

Hawke's Bay A & P Society

Strategic Plan 2014 - 2019

Commercial and in Confidence

June 2014.

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1. Foreword

A 150 year history of contributing to, and celebrating the successes of the Hawke's Bay rural economy.

The Society was formed in 1858 and moved to its current Showgrounds site in 1925 and has operated from there ever since.

The Society operates a number of other events (e.g. The Hawke's Bay A & P Mercedes-Benz Wine Awards, the Silver Fern Farms Hawke's Bay Farmer of the Year dinner and the Eastern Field days) and it is also home to the Horse of the Year Show and the Hastings Farmers Market. Both these latter events generate rental revenue for the Society.

The major physical asset is the Showgrounds facility that is set on 42 hectares of land featuring a seated grandstand, green fields and gardens, animal housing facilities, extensive parking and camper van/horse float facilities with on- site electricity connectivity and large exhibition areas together with the Waikoko Gardens.

The challenge the Society has as it looks into its second 150 years is how it can leverage its assets to continue to deliver on the vision in a world (and local community) that is rapidly changing whilst protecting the heritage of the Society. At the time of completing this plan the Society is in discussions with Hawke's Bay Racing and the Horse of the Year Show for a major realignment of the assets of the organisations with a view to developing an all-encompassing equestrian facility that will deliver benefits to all affected parties.

The Society also recognises that it has an opportunity to significantly contribute to both the economic growth of the wider Hawke's Bay region and the amenity value of the Hastings in which it operates. This plan defines an upgraded and more vibrant strategic direction to allow it to move forward with confidence harnessing the support of its members and the wider Hawke's Bay community.

1.1.It is a long term game, requiring short term wins.

Building collegial and collaborative relationships with key stakeholders is fundamental to the successful deployment of this plan over the longer term.

There are however many short term successes that can, and should, be celebrated:

- The continued success of the A & P Show;
- The Hawke's Bay A&P Bayleys Wine Awards;
- The Silver Fern Farms Hawke's Bay Farmer of the Year;
- The National Horticultural Field Days
- The Horse of the Year;
- The Farmers' Market

Whilst recognising that all these events have significant upsides, these short term wins need to be communicated effectively within a long term context in order that there is an understanding of, and commitment to, the economic drive for the development and sustainability of the Society. If the membership, key stake holders and the wider Hawke's Bay community do not understand what is being achieved then they will be reluctant to invest (either time, effort or funding) for the longer term.

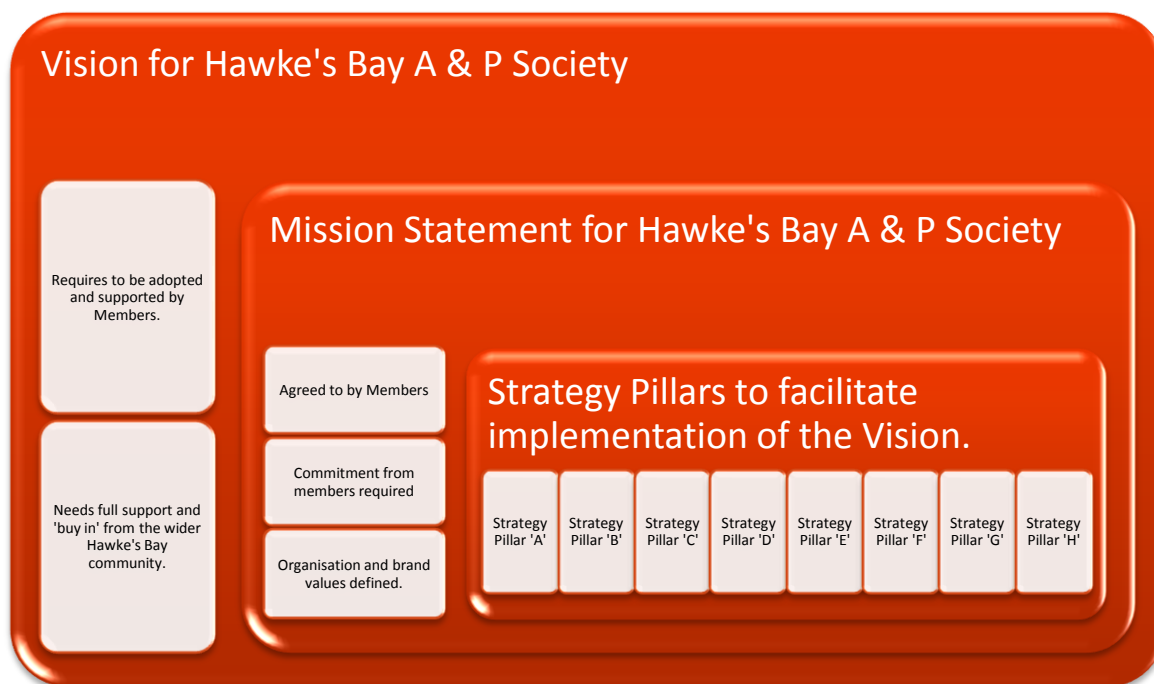
This revised Strategic Plan (the first one having been completed in 2011) outlines the nature and scope of activities the Society will implement over the next 5 years to provide an environment in which the economic contribution of the Society can be accelerated and the primary sector recognised. This includes a plan to improve the recognition of short-term progress being achieved by the Society.

The ability to achieve these outcomes will depend on its ability to take a leadership position. To secure this 'leadership position' and ensure the accelerated growth and relevance of the Society it is critical that a benefit driven communications approach is implemented – benefits that the wider Hawke's Bay community are fully cognizant of. This should ensure deployment of investment programmes leading to achievement of the upgraded vision for the Society.

The plan also highlights our need to be a growing organisation that is underpinned by excellence (world class measured) and through the value of its contribution.

2. The Context

Within the context of the Hawke's Bay A & P Society (the Society), and using the Hawke's Bay primary sector economy as the base, the Strategic Plan for the Society has been developed using the following model.



The eight strategy pillars are the eight critical success factors that, if fully implemented, will facilitate the delivery of the vision for the Society. Within each Critical Success Factor (strategy pillar) we have identified:

- Key activities;
- Objectives for each activity;
- Measures and or key performance indicators (as appropriate); and
- Target completion dates.

The document also incorporates a section of Risks and some relevant mitigation strategies.

3. The Hawke's Bay A & P Society Vision

It has been agreed that the Vision of the Society is as follows:

"To be a world class facilitator of primary sector events that enhances our heritage at a vibrant multi-purpose event venue."

Using its unique position in the Hawke's Bay primary sector, and as a major participant in the economic development of the Hawkes Bay economy through its hosting of events, the role of the society within the context of this vision is to:

- **Connect** - organisations and individuals in (and supporting) the primary sector, local community and visitors to accelerate the implementation of the vision.
- **Promote** - the Society as a solution provider throughout Hawke's Bay and New Zealand and for the Society to be at the forefront of promoting primary sector excellence and appropriately celebrating that success.
- **Inspire** - the community, and the primary sector in particular, to achieve economic success and to appropriately celebrate that success.
- **Facilitate** - the growth of the Society through the effective implementation of the vision.

Organisational and Brand Values

3.1.Organisational Values

To ensure that the Governance group and the Executive leadership of the Hawke's Bay A & P Society provides the necessary leadership to execute the agreed strategic direction we have developed a set of values that defines our attitude, behaviour and character. These organisational values will guide our actions.

Our values are:

- **Integrity** – and information provided can be relied upon and the results provided whether in competition or by the Society are respected.
- **Outcome oriented** – we are driven by pragmatic solutions that enhances the primary sector in Hawke's Bay and nationally and the positive growth of the local community.
- **Heritage** – we respect successes and traditions of our heritage and will leverage those to build a sustainable and vibrant future
- **Inspirational** – our performance and our membership at large are committed to accelerating our relevancy in Hawke's Bay and beyond.
- **Collegial** – we are committed to working in partnership in the pursuit of our vision.

3.2.Brand Values

It has been identified that three of the core pillars of the Strategic Plan for the Society are:

- Partnerships
- Community Engagement
- Protect and enhance existing events

Central to these are a set of brand values that sets the tone and manner of those communications and engagements. Using the organisational values (above) as the core platform, but using the values and direction of the Society as the umbrella to ensure total consistency, we have defined the brand values as being:

- **Leadership** – *where the Society is perceived to be a strong, smart leader in the promotion of world class events in the primary sector and takes pride in the vibrancy and options available at its venue.*
- **Focussed** – *where the membership, partners and the wider Hawke's Bay community clearly understand the vision and there is a commitment to world class achievement.*
- **Inspiring** – *a relationship with the Society at all levels will lead to outstanding outcomes for all. Integrity is at the core of the inspirational role the Society adopts.*
- **Excellence** – *there is nothing second rate in anything the Society undertakes*
- **Intelligent** – *thoughtful and respected for the opinions it has through the partnerships it engages in.*

4. The Critical Success Factors – the 5 years 2014 to 2019.

Surrounding the Vision, and being influenced by the organisational values of the society and its brand values are seven Critical Success Factors:

- Having a shared and agreed plan – with timelines.
- Enhanced revenue streams and financial viability
- Protection and enhancement of existing events
- Creating and leveraging new event opportunities
- Community engagement
- Facility Development
- Partnerships
- Right people at the right time

Diagrammatically the integration of all the elements discussed to this is shown on the following page.



4.1.The Critical Success Factors Defined

4.1.1. Having a shared and agreed plan – with timelines.

Foundational to this Critical Success factor are:

- Having a world class strategic plan and a communication capability to ensure it is effectively communicated to stakeholders
- Completing a comprehensive review of opportunities for events and facility use
- Ensuring high quality information is available at all times to inform decisions of the Executive Committee
- Having a high level communications process that facilitates excellence in communication.

Without these capabilities it will not be possible for the Society to be the world class facilitator contemplated in the Vision of the Society.

4.1.2. Enhanced revenue streams and financial viability

This has three four elements:

1. The financial sustainability of the Society
2. The sustainability of the Society's revenue streams
3. Recognition of the value of leveraging partner relationships and regional economic benefit
4. Actively managing risk associated with running events.

4.1.3. Protection and enhancement of existing events

At the heart of this pillar is the need to ensure the current programme of events are not lost or diminished whilst an aggressive programme of development (of both events and facilities) is undertaken. This will require:

- The further development of a 'trusted partner' relationship with current event stakeholders
- A process that ensures international best practice benchmarking is undertaken to ensure the success of the events can be enhanced and grown to the satisfaction of all stakeholders – they need to be continually delighted.
- An attitude that exemplifies long term investment in events, facilities and partnerships.

4.1.4. Creating and leveraging new event opportunities

It is recognised that the Society has a requirement to develop and invest in new events (whether owned, licensed, managed or acting as a facility provider) to ensure the sustainability of the Society. In particular this plan requires that the Society:

- Completes a review of potential events (nationally and internationally) that will facilitate the achievement of the Vision of the Society
- That once completed this review is kept current to ensure continued relevance
- Facilitates opportunities for the growth of events that add to the economic growth of Hawke's Bay
- Ensures that any decision to invest in a new event is accompanied by a full Business Plan for the proposed event

4.1.5. Community engagement

It is recognised that because of the heritage the society has, that there is a pan Hawke's Bay "ownership" of the Society and the Showgrounds asset. Because of this the Society recognises that it cannot ignore this heritage as to do so will destroy one of the core brand elements – an element and value that is fundamental to the future success of the Society.

This will require a strong and effective communications programme that has three elements:

1. The long term re-positioning of the Society;
2. An improved value perception over the short and longer term; and
3. Improved communications over the short and longer term

The key elements of the continuation of this three-phase programme are:

- Hawke's Bay A & P Society is recognised as an organisation that delivers exceptional value thereby continuing to grow membership who will have a growing and strong emotional bond to the Society. Consequently they will have influence within the defined primary sector as well as the wider Hawke's Bay community.
- Owning a brand and facility that conveys a sense of excitement, is benefit driven and delivers on the identified brand values.
- Having a broad platform of information channels that allows it to connect in a regular and relevant manner with all its key (and identified) audiences and enhances collaboration and its facilitative role
- Having a strongly benefit driven approach to all its communication material.
- Developing a strong and growing membership, friends and supporters base who become passionate advocates of the Society

4.1.6. Facility development

It is recognised that to be a world class venue there needs to be a review of the current facilities with subsequent investment and enhancement. This element addresses the near term requirement for this to be undertaken. To ensure this Critical Success Factor is optimally implemented it will be necessary to:

- Have an analysis completed of ‘facility gaps’ in Hawke’s Bay to ensure any facility upgraded, re-developed or developed has an opportunity to be economically viable
- Develop trusted partner relationships with potential funders who share in the Vision.

4.1.7. Partnerships

Fundamental to the Society are key partnerships – in particular with:

- Local Government – in particular Hastings District Council, Napier City Council and the Hawke’s Bay Regional Council
- Hawke’s Bay Chamber of Commerce and the wider business community
- Event funders and sponsors
- Event partners and participants
- Facility partners and hirers.

In particular we note that this critical success factor identifies:

- the core aspects of service delivery that will ensure these partnerships are developed and enhanced.
- The need to embrace current funders and sponsors
- The requirement to develop case studies that tell the stories of successful partnerships in a compelling manner
- The need to build strong financial relationships with partners to ensure the sustainability of the Society

It is noted that without strong and enduring partnerships the vision for the Society cannot, and will not, be delivered on.

4.1.8. Right people at the right time.

Critically we need people (employees and volunteers) who embrace change and are passionate about service delivery.

Key are:

- The need to understand the people requirements of the Society to deliver on the vision and effectively implement the plan

- Ensure that the people employed (either in a paid capacity or as volunteers) have the attitude to deliver on the plan
- The absolute requirement to invest in our people to ensure they have the skills and personal vision to deliver on the plan.

5. What Success Looks Like.

For each of the Critical Success Factors we have defined what success will look like as a consequence of the effective implementation of this strategy. In each case 'success' is defined within a 12 month umbrella (the current year's business plan) and a 5 year period (the strategic plan for 2014 to 2019)

The five year work programme detailing the Action Plans we will be implementing during the period covered by this Strategic Plan is attached as Appendix 2.

5.1. Having a shared and agreed plan – with timelines

What does success look like in 12 months?

- Having the wider community (including the membership) aligned with and supporting the Strategic Plan
- Established a methodology to benchmark (and report) progress to international best practice.

What does success look like in 5 years.

- Membership and the Hawke's Bay community in general are fully supportive of the Society and the strategic direction in which it is investing
- Our membership is growing by a net 5% per annum – and these members have a strong emotional bond with the Society.
- Hawke's Bay Local Government organisations embrace the vision/plan and proactively seek opportunities to work with the Society
- A growing group of sponsors who are committed to assisting the society in the delivery of the vision/plan
- Volunteers who are passionate about the delivery of the plan and who volunteer 'organisation wide' to deliver on the plan.
- Central Government, through local MPs who have an understanding the broad direction of the Society and are actively supportive of its implementation.

5.2. Enhanced revenue streams and financial viability.

What does success look like in 12 months

- An economic model (incorporating operational and investment funding elements) will have been completed that facilitates investment decisions
- Relationships will have been developed with existing and potential strategic long term funding partners
- A plan to secure more robust sources of revenue for existing events will have been developed and implemented

What does success look like in 5 years?

- Long terms funding partners are delighted with their relationship with the Society and contribute positively to its growth.
- Wider breadth of sponsors more reflective on the community in which we operate and who are committed to a long term relationship.
- The plan for the fiscal future of the Society has been solidly secured – and this plan is widely understood by members, volunteers and key stakeholders.

5.3. Protection and enhancement of existing events. (note includes both 'hire' and 'owned' events)

What does success look like in 12 months?

- The 2014 events will have all been comprehensively reviewed with wide acclaim from all elements of our support base
- As a result of the review, at least one action taken for every event that refreshes/revitalises that event and moves it forward in a direction of being 'world class'.
- The Farmers Market will be retained at the Showgrounds with a long term contract.
- The Volunteer base will be fully informed about the events of the Society, will be loyal and will have a vibrancy that builds the emotional strength of the event brands
- Vibrant marketing and promotional campaigns/programmes will be in place for all events
- All existing event partners will feel they have a strong mutually beneficial relationship with the Society
- Investigations will have commenced with a view to having long term contracts in place with strategic event partners. One new long term contract to be in place in 2014.
- A 10% growth in event days will have been achieved (year on year)

What will success look like in 5 years?

- The Horse of the Year will have been retained in Hawke's Bay with a long term (at least 5 years) contract.
- There will a strong and growing vibrant volunteer base
- All events will have at least 2 major long term strategic partners
- Membership will be expressing pride in their event experience and be fulsome in their support of the Society leadership
- The Hawke's Bay community (generally), sponsors, hirers, competitors and exhibitors all feel (at the emotional and rational levels) that had a good experience at events at the facility and received great value.
- Sponsors will be 'banging down the door' to existing events they invest in and will welcome approaches to consider new opportunities
- Hirers will have satisfied customers
- Competitors believe that the Society has a reputation for running well organised events with great competitions, that has judges with integrity and wish to keep on returning

5.4. Creating and leveraging new event opportunities

What does success look like in 12 months

- Having completed a review of primary sector events we could run ourselves
- Having a clear understanding of the events the Society can facilitate within a multi-purpose facility
- Commenced a programme of analysis of potential facilities/events that could provide immediate and consistent vibrancy to the Society and the facility.
- A full business case will have been developed for one new event and an event prospectus will be under consideration by strategic funding partners. (note: this event could be owned or hosted)
- Finality will have been reached on the direction to be taken with regard to the move of the race course to the Showgrounds
- Identify 'event gaps' from which events could be created that have either international, national or regional opportunities for the establishment of world class events

What does success look like in 5 years?

- Two new events will have been identified (that will not cannibalise existing events of the Society) and will have been implemented.
- The New Zealand Edible Garden Show will be:
 - Break even after 3 years; and
 - Generating a positive return on investment within 5 years.
- The number of event days at the Showgrounds in 2019 will be double the number of days in 2014.

5.5. Community engagement

What does success look like in 12 months?

- An effective communication programme will be in place with our members
- A feedback mechanism will be in place that facilitates the effective communication of our message and ensures that any communication has been effectively received.
- Our 'story' will have been developed and will be based on a factual understanding of the market
- A programme will be in place that ensures we will be effectively and cost efficiently communicating our story to the media, Local Government, 'corporate Hawke's Bay' and professional groups as well as the Hawke's Bay public.
- A world class web site will have been implemented with the facility to make effective use of all forms of social media.

What does success look like in 5 years?

- The Membership and the Hawke's Bay community generally will feel that their heritage is being protected and that the financial security of the Society is assured.
- The Membership feels that their membership is being recognised at the personal level.
- The Hawke's Bay community understands and shares in the strength of the Society and greatly appreciates the heritage of the Hawke's Bay primary sector
- The Hawke's Bay community has 'free access' to the Park and has a great experience at all relevant events - in particular at the Farmers market.
- The Hawke's Bay community has pride in the work and the facilities of the Society.
- If any organisation or individual wishes to celebrate the success of, or excellence in, the primary sector they will, in the first instance, make contact with Society with their concept and/or idea.

5.6. Facility development.

What does success look like in 12 months?

- The review of the existing facilities (assets of the Society) having been completed and priorities established for upgrading
- Identify the 'facility gaps' in the Hawke's Bay market where opportunities could be created – either of a permanent or event based nature.
- Finality will have been reached on the direction to be taken with regard to the move of the race course to the Showgrounds.
- a study will have been commenced investigating potential new equestrian event opportunities – this to include consideration of establishing Hawke's Bay as the 'equestrian capital of New Zealand'.
- Following completion of a feasibility study and contract negotiations work will have commenced on the Farmers Market Barns

What does success look like in 5 years?

- The analysis of the event and facility gaps will have been completed and adopted with a 5-10 year development master plan agreed.
- The Membership and the Hawke's Bay community generally has a pride in their ownership of 'the space' and the developments that have and will be undertaken.

5.7. Partnerships

What will success look like in 12 months?

- Work will have commenced in building logical pan Hawke's Bay relationships that are mutually beneficial
- Relationships will have been strengthened (through being a trusted partner who has integrity and delivers) that will broaden the relationship and provide case studies for new relationships

- Identification programmes will be in place that will allow the society to identify key influencers to facilitate the growth of existing relationships and attract new partners
- At least one new major partnership will be under negotiation

What will success look like in 5 years?

- The plan, in partnership with Hastings District Council, for the development of the green space gardens facing Karamu Road, together with an upgraded entry into the Showgrounds will have been adopted and implemented to widespread acclaim.
- As a consequence of implementing the 5-10 year Events and Facilities Plan we have identified and valued 'partnership assets' (sponsorable, commercial and others) with a plan implemented to deliver.
- In conjunction with partners the Events and Facilities Plan will be being implemented.

5.8.Right people at the right time

Critical to the success of the delivery of the vision and implementation of the plan is the ability to employees and volunteers to embrace change and conjointly, with partners, passionately implement the plan.

What will success look like in 12 months?

- The fully documented revised Strategic Plan for the Society will have been completed, committed to by the Executive Committee, membership and the Hawke's Bay community. The General Manager will have full responsibility for its implementation.
- The 'people of the Society' and Executive Committee have a shared vision, direction and understanding of the priorities
- The 'right people' with the 'right attributes' are working on existing events and the development of new events.
- We will have commenced a programme of investing in our employees' development to facilitate the implementation of the plan.

What will success look like in 5 years?

- The staff will feel that, along with volunteers, their contribution is valued and that they can make a difference each day.
- They have variety in their work and are appropriately rewarded and recognised for their effort
- They have a safe and secure job in a growing world class organisation
- There is a continuous availability of well motivated and vibrant volunteers working organisation wide.
- We have a comprehensive employee and volunteer development plan in place that is widely recognised for its excellence.

Appendix 1.

Risks to Effective Implementation and Mitigation Options

1. **Risk:** Unwillingness of key stakeholders to collaborate.

Possible mitigation strategy: This should be overcome by the development of a stronger benefit driven and growth and reinvigoration strategy for the Society, as outlined in this plan. Should further steps be required, could engage further with local MPs, Mayor of Hastings and the Chair of the Hawke's Bay Regional Council to further encourage key stakeholders to embrace the proposed change.

2. **Risk:** Lack of funding available to accelerate growth and/or change and achieve the vision for the Society.

Possible mitigation strategy: As the Society delivers on a strong value proposition as outlined in this plan, together with the effective communication of the associated benefits, the imperative for growing their partnership and possible investment by key stakeholders will be established. Should this not be enough the Society will need to adopt a much stronger advocacy role in the community at large. This may require a further investment in key professional fund raising support

4. **Risk:** No effective results are delivered from the recommended communications platforms.

Possible mitigation strategy: The Communication Strategy will need to be refined to ensure that the benefits of growing the relationship are more widely understood. Whilst this risk should be mitigated through the successful implementation of the stronger benefit driven and value driven communications plan there may require a stronger advocacy role with the media than is currently outlined in this plan. This may have some additional cost associated with it.

5. **Risk:** Sponsorship and other investment partners cannot be encouraged to collaborate for the delivery of mutually beneficial outcomes.

Possible mitigation strategy: The Communication Strategy will need to be refined to ensure that the benefits of co-operation between 'investment partners' are more widely understood and how improved delivery can be achieved. At this stage of the development of the Society benefits will be derived from collaboration and co-operation. This risk should be mitigated through the successful implementation the stronger benefit driven and value driven communications plan. Should these actions not be enough the Society could engage at a deeper level with Local Government and other Primary Sector organisations to generate greater enthusiasm for the level of collaboration required.

6. **Risk:** No membership growth.

Possible mitigation strategy: This risk should not eventuate when the Society is successful in the development of a stronger benefit driven growth and reinvigoration strategy for the Society. To assist in membership growth however the Society could consider:

- a. Having more regular meetings to raise awareness of the benefits of membership;
- b. taking a more aggressive and targeted approach to membership growth – e.g. specific Executive Committee members being given responsibility to recruit an agreed number of new members; and/or
- c. development of a membership pack that includes introductory offers from sponsorship partners.

7. **Risk:** Lack of engagement of members.

Possible mitigation strategy: This plan requires the active commitment by all members as advocates for the Society. Should this not eventuate the Executive Committee will need to take a strong and active role to develop the 'passion' of members.

8. **Risk:** The Executive Committee and employees lose sight of the shared vision

Possible mitigation strategy: Adopt a different approach to Board meetings such that the Strategy becomes the first item on the Agenda (after confirmation of the minutes and matters arising) to ensure the strategic focus remains. In association with this request the General Manager to commence his report with matters arising from the Strategic Plan.

