



PINJARRA HARNESS
RACING CLUB

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Strategic Plan

1 APRIL 2022 to 31 MARCH 2027



CONSULTATION

We strive to be the leading regional harness racing club and social hub for the community. A place that can be enjoyed and valued by members and guests.

To help us achieve this desired future state, we asked the community and our members to complete a brief survey. During March 2023, the Club invited members and the community to answer a survey on what they liked about the Club, How we can improve and what is important to them.

The Club sought this feedback to inform its decision-making on it's future strategic direction.

The Pinjarra
Harness Racing Club
has developed a
inaugural strategic
plan to set the
future direction of
the Club.



These are the four questions asked in the survey:

1. What do you like about the Club?
2. What do you want to change?
3. What is important to you?
4. Anything else you'd like to add?



PINJARRA HARNESS
RACING CLUB



WHAT WE BELIEVE

Our Vision

Maintain our status as the leading regional harness racing club in WA and create a social and recreational hub for the community

Our Purpose

To provide a space and offering to the community that:

- Inspires connection and congregation at the Club
- Fosters a safe, family friendly and socially inclusive environment that is valued
- Promotes physical activity, social interaction, community engagement and fun



Our Values

INTEGRITY

COLLABORATION

ACCOUNTABILITY

RESPECT

EXCELLENCE

ENVIRONMENTAL ANALYSIS

STRENGTHS

- Convenient and connected location
- Proud history
- Amenity is modern and the best regionally
- Significant green space
- Support from stakeholders
- Regular revenue stream

WEAKNESSES

- Poor/unknown community profile
- Limited offerings (food, entertainment, events etc)
- Small membership base
- Not set up sufficiently for families, and professional or community groups

OPPORTUNITIES

Potential to:

- Leverage energy and support of community
- Raise the profile of the Club and it's offering
- Maximise use of existing facilities
- Activate underutilised areas
- Pursue membership growth
- Diversify and grow income from greater offerings

THREATS

- Capacity of volunteers
- Appetite to change
- Funding opportunities
- Access to community & Government grants



PINJARRA HARNESS
RACING CLUB

STRATEGIC OBJECTIVES

Pillars of Strength

1. Good governance and financial sustainability
2. Engaged members
3. Thriving club environment
4. Strong stakeholder relationships
5. The best harness racing track in WA
6. Quality recreational spaces
7. Year round events & functions



KEY CONSULTATION THEMES

1. What do you like about the Club?

- Social Aspect (Meeting Friends)
- Facilities
- Management
- Cleanliness
- Stable Complex
- Entry/ Parking
- Friendly Staff
- Food
- Opportunities
- Amazing Track

2. What do you want to change?

- Club House
- Windows/Shade
- Drink & Food Options
- On-ground Stabling
- Publicity
- Track Lights / Night Racing
- Race Options
- Jog Track
- Entry
- Members/Area
- New Administration Office
- Events
- Facilities Upgrade

3. What is important to you?

- Social aspect
- Technology / WIFI
- Betting
- Food & Drink options
- Club promotion and smooth running
- Committee / Staff / Members
- Trainers / Owners opportunities
- Ease of travel
- Track
- Family Friendly
- Industry exposure
- Night Racing
- Shade Areas



The key consultation themes are listed below each question that was answered by completers of the survey.





PINJARRA HARNESS RACING CLUB



STRATEGIC AREAS OF FOCUS

1. Diverse and regular events

- Commence advertising and hosting special events
- Create regular events to encourage frequent Club attendance
- Collaborate with partners to encourage events to be held at the Club

2. Increase membership

Membership was 160 in early 2020. It grew to 215 during the development of this plan.

- Pursue membership growth to 600 by 31 March 2026

3. Enhanced audio, visual lighting and music

- Seek funding and install race track lighting
- Improve capability to play music outside
- New track semaphore board
- Upgrade audio & visual capability in the Pavilion, stalls and outside areas



4. Food and drinks

FOOD

- Food offering for Friday nights & weekends
- Maintain kitchen to a commercial standard
- Enhanced catering offering for functions

DRINKS

- Expand beer offering
- Upgrade beer infrastructure
- Expand quality wine offering

5. Increased activities for patrons and families

- Investigate and implement other activities to keep people engaged at the Club

CREATING VIBE

FACILITIES FOR THE FUTURE

6. New spaces

- Development of old stalls area
- 1000m jog track
- Administration office
- Museum

7. Safe space

- Ensure the Club is a safe place for families to utilise the facilities
- Enhanced security

8. Universally accessible toilet and change facility

- Provide an accessible facility for people with disability to go to outside toilets
- Provide baby change facilities for parents

9. Commercial kitchen

- Maintain the kitchen to be a commercial standard, including the grease trap, extraction system and stainless steel benches and cooking equipment



STRATEGIC AREAS OF FOCUS CONT.

10. Contemporary systems to support the organisation

- Maintain suitable financial, human resource, procurement, event booking and membership application, renewal systems that allow for effective and efficient operations

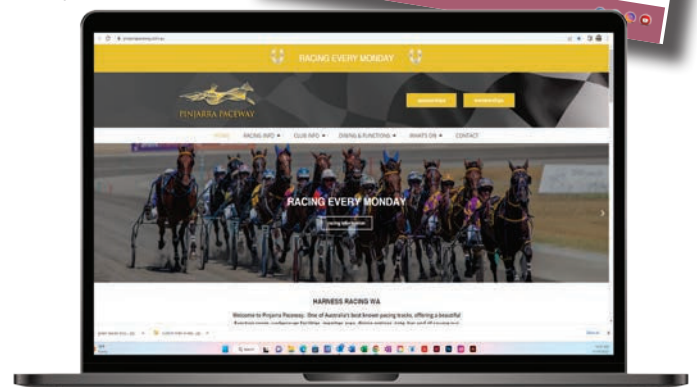
11. Enhanced branding and marketing

- Create and implement a branding and marketing strategy
- Build and launch a contemporary Club brand
- Undertake regular promotional event and membership marketing
- Maintain a modern club website
- Increase traffic to website and encourage more followers on social media



12. Income diversity

- Create additional revenue streams for the Club (eg Containers for Change, Outdoor events, food sales, event sales)
- Secure grants and other income as a new revenue stream for key initiatives.
 - Museum
 - Water Truck
 - Shade Areas
 - Perimeter Fencing
 - Pavilion Blinds
 - Track Semaphore Board
 - Upgrade Pavilion air conditioning



13. Robust revenue stream and balance sheet

- Establish a sufficient working balance to provide protection for the Club

COMMUNITY

14. Container for Change recycling facility

- Establish the Club as a key recycling facility for Containers for Change in the community
- Promote the community bin to facilitate 24/7 container deposits

15. Strong stakeholder relationships

- Build and maintain strong relationships with key stakeholders
- Host key stakeholders regularly and seek opportunities to collaborate

Community recycling bins can help generate funds for the club. There's cash in containers.



IMPLEMENTATION PERFORMANCE



The Committee will monitor the performance of this Plan regularly and will report back annually to members on the progress against each strategic area. Tactical changes to initiatives may occur as required over time.

