The Royal Agricultural Society of Western Australia

Strategic Plan

Key Strategies to 2017 and Beyond

Created January 2012

Mission Statement

“To serve and enrich the people of Western Australia by showcasing the resources and endeavours of its people”

Vision Statement

“Claremont Showground will provide world class facilities to the community and business sector alike whilst providing the RAS with a strong financial position to allow it to showcase Western Australia’s Agricultural and Resource Sector”
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1 Overview

The Royal Agricultural Society of Western Australia (RAS) is a not-for-profit apolitical organisation based in Perth, WA. With the support of its members, The RAS role is to promote the significance of rural Western Australia and the state's primary industries.

Working to help 'bridge the gap' between city and country WA, the Society's activities are focused on showcasing the many and varied achievements of rural Western Australia. Since the founding of the Society in 1831, The RAS has successfully encouraged and assisted the development of Western Australian resources - including agricultural, horticultural, viticultural, industrial, rural, technological, commercial and mineral resources.

The agricultural landscape within Australia is rapidly changing due to increasing globalisation, shifting government primary industry policy, foreign land ownership, consolidation of primary production and the effects of climate change such as the recent drought. Despite these constant changes within the agricultural industry, the RAS has managed to remain financially sound and successfully produces Perth's largest annual community event – the Perth Royal Show.

This plan is the RAS response to its changing operating environment. The Plan was developed through the active involvement of the RAS Council, senior management and staff with specific input from the Strategic Planning Committee. This plan is more than refining current practices and relationships and is aimed at assisting the RAS with the framework for longer term decision making.
2 Corporate Strategic Plan at a Glance

The following figure represents the Corporate Strategic Plan at a glance. It shows the five Strategic Issues the RAS must get right:

- Increase the RAS profile, presence and relevance in the wider community
- Redevelop the Claremont Showground
- Continuous Improvement of the Perth Royal Show
- Serve and enrich the people of WA by showcasing the resources and endeavours of its people
- Improve the structures and resources of the RAS
- Ensure the long term sustainability of the RAS
3 Purpose

The Royal Agricultural Society of WA (RAS) exists to provide quality facilities that showcase the activities of the agricultural and resource sector.”

This entails the provision of:

- Physical infrastructure, such as the showground itself including a collection of buildings and facilities.
- Non-physical infrastructure, such as an opportunity to share knowledge of agricultural and resource processes.

In providing these benefits the RAS serves 4 groups, in the following order:

1. **Agricultural and Resource Sector** – To provide the different sectors of the Agricultural and Resource sectors of W.A. the platform for local community engagement.
2. **RAS Members** – Who elect the council to act as custodians of the organisation.
3. **Community** – Interaction and education on the various aspects of primary production within Western Australia.
4. **Current and future licence or leaseholders** – Providing quality facilities for independent business operators to conduct business in conjunction with the RAS vision.

In short the RAS seeks to **Engage, Educate and Entertain** the community in which it resides.

The indicator of organisational performance is the satisfaction level of members and the retainment in membership, agricultural event entries and financial profitability of the Perth Royal Show and the Non Show events. Performance indicators include:

- Sectional entries year on year
- RAS Membership holders
- Number of visitations during PRS
- Average entry fee per attendance
- Site Occupancy percentage both PRS and Non PRS
- Average rental rate per sqm
- Financial Performance such as liquidity, gearing ratios and return on investment.
4 Vision & Values

The RAS Vision is that:

"Claremont Showground will provide world class facilities to the community and business sector alike whilst providing the RAS with a strong financial position to allow it to showcase Western Australia’s Agricultural Sector"

This Vision will require the RAS to work towards gaining access to capital funds to drive physical improvement into the business. Planning the upgrade, redevelopment or refurbishment of the physical asset will occupy the next 3 years. High level master planning and financial analysis will be required to support the long term decisions to realise the RAS vision.

The RAS Values;

In all RAS activities, RAS Members’ value;

1. The people, families and communities in Western Australia.
2. Diversity of views, actions, race, culture and heritage within communities.
3. The contribution of rural communities to the lives of all people in Western Australia.
4. Sustainable development of communities, agriculture and resources in Western Australia.
5. Education and innovation.
6. Ethical and professional behaviour.
7. The heritage and traditions of the RAS.
8. Good governance and continual improvement of the RAS.
9. The contribution of RAS Councillors, staff, members and volunteers to RAS activities.
10. Benefitting communities across Western Australia.
This strategic plan was written under the back drop of a successful 2011 Perth Royal Show. All indicators from the event were positive and reinforced the RAS vision that the community of Western Australia loves the event.

The RAS does particularly well to engage, educate and entertain the community of Western Australia in the endeavours of the Agricultural and Resource sectors. It is a key focus for the RAS to increase its profile in the wider community to ensure that the organisation is not just known for the Royal Show but the other value added in many sections of the community.

First impressions of the assets at Claremont Showground is that in most part they appear to have reached their full economic potential and need to be either repaired, disposed, demolished or replaced. Easily said than done, as this cost far exceeds RAS cash reserves therefore careful long term planning is required. The RAS needs to develop a Master Plan to develop a clear direction for the organisation to achieve the long term vision of providing world class facilities. This will assist with gaining access to funding and seeking community sponsorship.

The RAS finds itself holding W.A.’s showcase event however the costs of running the Royal Show is starting to exceed the rate at which income can be grown. The patrons and exhibitors are extremely price sensitive and the RAS has the difficult role of juggling income growth against customer satisfaction. The Royal Show needs to be revamped, reinvigorated and become more efficient in its operation to survive into the future.

Long term sustainability is a key aspiration for any organisation and the same can be said for the RAS. Councillors, Volunteers and Staff are critical for the success of the future of the RAS. With an aging population and an aging workforce and volunteer base it is an emerging issue for the RAS in retaining and attracting youth to the organisation – this will be an ongoing challenge.

The strategic plan provides direction on key issues affecting the future of the RAS and attempts to ensure a framework for success is put in place. As with most plans an annual review process should be undertaken to ensure that the plan is still valid and represents the current organisation’s aspirations.
6 Strategic Issues

The RAS must address a number of Strategic Issues to achieve the Vision identified on page 2. These Strategic Issues include:

<table>
<thead>
<tr>
<th>Strategic Issues</th>
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<tbody>
<tr>
<td>1 Increase the RAS profile, presence and relevance in the wider community</td>
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<tr>
<td>2 Redevelop the Claremont Showground</td>
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<tr>
<td>3 Continuous Improvement of the Perth Royal Show</td>
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<td>4 Ensure the long term sustainability of the RAS</td>
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<td>5 Improve the structure and resources of the RAS</td>
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Strategies are presented to address each of these Strategic Issues. In some instances the Strategies will run well past the timeframe of this plan and will be reviewed in an ongoing basis to remain relevant to the longer term direction of the RAS.

At the completion of these strategic issues, the RAS will have:

- Developed an improved understanding of the community’s needs and expectations for the RAS.
- Completed a comprehensive site master planning exercise
- Increased the effectiveness of the operation of the core business.
- Improved the RAS business model diversification and minimise risk.
- Identified an appropriate organisational structure.
- Developed an understanding of the RAS’s ability to offer desired products and services
- Improved the Corporate Governance of RAS

The following pages address each of the Strategic Issues in more detail and outline objectives to fulfil the “RAS Vision”.

6
7 Increase the RAS profile, presence and relevance in the wider community

Increase the RAS profile, presence and relevance in the wider community and make the RAS a contemporary, valued organisation through the progressively strengthening of relationships between RAS and community, business, education and government organisations that identify mutual goals and leverage resources to achieve these goals.

The diagram presented below outlines the Strategic Issue and relevant Strategies. These are presented in the form of strategies designed to progress the RAS towards satisfying the vision for the organisation. Each strategy is discussed in further detail on the following pages.

1.1 Increase funding for school incursion program

1.2 Develop a communication and information strategy

1.3 Review RAS membership benefits and identify opportunities to increase membership base.

1.4 Develop key stakeholder management plan.
## Strategy 1.1: Increase funding for school incursion program

The RAS currently undertakes a school incursion program with a goal of educating primary school aged children in the endeavours of the Royal Agricultural Society here in Western Australia. Currently the incursion program has been held in 36 schools over two years, reaching an estimated audience of 8600 primary school students. Initial feedback received from the schools that have participated has been overwhelmingly positive and should be increased to further engage with the youth of the state.

### Objectives

- Identify potential partners to sponsor the program and approach for support. Support should be sought primarily from the Agri-Business sector
- Increase the number of schools the program is delivered to
- Develop a metro and country program for the incursion program
- Engage media for positive reporting on the program

## Strategy 1.2: Develop a Communication and Information Strategy

The RAS should develop a communication strategy that ensures consistent communication of the strategic objectives of the organisation. This strategy will assist the RAS in clearly articulating the business / community goals.

### Objectives

- The communication strategy is about identifying and reaching the audiences with key message/s, overarching aims and objectives of the RAS - consistently
- The RAS needs to be able to modify its communication to the various community, government and members to ensure that clear consistent delivery of objectives is achieved
- Develop an action plan that defines the audience and outline how to communicate the objectives and overall goals for the RAS
Strategy 1.3: Review RAS membership benefits and identify opportunities to increase membership base.

The RAS has 1800 members and is committed to ensuring membership satisfaction and retention of the current base. A review of the current offer is to be undertaken with a view to retaining current members and put in place strategies to grow the base number of membership.

Objectives

- Review current RAS membership and identify the current benefits
- Identify Media opportunities to promote the membership
- Get to know “our members”, hold membership events outside of PRS
- Get new members involved on committees and special projects
- Conduct a membership contest
- Seek partnerships with other member organisations to increase the benefits

Strategy 1.4: Develop a Key Stakeholder Management Plan

RAS understands the importance of stakeholder management in that it supports an organization in achieving its strategic objectives by interpreting and influencing both the external and internal environments. A successful stakeholder management plan can only be achieved by creating positive relationships with stakeholders through the appropriate management of their expectations and agreed objectives. Stakeholder Management is critical to the success of RAS.
Objectives

- Identify stakeholders, create a stakeholder map outlining the 3 priority groups (Core, Support and Related)
- Analyse the ‘influence’ that each group of stakeholders has to the success of the organisation
- Develop an action plan to identify obstacles in gaining full support and commitment from stakeholder groups. Action plan will map out how to put strategies in place to overcome the obstacles
- Action the plan
- Monitor the outcome and put in place corrective actions. The purpose of this step is to periodically re-assess the position of each stakeholder to determine what further action (if any) is required to keep him or her committed and supportive of the RAS objectives
8 Redevelop Claremont Showground

Claremont Showground is designed primarily for the Perth Royal Show’s 8 day annual event. The site was first developed in 1905 and has subsequently been upgraded over the intervening years providing both indoor and outdoor facilities. A majority of buildings onsite have reached their full life cycle potential and are in need of demolition, major upgrading or subsequent replacement. The condition of critical infrastructure such as hydraulics, sewer, comms, electrical and gas lines is still relatively unknown – this will be a sunk cost to rectify.

Planning is the key to the successful redevelopment of Claremont Showground and this will ensure that the decision making process for timing, funding and ownership structures have been adequately interrogated and analysed.

The diagram presented below outlines the Strategic Issue and relevant Strategies. These are presented in the form of strategies design to progress the RAS towards satisfying the vision for the organisation. Each strategy is discussed in further detail on the following pages.

2.1 Develop concept plan for site development including creation of precincts on the Showground

2.2 Development of a detailed site Master Plan including financial viability

2.3 Develop strategy on how to access capital funds for the Master Plan Development

2.4 Communicate and seek support for the Master Plan from stakeholders
## Strategy 2.1: Develop a concept plan for Claremont Showground redevelopment including development of Precincts

To ensure that the organisation is clear about its vision for redevelopment the RAS will create a document that describes, in narrative and with maps, an overall development concept. It will allow for feedback and input from RAS Council and Management before embarking on the more detailed and costly Master Plan creation.

### Objectives

- Develop a concept plan that outlines the possibilities for the Claremont Showground
- Create / Redefine Business Case for precincts such as Heritage, Landcare, Growers Market & Food and education centre
- Seek a team of property professionals that can assist in developing the concept plan from a legal, engineering and development perspective
- Once approved by the RAS Council commence dialogue with major stakeholders including the WA state government. Prepare a submission to local council, Town of Claremont and seek feedback – identify any issues prior to moving to a more permanent Master Plan

## Strategy 2.2: Development of detailed Master Plan including financial viability

The Master Plan is the blueprint for the future, sometimes referred to as the road map of the business. It is a comprehensive document, long range in its view, which is intended to guide development of the Showground for the next 10 to 20 years. The Master Plan sets policies and timelines regarding growth and development with the information presented intended to guide decisions on the uses of land, maintenance levels on existing buildings and provision of public facilities.

### Objectives

- Develop the Master plan once approval for the concept plan is achieved
- Create the timeframe for the staged redevelopment of Claremont Showground
Strategy 2.3: Develop strategy on how to access capital funds for the Master Plan development

Gaining access to funds to undertake the Master Plan redevelopment will be the most significant challenge for the RAS. Staging the development over 10 to 20 years is the most common approach. The redevelopment must meet or exceed the predetermined hurdles for any single stage of the development to progress.

Objectives

- Create the financial framework for RAS Council approval
- Undertake financial analysis of the proposed staged Master Plan to ensure that the financial implications achieve the required hurdle rate

Strategy 2.4: Communicate and seek support for the Master Plan from Key Stakeholders

Communicating the Master Plan to the RAS key stakeholders enables ‘buy in’ and supports opportunities that can be created from having a defined plan about the future for the organisation and physical assets. The Master plan becomes an important sales tool for the RAS to ensure that stakeholders are given every opportunity to be a part of the future direction.

Objectives

- Identify opportunities to seek grants from State or Federal Government.
- Identify partnership opportunities with private sector
- Identify partnership opportunities in the Agricultural / Mining and Education sectors
- Present the Master Plan to the key stakeholders at an event held by the RAS.
9  Continuous Improvement of the Perth Royal Show

The cultural legacy and heritage of the show is precious to all of its stakeholders. There is recognition that the leadership team is transitional and as such they are the custodians of the experience for a limited period of time with a clear responsibility for protecting the legacy and maintaining the viability of the show for the next generation (Hornery Institute).

The current Perth Royal Show business model has reached its maturity and is in slow decline. The RAS is focused on creating improvement to the current show business model to create a solid platform for growth. The RAS will never lose sight of its ‘mission’ in providing the Royal Show and its focus on showcasing the agricultural and resource endeavours of W.A.

The diagram presented below outlines the Strategic Issue and relevant Strategies. These are presented in the form of strategies designed to progress the RAS towards satisfying the vision for the organisation. Each strategy is discussed in further detail on the following pages.

3.1 Review Royal Show Business Model identifying areas for improvement /opportunity

3.2 Develop a Perth Royal Show Operational Plan

3.3 Develop Key Performance Indicators to measure the success of the PRS

3.4 Review Organisational Structure inline with Operating Plan.
### Strategy 3.1: Review Royal Show Business Model identifying areas for improvement / opportunity

The Perth Metropolitan area continues to experience population growth, however visitor numbers to the show fail to reflect this growth – the attendance numbers over the past 15 years appear relatively static. Show based expenditure is rising faster than show based income.

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<th>Objectives</th>
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| - Take part in the joint National programme investigating the future of the show model  
- Analyse the results and conduct a GAP analysis outlining the areas for improvement and or opportunities |

### Strategy 3.2: Develop the Perth Royal Show Operational Plan

The Perth Royal Show must adopt the ABC principle each year when reviewing and creating the next show.

- A new beginning  
- Better Basics  
- Continuous Improvement

The 3 E’s are also employed Engage, Educate and Entertain

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| - Develop the Perth Royal Show operational plan to include;  
- Documented operational procedures for the 8 day event  
- Documented RAS policies relevant to PRS |
### Strategy 3.3: Develop Key Performance Indicators to measure the success of the PRS

If you can measure it you can manage it!

KPIs are commonly used by an organization to evaluate its success or the success of a particular activity in which it is engaged. In the case of the RAS a set of KPI’s designed to review the success of the show.

**Objectives**

- Develop the KPI’s for the Perth Royal Show in line with the balanced scorecard approach. The balanced scorecard suggests that we view the organization from four perspectives, and to develop metrics, collect data and analyse it relative to each of these perspectives.

**The Perspectives;**

1. Learning and Growth
2. Business Process
3. Customer
4. Financial

### Strategy 3.4: Review organisational structure in line with operational plan

A review of the organisational structure must be based on a clear understanding of the purpose and direction of the work area – this will be gained through the creation of the operational plan. It is important that the plan outlines how each position contributes to the show’s purpose; and the relationships between positions. Positions then need to be designed to provide clear accountabilities, relationships between positions and reporting lines.

**Objectives**

- The organisational structure and position descriptions need to be clearly documented and updated to reflect the operational plan
10 Ensure the long-term sustainability of the RAS

Sustainability means different things to different stakeholders, so how does the RAS ensure that they are viable and in good health for the next generation of Western Australians?

The diagram presented below outlines the Strategic Issue and relevant Strategies. These are presented in the form of strategies designed to progress the RAS towards satisfying the vision for the organisation. Each strategy is discussed in further detail on the following pages.
**Strategy 4.1: Identify opportunities for National Sponsorship program participation**

In conjunction with the RAS organisations within Australia, identify opportunities to attract national sponsorship programs.

**Objectives**

- Conduct a review of sponsorship for Perth Royal Show
- Benchmark Sponsorship agreements with other RAS states
- Develop key sponsorship agreements that can be sought for National sponsorship (in conjunction with other states)

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**Strategy 4.2: Identify opportunities for financial support from external parties including community, business and government**

Financial Support / Partnerships will be extremely important to the future growth of the RAS. The RAS will need to garner financial support through grants from major stakeholders in areas that supports the visions of both organisations.

**Objectives**

- Compile a list of potential stakeholders that should be targeted for financial support
- Develop relationships with key stakeholders that could be turned into potential financial support

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**Strategy 4.3: Develop Business Continuity Plan**

The foundation of business continuity are the standards, program development, and supporting policies; guidelines, and procedures needed to ensure that the RAS continue to operate without stoppage, irrespective of the adverse circumstances or events. All system design, implementation, support, and maintenance must be based on this foundation in order to have any hope of achieving business continuity.

**Objectives**

- Develop Business Continuity Plan
Strategy 4.4: Review volunteer recruiting program

Volunteers are the critical to the success of this organisation and the Agricultural Show industry in general.

Objectives

- Identify opportunities to assist regional shows with recruiting volunteers – this is to ensure the longevity of the smaller regional area shows
- Identify opportunities to utilise members of the RAS for Royal Show judging
- Identify opportunities to increase volunteer base for the PRS
11 Ensure best practice corporate governance

**Best practice corporate governance** is all about ensuring that the needs and interests of all of an organisation's stakeholders are taken into account in a balanced and transparent manner. Good corporate governance is not just a matter of having the right policies and procedures in place, it has to be embedded into the culture of the organisation from the very top down. Nationally, all RAS organisations are reviewing their current governance structures to minimise risk, ensure improvement and align with current best practice standards.

The diagram presented below outlines the Strategic Issue and relevant Strategies. These are presented in the form of strategies designed to progress the RAS towards satisfying the vision for the organisation. Each strategy is discussed in further detail on the following pages.
### Strategy 5.1: Review findings from Corporate Governance Committee

RAS has a Corporate Governance Committee consisting of Councillors and Executive Management. The previous committee made recommendations regarding the governance of RAS.

**Objectives**

- Review findings and recommendations

### Strategy 5.2: Determine the format for a management committee / board that adds value

An effective board / council is one that facilitates the efficient discharge of the duties imposed by law on the directors and adds value to the business in which it operates.

**Objectives**

- Review the reporting format for the Council to ensure that the fiduciary duties required under law are being met
- Ensure the risk of director liability is being addressed

### Strategy 5.3: Establish a sound system of risk oversight, management and internal control

The risk management system should be designed to identify, monitor and manage risk. It is part of Council’s oversight role to oversee the establishment and implementation of a risk management system.

**Objectives**

- Ensure that RAS risk management system is reviewed in line with best practice management for Showground operators
<table>
<thead>
<tr>
<th>Strategy 5.4: Recognise and publish the respective roles of the Council and Management</th>
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<tr>
<td>Design the RAS framework to be able to;</td>
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<tr>
<td>1. Ensure Council are able to give strategic direction</td>
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<tr>
<td>2. Clarify the respective roles of Council and senior executives to facilitate accountability</td>
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<td>3. Ensure a balance of power</td>
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<th>Objectives</th>
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<tr>
<td>▪ Review current roles of both Council and Executive and ensure relevance to current operating environment.</td>
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