

Strategic Plan 2025–2029

PURPOSE

We exist to safeguard animal welfare, fairness and the integrity of Queensland's racing industry

VISION

To be a trusted leader in racing integrity, setting the standard for animal welfare, safety and fairness

VALUES

Trust + Transparent + Accountable
+ Excellence + One team

GUIDING PRINCIPLES

Personal best + Enabling regulation
+ Custodians + Initiative

OBJECTIVES

Governance and the Rules of Racing.

Strengthen integrity, compliance and animal welfare standards in Queensland's racing industry.

Workforce capability and capacity.

Build a highly capable and engaged workforce across Queensland

Stakeholder Engagement.

Foster a high level of trust and confidence within the racing industry and the public more broadly

Technology and systems.

Be a digitally enabled organisation and leverage technology to support integrity, fairness and animal welfare

Operational effectiveness.

Improve organisational productivity and outcomes

STRATEGIES

- Maintain Report Something as a vital mechanism for people to report integrity issues
- Strengthen integrity through an improved wagering and intelligence monitoring function
- Uphold the Rules of Racing through a state-wide stewarding workforce
- Enhance the capacity of the Racing Science Centre to meet industry growth
- Safeguard animal welfare through traceability and additional veterinarian capacity

- Improve the employee experience through modernisation of HR systems and processes
- Enhance training opportunities and evaluation mechanisms
- Improve attraction and retention through clear career pathway frameworks and support
- Ensure our people have the tools and resources to do their jobs safely and effectively

- Engage with industry stakeholders regularly through a range of contexts and forums
- Establish clear and consistent communication mechanisms for advice and decisions
- Enhance industry capability through the provision of integrity education resources
- Develop a Stakeholder Engagement Strategy

- Enhance QRIC's digital and technology infrastructure to drive organisational efficiency
- Enhance data acquisition, analysis and governance capabilities to better use data in detection, investigation and decision-making activities
- Build digital capability through piloting technology innovations

- Establish a robust framework of policies, processes and procedures
- Reduce the number of greyhounds returned to the GAP program
- Develop a sustainable funding model

PERFORMANCE MEASURES

- Improved kennel and stable inspection rate
- Maintain levels of sample analysis by RSC
- Increased % of pre-race inspections per carnival for Group 1 starters
- Improved resourcing to animal welfare and wagering activities

- % of staff completing training annually
- % of stewards satisfied with race day equipment
- Improved Working for Queensland survey results

- Improved Stakeholder Engagement survey results
- Improve the community sentiment survey results
- % of licensed participants completing education modules

- Improved online licensing and registration rate
- % of new starters completing online onboarding
- Qualitative and quantitative feedback on technology capability improvements

- % variance to annual operational budgets
- % of rehomed greyhounds returned to GAP between 29 to 120 days
- % of delivery funded by activity-based resourcing model

OPPORTUNITIES

- Utilise technology to strengthen compliance, enhance animal welfare activities and modernise the interface with industry participants
- Improve animal welfare through enhanced traceability and reporting
- Strengthen industry and Government partnerships for improved integrity, transparency and sustainability outcomes
- Attract talent, enhance training, and plan for future workforce requirements

STRATEGIC RISKS

- Funding constraints compromise integrity standards and QRIC's ability to meet its statutory obligations and safeguard public confidence in the racing industry
- Animal welfare breaches go undetected
- Corruption and the doping of racing animals goes undetected, compromising fairness
- Inadequate technology and deficient data collection and sharing solutions undermines accurate and timely industry reporting

**WE SUPPORT THE
GOVERNMENT'S
OBJECTIVES FOR
THE COMMUNITY:**



**A better lifestyle
through a stronger
economy**



**A plan for
Queensland's
future**

**WE RESPECT, PROTECT
AND PROMOTE
HUMAN RIGHTS IN
EVERYTHING WE DO.**

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