

RÁSAÍOCHT
CON
ÉIREANN

GREYHOUND
RACING
IRELAND

STRATEGIC PLAN 2025–2029



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RACING
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STRATEGIC PLAN 2025–2029



Foreword from Chairperson of Rásaíocht Con Éireann

On behalf of the Board, it is with honour and a profound sense of responsibility that I introduce the Rásaíocht Con Éireann Strategic Plan 2025–2029.

As the commercial semi-state company charged with the regulation, governance, development, and promotion of the Irish greyhound racing industry, our foremost commitment is to ensure that every racing greyhound is afforded the opportunity to realise its full potential. This commitment reflects the dedication and passion of the staff of Rásaíocht Con Éireann, as well as the thousands of owners, breeders, trainers, and supporters across Ireland.

The contemporary environment presents both significant opportunities and considerable challenges. This strategic plan articulates a comprehensive framework aimed at fostering the sustainable resurgence of the sector.

There exists a clear opportunity to capitalise on the unique heritage, entertainment value, and community integration inherent to Irish greyhound racing. Through enhanced communication of our high standards in care and welfare, expanded educational outreach, and strengthened community partnerships, we seek to broaden participation and improve public understanding.

Nevertheless, the industry must remain vigilant to a range of challenges. These include prevailing misconceptions regarding welfare standards, increased competition from alternative sporting and entertainment options, the wider cost of living and economic environment, and ongoing issues related to the rehoming of retired racing greyhounds. It is imperative that we uphold exemplary standards of welfare and regulation, safeguard the integrity of the sport, and ensure adequate resourcing to maintain operational excellence.

This strategic vision places particular emphasis on operational robustness, infrastructure investment, most notably in flagship assets such as Shelbourne Park, and prudent financial management to secure long-term viability.

Guided by a highly experienced Board and sound governance practices, and through the support of the wider greyhound racing community, Rásaíocht Con Éireann is well-positioned to lead as a global exemplar in welfare, regulation, and industry development.

Through careful stewardship, innovation, and collaboration, we are committed to ensuring a vibrant, sustainable, and respected future for the Irish greyhound racing industry, honouring both its rich traditions and its evolving societal and economic role.

**Patrick Flanagan,
Chairperson,
Board of Rásaíocht Con Éireann.**

Foreword from the CEO of Rásaíocht Con Éireann

It is my privilege to introduce the Rásaíocht Con Éireann Strategic Plan 2025–2029, which sets a roadmap for the future of Irish greyhound racing.

This plan articulates a clear and ambitious vision to position Rásaíocht Con Éireann as an international exemplar in the regulation, welfare, and promotion of Irish greyhound racing, ensuring our sport's long-term sustainability and enhancing its appeal to both current participants and future generations.

Our strategy is founded upon four pillars: championing animal welfare and transparency; securing organisational and industry sustainability; broadening access and enhancing public engagement; and enhancing our operating model. These pillars are supported by a series of targeted initiatives designed to deliver measurable and lasting impact.

We will continue our role as welfare champions through the further development of our traceability programme, incorporating veterinary data and welfare inspection outcomes, while continuing to work in partnership with industry stakeholders to ensure that the welfare of racing greyhounds is a priority for our industry. Transparent and comprehensive welfare reporting will underpin public confidence and industry accountability.

Financial sustainability remains paramount. Rásaíocht Con Éireann will support stadia in improving attendance, operational efficiency, and profitability through enhanced local accountability, innovative betting formats, and optimised racing schedules. Strategic partnerships and infrastructure investments, including key stadium redevelopments, will further secure the industry's commercial foundation and boost the domestic economy.

A central focus of this plan is strengthening our operational health by streamlining processes, investing in people and communities, and fostering a culture of transparency, accountability, and innovation. We will also grow the Irish Retired Greyhound Trust (IRGT) as a trusted institution supporting greyhounds beyond their racing careers.

Through collaborative leadership, continued ambition and commitment among our staff and Board, and unwavering dedication to excellence, Rásaíocht Con Éireann is committed to securing a vibrant, respected, and sustainable future for Irish greyhound racing.

**Tim Lucey,
CEO,
Rásaíocht Con Éireann.**



Executive Summary

As the Commercial Semi-State Company responsible for the regulation, governance, development and promotion of the Irish greyhound racing industry and the health and welfare of racing greyhounds, we want to see all racing greyhounds realise their potential, reflecting the passion of their owners, breeders, trainers and audiences.

E
S



EXECUTIVE SUMMARY

VIBRANT & VALUABLE

To enable our vision of a best in class, vibrant, and valuable greyhound racing industry, and resetting after a successful emergence from the unprecedented disruptions of the pandemic, and ongoing attention on animal welfare across sporting and animal industries, a new strategy was developed. Its objective is a re-emergence for the sector, a sector that rebuilds trust and assurance in its welfare standards and achieves business growth and sustainable financial security.

In response to the challenges posed during our last Strategic Plan period, we have overseen significantly improved transparency of racing greyhound welfare in the sport, continued to invest in developing our industry assets, in particular our flagship stadium Shelbourne Park, and racing and welfare facilities. While certain other strategic initiatives were not materially progressed, to accommodate for this, core initiatives such as industry sustainability and infrastructure upgrades will continue to form part of our new plan.

Four Strategic Pillars

The resulting strategy targets four strategic pillars:

Animal welfare and transparency

We must play the role of welfare champion and educator, becoming an example of international best practice on animal welfare and athleticism – enabling racing greyhounds to fulfil their natural potential.

Organisation and industry sustainability

We must regrow sector revenues and improve the efficiency of RCÉ/GRI expenditure, encouraging the same across the industry so that stadia become financially secure and sustainable. Our racing model, and coverage across Ireland, must be optimised to ensure that it achieves best fit for sustainability of the industry.

Sport access and public excitement

We must build engagement and excitement for the sport with current industry players, as well as with a new generation of owners, breeders, trainers, and spectators for the sport's long-term sustainability.

Enhanced operating model

This is focused on enhancing our operating model, with a renewed focus on “operational health”. across structures, resources and capabilities. This will enable us to deliver a future-proof business model for RCÉ/GRI, and as a leader in best practice for regulation, development and the promotion of greyhound racing.

About RCE/GRI

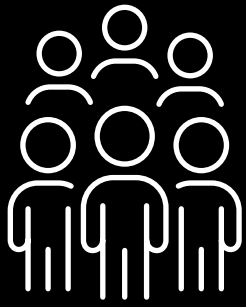


WELFARE

A background image showing three greyhounds racing on a track. The dogs are in motion, with dust or dirt kicked up behind them. The image is tinted with a dark green color, which also serves as the background for the text.

How We Govern

We govern through a corporate structure of a 9 Member Board of Directors appointed by the Minister for Agriculture, Food and Marine and operate under the State Body Corporate Code of Governance. The Board consists of Members with detailed greyhound industry knowledge, and expertise covering the areas of business development, professional veterinary practice, corporate governance and finance, education, and care and welfare and are charged with leading and directing RCÉ/GRI activities.



"THE BOARD CONSISTS OF MEMBERS WITH DETAILED GREYHOUND INDUSTRY KNOWLEDGE."



The Board has a set of 6 Sub-Committees overseeing business, with Board Members and external independent representation.

An independent Greyhound Racing Control Committee established by the Minister for Agriculture Food & The Marine oversees and adjudicates on all matters concerning the integrity of greyhound racing.

1 REGULATION
COMMITTEE

2 SALES
COMMITTEE



3 AUDIT AND RISK
COMMITTEE

5 CARE AND
WELFARE
COMMITTEE

4 SCIENTIFIC
COMMITTEE

6 REMUNERATION
COMMITTEE

How we manage & deliver



CEO



CFO and
Deputy CEO



Director of
Regulation



Director of
Veterinary

Financial Operations, Marketing, Communications and PR, ICT, Tote Operations, Wagering and Media Relationships, Racing Operations, Hospitality and Stadia Management, Corporate, Legal and Compliance, Laboratory Operations, Care and Welfare Operations, Rehoming and the Irish Retired Greyhound Trust and, Regulatory Compliance and Racing Integrity.

**"THE BOARD
CONSISTS
OF MEMBERS
WITH DETAILED
GREYHOUND
INDUSTRY
KNOWLEDGE."**



Director
of Racing



Group Stadium and
Commercial Director

Combined they ensure accountability to our multiple stakeholder set including Government, racing greyhound owners, breeders and trainers, customers and consumers of our business and our business partners.

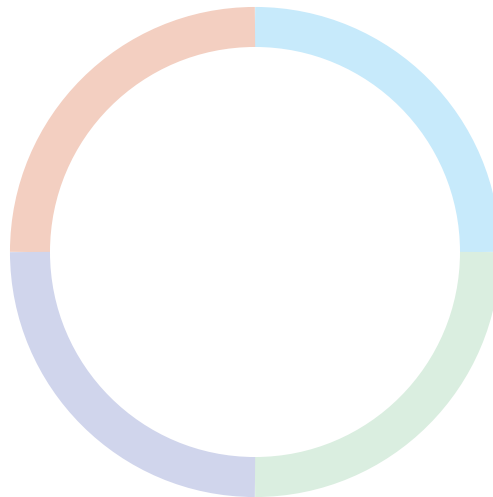
Our industry ecosystem

REGULATORS

- Government and Minister for Food, Agriculture and Marine
- Oireachtas Committee On Agriculture
- Independent Control Committee
- Public Accounts Committee
- State Body Governance
- Gambling Regulatory Body
- Professional Standards Bodies

PARTICIPANTS

- Breeders, owners, trainers
- Track supporter groups
- Industry representative groups
- Stadia industry groups
- Board of RCE/GRI
- Employees of RCE/GRI



COMMERCIAL PARTNERS

- Commercial suppliers
- Broadcasters
- Media providers
- Event organisers
- Bookmakers
- Veterinary and care practitioners
- Business operations support contractors
- Corporate and individual sponsors

PUBLIC AND COMMUNITY

- Audience and customers
- Community, clubs and societies
- Greyhound adopters
- Animal welfare organisations
- Rehoming organisations



SWOT ANALYSIS

S
A

An aerial night photograph of a city, featuring a large, brightly lit stadium in the foreground. The stadium has a curved, oval shape and is surrounded by parking lots filled with cars. In the background, there are several large, multi-story buildings, some of which are also lit up. The overall scene is illuminated by the city lights, creating a vibrant, high-contrast image.

SWOT ANALYSIS

SWOT Analysis

STRENGTHS

- Excellence, dedication and passion of our people
- Governance structure and professionalism in the industry
- Rich tradition and culture of greyhound racing embedded in Irish society since 1927
- Unique form of entertainment and hospitality excellence for all
- Stadia assets of community and corporate value
- Integrity, quality, and transparency of racing greyhound welfare
- Care and welfare standards of racing greyhounds across the industry
- Integration of participants across sporting and cultural life in Ireland
- Government support of Greyhound Racing industry

WEAKNESS

- Dependence on government financial support
- Public awareness and mixed perception of industry
- Limited awareness of standards set for greyhound welfare
- Differing standards of stadia assets and investment requirements
- Underutilisation of technology advancement
- Limited clarity of potential customer segments
- Capacity to generate sufficient profit to assist in growing industry.
- Limited domestic rehoming opportunities for retired racing greyhounds
- Sufficiency of resourcing

OPPORTUNITIES

- Leverage events and entertainment value of key assets
- Increase communication of excellence in care and welfare, hospitality and entertainment
- Attract a range of audiences through leveraging uniqueness
- Widen industry participation through syndication and other initiatives
- Introduce education and outreach programmes to enhance industry
- Greater collaboration and development with communities and community structures
- Build recognition of the 'Retired Racing Greyhound' as a pet, and develop sustainable rehoming partnerships further
- Improve business operations and technology utilisation to maximise efficiency
- Leadership in welfare and traceability practices and systems

THREATS

- Public misunderstanding regarding the excellence of standards in the industry
- Increase in competition from other racing sports and entertainment, including the impact of media-based viewing
- Breach of welfare and regulatory code by participants
- Increase in rehoming challenges and lack of integration with domestic canine ownership
- Wider cost of living and economic environment
- Recruitment and retention of skilled staff, to achieve continued business growth
- Adverse decisions on support for greyhound racing internationally
- Public misconceptions on greyhound racing and impact of negative lobbying

Vision, mission & values



VISION

A best-in-class,
vibrant greyhound
racing industry,
open to all.

We want to be recognised for delivering international best practice in regulation and promotion for owners, breeders, trainers and commercial partners, while providing access and public excitement for the sport's core followers. For this, a positive image for the Irish greyhound racing industry can, and must be, demonstrated and protected.

MISSION

To deliver a
commercial, well-
regulated greyhound
racing and breeding
industry, focused on
an exciting sporting
and entertainment
experience.

We want to grow our market by attracting more followers, partners and participants across community, consumer and business segments, including new generations to our sport.

VALUES OF FOCUS FOR THIS STRATEGIC PERIOD

Love of animals: We will play the role of welfare champion and educator.

Financial realism: We will face the long-term challenge of financial sustainability through our role as regulator and promotor of the sport.

Collaborative: We will strengthen collaboration with our stakeholders and international counterparts to ensure a future-proof RCÉ/GRI that can meet the changing needs of the industry and attract new generations to the sport.

Adaptable: We will strive to continually improve the sector's outcomes on welfare, financial sustainability, sport access and building public excitement. To do this, many of our and the industry's existing ways of working will need to change.

Accountable: We will take collective responsibility for our actions, behaviour and performance outcomes.

Transparent: We will be open and give assurance through the sharing of information and knowledge on our industry.

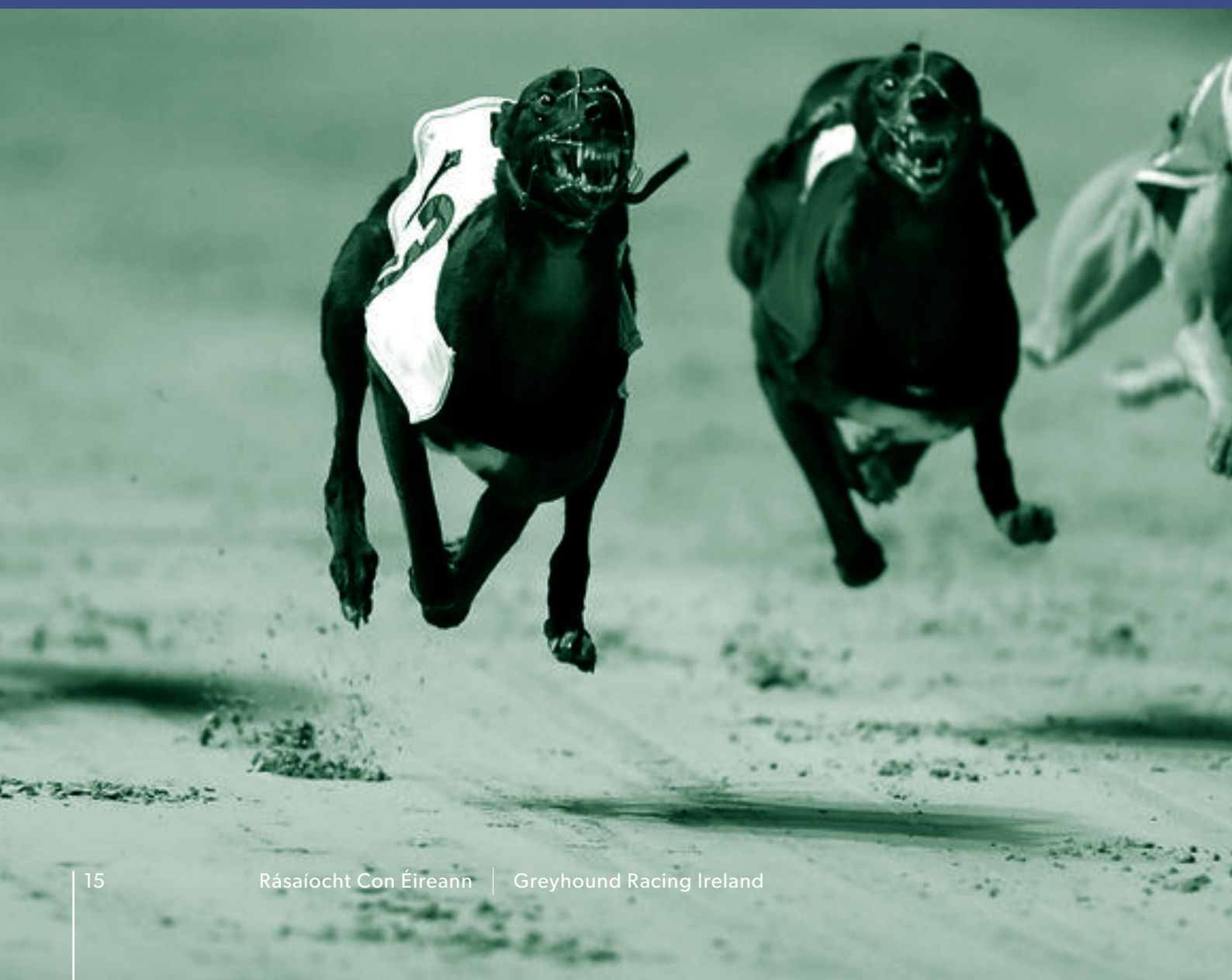
Integrity: We will embrace the highest possible integrity standards in our operations based on honesty and consistency of application.

Sustainable: We will strive for industry, financial and environmental sustainability.

Ambitious: We will strive to maximise our operational efficiency, giving value, and grow our industry and sport through consistently pursuing excellence.

Respectful: We will ensure respect for our industry, people, and stakeholders in our interactions and protect our tradition and culture in Irish society.

New Strategic Plan **2025 - 2029**





Recap: our previous strategy, 2018-2022

TWO EVENTS OVERTOOK OUR STRATEGIC PLAN 2018-2022:

- 1 MEDIA ATTENTION ON ANIMAL WELFARE (2019)
- 2 IMPACT OF COVID RESTRICTIONS (2020-22)

As regulator, we have overseen significant improvements in the sport's transparency of greyhound welfare, but certain other initiatives were not materially progressed. To accommodate for this, core initiatives such as industry sustainability and infrastructure upgrades will continue to form part of our new Plan (2025-2029).



OUR PREVIOUS STRATEGIC PLAN FORMED THE BASIS FOR BUILDING OUR NEW STRATEGY:



Previous pillars as per the 2018-2022 Plan

Ensure the highest
standards of Integrity and
Regulation in the sport

Maintain animal welfare at
the centre of our industry

Incentivise dog ownership,
breeding and training to
ensure a continuous supply

Promote a focused Racing-
centric and Betting Model
for the industry

Improve customer
experience and deliver
increase in Attendance

Maximise use of information
and communications
technology

Developing our People and
creating an organisation
structure that reflects the
needs of the industry



Our new strategic pillars



Prioritised activities that continue from our previous Plan

Animal welfare and transparency

- Rule clarity, sanction range and consistency of penalties
- Developing “a whole of life approach”
- Furthering the traceability system
- Developing a strategy for the retired greyhound trust

Sport access and public excitement

- Build syndication and education initiatives
- Tote initiatives for improved race night income
- Focus on digital marketing
- Improve the overall customer experience to attract and maintain attendance

Organisation and Industry Sustainability

- Continuous focus on stadia financial performance
- Grow revenue and sponsorship
- Develop training/educational supports for industry
- Develop the product format

Enhanced operating model

- Initiatives to drive organisational and financial sustainability
- Improve working environment, training and management structure within RCÉ/GRI
- Improve IT platforms, operational changes and outsourcing options



Overview and framing our 2025-2029 strategy

Our vision, mission and values feed into the objectives that are assigned across our 4 strategic pillars.

LOVE OF ANIMALS



Vision

A best-in-class, vibrant greyhound racing industry, open to all.



Mission

To deliver a commercial, well-regulated greyhound racing and breeding industry, focused on an exciting sporting and entertainment experience.



Objectives

Objectives are defined across each strategic pillar, including the required steps to meet the vision, mission and values.



Values

- Love of animals
- Financial realism
- Collaborative
- Adaptable
- Accountable
- Transparent
- Integrity
- Sustainable
- Ambitious
- Respectful



Longer-term ambition

This 2025-2029 strategic period falls within a longer-term vision of development for greyhound racing in Ireland.



Lay the foundations (short-term)

Significant strides have been made within the industry on animal welfare and transparency thereof, we must better communicate this to enable our role as welfare champion and educator.

We must underpin the sustainability of the industry by continuing to enable and monitor ability to improve financial performance. We will support stadia to develop and implement actions to help increase attendance and viewer numbers and enhance profitability. Decisions on organisational sustainability will be based on objective criteria and made in the interests of the overall industry.

We will invest in understanding public attitudes and suitable marketing to attract new generations and first timers to the sport.

Transition (medium-term)

Roll-out traceability phase 2 initiative which includes uploading of veterinary certs, vaccinations, health checks, welfare inspection reports.

Track progress of stadium-by-stadium initiatives.

Renew international betting contracts.

Develop a sustainable breeding programme strategy.

Initiate partnerships around better mixed-use utilisation of our owned stadia.

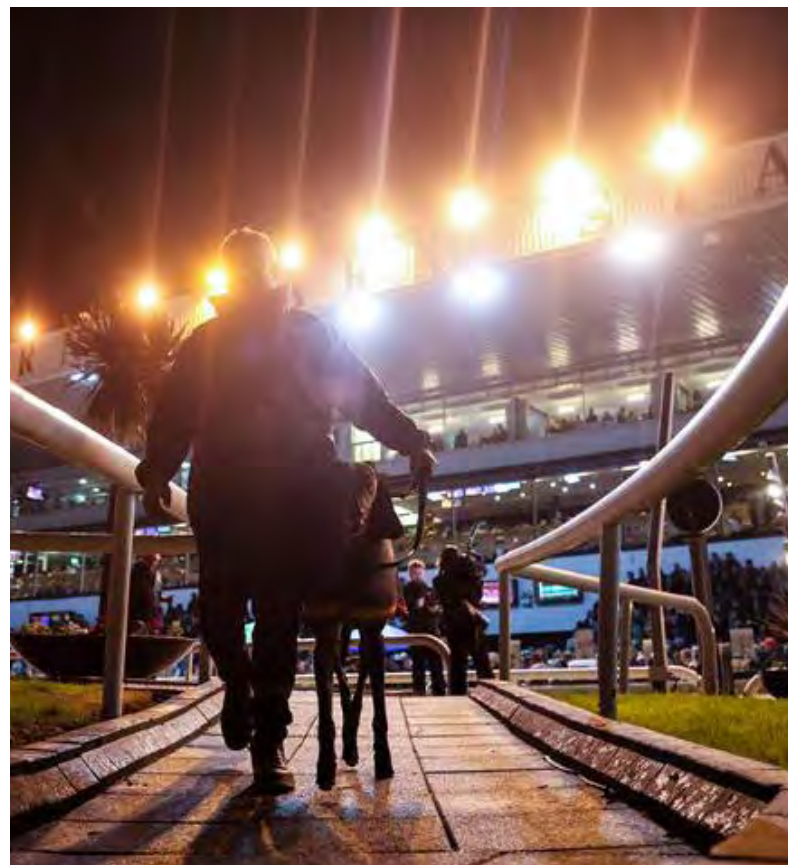
Define the right organisational structure and marketing approach for the Irish Retired Greyhound Trust (IRGT).

Visionary (longer-term)

Scale IRGT as a trusted charity, that provides continued support for all racing greyhounds long after their time on the track.

Fulfil our infrastructure's potential through partnership-based major redevelopment that enables both greyhound racing and other revenue streams.

Establish our own greyhound racing stud book.





Animal welfare and transparency

We must play the role of welfare champion and educator, in time becoming an example of international best practice on animal welfare and athleticism – enabling racing greyhounds to fulfil their natural potential.

Strategic pillars 2025-2029

The Strategy targets four Strategic Pillars to deliver a future proofed RCÉ/GRI and industry





Organisation and Industry Sustainability

We must grow sector revenues and improve the efficiency of RCÉ/GRI expenditure, encouraging the same across the industry so that stadia become financially secure and sustainable. Our racing model, and coverage across Ireland, must be optimised to ensure that it achieves best fit for sustainability of the industry.



Sport access and public excitement

We must build engagement and excitement for the sport with current industry players, as well as with a new generation of owners, breeders, trainers and spectators.



Enhanced operating model

We will underpin the above three pillars with a supporting fourth pillar, focused on enhancing and improving our operating model with a renewed focus on “operational health”. This will enable us to deliver a future-proof RCÉ/GRI, as a leader in best practice for regulation and the promotion of greyhound racing. This will be achieved by improving our core business processes, infrastructure and organisational structure. In particular, the development of our people and culture, along with the implementation of measures and incentives, is crucial to enhancing our operating model.





Animal welfare and transparency

Pillar 1 focuses on championing animal welfare and transparency thereof, leading the sport internationally with best practice.

RELEVANCE TO VISION, MISSION AND VALUES

Aligns with our vision, mission and values by supporting our role in international best practice, and delivering a commercial, well-regulated industry.

TOP-LEVEL OBJECTIVES

Champion racing greyhounds by ensuring best practice on welfare and athleticism becomes embedded by participants in the industry.

Enhance and expand on our core welfare mechanism.

Challenge negative stereotypes; highlighting the life of a racing greyhound as one of fulfilling its natural potential.

Promote awareness of our role as regulator and its impact on welfare.

Achieve excellence in track racing conditions.

PILLAR PURPOSE

Make RCÉ/GRI synonymous with international best practice for animal welfare and transparency. Focus our resources on programmes that return clear and tangible impacts, while ensuring stakeholders have access to appropriate support. Clearly communicate with and educate the public on our regulatory (welfare) and commercial (racing) role to ensure racing greyhounds realise their potential.

KEY UNDERLYING ACTIVITIES INCLUDE:

Rolling out our traceability phase 2 initiative.

Developing trainer / owner / breeder education programmes to ensure the needs of racing greyhounds and stakeholders are being met.

Engaging with government on maximising the appropriate deterrents to welfare transgressions.

Developing clear and comprehensive quarterly welfare reports showcasing initiatives undertaken, KPIs, issues identified and response.

Collaborating with domestic and international peers in sporting industries on animal welfare and transparency, including professional body expertise.

Investing in marketing and partnerships that promote welfare and the public's understanding thereof.

Regularly review welfare performance and statistics by stadia, identifying areas for continual improvement.

Developing an action plan for the retired racing greyhound trust.



Animal welfare and transparency **Continued**

**“REGULARLY
REVIEW WELFARE
PERFORMANCE AND
STATISTICS BY STADIA”**



We developed this pillar by considering a detailed welfare analysis, including:

- International benchmarking of welfare metrics.
- International benchmarking of fines, penalties and convictions.
- Review of multi-year RCÉ/GRI welfare statistics.

Performance metrics we are monitoring for this pillar include:

- # of tests and of which # of adverse findings
- # of welfare inspections
- # of track inspections and quality of racing surface standards
- # of racing greyhounds rehomed.
- # and level of fines imposed
- # of registered owners and trainers on the traceability system
- # of racing greyhounds monitored by the traceability system
- # of injuries at racing tracks



Organisation and Industry Sustainability

Pillar 2 focuses on achieving financial and industry sustainability.

RELEVANCE TO VISION, MISSION AND VALUES

Aligns with our vision, mission and values by supporting a commercially sustainable sector.

TOP-LEVEL OBJECTIVES

- Regrow revenue and improve the efficiency of RCÉ/GRI expenditure.
- Develop new revenue streams and infrastructure opportunities.
- Enable stadia to become financially secure and sustainable.
- Earmark stadia that realistically cannot or are not making the required financial sustainability improvements and contribution to the industry model, for other uses.
- Develop the format of the racing model, frequency of racing, and overall quantum, that is a best fit with the sustainability of the industry.

PILLAR PURPOSE

Improve financial sustainability as regulator and promotor of the sport, while encouraging the same across the industry so that stadia, including those independently owned, become financially secure and sustainable. Reconsider on the stadia's that are not financially secure and sustainable. Enhance efficiency of our resources to optimise costs and increase revenue. In the longer-term, thereby reducing reliance on government funding.

KEY UNDERLYING ACTIVITIES INCLUDE:

- Establish management with accountability for profit and loss per stadium or geographic cluster, supporting local stakeholders in revenue and cost saving initiatives.
- Focus continuously and systematically on efficiency in resource utilisation and service delivery models.
- Develop innovative Tote offerings based on learnings from horse racing and international greyhound racing counterparts.
- Optimise the use of media and spectator racing, based on each stadium's strengths.
- Collaboration to gain commercial insights from domestic and international counterparts in sporting industries.
- Review and optimise our operational structure, for example, using spare facilities for commercial 3rd party use
- Progress further prioritised capital investment in RCÉ/GRI stadia, including making provision for financial support to Kilkenny Stadium redevelopment.
- Develop and expand our marketing, local sales, and event creation and stadia management capacity.



Organisation and Industry Sustainability **Continued**

**“ENHANCE EFFICIENCY
OF OUR RESOURCES TO
OPTIMISE COSTS AND
INCREASE REVENUE.”**

We developed this pillar by considering a detailed financial sustainability, stadia and industry analysis including:

- Cost assessment by stadia
- P&L review by stadia
- Analysis of potential new income streams
- Analysis of potential investment partnerships for stadia that need to invest (e.g. local stadiums for other sports)
- Comparison of racing models across international counterparts
- Comparison of income streams across international counterparts
- Comparison of innovative initiatives successfully implemented across international counterparts and other sporting organisations

Performance metrics we are monitoring for this pillar include:

- Race night income streams (tote, F&B, gate fair, etc.)
- Spend per person who attends the track
- Spend on online betting (website / app)
- Non-race day income
- Marketing return on investment
- Increase spend per person who attends the track
- Optimised operations across all aspects of business and stadia financial and commercial performance
- Staff morale and accountability

Organisation and industry sustainability as a key strategic action

A report for the industry undertaken by Indecon, "Independent Strategic Review of Irish Greyhound Racing Stadia to Underpin a Viable Long-Term Sustainable Industry", concluded in 2020.

The report fundamentals and approach to addressing sustainability remain valid. The criteria of attendance levels where relevant, proximity and clustering of stadia, catchment populations, racing model and commerciality of offering, infrastructure and capital investment requirements and profile of industry participants will underpin RCÉ/GRI's work on sustainability, optimisation of asset utilisation, and commercial viability of all stadia over the life of the Strategic Plan.

We will operate to optimise our race offering for our sport participants and fans, the strengths of specific stadia, commercial opportunity and industry sustainability. We will also continuously review the overall quantum of racing required across our stadia in the context of financial viability and return on investment and, on the optimum model for the sustainability of the racing industry.



Sport access and public excitement

Pillar 3 focuses on
sport access and public
excitement.

RELEVANCE TO VISION, MISSION AND VALUES

**Aligns with our vision,
mission and values by
supporting the realisation
of a best in class, vibrant
and sustainable greyhound
racing community.**

TOP-LEVEL OBJECTIVES

Build awareness and excitement for the sport.

Strengthen and improve communication of RCÉ/GRI's regulatory role. Work with external PR and marketing agencies to align messaging.

Support further development of internal marketing capacity and implement a clear marketing strategy.

Attract people to attend races by improving and adapting our Tote offerings and aligning to commercial opportunity.

Implement initiatives to attract new owners, breeders, trainers and spectators.

Build lasting partnerships of reciprocal value with other community and sporting organisations.

PILLAR PURPOSE

Promote the industry to new and existing followers to establish a connection with the sport.

Build engagement with existing attendees, and attract new owners, breeders, trainers and spectators, through syndication and education initiatives. Support greyhound racing's financial viability and relevance to ensure we deliver a future-proof industry with a positive impact on society.

KEY UNDERLYING ACTIVITIES INCLUDE:

Assigning local accountability for stadia. Promote the stadium in the local community, embed greyhound racing as a part of the community.

Partnering with youth groups to create awareness about the sport amongst younger generations.

Trialling new betting formats, while also ensuring compliance with gambling legislation.

Trial other forms of entertainment to attract new people to the sport and generate greater utilisation of stadia.

Develop and consistently achieve adherence to race punctuality, format and appearance (trainers, sponsors, pre-race presentation, etc.)

Target marketing to promote new income streams, informed by regular market research and testing of alternative approaches.

Develop marketing capabilities and build partnerships with marketing and PR agencies.

Promote racing greyhound owner syndication to sustain participation by younger generations.

Measure and review stakeholder sentiment and customer satisfaction levels as a benchmark to measuring improvement over time.

Sport access
and public
excitement
Continued



**“TRIAL OTHER FORMS
OF ENTERTAINMENT TO
ATTRACT NEW PEOPLE TO
THE SPORT...”**



We developed this pillar by considering our stakeholders and counterparts:

- Stadia ranking by location, facilities, P&L, welfare statistics, racing pool, attendance, gate receipts.
- Best practices for successful promotion and marketing initiatives.
- Additional entertainment options that have been implemented by other sports.
- Betting options that have been successful for other sports.

Performance metrics we are monitoring for this pillar include:

- # of 3rd party promotions and coverage
- Marketing return on investment
- Media coverage; social media penetration
- Public perception / sentiment and customer satisfaction levels
- Younger generation attendance
- Attendee's Net Promoter Scores
- Younger generation participation e.g., syndication ownership or traineeships
- Growth in attendance



Enhanced operating model

The fourth key strategic pillar focused of enhancing our operating model is critical to the success of the top-level objectives of the Strategic Plan.

RELEVANCE TO VISION, MISSION AND VALUES

This underpins the vision and mission, and brings the values to life, setting us up for success and positioning RCÉ/ GRI to deliver the full potential of the Strategic Plan.

TOP-LEVEL OBJECTIVES

Develop our staff through a training and development strategy that supports sustainability of the organisation.

Undertake a comprehensive organisation restructuring, with a particular focus on stadia performance, sustainability and accountability.

Review, develop and implement the performance management system for the organisation.

Enhance and streamline our internal processes to maximise our efficiency and operational effectiveness.

Pursue a strategy that develops and attracts talent and skillsets that fit with the organisation and industry requirements.

Optimize ICT in business operations, data analytics, and the development and use of management information and KPIs.

PILLAR PURPOSE

To act as a supporting pillar that ensures our operating model can support the implementation of the Strategic Plan.

Improve “operational health” by ensuring the correct structures, resources and capabilities are in place within our team to achieve our objectives and deliver on the full potential across the strategic pillars.

Confirming our internal governance, operations and infrastructure are set up to enable continued growth and success. The focus on enhancing our operating model includes improving our core business processes, infrastructure, organisational structure, and developing our people, culture and measures and incentives.

KEY UNDERLYING ACTIVITIES INCLUDE:

Implement and actively monitor KPIs across the organisation

Develop core business processes and assign accountability

Develop a people and culture strategy through targeted operational and technical training and appointing staff in key roles

Advisory input to embed change and deliver on the full potential of the strategy

Commitment to sustainability

RCÉ/GRI is fully committed to climate action, aligning with the NewERA Climate Action Framework and contributing to Ireland's transition to a carbon-neutral economy. Climate Action Risks are embedded in our Corporate Risk Register and, over the lifetime of this plan we will progressively work to achieve climate action objectives. We will also advance our circular economy strategy and progress adaptation measures while also incorporating green procurement principles into procurement policies.

RCÉ/GRI is committed to contributing fully to the commercial semi-state sector's transition to sustainability. Our ongoing efforts in governance, emissions management, circular economy and biodiversity conservation demonstrate this leadership. Leadership in climate action can lead to improved stakeholder trust, potential financial efficiencies and enhanced reputation. As we look to the future, RCÉ/GRI will continue to innovate and implement effective climate action strategies, ensuring that we remain to the forefront of environmental stewardship. Over the course of the Strategic Plan, we will also respond to the requirements of the Corporate Sustainability Reporting Directive insofar as it may apply to the organisation.

“RCÉ/GRI is fully committed to climate action, aligning with the NewERA Climate Action Framework and contributing to Irelands transition to a carbon-neutral economy.”

A photograph of two men in a grassy field, engaged in planting a young tree. The man on the left, wearing a dark jacket and light-colored trousers, is holding a white bag. The man on the right, wearing a dark hoodie and jeans, is using a shovel to work the soil around a newly planted sapling. The background shows a line of trees and a road. The entire image has a green tint.

CLIMATE ACTION

Implementation and planning

A photograph of two greyhounds running on a light-colored surface. The greyhound in the foreground is wearing a wire mesh muzzle and is captured in mid-stride. The second greyhound is slightly behind and to the right. The entire image has a red color overlay, with a darker red semi-circular shape in the bottom right corner.

We know that developing a Strategic Plan is not sufficient, its implementation needs to be consistently monitored against targets.

STRATEGY IMPLEMENTATION AND PLANNING

We know that developing a Strategic Plan is not sufficient, its implementation needs to be consistently monitored against targets.

ON THE BACK OF THIS STRATEGY, WE WILL:

- Conduct a review of RCÉ/GRI staff culture and **align staff goals**
- Have a **clear allocation of responsibilities**
- Establish and achieve **timebound goals and milestones**
- Develop **competitive capabilities**
- Optimise **utilisation of money and effort**
- Create **internal and external accountability**
- Build stakeholders' **trust and confidence**
- Monitor and track **progress**
- Develop **annual business plans** to embed the Strategic Pillars into operations and continuous work programme prioritisation
- Develop and progress an initial **3-year Commercial Strategy 2025-2027** for business development of Shelbourne Park; aim to replicate the approach across all stadia

RÁSAÍOCHT
CON
ÉIREANN

GREYHOUND
RACING
IRELAND

STRATEGIC PLAN 2025–2029

