



PORT AUGUSTA RACING CLUB INC STRATEGIC PLAN 2015 - 2018



*Strong foundations
for a sustainable future..*



PORT AUGUSTA RACING CLUB INC STRATEGIC PLAN



MESSAGE FROM THE PRESIDENT

The Port Augusta Racing Club (PARC) welcomes you to become part of the most recent renewal of the clubs Strategic Plan for 2015 and beyond.

Since the inception of the previous Strategic Plan, the PARC committee has worked most diligently in its efforts to strengthen the foundation of thoroughbred racing within the district with significant success. During this period the PARC has been able to successfully engage with its major stakeholders to ensure benefits for all of its participants and the wider Port Augusta community.

There have been considerable facility and functionality improvements undertaken in recent years. Increased race meeting allocation and exceptional nominations have been the catalyst to the renewed significance of the Port Augusta Cup's major event status within the region. A most important part of recent success is the strong support and interest of our cherished sponsors and

the fostering of these relationships have provided the PARC with a stable base from which to build.

Utilising the Port Augusta Racing Club as a cornerstone to success, it is important that we embrace the surrounding local racing communities to foster opportunities into the future. It is imperative that the momentum gained over the past years under the previous strategic plan is built upon and continued with vigour into the future. The sustainability of our product will be accomplished with sound management skills, fiscal stability and effective workplace practices in providing an environment safe for all participants to enjoy.

With the task now being to secure a long term future for thoroughbred racing in the north of the state; I welcome all to join with us and become a partner in this strategic direction to sustain Port Augusta racing into the future.

OVERVIEW

Whilst not fully established, it is claimed that racing commenced in Port Augusta in 1872. There are reports of organised racing at the Port Augusta West Racecourse situated on the outskirts of town dating back to December 1877. The principle race was called the Port Augusta Cup, being a weight for age race run over 1 ½ miles.

In 1881, the Port Augusta and Flinders Jockey Club's commenced operations at it's present site and raced until 1924 when it was decided to form a limited liability company. This resulted in the two clubs merging under the new title of 'Port Augusta Racing Club Limited'.

Since the inception of thoroughbred racing in Port Augusta, the Port Augusta Racing Club has experienced many successes and also faced many challenges in sustaining racing and preserving community involvement in maintaining it's major community events status. The PARC continues to maintain it's existence through the dedication and passion of those connected to the racing industry and the community at large.

With competing pressures from other sporting organisations and recreation activities, the PARC needs to broaden it's vision and plan for it's future existence. The PARC is committed to this vision.

To do this, the PARC must embrace contemporary views, harness opportunity, focus on growth and establish a strong framework and foundation for continued success and sustainability.

Thoroughbred Racing SA identifies a similar reality and recognises the importance of developing partnership approaches and maximising the use of resources and infrastructure to embrace growth of the industry and sustain economic viability. Moreover, the need for re-establishing community interest has been realised.

Sustaining racing in the Port Augusta region is one of the biggest challenges the PARC must overcome. To support it's quest, the PARC has developed this Strategic Plan "Strengthening the Foundations of Thoroughbred Racing in Port Augusta". The plan will enable the PARC to identify goals and monitor it's performance in sustaining thoroughbred racing not only in Port Augusta, but also the wider northern region.

To move forward, the PARC must address the challenges it faces and must make the most of opportunities presented through economic uplift in the north of the state. In addition, the PARC must continue to build on our most valuable resource, the central geographic location of Port Augusta within the state.

VISION

To provide a vibrant and sustainable thoroughbred racing program in Port Augusta contributing to the economic and social fabric of the region.

MISSION

To facilitate vibrant and prosperous race meetings, ensure integrity, attract quality thoroughbred racing and provide both the community and our stakeholders with the best race day experience.

GOALS

1. Develop a compliant culture and process in safety management to provide a safe environment for all PARC stakeholders.
2. Build strong foundations for a sustainable future through effective governance.
3. Foster a positive and progressive image of the Port Augusta Racing Club
4. Deliver economic growth for a sustainable future in thoroughbred racing.
5. Effective management of infrastructure, resources, assets, and the environment.

THE PLAN

The Port Augusta Racing Club's Strategic Plan delivers the Vision for the future of thoroughbred racing in Port Augusta and identifies how the committee, the community, and our stakeholders will assist in realizing this vision.

The Strategic Plan has been developed with regard to the following publications:

- South Australia's Strategic Plan
- Thoroughbred Racing SA Strategic Plan 2013-2016
- Port Augusta's Community Vision and Strategic Plan 2013 - 2017

It is realized that future investment in the Port Augusta Racing Club will only evolve by the club demonstrating its capacity to provide quality outcomes for stakeholders. This will be achieved by short-medium term planning, implementation and continuous monitoring; hence the need for a practical and measurable document.

The plan will assist in bringing this focus together by identifying key strategies in relation to each goal area.



GOAL 1 - WORKPLACE HEALTH AND SAFETY

DEVELOP A COMPLIANT CULTURE AND PROCESS IN SAFETY MANAGEMENT TO PROVIDE A SAFE ENVIRONMENT FOR ALL PARC STAKEHOLDERS

Goal 1.1 - Conduct our business in a manner that ensures the health, safety and welfare of all involved with the Port Augusta Racing Club

Key Strategies

- 1.1.1 Promote the acceptance of WH&S as a core organisational value for all stakeholders
- 1.1.2 Develop in our people a competent knowledge base and skills to fulfil their WH&S responsibilities

Performance Objectives

- a) Update policy to ensure that WHS responsibilities and duties are documented and accountability processes are in place

Goal 1.2 - WH&S Management System Development and Improvement

Key Strategies

- 1.2.1 Identify relevant legislative WH&S information and evaluate performance of PARC workplace activity
- 1.2.2 Continue to develop policy utilising racing industry relevant benchmarks where available in relation to the needs of the PARC
- 1.2.3 Evaluate PARC policies and procedures for compliance with legislative requirements and a systematic approach to managing WHS

Performance Objectives

- a) Identify performance gaps
- b) Determine priorities and recognise limits
- c) Update Position Descriptions to include enhanced WH&S responsibilities
- d) Source relevant WH&S training for Committee members

Goal 1.3 - Induction /Hazard Identification /Risk Management

Key Strategies

- 1.3.1 Provide specific focus on the WH&S key parameters of Site Induction, Risk Management and Hazard Control measures
- 1.3.2 Continue to develop Risk assessment, Hazard Identification and Hierarchy of Control processes
- 1.3.3 Develop an On-Line WH&S Management System providing easy accessibility for relevant Stakeholders.

Performance Objectives

- a) Undertake Risk Assessments on all aspects of Port Augusta Racing Club activities
- b) Provide and maintain safe equipment and premises
- c) Ensure that all those who work for the PARC can safely do what they are asked to do

Goal 1.4 - Incident and Reporting Management

Key Strategies

- 1.4.1 Develop a reliable and robust incident reporting mechanism that will ensure all incidents are documented and reported as required by legislation

Performance Objectives

- a) Report and document all incidents
- b) Undertake specific training with all staff on Incident Reporting

GOAL 2 - GOVERNANCE

BUILD STRONG FOUNDATIONS FOR A SUSTAINABLE FUTURE THROUGH EFFECTIVE GOVERNANCE

Goal 2.1 - Stakeholder Relations /Partnerships

Key Strategies

- 2.1.1 Align itself with Thoroughbred Racing South Australia, the South Australian Government and the Port Augusta City Council's Strategic Plans to maximise benefits and support the future of racing in our region
- 2.1.2 Continue to strengthen partnerships with existing stakeholders and identify and establish new partnership opportunities
- 2.1.3 Build strong networks with other racing bodies and position the Port Augusta Racing Club to provide leadership and support within the region
- 2.1.4 Strengthen our engagement with local community groups to and promote and develop partnership opportunities

Performance Objectives

- a) Demonstrate to Thoroughbred Racing South Australia and other support groups that we have a strong Strategic Plan that will ultimately, with investment from them, provide a dividend in the form of economic growth and improve racing in the region

Goal 2.2 - Administration /Governance /Organisational Structure

Key Strategies

- 2.2.1 Good governance and management of Port Augusta Racing Club
- 2.2.2 Endorse active commitment to collaboration and team-based problem solving across the thoroughbred racing industry in our region and beyond
- 2.2.3 Demonstrate good management and continued development of the racing program and optimise opportunities for owners, trainers, jockeys and breeders

Performance Objectives

- a) Continue to implement strategies and develop plans that will improve organisational effectiveness
- b) Establish proactive sub committees to achieve strategies outlined in the Port Augusta Racing Club Strategic Plan

Goal 2.3 - Value the need for quality and best practice in policies and procedures

Key Strategies

- 2.3.1 Continue the development and implementation of industry compliant policies, procedures and operational instructions to support the Port Augusta Racing Club's long term sustainability

Performance Objectives

- a) Review and develop information systems, embrace change and adopt new technologies



GOAL 3 - IMAGE

FOSTER A POSITIVE AND PROGRESSIVE IMAGE OF THE PORT AUGUSTA RACING CLUB

Goal 3.1 - Improve Marketing /Public Relations and Perception of the Port Augusta Racing Club

Key Strategies

- 3.1.1 Develop and implement a Marketing Plan
- 3.1.2 Continue to promote Port Augusta Racing Club through electronic and print means to all stakeholders
- 3.1.3 Negotiate media, data and product rights with consideration given to regional interests
- 3.1.4 Provide a professional approach to race day activities in revealing our key participants to the general public
- 3.1.5 Build mutual networks with South Australian Tourism Corporation, and state, regional, and local tourism operators.

Performance Objectives

- a) Increased awareness of Port Augusta Racing Club activities /events /functions
- b) Provide clear and measurable marketing/public relation and perception outcomes through Port Augusta Racing Club Marketing Plan
- c) Increased rapport with all Port Augusta Racing Club stakeholders to gain valued perception of the club and its activities
- d) Develop and maintain industry aligned website page, and continue to embrace new e technologies
- e) Develop E news of Port Augusta Racing Club activities
- f) Further explore race day activities to enhance event at each race meeting, which will achieve best possible outcomes for the Port Augusta Racing Club.
- g) Identify other racing clubs as a market for Port Augusta Racing Club race meetings
- h) Establish a strong image for the Port Augusta Racing Club
- i) Develop a tourism plan which optimises mutual benefits for all
- j) Ensure everybody is a racing ambassador

Goal 3.2 - Strengthening the Racing Culture

Key strategies

- 3.2.1 Strengthening the Racing Culture
- 3.2.2 Promote the positive effects the racing industry delivers to the community
- 3.2.3 Implement an awareness program to increase a positive perception of Port Augusta Racing Club and its facilities both locally and state wide
- 3.2.4 In conjunction with Thoroughbred Racing South Australia, improve awareness of thoroughbred racing in the region
- 3.2.5 Gain clear understanding of Port Augusta Racing Club's client's /stakeholders to assist with the Port Augusta Racing Club's future direction

Performance Objectives

- a) Recognise and promote Port Augusta Racing Club history and link with future plans
- b) Form closer relationships with associated and similar industries
- c) Establish Hall of Racing Fame and a record of Port Augusta Cup winners
- d) Strive to continually increase visitor numbers
- e) Develop an awareness program of Port Augusta Racing Club benefits
- f) Identify Port Augusta Racing Club's stakeholder and their needs
- g) Further develop communication strategies with all stakeholders





GOAL 4 - ECONOMIC GROWTH

DELIVER ECONOMIC GROWTH FOR A SUSTAINABLE FUTURE IN THOROUGHBRED RACING

Goal 4.1- Economic Growth

Key Strategies

- 4.1.1 Foster confidence in Port Augusta Racing Club's activities to attract sponsorship and wagering participation
- 4.1.2 Commit resources both external and internal to achieve the best possible results in developing and maintaining economic growth
- 4.1.3 Work closely with associated bodies to gain additional funding to achieve our desired goals
- 4.1.4 Seek grant funding for future developments that accommodates the current and future needs of the Port Augusta Racing Club
- 4.1.5 Keep key stakeholders involved and raise local, regional, State and National awareness of services available within Port Augusta Racing Club
- 4.1.6 Maintain current level of race meets
- 4.1.7 Establish a group to manage the Port Augusta Racing Club's land sales to strengthen the clubs financial sustainability

Performance Objectives

- a) Develop and maintain a strong economic network with key stakeholders
- b) Perceptible increase in sponsorship and grant funding
- c) Improved wagering turnover on local meetings through increased stake money
- d) Increase economic gain through image, media and marketing opportunities
- e) Identify required venue facility upgrades to support economic growth
- f) Work with associated bodies to improve the quality of current race meets
- g) Measurable economic growth

Goal 4.2 - Membership, Volunteers, & Stakeholder Groups

Key Strategies

- 4.2.1 Improve the racing experience for all and encourage family participation
- 4.2.2 Provide members and participant groups with improved race day packages
- 4.2.3 Promote the recognition and involvement of volunteer groups
- 4.2.4 Increase membership, volunteer, patron and participant numbers

Performance Objectives

- a) Identify potential tourism attendance opportunities
- b) Liaise with tourism operators in developing packages
- c) Continue to invest in the recognition of our volunteer and community groups by supplying free passes for selected meetings
- d) Provide "an exciting race day experience"

Goal 4.3 - Events

Key Strategies

- 4.3.1 Fully explore the diversity for which the Port Augusta Racing Club can be used and liaise with the relevant representatives to promote the use of the facility for major events

Performance Objectives

- a) Actively promote and maximize the use of Port Augusta Racing Club as an events area
- b) Identify the feasibility of and develop strategies to attract events and festivals to our business
- c) Upgrade facilities to improve patron comfort including shade, seating, toilets, food services, training, conference facilities etc.
- d) Promote the Port Augusta Racing Club as an alternative venue for major activities / events
- e) Optimise the use of the Port Augusta Race Course



GOAL 5 - INFRASTRUCTURE

EFFECTIVE MANAGEMENT OF INFRASTRUCTURE, RESOURCES, ASSETS, AND THE ENVIRONMENT

Goal 5.1 - Effective management and maintenance of all assets, Infrastructure and amenities

Key Strategies

- 5.1.1 Develop appropriate plans, strategies and management systems to ensure all assets are maintained to an acceptable level
- 5.1.2 Upgrade and maintain Port Augusta Racing Club's track to meet the standards required by all associated groups
- 5.1.3 Continue to upgrade the Port Augusta Racing Club environment
- 5.1.4 Maintain and improve all Port Augusta racing Club infrastructure to a higher standard

Performance Objectives

- a) Continue & exceed Environmental Protection Agencies licensing and Port Augusta Racing Club management plan requirements
- b) Develop and implement suitable infrastructure programs targeting facility improvement areas
- c) Develop and implement suitable maintenance programs.
- d) Develop and implement suitable inventory programs
- e) Establish a priority list of facilities improvements

Goal 5.2 - Management of Environmental impacts

Key Strategies

- 5.2.1 Achieve an appropriate balance between environment protection, economic development and recreation activities
- 5.2.2 Enhance natural resource community management programs
- 5.2.3 Move towards becoming an organization which reflects the arid environment

Performance Objectives

- a) Ensure Port Augusta Racing Club's has environmental protection/sustainability components that reflect best practice principles
- b) Further develop our environmental management plan to include flora and fauna best practice
- c) Recognition for our environmental management
- d) Reduction in the use of potable River Murray water





Photos: Claire Hocking, Michael Dunemann, Georgie Sharp | Designed and Printed by Multi Print SA Port Augusta Ph: 8641 0900

