



The strategic planning process provides direction, establishes priorities and outlines measurable objectives. It defines the Club's view to success, and informs operational decision making. It is a tool that can be used to develop cohesion amongst Club Members and gain consensus by working towards a vision for the Club's future.

All Tier 1 & 2 Clubs must submit to Racing Queensland (**RQ**) a copy of its strategic plan as part of Commercial Compliance. The plan must outline the broad direction of the Club, setting out the mission, vision, objectives and strategies covering a 3 to 5-year period.

Tier 3 & 4 Clubs are not required to prepare strategic plans, however RQ encourages all Clubs to develop plans to ensure the Club can monitor and achieve its stated desired goals.

The strategic plan does not need to be a complex document. It can be as short as 1-2 pages if it represents well-considered content developed from the collaborative strategic planning process.

It is recommended that the strategic plan should include at a minimum:

- A short introduction including some background on the club (Where the club has come from);
- A snapshot of the Club's current situation (Where the club is now);
- Club mission (Why the club exists)
- Vision statement (Where the club is going); and
- Strategic objectives (How the club can work towards getting there).

Your strategic plan may also address the key challenges and risks of your Club that require addressing to improve your opportunity for longer-term success. It has also become commonplace for organisations to undertake an exercise in determining their underlying values that can help inform decision-making at all levels.

Consider the strategic plan to be a medium to long term (3-5 years) vision for the Club. Your business plan should complement this plan by acting as a 12-month road map for the Club to advance some or all strategic objectives.

It can be good practice to read RQ's FY21-24 Strategic Plan to understand the vision for the industry but also to see opportunities for alignment with your Club's strategy. A copy of this plan can be found here <https://www.racingqueensland.com.au/corporate/our-plan>.

The strategic planning process may seem daunting at first, but when you understand what's involved and how to do it, it's not that complicated. It can take time, but the amount you invest in the process pays off when everyone in your Club works toward accomplishing the goals and objectives you've laid out.

Your strategic plan is a living document that should change over time. Reviewing and evaluating your strategic plan regularly (minimum annually) will keep your Club accountable and on track to achieve your goals and objectives.

Should you require any assistance with your Club's strategic planning process please email us at [clubdevelopment@racingqueensland.com.au](mailto:clubdevelopment@racingqueensland.com.au).