RACING QUEENSLAND









2027
STRATEGIC PLAN

FY27-FY30 STRATEGIC PLAN

RACING QUEENSLAND

VISION
TO BE THE #1 SPORTING INDUSTRY
IN THE SUNSHINE STATE

PURPOSE
CONNECTING QUEENSLANDERS THROUGH GREAT RACING, EVENTS AND THE LOVE OF OUR ANIMALS

TIMELESS VALUES
- MAKING A DIFFERENCE
- VALUING TEAM ABOVE SELF
- ACHIEVING EXCELLENCE
- EARNING AND SHOWING RESPECT
- DOING WHAT WE SAY

FY27-FY30 GOALS

5 ICONIC RACE EVENTS (4 in FY22)

4 $406m+ OF NORMALISED REVENUE ($432m in FY25)

3 $369m+ (NORMALISED) TO PARTICIPANTS ($354m in FY25)

2 CONSOLIDATE TO 2 TOTALISATOR POOLS

1 1 MILLION ATTENDEES AND PARTICIPANTS ACROSS METROPOLITAN, PROVINCIAL AND COUNTRY RACING

0 ZERO TOLERANCE FOR THE MISTREATMENT OF ANIMALS

KEY PURPOSES

1 **Lead** and facilitate the commercial aspects on behalf of the industry relating to wagering, racing calendar, media distribution and infrastructure.

2 **Collaborate** with and support race clubs and venues through licensing, funding assistance and shared services.

3 **Transparent** allocation and distribution of returns to participants.

4 **Promote**, market and advocate for the three codes of racing.

5 **Develop** and construct new and existing racing facilities.

6 **Partner** with the Queensland Racing and Integrity Commission (QRIC) to deliver world class integrity and deliver improved animal welfare outcomes.

7 **Provide** training and career pathways for industry

8 **Build** a culture of high performance where employees are aligned and engaged in achieving outcomes for the racing industry.

9 Racing Queensland supports the Right Plan for Queensland's Future and the Queensland Government's objectives for the community. This includes the core portfolio value to strengthen the integrity of the racing industry, ensure the long-term viability of all racing codes and venues, and maintain high animal welfare standards. The objectives for the community reflect the government's vision for Queensland and fall under the following pillars:
- Safety where you live;
- Health services when you need them;
- A better lifestyle through a stronger economy; and
- A plan for Queensland's future.

KEY CHALLENGES & RISKS

MAXIMISING REVENUE
1 Wagering yield is declining, impacted by cost of living pressures and interest rate increases.
2 The impact of regulatory changes such as the impact of Betting Tax, Race Field Fee (RFF) increases, etc.
3 Evolution and outlook of the dynamic wagering landscape.
4 Government support for racing events and communities.
5 The off-shore leakage and growing popularity of alternate sports wagering and e-gaming.

DYNAMIC COMMERCIAL LANDSCAPE
1 The arms race in interstate prize money and venues.
2 Diversity of stakeholders with competing interests.
3 Sustainability of foal and puppy crops.
4 Club modernisation and commercialisation.
5 Media partners' delivery of benefits with competing jurisdictions.
6 Coverage and premiums of insurance programs under significant stress.
7 The opportunities for the racing industry generated by the 2032 Brisbane Olympics and Paralympics.

ASSET REPLENISHMENT
1 Current Racing Infrastructure Fund (RIF) is fully committed.
2 Ageing facilities require upgrades and maintenance.
3 Racing needs to maximise the utilisation of assets.
4 Regional trade access and cost challenges.
5 Optimising performance of the major TAB racetracks.

CHANGING CUSTOMER DEMANDS
1 Racing has an ageing participant demographic.
2 Racing is a mature product.
3 Social licence risk due to community perceptions, including growing concern with proliferation of bookmaker advertising.
4 Innovation is required to engage new audiences.
5 Racing does not have a single view of the customer.

NON-TAB COMMUNITY RACING
1 Queensland has the highest proportion of non-TAB community racing (non-revenue generating) in Australia.
2 Country racing is vitally important due to the critical local and social impact it has in regional Queensland communities.
3 Workforce, including jockey shortages impacting race meetings in regional and remote areas.

WELFARE & INTEGRITY
1 Meeting increasing community expectations regarding world's best-practice animal welfare from birth to end-of-life.
2 Industry challenge to meet the highest standards and community expectations in integrity.
3 Reputational risk from integrity issues.
4 Participant welfare (eg: concussion, serious injury, mental health).
5 Industry challenge to progress racing workforce and governance transformation to address talent acquisition and retention and reflect societal expectations of a modern workplace.

FY27-30 STRATEGIC PLAN
OBJECTIVES & PERFORMANCE MEASURES

RACING QUEENSLAND

COMMERCIAL

Manage and drive the commercial performance of the Queensland racing industry

How the objectives will be achieved:

1. Grow and diversify revenue and increase alignment with wagering operators.
2. Drive partnerships eg: TEQ, government agencies, commercial partners, etc.
3. Produce a multi-year racing program that is conducive to maximising wagering (including night racing), increasing major events and benefits to the community.
4. Convert more non-TAB race meetings to TAB race meetings and vice versa depending on commercial returns.
5. Maximise media rights distribution and reach.
6. Drive innovation in racing and events.
7. Improve organisational efficiency.

Performance measures:

- Grow and diversify revenue
- Maintain iconic events
- Increase market share
- Carnivals enhanced
- Partnership with commercial bodies
- Benchmark performance and productivity including for RQ expenditure

INDUSTRY SUSTAINABILITY

Create a more sustainable racing industry in Queensland

How the objectives will be achieved:

1. Sustain returns to participants.
2. Support clubs to grow attendance via events, experiences and facilities improvement strategies.
3. Align and support clubs to create winning partnerships which improve performance, diversification and viability.
4. Grow ownership of racing animals.
5. Partner with the QRIC to ensure world-class integrity and animal welfare standards.
6. Establish RQ's ESG principles

Performance measures:

- Maintain returns to participants
- Grow interest in metropolitan, provincial and country racing (attendance and reach)
- Increase participation
- Implementation of RQ's Animal Welfare Strategy

INFRASTRUCTURE

Deliver a long-term plan to provide new and enhanced amenities for our clubs, customers and participants while leveraging industry assets

How the objectives will be achieved:

1. Deliver the five-year Infrastructure Plan for the three codes of racing.
2. Deliver key priority infrastructure projects for the Queensland racing industry.
3. Deliver improved asset management outcomes at licensed facilities in accordance with RQ's asset management framework.
4. Provide quality racing and training facilities.
5. Identify land holdings with redevelopment opportunities with the potential to deliver diversified revenue streams (eg: Albion Park, Deagon, club precinct master planning etc.).
6. Prioritise and deliver improvements for non-TAB country racing facilities.

Performance measures:

- On time and budget
- Development opportunities to extract value and support with club diversification
- Improve community racing facilities

ORGANISATIONAL

Enhance organisational diversity, inclusivity and leadership to improve performance and efficiency

How the objectives will be achieved:

1. Increased diversity in racing participants.
2. Improve the employee experience by embedding the Employee Value Proposition (EVP) to enhance RQ's employment brand.
3. Enhance management information systems for better decision-making, improved productivity and increased commercial returns.
4. Develop a culture of purposeful leadership and teamwork.
5. Enhance the talent management framework.
6. Develop a risk management and safety leadership culture to create value for, and protect, RQ and industry.
7. Ensure collaboration with and seek improvement of whole-of-government policies and procedures.

Performance measures:

- Improve diversity, equity and inclusion
- Grow employee satisfaction
- Reduce employee turnover

COMMUNITY

Enrich Queensland communities through great racing, events and employment

How the objectives will be achieved:

1. Engage with industry and key stakeholders to deliver the Industry Workforce Plan, identifying career pathways and training needs including a regional focus.
2. Deliver integrated marketing strategies with key partners including clubs.
3. Deliver a comprehensive communications plan to consistently communicate the narrative of the Queensland racing industry scale, economic contribution and love of our animals.
4. Partner with local communities and enhance local events.
5. Enhance reconciliation, diversity, equity and inclusivity actions with club and community engagement to advance this across the sunshine state.

Performance measures:

- Grow student enrolments
- Grow reach and awareness of racing
- Grow recognition of industry contribution and impact
- Grow community partnerships
- Actively closing the gap on key reconciliation actions