



STRATEGIC PLAN 2013-2017

June 2012

CONTEXT – the operating environment for winegrape growing

The wine sector is in a prolonged period of over-supply. The most important supply factors impacting on the winegrape-growing sector include:

- the need for vineyard rationalisation to achieve economies of scale
- apparent barriers to production exits
- lack of adjustment in cool/temperate regions

Meanwhile, international and domestic demand for Australian wine is in current decline, due principally to a slow overall growth in demand for wine, the high Australian dollar and competition from other countries with lower production costs. Changes in public sentiment are also acting to restrict growth in the market through a growing anti-alcohol lobby and trends in government thinking on health policy.

For winegrape growers, production is as challenging as ever. Profitability and viability are declining. The most important challenges include:

- low returns,
- declining availability of labour and investment capital due to growth in the resources industry,
- increasingly complex industrial relations,
- ageing winegrape grower population and lack of generational succession,
- rising running and compliance costs,
- the difficulty in objectively measuring, and hence rewarding, grape characteristics that are fit-for-purpose for wine product sought by consumers,
- unequal power with winegrape purchasers in contract negotiations and winery commercial practices.

However, significant opportunities exist for winegrape growers in the current market. These include:

- better access to winegrape markets through objective measurement of winegrape characteristics, residue limit negotiations in key markets and an effective code of conduct for winegrape purchasers,
- the growth of house brands and the opportunity to develop beneficial relationships that bypass unprofitable links in the value chain (eg dealing directly with supermarkets),
- opportunities for winegrapes sourced for wine sold into Asia (especially China) and other new markets,
- improvements in winegrape-growing business management through development of relevant skills,
- improved value-chain relationships between growers and winemakers that are based on marketing winegrapes, effective grower negotiation and mutual respect between winegrape seller and purchaser.
- diversifying into other income streams such as juices, biofuels, etc.

CONSTITUTION OF WGGA

Under the WGGA Constitution, a seven-zone electoral system has been instituted to provide eight elected members to the WGGA Executive Committee. Each electoral zone is convened by a regional or state grower's body or wine industry association. The electoral zones and convening organisations are:

ZONE	CONVENOR
▪ Riverland	<i>Riverland Winegrape Growers Association</i>
▪ Other regions of South Australia (2)	<i>Wine Grape Council of South Australia</i>
▪ Murray Valley	<i>Murray Valley Winegrowers</i>
▪ Rest of Victoria and Tasmania	<i>Wine Victoria</i>
▪ Riverina	<i>Riverina Wine Grapes Marketing Board</i>
▪ Rest of NSW and Queensland	<i>NSW Wine Industry Association</i>
▪ Western Australia	<i>Wine Industry Association of Western Australia</i>

Each zone has one representative on the WGGA Executive Committee except 'Other regions of South Australia' which has two. In addition to the elected representatives, the Executive Director is an appointed, non-voting member of the Executive Committee. The Committee has the option of appointing an independent Chair, who would also be non-voting, or electing a Chair from its number, in which case the Chair has a non-casting vote.

WGGA membership is open to all growers of winegrapes, regional grower associations, wine-related students and other individuals or organisations with an interest in the sector.

WGGA is funded through a combination of individual memberships, project funding and contributions from independent South Australian growers through the Wine Grape Council of South Australia.

The following table provides a brief SWOT analysis of WGGA.

SWOT ANALYSIS

<p>Strengths</p> <ul style="list-style-type: none">✓ recognition as a peak body, speaking with a national voice✓ effective linkages to other wine industry associations (GWRDC, WFA, etc)✓ strong support from state and regional associations✓ high media profile✓ very high level of industry knowledge and analytical capacity in the organisation✓ resilience, including its ability to survive on minimal funds	<p>Weaknesses</p> <ul style="list-style-type: none">≈ its lack of human and financial resources≈ wide geographical spread and the costs of association≈ a lack of diversity in Board membership and representation≈ a patchwork approach to membership and funding≈ a reliance on other national organisations for resources≈ financially weaker than many of its feeder associations≈ funding model allowing “free-riders” – growers receiving the benefits of advocacy and other activities without contributing≈ reliance on South Australian levies to underwrite the association≈ constrained ability to develop and drive policy due to modest resource - vulnerability to other agendas≈ diminishing knowledge about the viticultural base,≈ limited grower contact information for communication
<p>Opportunities</p> <ul style="list-style-type: none">✓ a refocusing on the highest priorities✓ potential to explore alternative funding/structural models✓ potential to provide a wider range of services and products directly to growers✓ better targeting of services (through new knowledge of grower profiles)✓ adoption of modern media for communication✓ establishing a national vineyard database	<p>Threats</p> <ul style="list-style-type: none">≈ the number of industry bodies providing services to growers≈ contraction in grower numbers in warm inland areas≈ loss of heart and growing apathy in the industry≈ lack of available funds in industry for resourcing activities≈ low profits for growers meaning constrained access to direct funding≈ lack of commitment to WGGA because of limited knowledge among growers about the organisation≈ unequal balance of power between winegrape growers and winemakers

STRATEGIC PLAN 2013 - 2017

MISSION

WGGA exists to be an effective advocate at the national level for the interests of Australia's winegrape growers.

VISION

A profitable and viable national Australian winegrape industry that is respected along the value chain for its responsible production practices, quality produce, innovation and business acumen.

KEY FUNCTIONS

The key functions of WGGA are:

- **General** - represent and promote the common national interests of Australian winegrape growers, deliver direct benefits to members, improve the profitability and sustainability of Australian winegrape growers
- **Effective advocacy** – undertake government and industry advocacy on behalf of winegrape growers in key policy areas including; biosecurity, market access for winegrapes, inter-jurisdictional standards and protocols, tax, national water arrangements, the environment and industrial relations.
- **Biosecurity and vine health** - fulfill the wine sector's obligations to the Emergency Plant Pest Response Deed and facilitate industry's national biosecurity management arrangements.
- **Market access for winegrapes** - develop and maintain industry standards and codes of conduct for the sale and purchase of winegrapes and the negotiation and administration of contracts, negotiate limits to residues in wine from vineyard practices, facilitate objective measurement of winegrape characteristics and the regulation of trade measures, and influence any other matters that affect the commercial arrangements between winegrape growers and processors
- **Research, development, extension and adoption** - facilitate, coordinate or conduct relevant research, education, extension, and programs that promote the adoption of innovation that improves the profitability and sustainability of winegrape growing.
- **Raise the status of winegrape growers** – build industry relationships and the profile of winegrape growing in the wine sector and wider community to benefit winegrape growers and position winegrape growing as a full equity partner within the wine sector.
- **Member information services** - obtain, develop and publish information concerning wine and winegrape production, sales and marketing, and any other information of interest to winegrape growers

- **Two-way communication** – engage with winegrape growers nationally through effective two-way communication.
- **Organizational capacity** - ensure growers have an effective national representative association through; sufficient membership and funding, professional representation, membership or support for other national representative organizations as may be in the interest of members generally, and employment of officers and staff, or consultants and contractors, required to undertake the objects of the association.
- **Corporate governance** – maintain effective corporate governance, devise and report against a strategic and annual operating plans, and apply the funds of the association to the above objects.

STRATEGIES

WGGA will act in accordance with the following six key strategies:

1. Provide policy and advocacy on issues of national importance to the existing and future viability of the winegrape growers.
2. Through direct or collaborative arrangements, address critical national issues affecting the economic, environmental and social welfare of winegrape growers.
3. Cultivate relationships that facilitate effective advocacy of national winegrape grower needs and the delivery of outcomes that address these needs.
4. Effectively engage all stakeholders in two-way communication about industry issues and WGGA activities.
5. Build WGGA capacity to ensure national winegrape grower representation.
6. Maintain effective corporate governance in WGGA.

STRATEGIES and PLANS

Strategy 1

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

STRATEGIC OBJECTIVES	SUCCESS INDICATORS	ACTIONS (2012-13)
<ul style="list-style-type: none"> Issues of greatest current and future importance for winegrape growers are identified, prioritised and publicised. WGGA has a set of clear policies as the foundation and guiding principles for representing the interests of winegrape growers. Winegrape growers are effectively represented in decision-making positions on national Boards and committees. WGGA has effective, ongoing collaborative relationships with relevant national, state and regional bodies. 	<ul style="list-style-type: none"> WGGA is accepted as a key and legitimate national grower voice. WGGA is a go-to body for views on how grower interests are best promoted. 	<ul style="list-style-type: none"> Confirm with the WFA, the Australian Grape and Wine Policy Forum and convene three meetings. 2012-13 Develop and document a suite of policies on key grower interests. 2012-13 Facilitate multi-state (SA, NSW, Victoria, WA) government-industry relationships to harmonise policy on issues of national interest including; terms of Payment, Code of Conduct, wine industry contracts, abandoned vineyards, biosecurity and controlled burns. early Jul - late Mar Ensure formal representation of winegrape growers on all relevant national committees. 2012-13 Revise and update the Trends & Challenges document in consultation with regional and state associations and present it to national industry bodies including WFA, WAC, GWRDC and state and federal governments. early Aug – late Sep Consolidate the WGGA Decision Support Network. early Aug – late Sep Secure meetings with the Federal Minister for Agriculture and the Minister's departmental representatives to present and lobby for WGGA policy objectives. 2012-13 Represent winegrape growers at significant national events including ABARES Outlook, the Wine Industry Outlook conference and so on. 2012-13 Utilise cost-of-production modelling in advocacy efforts. 2012-13

Strategy 2

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

STRATEGIC OBJECTIVES	SUCCESS INDICATORS	ACTIONS (2012-2013)
<p>BIOSECURITY AND VINE HEALTH</p> <ul style="list-style-type: none"> • An effective national management framework for wine sector biosecurity management. • Directly reduce the risk and potential impact of pest and disease incursions from external sources in Australian vineyards. • Effective national management arrangements for endemic pests and diseases. • A coherent plan for Australian germplasm collections. 	<ul style="list-style-type: none"> • <i>Awareness of biosecurity risks and preparedness in combative arrangements, among Australia's winegrape grower's.</i> • <i>Wine sector confidence that biosecurity management is in place.</i> • <i>No major pest and/or disease outbreaks in the wine sector.</i> 	<ul style="list-style-type: none"> • Attract funding for a Project Officer to establish the foundations of wine sector biosecurity arrangements in Australia. <i>early Jul – late Dec</i> • Consolidate the National Vine Biosecurity Committee. <i>early Jul – early Nov</i> • Establish the National Vine Health Technical Reference Group (NVHTRG). <i>early Jul – early Nov</i> • Review the categorisation of vine pests and diseases under the EPPRD. <i>late Nov – late Dec</i> • Initiate via the NVHTRG the development of a National Phylloxera Management Plan. <i>late Nov – late Dec</i> • Raise the awareness of the industry to its responsibilities under the Emergency Plant Pest Response Deed (EPPRD), and increase the industry response readiness for an exotic plant pest outbreak at the national, State and regional levels. <i>late Nov – late Dec</i> • Evaluate the suitability of the PHA Levy and Emergency Response Levy for funding national biosecurity management. <i>late Nov – late Dec</i> • Negotiate a harmonised Plant Health Australia industry membership levy with WFA, and initiate the introduction of the new membership levy arrangements with the Federal Government. <i>late Nov – late Dec</i> • Review the state of the Clean Plant Health Network and work with stakeholders to ensure its survival and viability. <i>late Nov – late Dec</i> • Work in collaboration with other national organisations to establish a national vineyard data base to improve response effectiveness in the event of a major pest or disease outbreak. <i>2012-13</i> • Establish a reserve in the 2012-13 WGA budget as a contingency fund on biosecurity matters and provide for a 'seed-funding' contribution to establish a biosecurity position that will establish an on-going industry management structure, relationships and sustainable funding basis. <i>early Jul – late Jul</i>

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STRATEGIC OBJECTIVES	SUCCESS INDICATORS	ACTIONS (2012-2013)
<p>MARKET ACCESS FOR WINE GRAPES</p> <ul style="list-style-type: none"> Improved access for Australian wine into overseas markets Improved negotiating position for winegrape growers negotiating contracts with buyers, through the development of resources and relevant skills. Improved transparency and objectivity in methods used for assessing and remunerating winegrape quality. 	<ul style="list-style-type: none"> <i>Improved market prospects for winegrapes (in terms of access, profitability and economic sustainability).</i> 	<ul style="list-style-type: none"> Monitor the WFA achievement of signatory targets set in the revised Code and provide commentary through the Code Management Committee. early Jan – late Feb Promote the use of the Code of Conduct to growers and winemakers. 2012-13 Work with current signatories, responsible winemakers, the WFA Board, Cellarmasters and retail partners to press winemakers for wider adoption. 2012-13 Evaluate and discuss at Executive Committee level, alternatives to the existing voluntary Australian Wine Industry Code of Conduct. Formulate a policy regarding which option is in the best interests of winegrape growers. early Mar – late Jun Advocate for standardised cart notes that will reduce administrative burden on growers and facilitate efficient transport of winegrapes at harvest, for example – with LIP requirements on growers and with ICA33 documentation. 2012-13 Facilitate negotiations with the relevant authorities in Canada and China on maximum residue limits (MRLs) in Australian wine for traces of phosphorous acid used in the vineyard. 2012-13 Engage the ACCC to act on misleading conduct complaints on the use of colour as a trade measure. early Aug – late Oct Contribute to R&D decision-making on research in objective measures of winegrape colour and quality. early Jul – late Jul Establish standards and protocols for the use of quality measures in trade via the Winegrape Quality Measurement Committee. 2012-13 Lobby the NMI to finalise an objective methodology for measuring colour in winegrapes. 2012-13 Identify and define programs that will promote and build skills among growers as marketers of winegrapes. 2012-13 Publicise the WGGGA Guidelines for Marketing Winegrapes in regional and state forums. 2012-13 Develop guidelines for handling disputes with buyers as a resource for winegrape growers. early Jul – late Jan

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STRATEGIC OBJECTIVES	SUCCESS INDICATORS	ACTIONS (2012-2013)
<p>SUPPLY AND DEMAND BALANCE</p> <ul style="list-style-type: none"> Wine sector supply and demand moves towards a balanced state. An improved matching of supply and demand for different grape quality categories. Winegrape pricing at sustainable income levels for growers. <p>GROWER DATABASE</p> <ul style="list-style-type: none"> National grower organisation access to a comprehensive list of winegrape growers in Australia. A database that provides quality viticulture data, knowledge of vineyards for biosecurity initiatives and access to winegrowers for industry planning. <p>KNOWLEDGE AND CAPACITY DEVELOPMENT</p> <ul style="list-style-type: none"> Improved economic literacy and business management skills among winegrape growers to enable better understanding and response 	<ul style="list-style-type: none"> <i>WGGA perceived to have made a significant contribution to national organisational initiatives to influence supply and demand balances that serve the interests of the industry as a whole.</i> <i>Creation of an industry-owned, compulsory national vineyard database.</i> <i>Active grower uptake of WGGA capacity development initiatives</i> 	<ul style="list-style-type: none"> Utilise existing research to understand and advocate for removing barriers to vineyard adjustment. 2012-13 Engage government to promote policy and programs that deal with the socio-economic impacts of the Australian wine sector's oversupply, including demand stimulation, supply reduction (exit programs, buybacks, alternative crops, etc) and supply diversion (biofuel, juices, nutraceuticals). 2012-13 Influence GWRDC decision-making on funds for improving vineyard flexibility including through facilitating vineyard restructuring by rapid removal or regeneration of vineyards. 2012-13 Publish and promote information on alternative business model options that may enable growers to improve their profitability. early Jan – late Jun Work in collaboration with other national organisations to establish a national vineyard data base that can be used to produce more accurate supply statistics. 2012-13 Investigate ways to advance in a more timely fashion, the establishment of an industry-owned National Vineyard Data Base. early Jul – late Dec Create webpages on www.wgga.com.au to deliver data and analysis to winegrowers. early Aug – late Sep Deliver an on-line financial ready reckoner to winegrape growers. early Aug – late Dec

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STRATEGIC OBJECTIVES	SUCCESS INDICATORS	ACTIONS (2012-2013)
<p>to prevailing operating environments.</p> <ul style="list-style-type: none"> Improved statistics on costs of production to enable the development of regional benchmarks and grower insight into operating conditions. <p>RESEARCH, DEVELOPMENT AND EXTENSION</p> <ul style="list-style-type: none"> RD&E programs that reflect grower priorities and which favourably influence grower viability. Appropriate balance in the mix of national RD&E programs between: grower and winemaker benefits from RD&E, short and long-term deliverables, practical and blue-sky research. 	<ul style="list-style-type: none"> <i>Grower satisfaction with how RD&E meets grower and wine sector needs.</i> 	<ul style="list-style-type: none"> Publish quarterly reports on national and international wine sector supply and demand statistics to assist growers in making informed decisions. 2012-13 Publish regular information updates in United Grower on issues of relevance to winegrape growers. 2012-13 Work with TAFE and/or other Registered Training Organisations to ensure the availability of quality, targeted training options for growers in areas such as risk management, negotiation, collective bargaining, business skills and alternative business models. 2012-13 Finalise and seek endorsement of a model for future development and delivery of VineBiz to maximise its effectiveness among targeted grower segments. early Aug – early Nov Provide feedback to AgriFood Skills Australia on the development of new qualifications in viticulture for independent grape growers. early Jul – late Jul Provide input into the selection process for the 2013 Wine Industry Future Leaders Program. late Feb – late Jun Work with WAC to provide growers with a user-friendly means of access to winefacts information on the new WAC website. 2012-13 Evaluate and pursue options for funding of WGGA programs for winegrower development. early Sep – late Dec Advocate for expanding the viticulture research focus of AWRI. 2012-13 Provide input on behalf of growers to the Innovation Policy Committee and the National Wine Extension and Innovation Network. 2012-13 Communicate the WGGA policy on RD&E to GWRDC. 2012-13 Initiate regular meetings with the Chief Executive of GWRDC to ensure effective consultation with WGGA. 2012-13

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STRATEGIC OBJECTIVES	SUCCESS INDICATORS	ACTIONS (2012-2013)
<p>ENVIRONMENT AND SUSTAINABILITY</p> <ul style="list-style-type: none"> Increased grower capacity to act in an environmentally sustainable manner. Increased grower capacity to deal with the impact of environmental issues on productivity and profit. <p>WATER ACCESS</p> <ul style="list-style-type: none"> Decisions and practices on the availability of water for irrigating that leaves irrigators in the wine sector no worse off than current arrangements. <p>INDUSTRIAL RELATIONS</p> <ul style="list-style-type: none"> Growers have access to the staff they need including seasonal workers. <p>TAX</p> <ul style="list-style-type: none"> WGGA is aware and responsive to national tax arrangements that adversely impact on grower 	<ul style="list-style-type: none"> <i>Measurable benchmarks in grower environmental performance and favourable changes in these performances.</i> <i>Grower confidence in their ability to deal with environmental issues.</i> <i>Satisfaction among growers exiting irrigation businesses, on-going irrigators and irrigation communities with the Commonwealth's arrangements for irrigation water made available to the states.</i> <i>WGGA is up-to-date on IR needs of growers.</i> <i>Collaborators are in place to act on nationally significant issues.</i> <i>Grower businesses are not adversely impacted by national</i> 	<ul style="list-style-type: none"> Advocate for greater relevance and fairness in the expectations on winegrape growers through the Entwine program. 2012-13 Undertake discussions to explore options for establishing WGGA as a recognised provider of Entwine and to have all growers register with WGGA for this program. Early Nov – late Mar Monitor and evaluate emerging thinking on climate change and respond appropriately. 2012-13 Examine commonwealth government funding priorities for opportunities to support WGGA environmental project initiatives. 2012-13 Monitor national and regional irrigation policy for relevance to national action. 2012-13 Maintain a WGGA Water Policy that supports water availability for long-term sustainable winegrape growing businesses. 2012-13 Maintain a watching brief on groundwater issues that affect winegrape growers both inside and outside the Murray Darling Basin. 2012-13 Monitor developments for the Wine Industry Award, through the Fair Work Australia review, and assess action needed to support wine sector positions advocated by SAWIA. early Jul – late Apr Collaborate with other wine industry organisations to advocate for continuing access to casual labour from overseas, through guest worker programs. 2012-13 Provide on-line links through www.wgga.com.au to up-to-date information on terms and conditions of employing vineyard workers. early Aug – late Aug Work with WFA to prepare a wine tax policy for advocacy to the Federal government and which is fair and reasonable to winegrape growers. early Jul – late Nov

Strategy 2

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

STRATEGIC OBJECTIVES	SUCCESS INDICATORS	ACTIONS (2012-2013)
businesses.	<i>taxation arrangements.</i>	<ul style="list-style-type: none"><li data-bbox="1099 328 2145 352">• Monitor and evaluate emerging events and respond appropriately. 2012-13<li data-bbox="1099 384 2145 440">• Represent the interests of winegrape growers in industry forums that set agricultural tax policy affecting winegrape growers. 2012-13

Strategy 3

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

STRATEGIC OBJECTIVES	SUCCESS INDICATORS	ACTIONS (2012 -13)
<ul style="list-style-type: none"> Winegrape growers are seen as credible and equal members of the Australian wine sector's national organisation structure and as critical to the success of the Australian wine sector. Grower perspectives are sought out and incorporated in national organisation policies and statements. WGGA maintains effective and accessible relationships with all national wine sector organisations particularly the WFA, WAC, GWRDC and AWRI. Channels for regular dialogue between WGGA and relevant politicians and bureaucrats are in place. Collaborative relationships established with representative organisations of other agricultural industries in Australia. 	<ul style="list-style-type: none"> WGGA has ready access to industry and government decision-makers that are relevant to promoting the interests of growers. 	<ul style="list-style-type: none"> Implement with the WFA, a policy forum for growers and winemakers to set unified policy in key areas of industry-wide benefit. early Aug – late Sep Engage with state and regional industry organisations to identify local issues that have industry-wide implications. early Jul – early Mar Have regular contact with relevant DAFF Branches and commonwealth Ministers and/or Officers. 2012-13 Respond to the need or opportunity to engage the parliamentary offices of; Sustainability, Environment, Water, Population and Communities; and Regional Australia, Regional Development and Local Government. 2012-13 Meet with the Brand Australia marketer to discuss tangible steps that can be taken by WAC to promote winegrape growers to wine consumers as integral contributors to the Australian wine they consume. 2012-13 Undertake research to understand the structure and funding arrangements of industry RDCs and peak grower bodies in other agricultural sectors. early Jul – late Nov Identify and engage with at least two key national farming organisations for the purpose of exchanging ideas, identifying alternative funding mechanisms and leveraging opportunities for increased weight of influence in national decision-making. early Jul – late Nov

Strategy 4

Effectively engage all stakeholders in two-way communication about industry issues and WGGGA activities.

STRATEGIC OBJECTIVES	SUCCESS INDICATORS	ACTIONS (2012-13)
<ul style="list-style-type: none"> Communication mechanisms are in place that provide an effective two-way mechanism for receiving grower feedback, consulting with growers on national issues, providing information and resources to help growers do business, and promoting WGGGA policies and initiatives. 	<ul style="list-style-type: none"> Widespread grower and other stakeholder knowledge of, and engagement with, WGGGA and its activities. 	<ul style="list-style-type: none"> Continue the development of a WGGGA Contact Database of members and regional associations. <i>early Apr – late May</i> Discuss at the Executive Committee level, options for restructuring the WGGGA Executive Committee to balance it in skill and gender terms. <i>late Jan – late Feb</i> Survey winegrape growers to determine communication needs and preferences. <i>early Oct – late Dec</i> Maintain and refine the WGGGA newsletter, the United Grower as a bimonthly publication and releases of WGGGA E-Alerts for timely emailed releases on events and opportunities for winegrape growers. <i>2012-13</i> Undertake more extensive state and regional visitation by the executive officers of WGGGA. <i>2012-13</i> Continue the refinement and use of www.wgga.com.au as an effective first-point-of-contact and professional public face of Wine Grape Growers Australia. <i>2012-13</i> Finalise and implement a policy on a "members only" section of the website. <i>early Jul – early Sep</i> Publish at least six major articles and/or opinion pieces in wine sector and agriculture journals and magazines to raise the profile and perception of WGGGA, to disseminate the grower point-of-view, and to promote WGGGA services. <i>2012-13</i> Establish an up-to-date contact list of key personnel and organisations in the general electronic and printed media to enable the efficient promotion and dissemination of WGGGA. <i>early Jul – early Sep</i> Issue media releases in a timely fashion to support all major WGGGA initiatives and respond to significant wine sector issues. <i>2012-13</i> Consult with winegrape growers on the proposed merger between WAC and GWRDC and assist in collating feedback for presentation to the steering committee for the proposed merger. <i>early Jul – early Sep</i> Work in collaboration with other national organisations to establish a national vineyard database to improve WGGGA's ability to communicate directly with winegrape growers. <i>2012-13</i>

Strategy 4

Effectively engage all stakeholders in two-way communication about industry issues and WGA activities.

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| | | <ul style="list-style-type: none">• Work with the AWRI and NWEIN to prepare a funding submission to GWRDC on a social research project to better understand the grape grower market segments. <i>early Jul – late Jul</i>• Consult directly (in person) with all WGA affiliate members at least once to obtain their perspective on priority issues and provide feedback on WGA policies and programs. <i>2012-13</i> |
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Strategy 5
Build WGGA capacity to ensure national winegrape grower representation.

STRATEGIC OBJECTIVES	SUCCESS INDICATORS	ACTIONS (2012 – 13)
<ul style="list-style-type: none"> WGGA represents an authoritative, national grower voice through broad, equitable membership and secure, long-term funding. 	<ul style="list-style-type: none"> <i>Broad-based membership within the wine sector.</i> <i>Equitable grower representation.</i> <i>Adequate funds.</i> <i>Long-term funding arrangements.</i> 	<ul style="list-style-type: none"> Advocate to the SA government, WGCSA and SA winegrowers, the continuation of the current arrangements for shared state and national contributions from the SAGGIF. <i>early Jul – late Dec</i> Advocate to the Commonwealth for long-term national winegrape grower levy funding of WGGA. <i>2012-13</i> Decide preferred alternative/s for re-structuring funding and membership of WGGA. <i>early Jul – late Dec</i> Develop alternative income streams such as Entwine registration, targeted service delivery to growers, corporate sponsorship and grower conferences. <i>early Jul – late Dec</i> Support the development of the National Vineyard Database as a means of understanding WGGA membership potential and contacting growers. <i>2012-13</i> Prepare a recommendation for changes to the membership fee structure to better utilise the financial contributions of growers from different regions, different vineyard sizes and in different membership categories. <i>early Jul – late Dec</i>

Strategy 6
Maintain effective corporate governance in WGGGA.

STRATEGIC OBJECTIVES	SUCCESS INDICATORS	ACTIONS (2012 – 13)
<ul style="list-style-type: none"> • Adequate and stable office support in place. • Adequate and stable program support in place. • Strategic objectives and operational plans achieved • WGGGA is recognised in industry as an organisation with effective governance and practices. 	<ul style="list-style-type: none"> • <i>WGGGA stakeholders are comfortable with the governance and management practices of the organisation.</i> • <i>The WGGGA office is run efficiently and is effective in supporting WGGGA programs.</i> • <i>WGGGA staff are strongly focussed on excellence in customer service.</i> 	<ul style="list-style-type: none"> • Re-write the WGGGA Constitution to reflect permanent arrangements and present to a Special General Meeting. <i>early Jul – early Nov</i> • Convene a conference of regional, state and national winegrape associations to define and agree on the allocation of winegrape representation and advocacy responsibilities between the levels. <i>early Jan – late Feb</i> • Communicate the new Strategic Plan to funding organisations, other relevant stakeholders and members. <i>early Jul – late Aug</i> • Consolidate internal financial management and reporting systems. <i>early Jul – late Dec</i> • Conduct at least four Executive Committee meetings during the 12-month period of the AOP. <i>2012-13</i> • Complete all activities in accordance with the AOP and within the specified budget and timeframe. <i>2012-13</i> • Maintain WGGGA finances in accordance with legal requirements and professional standards of business practice. <i>2012-13</i> • Review the WGGGA Strategic Plan and the annual operating plan to determine its success in meeting the stated objectives. <i>early Apr – late Jun</i>

2012-13 BUDGET SUMMARY

	BUDGET
INCOME	
Membership fees	\$10,000
SAGGIF contribution	\$240,000
Project funding	\$120,000
Other income	\$2,000
Total income	\$372,000
Retained earnings	\$125,830
Available funds	\$497,830
EXPENDITURE	
Policy development and advocacy	\$51,830
Address critical national issues	\$184,600
Cultivate relationships	\$41,900
Effective communication	\$66,000
Build WGGGA capacity	\$43,500
Corporate governance	\$75,000
Total expenditure	\$462,830
Net position	\$35,000