



PINJARRA TROTS

The Home of Real Horse Power!



PINJARRA HARNESS RACING CLUB

Strategic Plan

1 JULY 2025 to 31 MARCH 2027

CONSULTATION

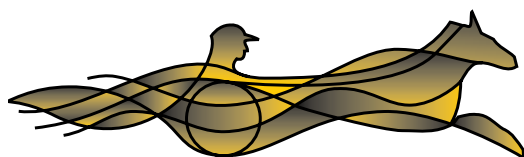
We strive to be the leading regional harness racing club and social hub for the community. A place that can be enjoyed and valued by members and guests.

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.

In July 2025, the Club invited members to provide further feedback.

The current strategic plan takes member's feedback into account.



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The Pinjarra Harness Racing Club developed an 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?



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
- Racing funding

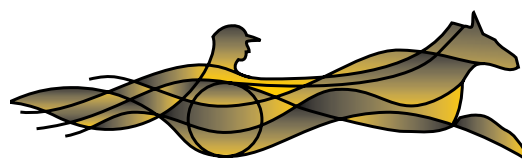
OPPORTUNITIES

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
- Rising costs to run & maintain our facilities



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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 & Board
- Cleanliness
- Stable Complex
- Horse Syndications
- Close to Home
- Cost of Membership
- Entry/ Parking
- Friendly Staff
- Food & Drink are Great Value
- Opportunities
- Amazing Track

2. What do you want to change?

- On-ground Stabling
- Publicity
- Track Lights / Night Racing
- Race Options - Dates & Times
- The number of carts left in stalls
- Jog Track - New / Larger
- TV's in the Southern End of Stalls
- Mural on Water Tanks Facing South West Highway

3. What is important to you?

- The Future of Harness Racing
- Social aspect
- Technology / WIFI
- Betting
- Food & Drink options
- Club promotion and smooth running
- Committee / Staff / Members
- Trainers / Owners opportunities
- Cost of Membership
- Ease of Travel
- Track
- Family Friendly
- Industry exposure
- Night Racing
- Shade Areas
- Keeping Down Costs as Much As Possible



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





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STRATEGIC AREAS OF FOCUS

1. Diverse and regular events

- 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 has grown to 269 during the development of this plan.

- Pursue membership growth to 600 by 31 March 2030

3. Enhanced audio, visual lighting and music

- Install race track lighting by 2027
- New track semaphore board by 2027
- 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



6. New spaces

- Development of old stalls area
- 1000m jog track
- 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

9. Commercial kitchen

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

10. Club Governance

- Club Policies continually updated and refined
- Safety policies & procedures maintained



STRATEGIC AREAS OF FOCUS CONT.

11. Contemporary systems to support the organisation

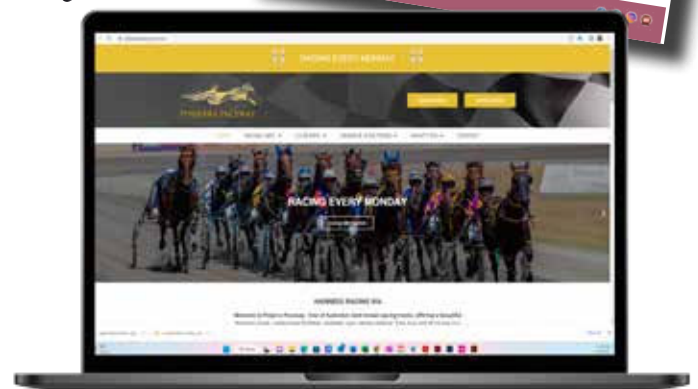
- Maintain suitable financial, human resource, procurement, event booking and membership application, renewal systems that allow for effective and efficient operations

12. Enhanced branding and marketing

- Maintain branding and marketing strategy
- Maintain 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

13. 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
 - Perimeter Fencing
 - Track Semaphore Board
 - Upgrade Pavilion air conditioning



14. Robust revenue stream and balance sheet

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

COMMUNITY

15. 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

16. Strong stakeholder relationships

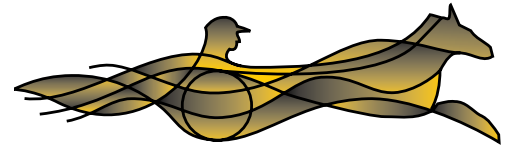
- Build and maintain strong relationships with key stakeholders
- Host key stakeholders regularly and seek opportunities to collaborate



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



IMPLEMENTATION PERFORMANCE



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The Board 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.

