



TOGETHER **for** RACING INTERNATIONAL

Emerging Strategy

Defining, developing,
delivering

NOVEMBER 2019

DEAR FRIENDS AND COLLEAGUES IN THE THOROUGHBRED INDUSTRY,

A GROUP OF US GATHERED TOGETHER IN NEWMARKET THIS WEEK FOR A FORUM TO CONSIDER THE OPPORTUNITIES AND CHALLENGES FACING OUR INDUSTRY ACROSS THE WORLD IN THE AREAS OF EDUCATION AND COMMUNITY ENGAGEMENT AND DEVELOPMENT.

WE CAME TOGETHER FROM FOUR CONTINENTS AND DIVERSE ROLES, CONVINCED THAT, BY HAVING AN OPEN AND HONEST CONVERSATION, SHARING OUR KNOWLEDGE, AND WORKING TOGETHER WE CAN ENSURE A SUSTAINABLE AND SUCCESSFUL FUTURE.

OUR INDUSTRY IS SPECIAL. IT IS A WONDERFUL, GLOBAL SPORT WITH GREAT HERITAGE. IT IS SOCIALLY INCLUSIVE AND DIVERSE, AND IT UNITES US ALL BEHIND THE LOVE OF THE HORSE.

AT THE SAME TIME, WE ARE FACING SIGNIFICANT CHALLENGES: SOME LONGSTANDING AND SOME NEWER ONES; SOME SPECIFIC TO OUR INDUSTRY, AND SOME WHICH AFFECT THE COMMUNITIES AND SOCIETY AROUND US. IN OUR DISCUSSIONS, WE DIDN'T UNDERPLAY THESE. INDEED, WE ACKNOWLEDGED THAT MANY OF OUR AMBITIONS AND ASPIRATIONS WILL BE UNATTAINABLE UNTIL THEY'RE ADDRESSED.

WE WERE ALSO HEARTENED BY A NUMBER OF POWERFUL OPPORTUNITIES, AND THE MANY ASSETS THAT WE HAVE: SOME OF THEM UNIQUE TO US.

BY 2023, WE WANT OUR EDUCATION, COMMUNITY ENGAGEMENT AND WORKFORCE DEVELOPMENT STRATEGIES TO LEVERAGE ALL OUR ASSETS; MAKE US GREATER THAN THE SUM OF OUR PARTS, AND TO ATTRACT, ENGAGE, INSPIRE AND RETAIN THE COMMITMENT OF OUR FUTURE GENERATIONS.

TO BRING OUR VISION TO LIFE, WE NEED TO TAKE CONCERTED ACTION. AT OUR FORUM, WE HAVE STARTED THE DEVELOPMENT OF THREE-YEAR PLANS AT NATIONAL AND GLOBAL LEVELS, SETTING OUT HOW WE AIM TO WORK TOGETHER. THESE PLANS WILL BE PUBLISHED EARLY IN 2020, BUT BEFORE THEN, A NUMBER OF IMMEDIATE ACTIONS HAVE ALREADY BEEN AGREED, INCLUDING THE SETTING UP OF A GLOBAL GROUP TO CO-ORDINATE ACTIVITIES.

PERHAPS THE MOST IMPORTANT MESSAGE THAT WE WISH TO CONVEY TO YOU AT THIS STAGE IS THAT WE HAVE NEVER FELT MORE UNITED IN OUR DETERMINATION TO USE EDUCATION AND DEVELOPMENT TO ENRICH THE LIVES OF MORE PEOPLE, AND TO ENGAGE THEM WITHIN OUR GREAT INDUSTRY. WE URGE YOU TO JOIN US, AND TO CONTRIBUTE YOUR ENERGY AND ASSETS TO THE ACHIEVEMENT OF OUR GLOBAL VISION AND MISSION.

WE WILL UPDATE YOU ON PROGRESS BY THE END OF FEBRUARY 2020, AND WE WILL MAKE SURE THAT OUR EFFORTS ARE SUSTAINED UNTIL OUR VISION BECOMES REALITY.

YOURS SINCERELY,

Oliver Delloye
Julia Zepher
L. Dineen
Dietrich Bock
Angamane Phelps

AZ
Sally Perry
T. Dineen
P. Dineen

DM Goodfellow
Felix Goodfellow
G. Dineen
C. Dineen
D. Dineen

Bernhard Dineen
John Osborne
Katie Row
S. Dineen
B. Dineen
E. Dineen

L. Dineen
M. Dineen
S. Dineen
H. Dineen
P. Dineen

J. Dineen
B. Dineen
Y. Dineen
E. Dineen
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M. Dineen
C. Dineen
L. Dineen
A. Dineen
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L. Dineen

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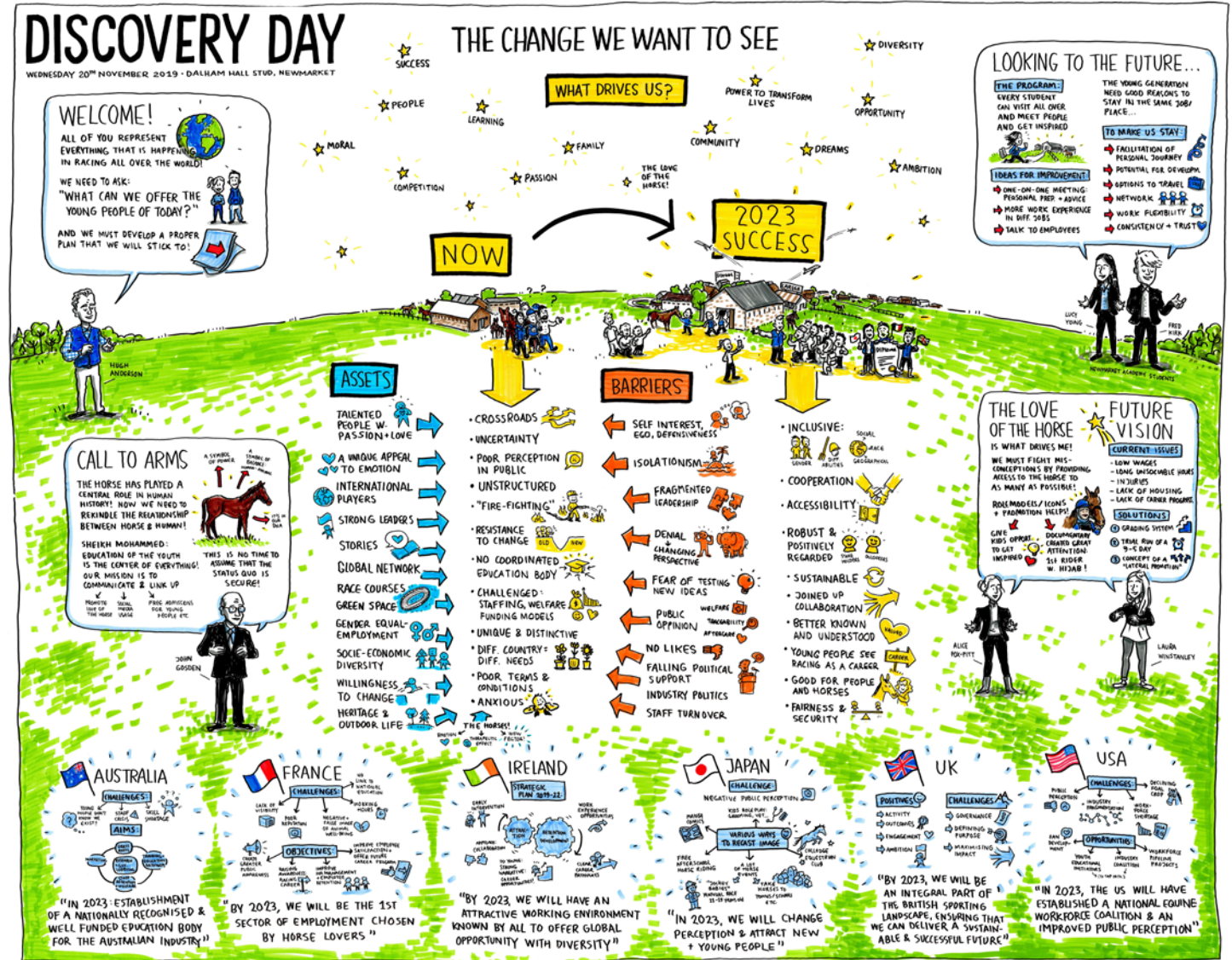
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TfRI EMERGENCE

NEWMARKET FORUM EVENT

In November 2019 delegates from six racing nations across the globe came together with a shared passion and belief in the power of education and the importance of engaging with young people.

All the delegates brought their own knowledge, passion, challenges and questions but they all came with a desire to listen and learn. They heard from young people, from industry leaders, from other sports and from community leaders. They learnt about the importance of managing racing's challenges and the opportunities that they would create by doing so. The ability of horseracing to improve the lives of individuals and communities and the pivotal importance of that in helping to ensure its own sustainability.



BUILDING THE FUTURE

THURSDAY 21ST NOVEMBER 2019 • DALHAM HALL STUD, NEWMARKET

GLOBAL VISION

EDUCATION & COMMUNITY DEVELOPMENT

WE WILL COLLABORATE & LEVERAGE OUR GLOBAL RESOURCES & IDEAS TO ENRICH OUR COMMUNITIES BY CREATING A SUSTAINABLE FUTURE FOR OUR SPORT.

THE NEWMARKET ACADEMY STORY

THE TRANSFORMATION OF A SCHOOL, FROM ISOLATIONALISM TO COLLABORATION!



THE CHELSEA STORY

- COMMUNITY THEMES**
- DEVELOPING SPORT
 - ENGAGING COMMUNITIES
 - INSPIRE THROUGH CHELSEA
 - PROVIDING OPPORTUNITIES
- THE 'BIO' PROGRAMME**
- SPORTS PARTNERSHIP
 - SPORTS PARTNERSHIP
 - SPORTS PARTNERSHIP
 - SPORTS PARTNERSHIP

- DETERMINANTS OF HEALTH**
- DIETARY PATTERNS
 - PHYSICAL ACTIVITY
 - PSYCHOLOGICAL WELLBEING
 - SOCIAL RELATIONSHIPS
 - ENVIRONMENTAL FACTORS

- LONG-TERM CHANGE**
- CONSISTENCY OF DELIVERY
 - WE CO-CREATE EVERYTHING WE DO!

- WE TRY TO INCLUDE ALL ASPECTS WHEN CREATING PROGRAMMES**
- WE WANT ANTI-DOPING TO BE THE FIRST!

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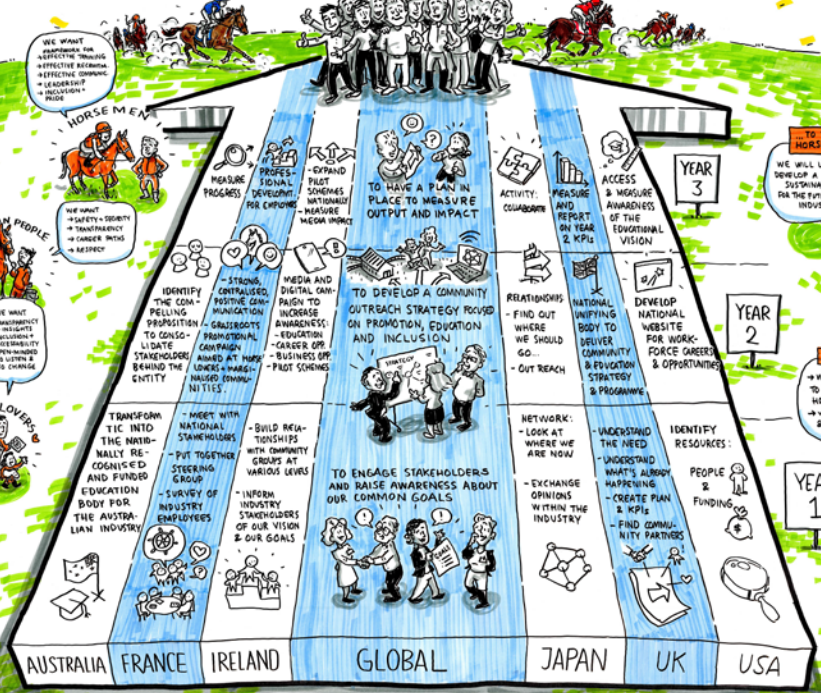
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STAKEHOLDERS

3 MONTH PLAN

IMPLEMENT ACTIONS

LEADERSHIP GROUP

ONE FROM EACH COUNTRY

3 MONTH PLAN

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TfRI EMERGENCE

NEWMARKET FORUM OUTCOMES

The delegates also came prepared to participate. They shared their own challenges and experiences and developed a shared sense of a need to act. They identified common opportunities in the need to attract, recruit and retain staff, the requirement to contribute to the communities in which they are located and the importance of engaging young people.

The commonality of issues was striking and the truly global nature of those issues facing horseracing became very clear. So, delegates from each country, armed with what they'd heard and learnt articulated a response to the issues being faced. An open letter to industry colleagues was written and a commitment to action to ensure the sustainability of the sport articulated.

TfRI EMERGENCE

THE NEED FOR TfRI

In addition to the open letter, delegates articulated three year plans to confront the issues identified in their own countries.

It is much easier to attend forums, become enthused and identify an accountability to fellow attendees than it is to follow up on the actions and commitments made once you return to the normality of your usual existence dealing with existing issues and responsibilities.

TfRI aims to ensure the enthusiasm and commitment generated at the forum is harnessed, supported and delivered upon by the attendees in each of their own countries. In doing so TfRI will be helping to ensure the sustainability of horseracing around the world.



We will have an attractive working environment known by all to offer global opportunity with diversity.



We'll be an integral part of the British sporting landscape, ensuring that we can deliver a sustainable & successful future.



We will establish a national equine workforce coalition and an improved public perception.



We will be the first sector of employment, chosen by horse lovers.



The establishment of a nationally recognised and well-funded education programme for the Australian industry.



We will change perceptions and attract new and young people.

TOGETHER for RACING INTERNATIONAL



TfRI DEVELOPMENT

The momentum created by this unifying event and a recognition in the value in sharing ideas, co-operating on challenges and co-ordinating action, along with a shared mission to ensure the sustainability of the sport, has grown into a global initiative that provides a platform and network for continuing this work – Together for Racing International (TfRI) emerged from the Newmarket Forum.

Delegates selected from each country formed a steering group and met on a regular basis. They developed a sense of identity through the creation of a website, each contributing to communication activity and in setting broad three year targets:

YEAR 1 To engage stakeholders and raise awareness about our common goals

YEAR 2 To develop a community outreach strategy focused on promotion, education and inclusion

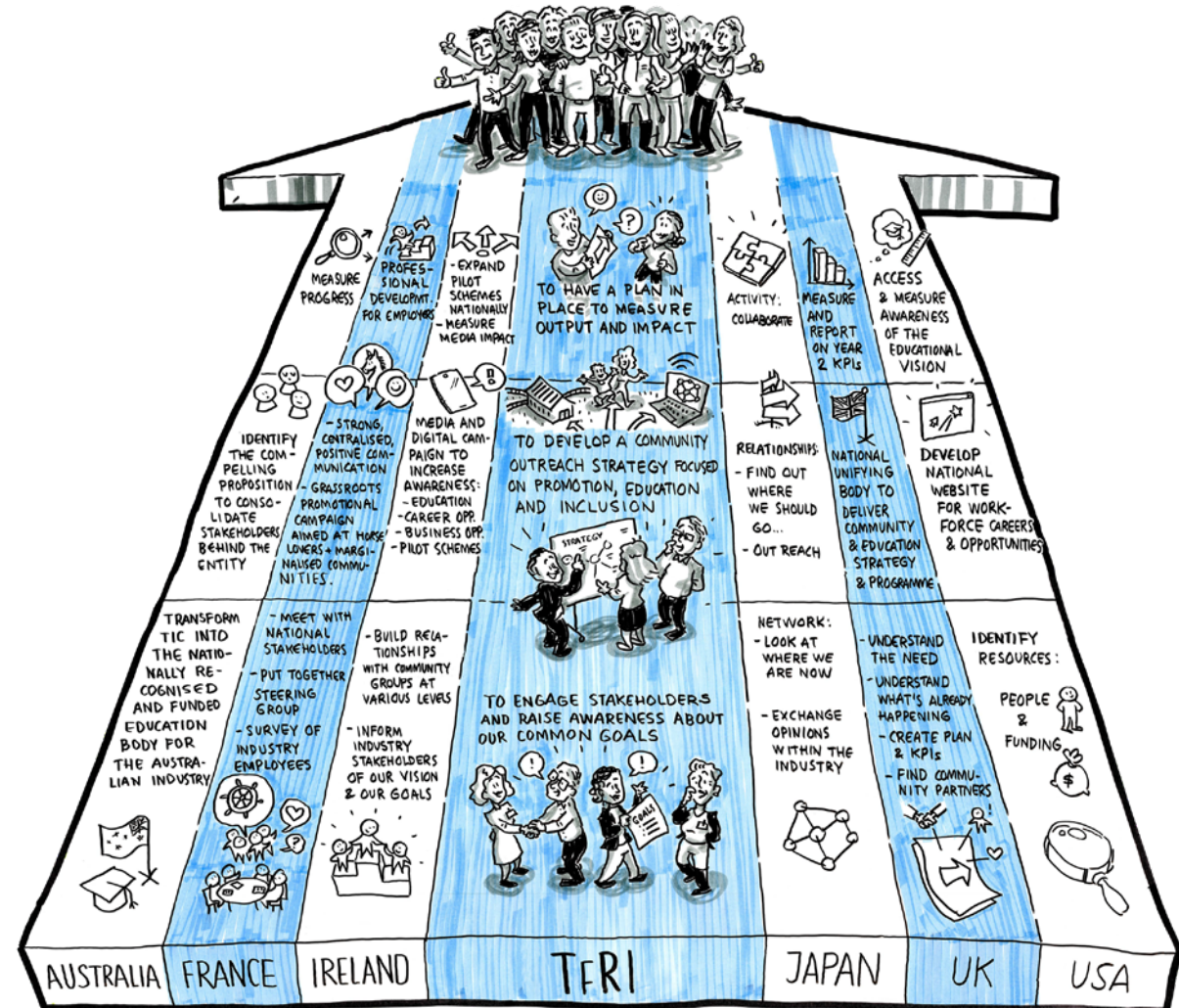
YEAR 3 To have a plan in place to measure output and impact

TfRI DEVELOPMENT

Securing year one funding and the appointment of Development Directors on 21st February 2021 has allowed TfRI to further develop. The focus of the work has been to engage with each country and its stakeholders to understand more fully their aspirations, the progress they have achieved to date and the support that would assist them.

This engagement along with a review of TfRI progress to date and a review of how similar organisations in other sports and other sectors are structured, funded and what they are achieving has informed this strategy.

TfRI can be the catalyst to promote, support and measure the efforts of individual countries in grasping the opportunities of a global nature that exist and in doing so help to secure the sports future.



TfRI STRATEGY

Our strategy has three building blocks.



TfRI STRATEGY

Turning the core idea into Purpose, Ambition and Activity: This is how we tell our story.

Purpose, ambition, activity: how they fit together

OUR PURPOSE

- Assisting racing globally to contribute to society improving the lives of its people and its communities

OUR AMBITION

- Identify global opportunities that exist
- Support countries to manage education, community and workforce opportunities
- Measure and communicate progress and success

OUR ACTIVITY

Identify global opportunities that exist

- Tri-annual global conference
- Commission relevant research projects
- Identify emerging opportunities
- Securing funding and resourcing to assist

Support countries to manage education, community and workforce opportunities

- Facilitate knowledge sharing
- Template programmes
- Provide professional expertise and guidance

Measure and communicate progress and success

- Developing global measures of progress
- Communicate globally national success stories
- Communicate and be transparent about what we do and what we contribute

KEY NEXT STEPS

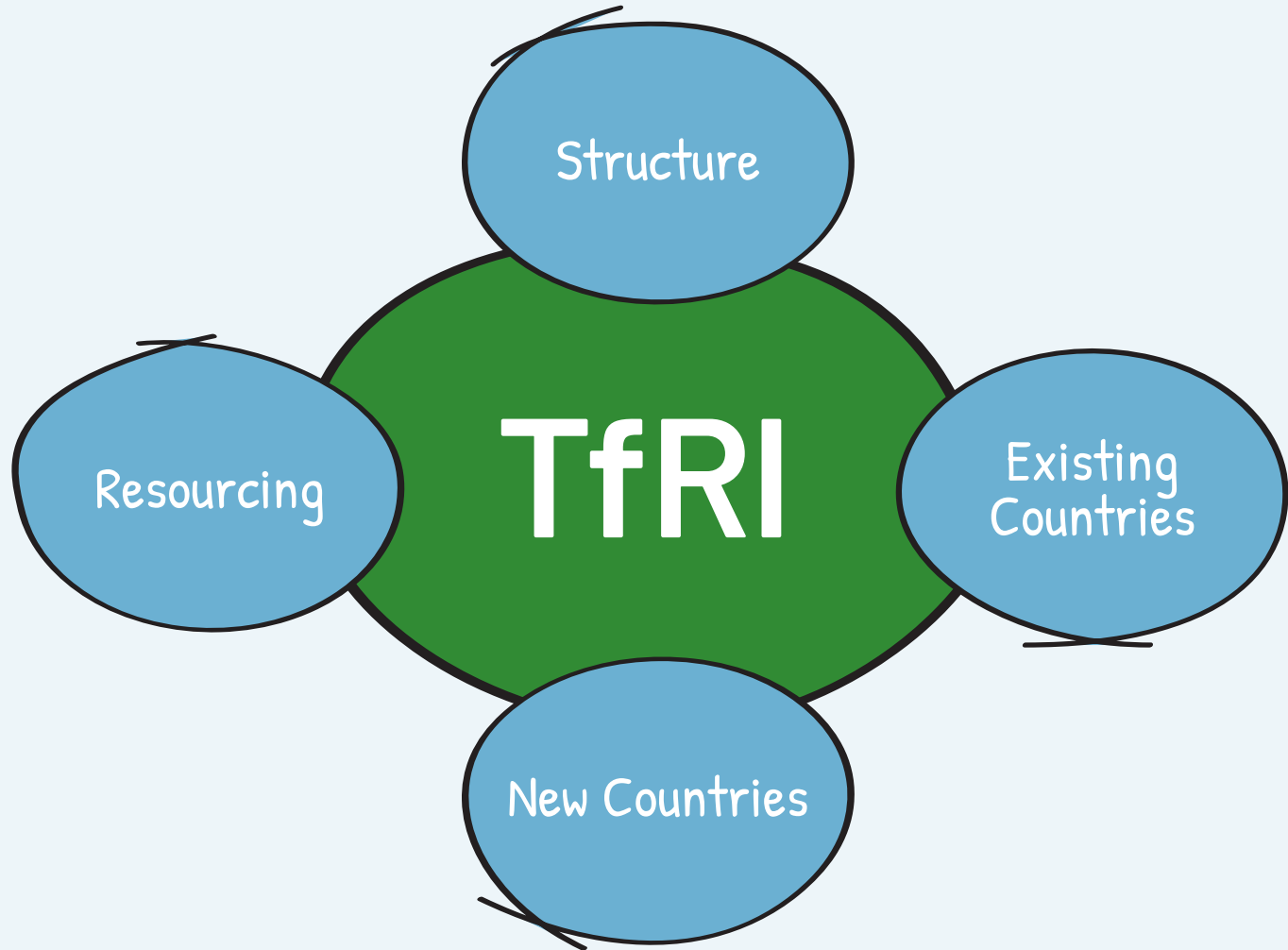
Moving towards delivery

Delivery of the strategy will require:

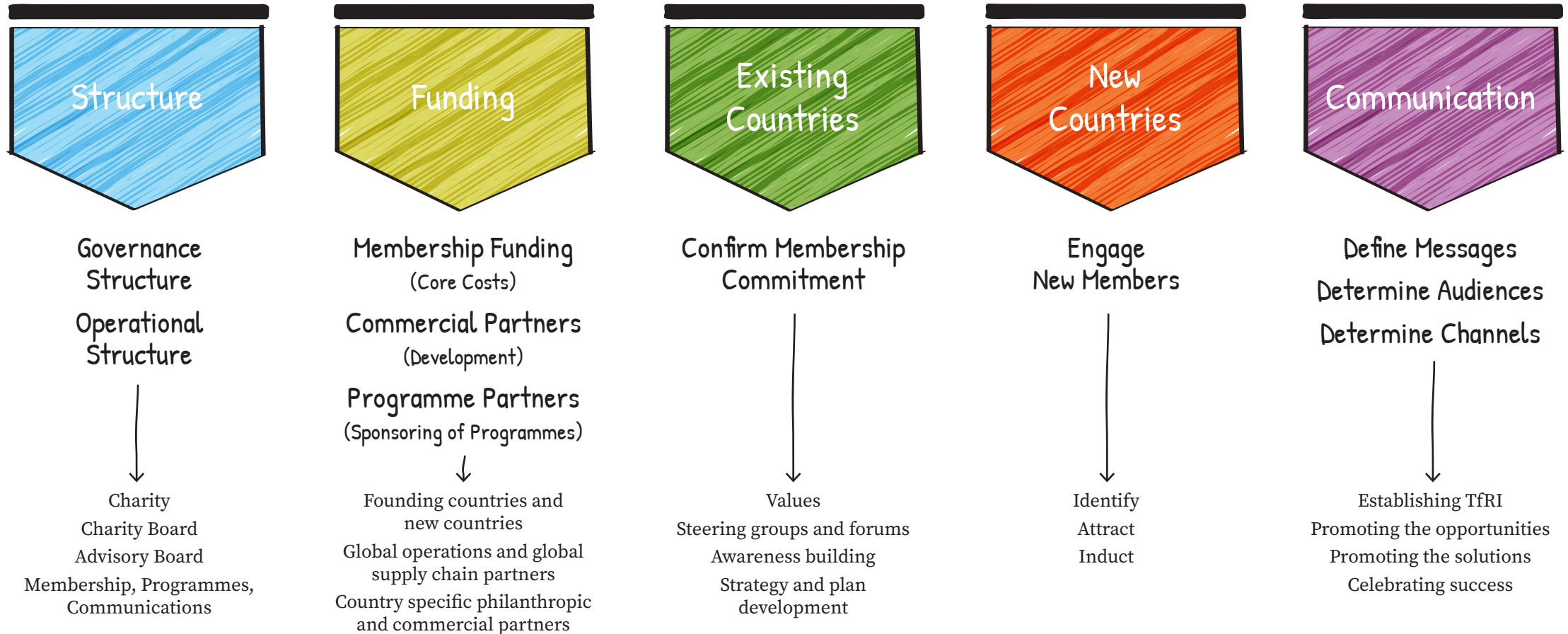
The establishment of TfRI as an organisation, creating a governance structure and recruiting a small operational team to handle relationships, programmes and communications.

Gaining the commitment of existing member countries, adding new countries to the membership ranks and building partnerships with commercial and industry bodies to generate both finance and capability.

Supporting members in managing the global challenges identified by them all in Newmarket in November 2019 and assisting them to deliver on their plans and pledges made to the global industry and its stakeholders.



KEY NEXT STEPS



KEY NEXT STEPS

The rationale for support

Racing faces unprecedented challenges of a global nature that threaten the sustainability of the sport. Individual member countries often lack the capacity and infrastructure to manage these challenges. **Together we are stronger and more able to tackle them effectively and efficiently.**

We believe everyone in our sport and in its supply chain should want to contribute to the work of TfRI as we all have a responsibility as custodians of our sport and as custodians of our individual organisations and businesses. Working in an elite sport we must also recognise our responsibility to our communities and environment.



KEY NEXT STEPS

The benefits that can be gained

Internationally

- 1 Bring industry stakeholders together to identify opportunities
- 2 Assist members to commit to plan and act on those opportunities
- 3 Measure and report progress and success
- 4 Communicate and celebrate the global impact of the work

Nationally

- 1 Provide expertise, guidance and support around strategy, forums and events
- 2 Link practitioners with their counterparts around the globe to create a network of knowledge sharing
- 3 Unify work programmes to increase their efficiency and effectiveness e.g. national surveys, national directories of activity, exchange programmes, professional networks developed to global standards and global data
- 4 Share best practice and template successful programmes for members to develop in their own countries

By business and individuals

- 1 Provide a route for your corporate social responsibility spend or your own philanthropic donations that will also benefit our sport
- 2 Allow giving at a national and international level
- 3 Ensure the integrity of the projects invested in
- 4 Provide feedback on the impact of donations