AGRICULTURAL SHOWS AUSTRALIA

ASA Strategic Plan 2026 - 2028

www.agshowsaustralia.org.au

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ASA Strategic Planning Process

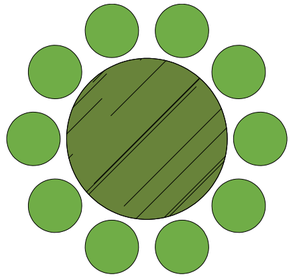
On behalf of the contributing participants we are pleased to deliver this strategic plan for Agricultural Shows of Australia (ASA) to support its growth over the next 3 years 2026 - 2028

This strategic plan for ASA is the culmination of a multi-factor process designed to capture the input and perspective of a wide variety of stakeholders. These stakeholders include representatives from shows of all levels, royals, state bodies, country shows, emerging leaders, rural ambassadors, affiliates and other stakeholders including insurers, suppliers, competitors, industry representatives and international partners.

This input has been gathered in a variety of formats to cater to individuals and their preferences for engagement. This includes interviews, round tables workshops, and menti survey polls.

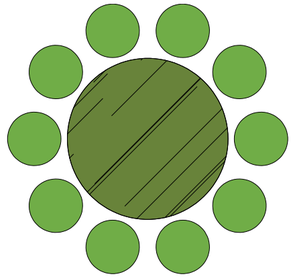
Overall, there is a strong commitment to ASA and recognition of its value as a representative for agricultural shows across Australia. Participants expressed not only their thanks, but their conviction that a body at ASA's level, uniting and representing all agricultural shows is necessary, in order for shows to coordinate visibility and support.

Project stages



3 x Pre-Round tables

1 x ½ Day Workshop



1 x Post-Round table

10+ Interviews

Draft strategic plan Consultation

Final strategic plan

ASA: About Us

A Brief History

ASA was established through the joining of two bodies which separately represented the Royal show and Country show movements.

Formed in 2016, ASA has since come to represent 580 shows Australia-wide. with a combined economic value of $965 million annually.

Who We Are

Independent Chair

- Jacqueline Wilson-Smith

Directors Representing Regional Members:

- David Wilson (President, QLD AgShows)
- Peter Angus (SA Country Shows)
- Peter Spotswood (President, TAS Ag Shows)
- Tim Capp (Director, ASCNSW)

Directors Representing Capital City Members

- Brad Jenkins (CEO, RASV)
- Brendan Christou (Chief Executive, RNA)
- John Bennett OAM (President, RAS NSW)
- Robyn Sermon (CEO, RAS WA)

Directors Representing Emerging Leaders

- Alex Cottrell
- Brianna Hockey

ASA Staff

- Katie Stanley (Executive Officer)
- Sue Sharpe (Financial Controller)
- Heather Earney (National Finals Coordinator)

Members

- Royal Agricultural Society of NSW
- The Royal National Agricultural & Industrial Association of Qld
- The Royal Agricultural Society of Victoria Ltd
- Royal Agricultural and Horticultural Society of South Australia Inc.
- Royal Agricultural Society of WA Inc.
- The Royal Agricultural Society of Tasmania
- The Royal National Capital Agricultural Society
- The Royal Agricultural Society of The Northern Territory Inc
- Agricultural Societies Council of NSW Ltd
- Queensland Chamber of Agricultural Societies
- Agricultural Societies Council of South Australia Inc
- Agricultural Show Council of Tasmania
- Victorian Agricultural Shows Limited
- Northern Territory Show Council Inc.

Affiliate Members

- The Association of Agricultural Field Days of Australasia.

ASA: About Us – National Working Groups

Name	Chair	WG Established	Maturing Status
*National Competitions Working Group NC WG	Geoff Bush	2017	To be reviewed and refreshed
*National Rural Ambassador Working Group NRA WG	Peter Angus	2020	To be reviewed and refreshed
*National Emerging Leaders Working Group NEL WG	Joshua Antonio	2022	Maturing
National Advocacy & Communications Working Group NAC WG	Robyn Sermon	2025	Developing
National Resourcing & Funding Working Group NRF WG	Brendan Christou	2025	Forming

* These Working Groups have specific representatives from members & affiliates as per their charter whilst the other members can be from across the ASA network of members, affiliates, suppliers, competitors, industry and community's connections and friends of AgShows.

ASA: Constitutional Definitions

- ASA has 3 classes of members – Regional, Capital City and Emerging Leaders (National Next Generation) members although, to date, Emerging Leaders (as a member) has yet to be established

- Each member has the right to appoint up 2 representatives to vote on their behalf at an Annual General or General meeting

- The current Board consists of:
  - Up to 4 Regional Directors nominated by Regional Members from a pool of representatives of Regional Members
  - Up to 4 Capital City Directors nominated by Capital City Members from a pool of representatives of Capital City Members
  - Up to 2 Emerging Leaders Directors nominated by Emerging Leaders Members.
  - 1 further Director acting as an independent chair
  - 1 Company Secretary

Strategic Foundations

- ASA's role, the "how"
  - ASA as the national body has a responsibility to assert the importance of agshows (communications) especially with government (advocacy)
  - ASA strengthens individual shows by bringing them together and providing knowledge and resources
  - ASA is responsible for any initiatives at a national level, such as competitions, programs, processes

Mission: Why does ASA exist? (our purpose)

To champion the enduring and evolving value of agricultural shows —celebrating Australian agriculture, connecting people and communities and inspiring future generations

Vision: What does ASA want to be by 2028?

ASA is a collaborative, future-focused national body that unites and strengthens Australia's 580 agricultural shows — helping them thrive as vibrant, well-connected, and celebrated cornerstones of their communities.
By 2028, ASA will be recognised as an influential and trusted "One National Voice" for the show movement — advocating effectively, leading impactful national programs, and operating as an optimally resourced, efficient, and inclusive organisation that creates value for all members.

Our Values & Behaviours

Collaborating

Connecting & Communicating

Celebrating

Member Focused

Educating & Advocating

Progressive Leadership

ASA Strategic Themes

Effective Organisational Model

"Optimally resourced & funded to be efficient & effective ASA"

Programs & Competitions

"Advancing Youth & Community Engagement in Agriculture & Shows"

Advocacy & Communications

"One National Voice"

Support for Agricultural Shows

"Creating Value for Members"

The four themes work as an ecosystem – each depends on and strengthens the others.

ASA Top 5 Strategic Initiatives (2026–2028)

ASA will track and review progress against its top five strategic initiatives annually, adjusting priorities as needed to maintain focus and responsiveness

1

1. Establish a National Advocacy & Communications Framework

Goal: Build “One National Voice” for agricultural shows.

Focus areas:

- Create and resource an *Advocacy & Communications Working Group*
- Develop consistent national messaging to promote the relevance of agricultural shows.
- Strengthen relationships with government, partners, and the media.
- Introduce a national stakeholder engagement plan.

2

2. Deliver a National Economic & Social Impact Study

Goal: Provide robust, evidence-based data to demonstrate the value of shows.

Focus areas:

- Design and implement a *National Impact Framework*to measure economic, social, and cultural contributions.
- Partner with universities, RDCs, and researchers to ensure rigour and credibility.
- Enable benchmarking for state and local shows through consistent data collection tools.
- Use findings to strengthen advocacy, funding bids, and policy influence.

ASA Top 5 Strategic Initiatives (2026–2028)

3

3. Refresh and Modernise National Championships & Guidelines

Goal: Strengthen youth engagement and relevance across generations.

Focus areas:

- Review and update the *National Young Judges & Handlers Competitions* to align with industry standards.
- Broaden participation through new categories and partnerships (e.g., schools, universities, industry).
- Establish a *National Education & Engagement Framework* to grow awareness of agriculture through shows.
- Support the *Emerging Leaders Network* and succession planning for show movement leadership.

4

4. Strengthen ASA's Organisational Model & Resourcing

Goal: Ensure ASA is optimally resourced, efficient, and effective for all members.

Focus areas:

- Implement recommendations from the Funding & Resourcing Working Group.
- Explore innovative funding models beyond membership fees (e.g., sponsorships, grants, partnerships).
- Improve governance systems, reporting, and member engagement.
- Build ASA's staff and volunteer capacity to deliver on its strategic priorities.

5

5. Support and Connect Agricultural Shows Nationally

Goal: Create greater value for members through shared learning and collaboration.

Focus areas:

- Develop practical member tools and templates (governance, safety, communications).
- Facilitate national sharing forums and best-practice exchanges.
- Enhance data systems to track participation, satisfaction, and volunteer engagement.
- Partner with state bodies to strengthen local-to-national alignment and impact.

Theme 1: ‘Effective ASA’ –Optimal Organisational Model

Strategic Initiatives	Metrics
Establish Funding & Resources Working Group with delegated authority to recommend a multi-faceted approach to resourcing (human) and funds (grants, philanthropy, sponsorship, member fees, explore and access Deductible Gift Recipient status).	Group established 2025; Set a % increase in diversified income streams (ie target <40% reliance on any one stream); Set a $ value of new funds annually; Recommend resourcing (human) solution to the ASA board 2026
Strengthen ASA governance	Assess ASA’s current resourcing model, identify gaps, and develop recommendations for sustainable funding and staffing options to ensure this strategic plan is deliverable. Conduct annual board self-assessment reviews, director & staff development, KPI’s setting and monitoring.
Adopt Working Groups as a mechanism to bolster ASA capacity through expertise (beyond staff/board/ member representative).	Conduct annual working group reviews to ensure impact.

Pending Additional Resources

- Full ASA Education Foundation build-out

Theme 2: ‘One National Voice’ – Advocacy & Communications

Strategic Initiatives	Metrics
National Economic & Social Impact Study guided by the Global Metrics outcomes	Convene a taskforce with members from F&R Group and the A&C Group to set a sustainable funding model, prioritise core metrics & methodologies by 2026. Demonstrate impact by 2028. Collaborate with the global metrics taskforce. Consider shows of all sizes, their scale and diversity.
Establish Advocacy & Communications Working Group with a clear charter to coordinate national voice.	A&C WG developing, maturing by 2026. Set targets of # of policy submissions and MP/industry engagements. Set up a ‘targeted’ National Communications Campaign plan for board approval 2026, for roll out 2026 - 2028
Explore and collaborate with existing Friends of Parliament groups. Introduce a national stakeholder engagement plan.	Set calendar of meetings/engagements and purpose of each from 2026 – 2028, accompanied with a budget for board approval
Socialise ASA’s purpose & relevance across members & stakeholders	Monitor and increase the % of members who can articulate ASA’s role (insert validation question into 2027 national members satisfaction survey).

Pending Additional Resources

- Large-scale national PR/advertising campaign

Theme 3: ‘Creating Value for Members’ – Support for Agshows

Strategic Initiatives	Metrics
Data scoping & collection Framework for national benchmarking and continuous improvement	Establish a national data taskforce to define scope, develop practical data audit methods, and set targets for show participation in a national data pool by 2026 — in collaboration with the National Economic & Social Impact Study and research partners to map challenges and opportunities across shows.
National Learning & Leadership	Deliver a 3-year national training and peer learning program (from 2026) combining online tools, webinars, case studies, and events to build member capability across governance, child safety, volunteering, wellbeing, tourism, diversity, and crisis management. Includes intergenerational mentoring to connect experienced and emerging show leaders for stronger collaboration and continuity. Host at least two online learning forums annually on topics that matter most to members, with participation rates increasing each year.
Address social licence & safety issues (ie child safety, ride safety, animal welfare) as core ASA governance leadership responsibilities.	Convene experts to provide ASA members with National safety / risk mitigation guidance, noting need to be adapted by state legislation. Increase the % of shows awareness and adoption of this expert guidance.
ASA Biennial conference	Post conference survey scores and percentage of new attendees in comparison to last conference

Pending Additional Resources

- Establishment, publishing and upkeep of a current National Ride Safety Database

Theme 4: ‘Advancing Youth & Community Engagement’ in Agriculture – Programs & Competitions

Strategic Initiatives	Metrics
Execute and enhance the National Rural Ambassador, Young Judges & Paraders, and Australian Young Farmers Challenge programs, ensuring effective delivery of National Finals, improved coordination, and increased participation across all states	NC WG and RA WG to review relevance and purpose of each program in 2026. Set up program experience metrics to annual measure and improve participant experiences YOY. Increase national recognition measures (media coverage & sponsorships).
Review & refresh the Working Groups including the National Competitions, National Rural Ambassador, Emerging Leaders.	Conduct reviews and make recommendations to the board of any reforms / refreshments to the WG in 2026
Annual competitions review	Competition review delivered annually by the regulations review committee (subset of the National Competitions WG)
Establish Rural Ambassadors active alumni network (25 years of past ambassadors) as advocates for AgShows.	Alumni group established by 2028 through the NRA WG.
Volunteer Engagement	Launch inaugural award at the 2027 conference to recognise outstanding volunteer contributions. ASA staff to determined awards and communication strategy with the support of the A&C WG.

Pending Additional Resources

- National school engagement programs.

Theme Interconnections - Whole-of-ASA

Cross Cutting Metric: Net Satisfaction Score (biennial survey, baseline 2025, track & monitor member sentiment).

Interconnection	Context
Sustaining ASA ↔ Advocacy	Impact study and NFR WG give ASA credibility; advocacy wins strengthen ASA's case to funders.
Advocacy ↔ Member Support	Stories, data, and safety frameworks flow up from shows; advocacy brings visibility and resources back down.
Member Support ↔ Programs	Youth programs and competitions showcase the value of shows; governance/safety support ensures they thrive.
Programs ↔ Advocacy	Alumni, ambassadors, and competitions are ASA's most powerful advocacy vehicles – human faces of AgShows.
Sustaining ASA ↔ All Themes	Working Groups link themes together, expanding ASA's capacity while embedding ownership across the network.

Ways of Achieving – ASA Working Groups Rationale

ASA Working Groups

ASA faces ambitious goals across its four strategic themes, yet resources are limited. To bridge this gap, ASA will adopt **Working Groups** as the primary way of achieving its strategic initiatives. Each Working Group will bring together engaged people from across the agricultural show network, ensuring that ASA not only delivers on its commitments but also strengthens engagement, collaboration, and leadership succession across the country. Note the members of a working group do not need to be an ASA member representative.

Working Groups create a clear structure for accountability and delivery. Every initiative will have a champion, supported by a charter, defined roles, and measurable outcomes. Chairs and members will liaise with ASA staff for guidance and report regularly to the board, ensuring transparency and alignment. This model provides national recognition, builds governance and leadership skills, and gives members — particularly emerging leaders and youth — the opportunity to gain valuable experience while contributing to the future of ASA.

By working in this way, ASA leverages the collective strengths of its members and partners, rather than relying solely on staff or limited central resources. Working Groups ensure that progress is shared openly, that successes are celebrated, and that ASA continues to evolve as a member-led, nationally connected organisation. This approach not only drives the delivery of strategic initiatives but also nurtures the next generation of agricultural show leaders and advocates.

"ASA will review the number and purpose of its Working Groups annually to ensure efficiency, clear accountability, and alignment with strategic priorities. New groups may be formed or merged as priorities evolve."

Ways of Achieving - ASA Working Groups

THEME FOCUSED

Responsible for the successful completion of range of strategic initiatives under a Working Group theme

GROUP CHARTER

Create the charter:

- Objectives
- Scope
- Working Group Members
- Roles & responsibility
- Deliverables

UPDATES

Report progress, successes and challenges to ASA board. Makes recommendations to the board for approval

LIASION

Connect with ASA staff for information, convening & secretariat support

Why become an ASA Working Group Member?

National recognition

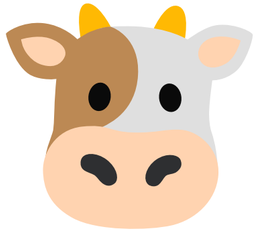
Design the
future of ASA

Develop
governance &
leadership skills

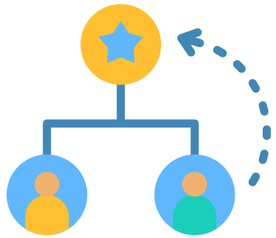
Opportunity to build
network connections
nationally

Play an elevated role

Support agricultural shows
Australia-wide



ASA leadership
succession pipeline



Give back to a
national community

ASA’s Shared Adaptive Challenges

What are adaptive challenges?
They’re complex, long-term issues that **can’t be fixed with a single policy, funding decision or authority.**
They involve shifts in **values, behaviours and culture** — progress happens only when **people across the system work together**, learn, and adapt.

1. Relevance & Renewal
Balancing heritage with innovation so shows stay meaningful for future generations.
Requires collective storytelling, intergenerational collaboration and evidence of modern impact.

2. Volunteer Sustainability & Leadership Transition
Attracting and retaining diverse volunteers as traditional leaders step back.
Needs cultural change, shared leadership and psychologically safe environments.

3. Fragmentation vs. Collective Voice
Uniting independent shows and state bodies under a shared national story and message.
Demands trust, alignment and consistent advocacy — influence through example, not authority.

ASA can’t “fix” these alone, but by modelling collaboration, providing shared language, and aligning the network around these challenges, we can help the whole movement make progress together.

Resourcing Realities and Next Steps

ASA’s strategic plan is intentionally ambitious — it reflects the aspirations of our members and the importance of agricultural shows nationwide. However, delivering on this plan with our current staffing (EO at two days per week, a part-time financial controller at less than one day per week, and a national finals coordinator at half a day per week) is not realistic. Convening, weaving, and coordinating Working Groups requires significant time, facilitation tools and capacity that ASA does not currently have.

To address this, ASA has established the Funding & Resources Working Group with delegated authority to explore and recommend sustainable solutions. This group will examine options for resourcing that are fit for purpose — balancing ambition with what can practically be achieved and will make recommendations to the ASA Board on how to secure the financial and human resources required. This activity will occur during the life of this strategic plan.

By taking this step, ASA is signalling both prudence and intent: we will pursue our strategic priorities, but we will do so responsibly, with clear plans for how the organisation will be resourced to deliver impact.