverables & Initiatives	When
<b>Advocacy, Communication &amp; Engagement</b>	10) Advocacy & Professional Representation	<ul style="list-style-type: none"> <li>On behalf of Clubs, working through key matters with GRV such as funding, capital investment, and OHS.</li> </ul>	Ongoing
		<ul style="list-style-type: none"> <li>Engage with political parties and community groups on behalf of Clubs.</li> </ul>	Quarterly
		<ul style="list-style-type: none"> <li>Meeting with Minister’s office and reporting updates back to Clubs</li> </ul>	Monthly
		<ul style="list-style-type: none"> <li>GCV Chair to meet with GRV Chair to discuss key matters and reporting updates back to Clubs</li> </ul>	Monthly
		<ul style="list-style-type: none"> <li>Representation on ICG, Animal Welfare, Racing Safety Advisory Committee, Racing Calendar Working Party.</li> </ul>	Ongoing
	11) Club collaboration and engagement	<ul style="list-style-type: none"> <li>Execute Club event calendar to encourage and enhance knowledge sharing and Club collaboration.</li> </ul>	Ongoing
12) Cranbourne Administration	<ul style="list-style-type: none"> <li>Club Governance and administration</li> </ul>	Jun 2026	
	<ul style="list-style-type: none"> <li>Updated Quantity Surveyor report</li> </ul>	Aug 2024	
	<ul style="list-style-type: none"> <li>Business Case for Track Redevelopment Project</li> </ul>	Oct 2024	
<b>Continuous Improvement toward industry sustainability</b>	13) Technology & Innovation	<ul style="list-style-type: none"> <li>Safety Champion (OHS), Convene (Governance) ongoing subscriptions and support.</li> </ul>	Ongoing
		<ul style="list-style-type: none"> <li>Enhanced business reporting from Safety Champion and Convene</li> </ul>	Feb 2025
	14) Enhanced management operational structures	<ul style="list-style-type: none"> <li>Ongoing review of optimum governance models. Complete Shared Services investigation</li> </ul>	Dec 2024
15) Greyhound Rehoming	<ul style="list-style-type: none"> <li>Facilitate and support greyhound adoption days at Clubs and activations in line with GRV strategies.</li> </ul>	Ongoing	



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