



Stanthorpe Showgrounds Planning Strategy

2013 - 2023



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Foreword

Hello and welcome to the Stanthorpe Agricultural Society.

The Society is the oldest on going Community Group in our Region, and as such combines into a package a wealth of experience and a significant set of assets, grounds and facilities that provides for a wide and diverse range of needs and uses. It is an absolute pleasure to be involved in such a dedicated Community Group and it is not just putting on the Annual Stanthorpe Show that makes it a worthwhile and enjoyable experience.



Throughout the year there is an ongoing and almost continuous series of events and activities occurring at the Grounds. I would like to personally encourage anyone who would like to make use of the grounds and facilities, and or get involved in the Society, to do so and you will find that your experience will be rewarding and fulfilling.

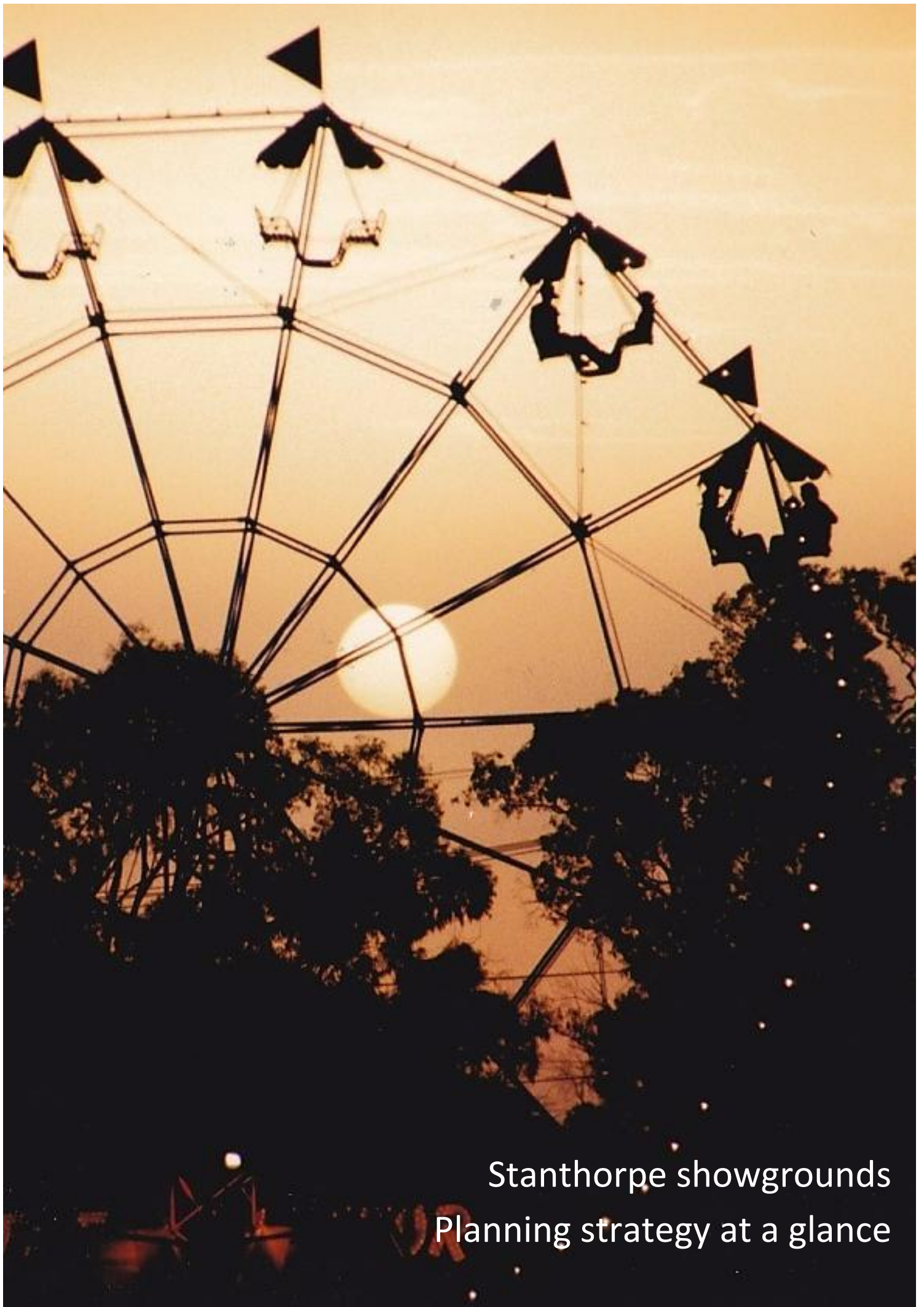
Community Groups, such as the Stanthorpe Agricultural Society, that are run by volunteers, are generally hard working and are there to help provide a Community Service to the best of their abilities, and the Society works very hard to provide the most professional service to the Community that it can. There is an enormous amount of pride in our Society and we work very hard to be available and flexible enough to meet Community needs wherever the Society can be involved.

There are a range of people and policy documents to help provide assistance in what the Society has to offer, and contacts and support are available to demonstrate and explain the services and facilities that we can and do provide. Thank you for taking the time to discover what the Society is all about, and I know we will be able to engage where ever we can to make great use of the fantastic range of opportunities and experiences that we are able to offer at the Stanthorpe Show Grounds.

Kind Regards.

A handwritten signature in black ink, appearing to read 'C. Gow'.

Cameron Gow
President
Stanthorpe Agricultural Society



Stanthorpe showgrounds
Planning strategy at a glance

Introduction

Background

The Stanthorpe Agricultural Society (the Society) is a not for profit organisation established by an Act of the Qld Parliament in 1875 to raise the standards of agriculture in Qld, more specifically in the Granite Belt part of SE Qld. Now in the 21st Century, the Stanthorpe Agricultural Society continues to support and promote Australian agricultural, horticultural and pastoral excellence and innovation through events, competition and education.

The Stanthorpe Agricultural Society is primarily responsible for organising and staging Stanthorpe's largest show event – the annual Stanthorpe Show. This Show brings together the Granite Belt's best for a weekend of agricultural, horticultural and pastoral competitions, displays and demonstrations, exhibitions, entertainment, commercial exhibits, carnival rides and a variety of food stalls.

In addition to the show, the Stanthorpe Agricultural Society encourages ventures that can make use of the facilities on the showground site to their best advantage throughout the year. These ventures include using the grounds for markets, displays, expos, rallies, music festivals, private functions and camping accommodation.

In terms of livestock affiliated events, the Stanthorpe Agricultural Society's campdraft and rodeo sub-committees play host to annual nationally affiliated campdraft and rodeo competitions respectively. The Stanthorpe Showgrounds is also home to the Stanthorpe saleyards, and hosts monthly livestock sales and feature weaner sales.

A key event on the Society's calendar is the wine sub-committee's hosting of the Australian Small Winemakers Show, an event that commenced in 1987 and has grown to be the most prestigious wine show for small winemakers in Australia and New Zealand, and one of the fastest growing shows on the annual wine circuit.



Queensland Chamber of Agricultural Societies



The Queensland Chamber of Agricultural Societies (QCAS) Inc is the statewide representative of Agricultural Societies in Queensland.

Criteria

The Stanthorpe Agricultural Society is a member of QCAS and, as such, agrees to meet the following affiliation criteria:

1. Promotes the development of Pastoral, Agricultural, Horticultural, Mining, Education and Industrial resources of the surrounding District and possibly the State.
2. Holds Exhibitions for the purpose of having competitive displays of any livestock, primary industry products or other associated products pertaining to the area. Livestock competitions considered typical for Agricultural Shows include horses, cattle, sheep, goats, alpaca, llamas, poultry and dogs.
3. Holds exhibitions on community owned property or on property leased from the Local Government Authority or similar Authority as set aside for the purpose of holding Agricultural Shows.
4. Is a community based group with provision for the profit not to be distributed amongst private individuals or groups.
5. Provides a copy of the current year's Profit and Loss Statement and Balance Sheet to QCAS for the purpose of ensuring compliance with State and Federal Government legislation and Insurance Requirements.
6. Maintains a Risk Management Program appropriate to Agricultural Show Societies.
7. Provides evidence of, adequate Public Liability Insurance Cover as required by Legislation to ensure responsible management practice.

Website

Affiliation with the QCAS ensures the sustainability of Queensland Agricultural Shows. More information about QCAS can be found at: <http://www.qcas.net.au/>



Management documents

The Stanthorpe Agricultural Society is an incorporated association and as such, must have in place a set of documents that assist with the governance of the association.

Incorporated Association

The Stanthorpe Agricultural Society is defined as an 'other incorporated entity', specifically an incorporated charitable institution, incorporated for a community purpose under CP1819 and authorised to fundraise in Qld for charity.

Charitable institution

The Stanthorpe Agricultural Society is defined as a charitable institution and is registered with the Australian Charities and Not-for-profits Commission Register. It is endorsed to access the following tax concessions:

1. GST concession.
2. FBT rebate.
3. Income tax exemption.

Deductible gift recipient status

The Stanthorpe Agricultural Society is not entitled to receive tax deductible gifts.

Constitution

The Stanthorpe Agricultural Society's operation is governed by a constitution and set of 'Rules of the Stanthorpe Agricultural Society'.

Policies

The Stanthorpe Agricultural Society's operation is also governed by an overarching operating policy and set of policies that govern specific activities.

Agreements

The Society enters into contractual agreements with third parties who use the showgrounds on a regular basis.

Action plans

A series of action plans are drafted for each president's term of office so that the Society can identify and achieve projects that are prioritised and planned.



About this strategy

Purpose

This planning strategy is one of many policies that inform the future short and long term direction and development of the Stanthorpe showgrounds. It establishes how the Society and the Showgrounds will develop into the future to meet the expectations and needs of the Stanthorpe community. It will enable the Society to make sound decisions on allocating resources that will contribute to meeting the goals outlined in this strategy.

This strategy will give stakeholders a better understanding of how change will be identified, assessed and managed.

Benefits

The benefits of this planning strategy are to:

- Clearly define the purpose of the Society and to establish realistic goals and objectives consistent with that mission.
- Clearly outline where more specific planning and investigation are required.
- Ensure the most effective use is made of the Society's resources by focusing on key priorities.
- Effectively communicate these goals and objectives to the Society's constituents.
- Create a systematic way to anticipate and respond to the challenge of change.
- Provide a base from which progress can be measured.

Review

Whilst this strategy is intended to span a minimum of 10 years, provision must be made at the 5-year point to review the items against outcomes achieved. Revision of the strategy may be required at that point if many outcomes have been achieved, or differing priorities are identified.



Guiding principles

Our Mission Statement

"The mission of the Stanthorpe Agricultural Society is to encourage and sustain the development of the agricultural, horticultural, pastoral and mining industries, and educational and industrial activities of Stanthorpe and the wider Granite Belt, through provision of annual agricultural show and quality facilities to sustain non-show events throughout the year."



Our Values

The Stanthorpe Agricultural Society believes in showcasing the best of what Stanthorpe has to offer in terms of its agricultural, horticultural, pastoral and mining industries, and educational and industrial activities of Stanthorpe and the wider Granite Belt. We do this through the provision of an annual show where contributors are encouraged to participate and the public have the opportunity to gain knowledge about, and assist in the development, of these local industries. We also do this through promoting the use of facilities on the showgrounds site for non-show related events hosted by sub-committees, community groups, charities and businesses throughout the year.

Our Vision for the Future

The Stanthorpe Agricultural Society is a progressive society with a strong commitment to hosting an annual agricultural show for the Stanthorpe community, attracting non-show events to the showgrounds throughout the year, building a lasting relationship with showground participants, and enhancing the value for all the stakeholders through excellence in performance, good governance, and continuous improvement.

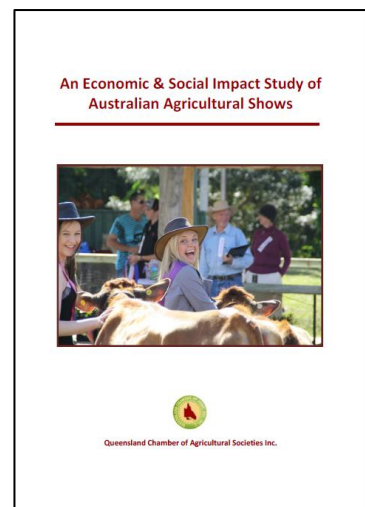


Related plans and policies

An Economic and Social Impact Study of Australian Agricultural Shows

The Economic and Social Impact Study of Australian Agricultural Shows was conducted in 2012 and sets out to identify and measure the economic and social impact of Australian agricultural shows. It aims to provide valuable information to those who support the show movement through participation, sponsorship and volunteerism.

To learn about the impact of agricultural shows, this study completed a document analysis and gathered feedback from 1,900 people. The results have been collated and are detailed in this report. The findings present government and community stakeholders with a clearer understanding of how the show movement plays an important role in increasing social capital and economic development.



Southern Downs Community Plan 2030

The Southern Downs 2030 Community Plan was developed by the Southern Downs Regional Council in 2010 and is the region's "umbrella plan," providing high-level strategic direction for social, environmental, cultural, economic and governance aspects of community life.

The Southern Downs 2030 Community Plan provides guidance on community priorities for a 20-year horizon. This document is a valuable tool informing the future planning of Southern Downs Regional Council, community organisations, major industry, state and federal government and other strategic partners.



The need for change

Culture change

The recent extensions to the main Exhibition Centre, including the construction and fitout of a commercial kitchen facility, on the Stanthorpe showgrounds has paved the way for a culture change to the way the Society operates and the types of activities and functions that can now be held on the showgrounds site. These two specific facilities have enabled the Society to further explore the increasing options that can now be offered to clients who use the site.

Marketing and social media

The world wide web opened the door to accessing a whole new audience and became an extremely effective marketing tool. Followed quickly by the use of other social media tools such as Facebook and Twitter, technology is making community interaction more personal. The Society needs to capitalise on these innovations and utilise them to their full potential in terms of marketing showground events and facilities, and to improve community engagement at that personal level.

Expansion and growth

Over the past five years, Stanthorpe, and the Southern Downs Region as a whole has experienced population growth and an increase in the number of services offered to the community. As a result, the Society has experienced increases in the level and number of Membership applications, increased numbers of patrons attending the annual Stanthorpe Show and other Society events, and an increase in the number of enquiries from external event organisers wanting to use the Showgrounds site and facilities for their events. Looking at growth trends identified in our community will enable the Society to better cater for increasing showground stakeholder needs in the future.

Infrastructure to support growth

1. The Society has already identified the need to focus on infrastructure improvements to support growth trends. Priorities include road maintenance and upgrade, improve Exhibition Centre facilities so they can cater for a wider variety of functions and events, increasing accessibility options, providing amenities for all sectors of the community and controlling overland water flow.

Recommendations from recent studies

The society will take into account the recommendations from recent studies into the show movement which indicate some of the issues mitigated by strategies outlined in this document are similarly occurring within other show societies in Queensland. As a result QCAS may provide support focusing on the five critical areas found at Appendix 1.



Outcomes

This plan centres around seven key outcomes that reflect the Society's contribution to the Stanthorpe community. They include providing showgrounds that are:

1. People friendly

The Stanthorpe showgrounds will be recognised as a place that caters for all people, at all ages, from all walks of life, and in varying capacities.

2. Animal friendly

The Stanthorpe showgrounds will be recognised as a place that caters for all forms of livestock, domestic stock and other animals for the purposes of show, sale and sport.

3. Sports friendly

The Stanthorpe showgrounds will be recognised as a place that provides for all suitable sports and encourages people of all ages to play the sport of their choice.

4. History friendly

The Stanthorpe showgrounds will be recognised as a place that is sympathetic to its origins and is considerate of the actions of those who have gone before us.

5. Environmentally friendly

The Stanthorpe showgrounds will be recognised as a place that is sympathetic to the environment and strives to take responsibility to reduce its carbon footprint.

6. Community friendly

The Stanthorpe showgrounds will be recognised as a place that considers the needs of the Stanthorpe and wider community and encourages community participation in activities.

7. Business friendly

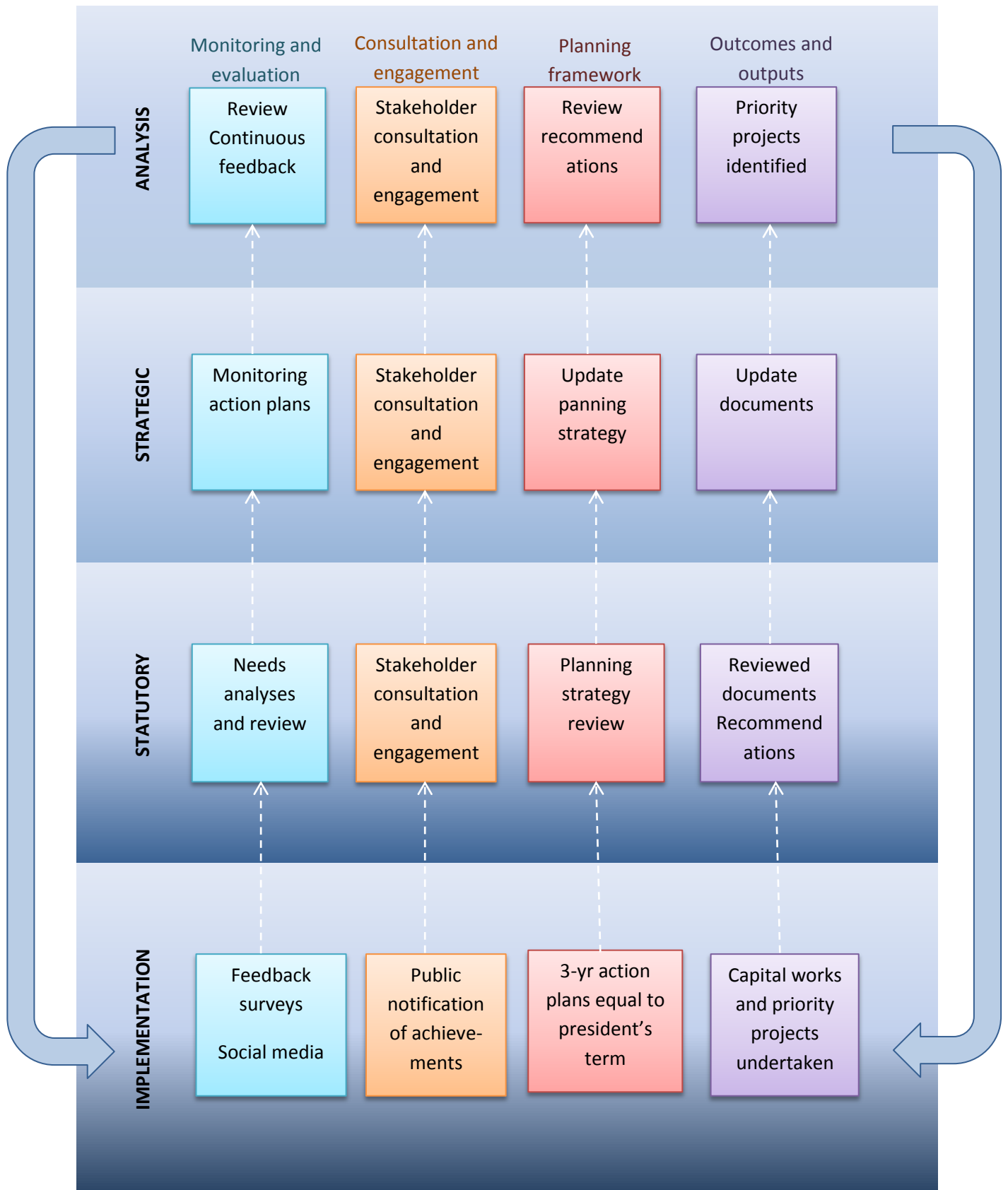
The Stanthorpe showgrounds will be recognised as a place that considers the needs of the Stanthorpe and wider business community and encourages participation in activities.

8. Well managed

The Stanthorpe showgrounds will be recognised as a place that is well managed, actively seeks feedback from stakeholders and operates under a continuous improvement policy.



Overview





Stanthorpe showgrounds
The strategies

People friendly showgrounds

Implementing the strategies below will mean the Stanthorpe showgrounds will be recognised as a place that caters for all people, at all ages, from all walks of life, and in varying capacities.

Short term strategies

1. Provide increasing interesting, informative, interactive and entertaining displays at the annual show.
2. In response to community feedback, consider permanent expansion of the show program.
3. Provide additional amenities that are adequate for specific sectors of the community's needs.

Long term strategies

1. Make all areas accessible by provision of all-weather roads and walkways.
2. Increase ring viewing for patrons by providing increased ringside seating.
3. Fit out the Exhibition Centre so that it can cater for a wider range of functions and activities.

Animal friendly showgrounds

Implementing the strategies below will mean the Stanthorpe showgrounds will be recognised as a place that caters for all forms of livestock, domestic stock and other animals for the purposes of show, sale and sport.

Short term strategies

1. Audit livestock facilities against current animal welfare standards and amend as necessary.
2. Document a biosecurity policy for the Stanthorpe showgrounds.
3. Improve facilities for presentation of livestock.

Long term strategies

1. Identify alternative uses for the livestock yards as financial means.

Sports friendly showgrounds

Implementing the strategies below will mean the Stanthorpe showgrounds will be recognised as a place that provides for all suitable sports and encourages people of all ages to play the sport of their choice.

Short term strategies

1. Undertake a needs analysis with our regular sporting groups.
2. Improve partnerships between sporting groups to sustain their continuing support.

Long term strategies

1. Provide adequate facilities for a range of sports, and active and passive recreational activities for all ages.
2. Increase accessible, inclusive and diverse recreation activities through the provision of quality infrastructure and facilities across the showgrounds.
3. Design, seek funding for and implement a sports training room.

Historically friendly showgrounds

Implementing the strategies below will mean the Stanthorpe showgrounds will be recognised as a place that is sympathetic to its historical origins and is considerate of the actions of those who have gone before us.

Short term strategies

1. Research the feasibility of displaying a heritage collection at the Stanthorpe showgrounds.

Long term strategies

1. Maximise the potential of the Stanthorpe showgrounds heritage to diversify patron experiences.
2. Investigate the feasibility of building a replica of the 1905 Stanthorpe showgrounds grandstand.

Environmentally friendly showgrounds

Implementing the strategies below will mean the Stanthorpe showgrounds will be recognised as a place that is sympathetic to the environment and strives to take responsibility to reduce its carbon footprint.

Short term strategies

1. Encourage reuse and recycling at events.
2. Encourage the further development of the 'Environment Pavilion'.
3. Increase the use of online marketing tools, reducing printed material.
4. Subscribe to the 'support local, buy local' philosophy.
5. Further audit electricity usage to identify where energy savings can be made.
6. Further audit water usage to identify where water savings can be made.
7. Encourage food outlets to use recyclable packaging.

Long term strategies

1. Reduce carbon dioxide emissions by encouraging the showgrounds users and sub-committees to adopt environmentally aware practices.
2. Investigate and implement water management strategies to manage the excess overland water flow on the Stanthorpe showgrounds.
3. Improve the water quality of Funker's Gap Creek.

Community friendly showgrounds

Implementing the strategies below will mean the Stanthorpe showgrounds will be recognised as a place that considers the needs of the Stanthorpe and wider community and encourages community participation in activities.

Short term strategies

1. Complete development application.
2. Improve social media networks between the Society and the community.
3. Improve communication networks across the community.
4. Raise awareness in the community about existing facilities and services available for use.
5. Market and cross-promote the showgrounds as an event location.
6. Support existing events and festivals and attract new events to cater for a wider range of interests.
7. Enhance signage advertising showground events.
8. Provide a range of opportunities for the wider community to be engaged and get involved in issues that are important to them.
9. Promote and enhance youth participation in show society events.
10. Analyse the impact of the full day 'show holiday' on the patronage at the annual Stanthorpe show.

Long term strategies

1. Encourage and promote the valuable contribution volunteers make towards the running of community events.
2. Ensure community facilities, infrastructure, information and engagement activities are accessible, equitable, inclusive and safe for all.
3. Ensure a variety of affordable and accessible event opportunities are available for all including: people with disabilities, elderly, families, pet-friendly experiences.
4. Foster social capital by following the social capital checklist found at Appendix 3.

Business friendly showgrounds

Implementing the strategies below will mean the Stanthorpe showgrounds will be recognised as a place that considers the needs of the Stanthorpe and wider business community and encourages participation in activities.

Short term strategies

1. Implement effective business marketing strategies.
2. Encourage local business and industry to utilise the showgrounds facility to promote their businesses, goods and/or services.
3. Support existing events and festivals and attract new events to cater for a wider range of interests.
4. Develop an advertising policy.
5. Establish an effective relationship with the Stanthorpe Chamber of Commerce.
6. Introduce a corporate membership category to the membership structure.

Long term strategies

1. Develop a structured plan and funding strategy to improve Exhibition Centre facilities so they can cater for a wider variety of functions and events.
2. Encourage the sustainable development of agricultural in the Stanthorpe community by staging events and competitions that support agricultural excellence and innovation.

Well managed showgrounds

Implementing the strategies below will mean the Stanthorpe showgrounds will be recognised as a place that is well managed, actively seeks feedback from stakeholders and operates under a continuous improvement policy.

Short term strategies

1. Update governance documents.
2. Improve communication networks within the Society.
3. Develop a strong identity and brand recognition throughout the Southern Downs.
4. Look for development opportunities to build governance capacity within the Society.
5. Build governance capacity for volunteers and sub-committees by providing professional development opportunities in funding management, grant and submission writing and up-skilling of community volunteers to share this knowledge.
6. Improve community and business participation and engagement as a genuine, ongoing process to assist with the Society's decision making processes.
7. Identify and increase revenue raising strategies.
8. Improve data collection systems and implement appropriate data analysis strategies.
9. Maintain an effective working relationship with QCAS.
10. Maintain an effective working relationship with the Showmen's Guild of Australasia.

Long term strategies

1. Encourage and promote the valuable contribution volunteers make towards the running of the Society as a whole.
2. Encourage mentoring and the sharing of knowledge and skills between sub-committees by developing stronger supportive social connections.
3. Develop policies and strategies to support the management of the showgrounds.



Appendices

Appendix 1: Impact study focus areas

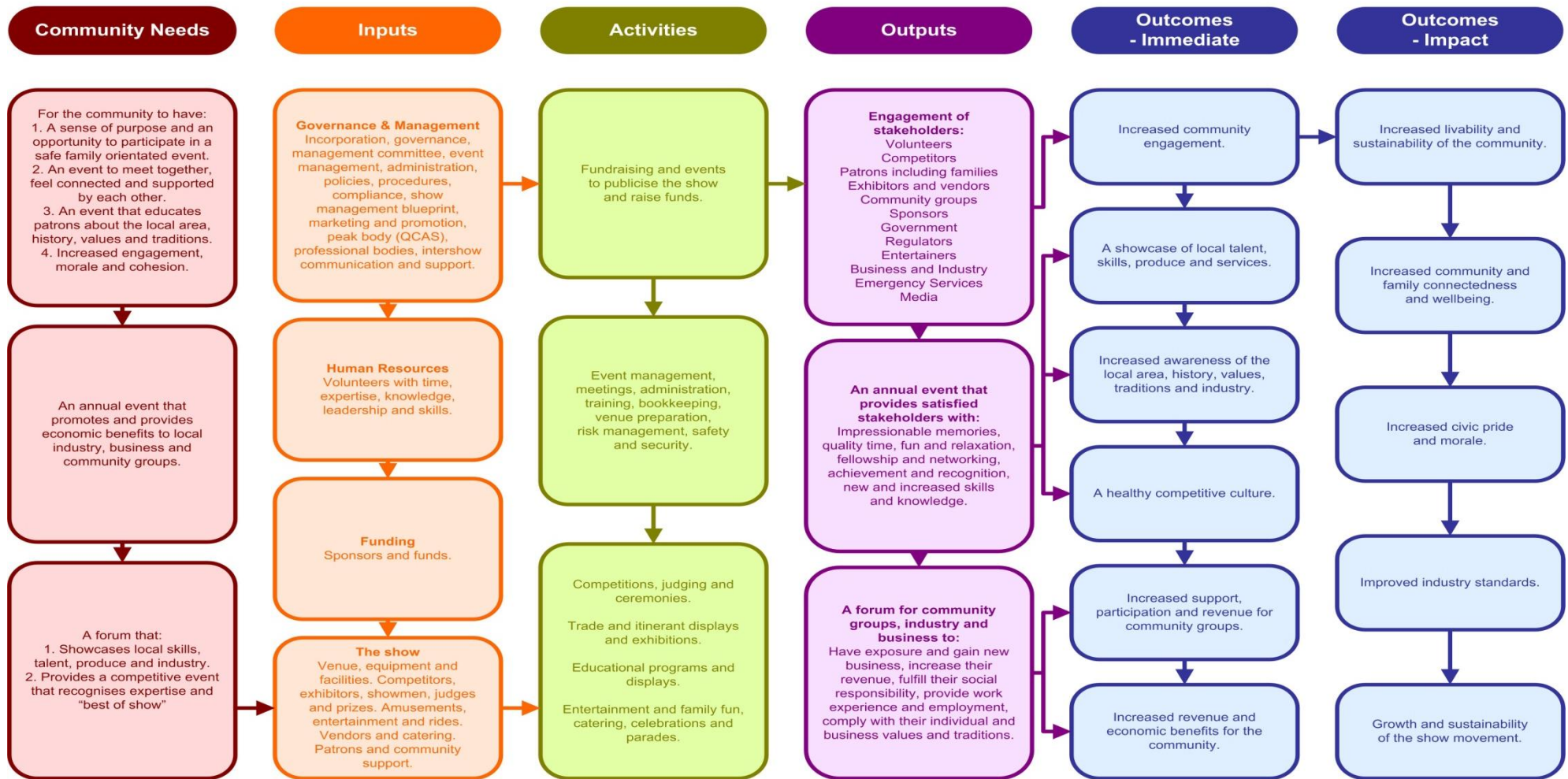
Impact study comments were analysed to determine how show societies might improve the general success and development of agricultural shows. The show societies and volunteers identified five critical areas:

1. Build the capacity of show societies by:
 - Increasing skills in the areas of governance, holding meetings, event management and health and safety.
 - Increasing leadership skills, team building and role clarity within show societies.
 - Developing youth engagement and succession planning strategies.
 - Enhancing volunteer management, recruitment and retention strategies and skills.
 - Improving the effectiveness of marketing, media relations and communications.
2. Increase financial management skills and revenue-raising strategies by:
 - Increasing show societies' budgeting and fiscal management skills.
 - Effectively sourcing increased funding, sponsors and grants.
 - Increasing the number of other events and fundraising activities.
 - Establishing ongoing revenue raising strategies.
 - Managing insurance costs and insurance issues.
3. Increase community engagement by:
 - Actively recruiting and retaining volunteers with a skill mix.
 - Offering volunteers opportunities to develop their skills and employment prospects.
 - Effectively engaging families and young competitors.
 - Effectively engaging community organisations and service clubs.
 - Promoting and supporting schools and youth groups to participate.
4. Promote and enhance youth participation by:
 - Engaging schools to contribute and participate.
 - Actively recruiting and retaining young people.
 - Promoting and supporting young people to have leadership and governance roles.
 - Promoting and supporting young competitors and young judges.
5. Increase strategic planning to ensure the popularity and sustainability of the show by:
 - Promoting diverse and new attractions and competitions.
 - Sourcing a mix of popular and new entertainment.
 - Promoting the educational elements of the show.
 - Developing a website and utilising modern technology and social media.
 - Developing positive sponsor and government relationships.
 - Conducting effective evaluations and impact studies.

Ref: Queensland Chamber of Agricultural Societies Inc, 2013, *An Economic and Social Impact Study of Australian Agricultural Shows*, QCAS, Brisbane

Appendix 2: Logic model for Qld shows

An agricultural show aims to increase community sustainability and wellbeing by enhancing economic activity, social and emotional bonds.



Ref: Queensland Chamber of Agricultural Societies Inc, 2013, *An Economic and Social Impact Study of Australian Agricultural Shows*, QCAS, Brisbane

Appendix 3: Fostering social capital

The ways that show societies foster social capital include:

- Holding an annual show for the public.
- Promoting volunteerism.
- Having show society “membership”.
- Having committee meetings.
- Planning and staging competitions, parades and exhibitions.
- Planning and staging fundraising activities and events.
- Asking for and accepting in-kind donations and gifts.
- Maintaining the show grounds and letting the community use it throughout the year for other events.
- Working collaboratively with showmen, exhibitors and businesses.
- Involving schools, colleges, playgroups etc.
- Involving churches and religious organisations.
- Involving cultural, community and service organisations in the show.

References

1. Queensland Chamber of Agricultural Societies Inc, 2013, *An Economic and Social Impact Study of Australian Agricultural Shows*, QCAS, Brisbane
[Impact Study](#)
2. Southern Downs Regional Council, 2012, *Southern Downs Community Plan 2030*, Southern Downs Regional Council, Warwick
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3. Veitch, The Hon. Michael, 2010, *Agricultural Shows and Town Festivals*, NSW Legislative Council Hansard extract
[Transcript extract](#)



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