



**RACING
QUEENSLAND**



2025 STRATEGIC PLAN



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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

GOALS TO BE QUEENSLAND'S NO. 1 SPORTING INDUSTRY BY FY25

5

ICONIC RACE EVENTS (4 in FY22)



4

\$450m+ OF NORMALISED REVENUE (\$485m in FY23)



3

\$374m+ (NORMALISED) TO PARTICIPANTS (\$370m in FY23)



2

NEW WORLD CLASS RACING FACILITIES



1

1 MILLION ATTENDEES AND PARTICIPANTS (850k in FY23)



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) and Queensland Off-The-Track (QOTT) to deliver world class integrity and deliver improved care 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 Queensland Government's objectives for the community:
 - Good jobs: Good, secure jobs in our traditional and emerging industries;
 - Better services: Deliver even better services right across Queensland; and
 - Great lifestyle: Protect and enhance our Queensland lifestyle as we grow'.
This includes:
 - Supporting jobs - RQ will support this sub-objective through its Infrastructure and Community KPOs;
- Backing small business - RQ will support this sub-objective through its Industry Sustainability and Infrastructure KPOs;
 - Connecting Queensland - RQ will support this sub-objective through its Commercial, Industry Sustainability, Organisational and Community KPOs;
 - Educating for the future - RQ will support this sub-objective through its Organisational and Community KPOs;
 - Growing our regions - RQ will support this sub-objective through its Commercial, Industry Sustainability and Community KPOs; and
 - Building Queensland - RQ will support this sub-objective through its Industry Sustainability and Infrastructure KPOs.

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 Accelerated asset management planning and investment required.
- 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.

2025 STRATEGIC PLAN OBJECTIVES & PERFORMANCE MEASURES



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, RTOs, 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
- Develop and launch iconic events
- Increased market share
- Carnivals enhanced
- Partnership with commercial bodies
- Benchmark performance and productivity including for RQ expenditure



INDUSTRY SUSTAINABILITY

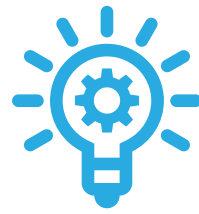
Create a more sustainable racing industry in Queensland.

How the objectives will be achieved:

- 1 Grow 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 QRIC and the QOTT to ensure world-class integrity and animal welfare standards to advance racing.
- 6 Establish RQ's ESG principles.

Performance measures:

- Grow returns to participants
- Grow interest (attendance and reach)
- Increase participation
- Improvements to animal welfare outcomes including accelerated delivery of after career programs



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 on 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
- New greyhound track delivered
- Four metropolitan standard thoroughbred tracks (Brisbane premium enhancements)
- 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 Retain Employer of Choice recognition.
- 4 Enhance management information systems for better decision-making, improved productivity and increased commercial returns.
- 5 Develop a culture of purposeful leadership and teamwork.
- 6 Enhance the talent management framework.
- 7 Develop a risk management and safety leadership culture to create value for, and protect, RQ and industry.
- 8 Ensure collaboration with and seek improvement of whole-of-government policies and procedures.

Performance measures:

- Improve diversity, equity and inclusion
- Grow employee satisfaction
- Retain Employer of Choice status
- Reduce employee turnover



COMMUNITY

Enrich Queensland communities through great racing, events and employment.

How the objectives will be achieved:

- 1 Engagement with participants and key stakeholders to identify industry 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 always 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

