



Morphettville

STRATEGIC PLAN

2024/26

# Our Growth Agenda:

A relentless focus on growing a financially robust and sustainable precinct and club.



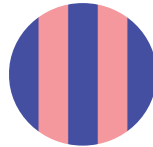
## Our Purpose

To ensure Morphettville is a vibrant, memorable and sustainable precinct.



## Our Vision

Morphettville is South Australia's premier destination for racing, events and entertainment 365 days a year.



## Our Values

Be real. We are one. We own it. We create.

# Our Values:



## **Be real** >> authenticity

We prioritise respect, honesty, fairness and integrity in all our actions.



## **We Create** >> ingenuity

We encourage innovation and creative problem-solving.



## **We are one** >> unity

We treat everyone equally and foster collaboration and inclusivity.



## **We own it** >> empowerment

We take responsibility for our actions, encouraging open communication and supporting personal growth and improvement.

# Key Pillars



## People, Performance & Culture

We will foster a supportive, inclusive and growth-focussed culture to attract and retain top talent, ensuring collective success where our valued people embrace and contribute to the vision for Morphettville.



## Property & Facilities

We will develop the Morphettville precinct as a place more people want to work, live and experience, creating a valuable asset for South Australia.



## Financial Performance

We will operate in a commercially focused manner to be sustainable and profit-driven.



## Industry & Precinct Sustainability

Our club and members will contribute to the sustainability of racing in South Australia.



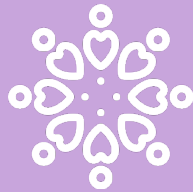
## Brand

We will consistently and enthusiastically promote and deliver a positive Morphettville precinct experience, while increasing understanding of our value to the community along the way.



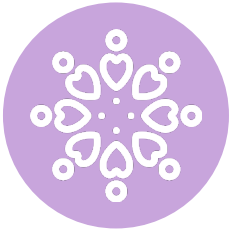
## Stakeholder Engagement & Satisfaction

We will actively engage our members and stakeholder groups to be advocates for our purpose and work with them to deliver mutually beneficial outcomes.



## People, Performance & Culture

We will foster a supportive, inclusive and growth-focussed culture to attract and retain top talent, ensuring collective success where our valued people embrace and contribute to the vision for Morphettville.



- Embed a strong culture of leadership and accountability.
- Implement a performance development framework for enhanced growth, performance and alignment of organisational goals.
- Foster culture of continuous feedback and recognition.
- Defined internal communication plan to ensure staff are connected and informed.
- Enable all staff to possess a working understanding of the racing industry and how it impacts upon our precinct.
- Foster governance integrity ensuring ethical practices, transparency and accountability.
- Develop and implement employer brand strategy to raise market awareness and support talent acquisition.
- Establish ourselves as a preferred employer, where individuals aspire to work and grow, enhancing our reputation.
- Define and strengthen the Employee Value Proposition (EVP).
- Define and embed our Values to shape a culture that guides behaviours and decision making.
- Provide career pathways and development programs, including trainees/apprentices and targeted, ongoing training for all staff.
- Establish a customer service internal charter and provide staff training to ensure consistency in service delivery across the precinct.

# People, Performance & Culture

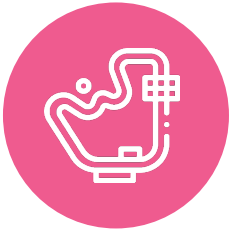




## Property & Facilities

We will develop the Morphettville precinct as a place where people want to work, live and experience; creating a valuable asset for South Australia.





- Implement the Club's vision in the property and infrastructure areas.
- Develop rolling 1, 3 and 5 year maintenance and capital expenditure plan.
- Continue to work with our development partner to progress the staged plan for the Morphetville Development Project.
- Seek Government funding for capital projects and venue improvements.
- Working with RSA to continue to improve racing infrastructure requirements and securing financial support.
- Ensure racing, stabling and training facilities are commensurate with maintaining quality racing at Morphetville.
- Increase venue utilisation to enable further reinvestment in amenity for patrons and residents.
- Develop facility policies and procedures to ensure standards and service levels are consistently maintained.
- Develop investment strategies.
- Implement preventative maintenance plans and structure.
- Establish an overall venue Master Plan, including subsets for each venue/area of the precinct.
- Develop an asset management plan.

## Property & Facilities







# Financial Performance

We will operate in a commercially focused manner to be sustainable and profit-driven.





- Optimisation of return on the Investment Fund.
- Manage business cash flow model ensuring certainty of funds available; includes obtaining bank debt funding and understanding Development Project agreements and funding timelines.
- Ongoing focus on responsible financial management of all business expenditure.
- Ongoing focus on building robust diversified revenue streams and customer base.
- Ongoing focus on profit rather than revenue across all events.
- Develop reporting platforms to access up-to-date financial information per event.
- Develop reporting of ROI analysis on all event activity.
- Canvas new business opportunities in line with other pillars.
- Identify opportunities to obtain government and industry funding.
- Ongoing focus on move to a substantially cashless system.
- Improve management of stock wastage, handling and purchasing.
- Implement strategies to reduce insurance costs.
- Increase financial literacy across the business.

# Financial Performance







## Industry & Precinct Sustainability

Our club and members will contribute to the sustainability of racing in South Australia.



- Create the link between the Master Plan Community Development and the Racecourse Precinct, both physically and culturally.
- Establish strategy to build key industry relationships.
- Improve racing and maintain training infrastructure.
- Collaborative engagement with RSA for a strong racing calendar.
- Achieve holistic sustainability through integrated Workplace Health and Safety, ensuring the well-being of our employees, preserving the environment and creating a positive impact on our community.
- Maximise on-course attendance and engagement.
- Develop and manage Environmental Social & Governance (ESG) policy program.
- Establish the ESG program, integrate into business decision making and facilitate the appropriate reporting.
- Work with relevant partners, including Government, to further position the Morphettville Precinct as attractive to visitors.
- Engagement with race going community to use the facilities for other events outside of Raceday.

# Industry & Precinct Sustainability



Morphettville



# Brand

We will consistently and enthusiastically promote and deliver a positive Morphettville precinct experience, while increasing understanding of our value to the community along the way.







- Clearly define our brand goals, values, and parameters of what/who we are/are not, providing an ongoing reference point as to what the Morphetville precinct is
- Create, encourage, and maintain a culture of brand advocacy among staff and major stakeholder groups so we can achieve a positive, engaged culture, focused on achieving our vision
- Introduce, encourage and support brand-led decision making across the organisation to achieve efficient and consistent growth in value
- Create useful, accessible tools and assets to make using our brand easy and consistent so we can maximise impact
- Create, roll out and measure the success of a new brand strategy in order to increase awareness, relevance, reputation, and visitation to the Morphetville precinct
- Establish and roll out a communications strategy in order to achieve increased profile, understanding, and awareness of the Morphetville precinct amongst the broader community
- Conduct regular research to measure changes in response to our brand over time, so we can address concerns/pursue opportunities as they arise

# Brand





# Stakeholder Engagement & Satisfaction

We will actively engage our members and stakeholder groups to be advocates for our purpose and work with them to deliver mutually beneficial outcomes.





- Map, understand and value each of our stakeholder groups throughout our annual calendar with transparent communications.
- Map, review, and create relevant communications and engagement opportunities with key stakeholders, audience, and customer groups so we can better understand their requirements and promote positive ongoing experiences.
- Refine and improve membership offerings and diversify member demographics to ensure a sustainable future.
- Understand customer service expectations and expected standards from all aspects of the customer's journey.
- Develop data acquisition methods that inform good decision making and tailored experiences.
- Build and execute campaigns specifically designed for each group, including room utilisation, product offering and amenity.
- To consistently recognise and target new business opportunities for new client engagement, creating ongoing relationships and return patronage.
- Create and maintain environments that provide safety, privacy and comfort.
- Sponsors – always consider the potential that Morphettsville has to create value for partners and sponsors.
- Identify and create a welcoming environment to maximize partnership and customer experience.

# Stakeholder Engagement & Satisfaction





# Morphettville

[morphettville.com.au](https://morphettville.com.au)

