



## OUR VISION

An ethical and safe racing industry in Queensland.

## OUR PURPOSE

To work with the racing industry and community to protect animals involved in racing, ensure high standards of integrity and safety, and undertake education and compliance activities to enhance public confidence in the Queensland Racing Industry.

We support the Government's objectives for the community:



**Good jobs:** Good, secure jobs in our traditional and emerging industries



Supporting jobs



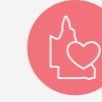
Investing in skills



**Better services:** Deliver even better services right across Queensland



Backing our frontline services



**Great lifestyle:** Protect and enhance our Queensland lifestyle as we grow



Growing our regions

### Our objectives

### Our performance measures

### Our strategies

#### Integrity

Ensuring integrity within the racing industry by using data driven intelligence gathering, meaningful communication and engagement, with consistent regulatory compliance management.



- ≥55% of Queenslanders are confident in the integrity of the Queensland racing industry
- >60% of participant compliance with licensing standard obligations
- ≥ 80% original decisions are upheld in the review process

- Implement business processes and systems that support consistent, efficient and effective delivery of services.
- Elevate stakeholder and participant knowledge and understanding of the *Racing Integrity Act 2016*, Rules of Racing, standards, policies, consequences, and support services for industry compliance.

#### Animal care

We strive to uphold and ensure high standards of care for all animals.



- 10% increase in survey results showing Queenslanders are satisfied with QRIC's education, engagement and enforcement activities to protect animals involved in racing
- >90% of first kennel and stable inspections conducted found compliant
- ≥ 22,000 samples taken from racing animals to promote welfare of animals
- <4% of rehomed greyhounds returned to the Greyhound Adoption Program (GAP) within 29-120 days following adoption

- Safeguard animal welfare through good legislation, rules of racing and policy mechanisms.
- Educate and engage industry stakeholders on good animal welfare and safe racing practices.
- Deliver a variety of mechanisms to the GAP to maximise adoptions whilst ensuring the welfare of the GAP greyhounds.

#### Safety

Our goal is to ensure that everyone involved in the Queensland racing industry works in a safe environment.



- >10% increase in Working for Queensland (WfQ) survey results, which indicates our employees can perform their duties in a safe and supporting working environment
- 20% decrease in the number of workers compensation claims
- 20% increase in the number of proactive hazard identification reports
- Number of notifiable incidents with management actions exercised in alignment with the *Work Health and Safety Act 2011*

- Implement contemporary business processes and systems that support the health, safety and wellbeing of our people.
- Provide leadership, training and professional development to promote safe, healthy and supportive workplaces.

#### Sustainability

Strengthening our delivery of regulatory services to support the ongoing demands for racing integrity services in the Queensland racing industry.



- >10% increase in WfQ survey results engagement score
- Improved diversity in teams to best reflect the *Queensland Public Sector Inclusion and Diversity Strategy 2021-2025*
- Increased delivery of business improvement projects

- Build a sustainable, flexible and diverse workforce through the *Workforce Development Strategy*
- Deliver integrity and animal welfare services that meet community expectations.

#### Industry Growth

Work with the racing industry to enhance public confidence in racing, ensure everyone remains informed and aligned with industry objectives and emergency issues.



- 100% project milestones met for the Racing Science Centre relocation project
- 100% QRIC standards and policies are reviewed within required timeframes
- Our employees have the requisite tools to perform their duties to remain a contemporary regulator

- Ensure the new Racing Science Centre has sufficient capacity for growth to delivery integrity services.
- Deliver contemporary standards and policies that support and promote industry growth.
- Work with key stakeholders in the development of new and improved racing facilities across Queensland.

#### Our strategic risks

- Emergence of a significant animal welfare or integrity incident
- Declining public confidence
- Work health, safety and wellbeing
- Capacity to deliver contemporary integrity services in regional areas
- Major business disruption: software/hardware failures, cyber-attacks, severe weather events, political instability, animal disease outbreak

#### Our opportunities

- Strengthen stakeholder relationships to create a sustainable industry where integrity and animal care is imperative to success
- Build our intelligence and investigative capability
- Develop and invest in contemporary processes, systems and data/information sources that deliver tangible benefits

#### Acknowledgement of Country

The Queensland Racing Integrity Commission respectfully acknowledges First Nations peoples as the Traditional Owners and Custodians of Queensland. We recognise their connection to land, sea and community, and commit to ongoing reconciliation. We pay respects to them, their cultures, and to their elders, past, present and emerging.