



**STRATEGIC PLAN
2008-2012**

**ANNUAL OPERATING PLAN
2010-11**

Revised August 2010 for the 2010-2012 period

1.1 STRATEGIC PLAN 2008-2012 (Revised August 2010 for the 2010-2012 period)

Over the period 2010-11 to 2011-12, WGGGA will act in accordance with the following 6 key strategies.

Strategy 1

Provide policy development and advocacy on issues of national importance to the existing and future viability of the winegrape growers.

OBJECTIVE

Based on national winegrape policy, ensure effective national representation of winegrape grower views to facilitate favourable operating conditions for winegrape growers in Australia.

STRATEGY ELEMENTS

- Develop and document WGGGA policies on issues of Importance.
- Lobby Federal Government in line with WGGGA policy.
- Actively seek collaborators and partners to leverage existing expertise and resources in meeting national policy objectives.
- Identify and support a range of winegrape grower representatives in decision-making fora.
- Represent winegrape growers to relevant industry bodies such as WFA, AWBC, GWRDC, AWRI and at key fora such as the ABARE Outlook.
- Collaborate with State and regional bodies on relevant regional issues as requested.

SUCCESS INDICATORS

- Policy positions are documented and enunciated.
- Multiple meetings with relevant Federal Government Ministers and bureaucrats.
- Increased numbers of winegrape growing experts appointed to industry bodies.
- Effective feedback mechanisms between the national organisations.

Strategy 2

Through direct or collaborative arrangements, address critical national issues affecting the economic, environmental and social welfare of winegrape growers.

OBJECTIVE

Ensure that all critical issues affecting winegrape growers are identified, prioritised and, subject to alignment with the WGGA charter or it's ability to effectively influence outcomes, act to influence and reform the operating environment of winegrape growers. The influence and reform will be enacted through advocacy and capacity building among winegrape growers.

ISSUES

SUPPLY AND DEMAND BALANCE

- Maintain involvement and contribution to the WRAA at a national planning level.
- Work with Government to help develop better exit strategies for those who wish to choose this.
- Promote and disseminate the VineBiz program to winegrape growers.

WATER POLICY

- Advocate for water policies that leave irrigators no worse off.

KNOWLEDGE AND CAPACITY DEVELOPMENT

- Implement a regular feed of timely and accurate wine sector statistics to growers to facilitate economic literacy.
- Access and analyse information for policy development.
- Provide growers with national and international supply and demand trends to enable them to make better commercial decisions.
- Facilitate quality training in issues such as risk management, negotiation, collective bargaining, business skills and

SUCCESS INDICATORS

- Government-sponsored exit packages for winegrape growers that provide net social gain.
- Increased dissemination and training in VineBiz by private agents, government bodies and educational institutions via WGGA-negotiated terms and conditions.
- Wider use of VineBiz by winegrape growers in business decision making.

- SDL's set by the MDA that support long-term, sustainable winegrape vineyard operation and are effectively communicated to key stakeholders.

- Economically literate winegrape growers who understand and respond to the operating environment in which they operate.

- business models via VineBiz and other programs.
- Promote regional cost of production data and analysis.

CODE OF CONDUCT

- Implement the agreed recommendations of the Code of Conduct review.
- Advocate for wider adoption by winemakers.

BIOSECURITY AND VINE HEALTH

- Provide precise input on vineyard health and biosecurity issues to the National Winegrape Biosecurity Committee (NWBC) and Plant Health Australia (PHA).

INDUSTRIAL RELATIONS

- Provide access to up-to-date information on the terms and conditions of vineyard employees.

ENVIRONMENT AND CLIMATE CHANGE

- Facilitate an understanding of environmental sustainability and build capacity to act in an environmentally sustainable manner.
- Facilitate an understanding of climate change and build capacity to adapt to the change.

RESEARCH, DEVELOPMENT AND EXTENSION

- Assist in the formation of national RD&E priorities by providing direct input into the Innovation Policy Committee, National Wine Extension and Innovation Network and National Research Coordination Forum.
- Provide precise input to the GWRDC on the needs and delivery of viticulture RD&E
- Obtain R&D funding to drive the development and the national adoption of an objective measurement system for grape quality

NATIONAL VINEYARD DATABASE

- Work with the other national organisations to create an

- Adoption of the Code of Conduct by the top 25% of the top 100 producers by volume in a 12 month period after adoption of the Code's current round of revisions and by 50% of the same producers 24 months after.

- Effective representation on NVHSC and PHA.
- Better vineyard health and lower biosecurity risk in the national vineyard.

- R&D programs that both support pure research as well as reflect WGGA's assessed priorities of issues influencing grower viability.
- Satisfactory access and useability of GWRDC research.

- An industry-owned National Vineyard Data Base

<p>industry-owned database of the national vineyard to assist in raising grower knowledge on supply status, assist industry planning, facilitate biosecurity analysis and responses and, to provide a basis for a national winegrape grower levy.</p>	<p>available for use by the wine sector.</p>
<p>TAX</p> <ul style="list-style-type: none"> • Establish acceptance by WFA for a united front on tax submissions to the Federal government. • Represent the interests of wine grape growers in industry fora that set wine sector tax policy. 	<ul style="list-style-type: none"> • Fair and reasonable tax treatment of winegrape growers.

Strategy 3
Cultivate relationships that facilitate effective advocacy of national winegrape grower needs and the delivery of outcomes that address these needs.

OBJECTIVE
Identify critical decision-makers and people of influence and build accessible and effective relationships that ensure grower perspectives are delivered to all levels of decision-making affecting winegrape growers.

<p>STRATEGY ELEMENTS</p> <ul style="list-style-type: none"> • Develop effective and accessible relationships with all wine sector national wine sector organisations particularly the WFA, AWBC, GWRDC and AWRI. • Ensure grower membership in key fora and committees of the other national organisations. • Ensure grower perspectives are incorporated in national organisation policies and statements. • Provide input into the Future Leaders Program with a particular emphasis on grape grower participants. • Establish links and regular dialogue with relevant politicians 	<p>SUCCESS INDICATORS</p> <ul style="list-style-type: none"> • Winegrape growers are seen as creditable and equal members of the Australian wine sector’s National Organisation Structure and are seen to be critical to the success of the Australian wine sector. • A national winegrape grower voice exists on peak fora of national organisation leadership such as the Industry Directions Council. • Growers report an increase in positive recognition from wineries. • Wineries and national organisations reaffirm winegrape grower value through their marketing and policy statements.
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<p>and bureaucrats.</p> <ul style="list-style-type: none"> • Liaise with State and Regional industry organisations to provide linkages between them and Federal Government politicians and bureaucrats to support state or regional initiatives. • Identify and engage with key farming organisations for the purpose of exchanging ideas, identifying alternative funding mechanisms and leveraging opportunities for increased weight of influence in national decision-making. • Encourage wineries and the Brand Australia marketer to promote winegrape growers to wine consumers as key and integral contributors to the Australian wine they consume. 	<ul style="list-style-type: none"> • The federal Government is fully apprised of the issues that affect the viability and social welfare of winegrape growers. • Future viticulture leaders are encouraged, supported and developed.
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Strategy 4

Effectively engage all stakeholders in two-way communication.

OBJECTIVE

Enact communication mechanisms that provide feedback on the relevance and validity of WGGA services and create widespread grower and other stakeholder recognition of these services.

STRATEGY ELEMENTS

- Develop the web site (www.wgga.com.au) to be recognised by growers as the premier source of national winegrape grower information.
- Through articles and opinion pieces, leverage wine sector and agriculture journals and magazines to raise the profile and perception of WGGA, to disseminate the grower point-of-view, and to promote WGGA services.

SUCCESS INDICATORS

- Widespread grower awareness and support for WGGA's existence.
- Significant grower access, and use of, information from the WGGA website.
- Quarterly electronic WGGA newsletters.
- Regular contribution by WGGA to the media treatment

<ul style="list-style-type: none"> • Use the strategic relationship with industry journals to disseminate the WGGA newsletter "The United Grower" • Establish a strategic relationship with the general visual and printed media that focuses on promoting WGGA initiatives and solutions to wine sector problems as well as promoting best practice and leadership in the winegrape growing community. • Issue Media Releases as required to support the strategic intent of WGGA's program. • Ensure all WGGA communications reach winegrowing areas that currently have low membership rates. • Work towards engaging communication agency services in representing WGGA. • Work towards undertaking an annual survey of grape growers. 	<p>of wine sector issues.</p> <ul style="list-style-type: none"> • A positive image of winegrape growers by the general public and their awareness of winegrape grower creativity, innovation and self-direction.
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Strategy 5

Build and consolidate national winegrape grower representation

OBJECTIVE

Ensure a viable and authoritative national winegrape grower voice through widespread membership and secure, long-term funding.

STRATEGY ELEMENTS

- Undertake research into WGGA membership potential through a study of the physical and human foundations to Australian winegrape growing.

SUCCESS INDICATORS

- Annual increases in grower membership and funding.
- Long term funding support from key regional bodies.

<ul style="list-style-type: none"> • Promote the National Vineyard Database as a means of understanding WGGA membership potential. • Examine and exploit the means of making the financial contributions of members from different regions more equitable. • Develop and implement a targeted, comprehensive marketing plan to encourage greater membership. • Consolidate membership and funding agreements with existing regional body members through secure, long term arrangements. • Grow membership in winegrowing districts that are not currently aligned with WGGA through general, affiliate and associate membership. • Identify all opportunities for external funding of WGGA through government, industry and private funding sources including project, corporate and sponsorship support. 	<ul style="list-style-type: none"> • Greater access to external funding. • Availability of a National Vineyard Database.
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Strategy 6

Establish benchmark corporate governance in WGGA

OBJECTIVE

To have and to be acknowledged for best practice in corporate governance, thereby providing members and funding organisations with confidence in WGGA.

STRATEGY ELEMENTS

- Review the WGGA Strategic Plan annually and communicate any changes to this, together with the Annual

SUCCESS INDICATORS

- Corporate governance and reporting arrangements for WGGA reviewed annually and approved by the WGGA

<p>Operating Plan, to funding organisations, other relevant stakeholders and members.</p> <ul style="list-style-type: none">• Establish an annual review of WGGGA policies and programs so they reflect the annually updated Strategic and Annual Operating Plans.• Undertake continuous review and improvement in WGGGA corporate governance processes and reporting.• Undertake a WGGGA performance review to coincide with FYE 2011-12 – conducted by external agents if funds are available, otherwise conducted internally.	<p>Board and by winegrape grower stakeholders.</p> <ul style="list-style-type: none">• A positive WGGGA performance against standard governance benchmarks in the review at FYE 2011-12.
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AOP Strategies 2010-11

Over the 12 month period during 2010 /11, WGGA will act in accordance with the following 7 key strategies.

Strategy 1 Government and industry advocacy on the behalf of growers on the Wine Restructuring Action Agenda (WRAA) and grower capacity-building to deal with the effects of the supply and demand imbalance.

OBJECTIVE

Achieve Federal government redress of market failure in relation to the wine sector and to support affected growers and winegrowing communities. To work with wine sector national organisations to understand the causes of supply/demand imbalance and to develop policy to redress the effects. Finally, to support growers with skills to manage the financial pressures of supply/demand imbalance.

STRATEGY ELEMENTS

- Participate in a post vintage 2010 review of progress in the WRAA Objectives, and any further development of the Agenda flowing from this review.
- Continue to advocate with the National and State Governments with a view to attracting Government support for ongoing WRAA initiatives, and specifically for targeted support for growers.
- Provide vineyard financial management tools for growers via the roll out of the VineBiz program.

SUCCESS INDICATORS

- Significant grower response to the key WRAA messages.
- Individual grower understanding of the current and prospective impacts of the supply and demand imbalance on their own businesses.
- Business decisions by individual winegrape growers to maintain, modify or exit their businesses as appropriate.
- Government support for WRAA initiatives.
- Supply and demand balance achieved.

Strategy 2

Achieve acceptable national irrigation allocations for vineyards in the Murray Darling Basin

OBJECTIVE

Irrigation Diversion Limits that support long-term sustainable winegrape growing businesses.

STRATEGY ELEMENTS

- Lead the national winegrape growing sector response to the Draft Sustainable Diversion Limits proposal from the MDBA.
- Partner with other national, state, and regional irrigator and wine industry bodies to effectively influence government policy.
- Advocate to the general public, the importance of irrigation to food security and both regional and the national economies.

SUCCESS INDICATORS

- Achieve Irrigation Diversion Limits that support long-term sustainable winegrape growing businesses.

Strategy 3

Foster greater awareness among winegrape growers of the internal and external economic factors influencing their businesses.

OBJECTIVE

Provide timely, accurate and relevant information and analysis to facilitate greater economic literacy among winegrape growers.

STRATEGY ELEMENTS

SUCCESS INDICATORS

<ul style="list-style-type: none"> • Implement a regular feed of timely and accurate wine sector statistics to growers via the WGGGA website. • Facilitate quality training in issues such as risk management, negotiation, collective bargaining, business skills and business models via VineBiz and other programs. • Access and analyse information for policy development. 	<ul style="list-style-type: none"> • Economically literate winegrape growers who understand and respond to the operating environment in which they operate.
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Strategy 4

Extend the adoption of the Australian Wine Industry Code Of Conduct by winegrape purchasers.

OBJECTIVE

In partnership with WFA, extend the uptake of the Code Of Conduct within the wine production sector.

STRATEGY ELEMENTS

- Assess and adopt where agreed, the recommendations of the post vintage 2010 review of the Code.
- Contribute to developing and implementing a strategy for promoting the Code of Conduct to winegrape purchasers.
- Assess success of the plan and adoption levels pre vintage 2011.

SUCCESS INDICATORS

- Adoption of the Code of Conduct by the top 25% of the top 100 producers by volume in a 12 month period after adoption of the Code's current round of revisions

Strategy 5

Effective leadership of vineyard biosecurity management for the Australian wine sector.

OBJECTIVE

Establish revised industry biosecurity management arrangements via the formation of the National Vineyard Bio-Security Committee and its Technical Reference Group, and strengthened ties with Plant Health Australia.

STRATEGY ELEMENTS

- Form the National Vineyard Bio-Security Committee (NVBC) under the chair of WGGA
- Form the Technical Reference Group (TRG) under the chair of the DAFF Chief Plant Protection Officer
- Strengthen the ties with Plant Health Australia (PHA) via regular liaison with the PHA Chief Executive and senior PHA staff, and via attendance of all PHA Industry Member fora and activities.
- Advocate to the Australian Government an increase in the industry's levy commitment to PHA Membership to 4c / tonne.

SUCCESS INDICATORS

- Formation of NVBC and TRG
- Engagement with PHA via two industry fora per year and regular dialogue with PHA CEO.
- Achieve the agreement of the Government to increase the PHA Membership levy on growers and winemakers to 4c / tonne.

Strategy 6

Grow WGGGA membership and funding

OBJECTIVE

Underwrite a national winegrape grower voice through a secure membership base and robust and equitable funding arrangements.

STRATEGY ELEMENTS

- Undertake research into WGGGA membership potential through a study of the physical and human foundations to Australian winegrape growing.
- Examine and exploit the means of making the financial contributions of members from different regions more equitable.
- Develop and implement a targeted, comprehensive marketing plan to encourage greater membership.
- Consolidate membership and funding agreements with existing regional body members through secure, long term arrangements.
- Grow membership in winegrowing districts that are not currently aligned with WGGGA through general, affiliate and associate membership and by evaluating the effectiveness of;
 - a new membership drive in Queensland, NSW, Greater Victoria, Tasmania and Western Australia via Regional Associations,
 - promoting joint membership packages with VWIA and

SUCCESS INDICATORS

- Prospects of increased membership and funding in 2011/12.
- Prospects of more equitable sharing of the funding load within the winegrape growing sector.
- Greater security of membership and funding in the short- to medium-term.

<p>WIAWA, as well as exploring new joint packages through Riverina WGMB, NSWWIA, QWIA, and Wine Industry Tasmania.</p> <ul style="list-style-type: none"> • Affiliate Memberships of Regional Associations. • Identify all opportunities for external funding of WGGA through government, industry and private funding sources including project, corporate and sponsorship support. 	
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<p>Strategy 7 Monitor and influence policy development in key areas of importance to winegrape growers and in which WGGA is not directly active.</p>	
<p>OBJECTIVE Ensure winegrape growers stay abreast of, and exert influence on, all the key issues that impact their business welfare.</p>	
<p>STRATEGY ELEMENTS</p> <ul style="list-style-type: none"> • Identify key organisations and/or individual experts to represent winegrape grower views in the defined areas of interest. • Provide advocacy and representation of the winegrape growing sector through industry and government-sponsored policy development fora. • Provide updates to growers on issues of importance via United Grower, information bulletins, media communications, and the WGGA website • Provide winegrape grower responses to ongoing and emerging issues in the defined areas of interest, as permitted by available resources. 	<p>SUCCESS INDICATORS</p> <ul style="list-style-type: none"> • WGGA understanding and influence on key industry issues in which it is not directly active. • Continued representation of growers on issues of national importance to them. • Awareness among winegrape growers of emerging nationally-relevant issues in the winegrape growing sector.

