

# Independent Performance Review of Wine Australia

## Recommendations, company response and progress on implementation

The Independent Performance Review (for the period 2019-2022), conducted by professional advisory firm ACIL Allen, was an important opportunity to gather feedback on how we are tracking in delivering outcomes for the Australian grape and wine sector. It is a requirement of Wine Australia's funding agreement with the Australian Government that our performance is independently assessed to support our continuous improvement.

Wine Australia is fully committed to increasing stakeholder awareness of our role, responsibilities, and the outcomes of our R&I investments, so the impact (gaining new knowledge and adopting new practices) of levy investments is increased. The table below outlines Wine Australia's plan and progress against implementing these recommendations (as at March 2025).

| Recommendation  | Company response  | How we will measure delivery  | Deadline             | Actions/Status   |
|---|---|---|----------------------|--|
| 1) Clarify and communicate Wine Australia's roles and responsibilities with a robust engagement and communication approach. | Agree<br>The customer-centric strategy that Wine Australia's initiated since the end of the Performance Review period will include a renewed focus on effectively communicating Wine Australia's roles and responsibilities both internally and externally. This will be done in conjunction with relevant sector bodies. | Agreed metrics will be established by the end of March 2024 to track stakeholder engagement with our communication efforts both within and outside the organisation, including use of the annual Staff Employee Survey and the Stakeholder Engagement Survey to measure stakeholder awareness of Wine Australia's roles and responsibilities. | End of March 2024    | <b>Completed and now business as usual (BAU)</b><br>Wine Australia has revised its engagement and communication approach to increase stakeholder awareness of the organisation's roles and responsibilities.<br>This approach was used at the launch of the OGWSP on 2 August 2024 and successfully communicated what each organisation and group are responsible for. |
| 2) Manage strategic and systemic risks and expectations beyond operational risks.   | Agree<br>Wine Australia will review and update its existing risk register considering core and non-core functions, as well as emerging risks associated with new initiatives, shifting priorities or stakeholder expectations.  | The risk register will be reviewed, assessed and updated every 6 to 12 months for tabling at both Audit & Risk Committee and Board meetings. The probability of any emerging risks will be highlighted, along with the likely impact on business or sector operations.  | Every 6 to 12 months | <b>Completed and now BAU</b><br>The Risk Management Policy and Framework has been updated, the Risk Management Committee has re-convened and a review of each of the Risk Registers has commenced.   |

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| 3) Strengthen research impact, innovation and skills.   | <p>Agree</p> <p>The new co-design principles that Wine Australia has developed since the end of the Performance Review period, to strengthen the scale, impact, innovation and skills across research and innovation (R&amp;I) projects, will be applied across all initiatives where practicable, giving consideration to capacity and capability requirements as outlined in recommendation (5). An example of these co-design principles being applied since the end of the Performance Review period is Wine Australia's work on the grapevine breeding program with CSIRO. This is a longer-term, scaled initiative with opportunities for leveraging. It will lead to commercialisation of leading-edge breeding technology as well as some short-term successes – facilitating adoption of existing new varieties.</p> | Co-design principles will be incorporated into new R&I investments where practicable. Monitoring and evaluation plans for new R&I investments will be implemented from July 2024.                       | July 2024            | <p><b>Completed and now BAU</b></p> <p>Co-design principles have and will continue to be applied to proposed new R&amp;I investments.</p>  |
|   |   | An external review of our progress against this recommendation will be conducted by December 2024.  | December 2024        | <p><b>Completed</b></p> <p>An independent review of the benefit delivered to the Australian grape and wine industry from the investment at AWRI is assessing how Wine Australia's new co-design principles have strengthened the impact, innovation and skills across the AWRI project portfolio. This external review commenced in November 2024 and was completed in March 2025.</p> <p>The key purpose of the review is to assess the benefit delivered to the Australian grape and wine industry from the investment, and to recommend any changes to any aspect of the agreement that would maximise the return on investment.</p> <p>The findings from the report will inform how future agreements with AWRI could be designed.</p> |
| 4a) Monitor and report on transition to implementation. | <p>Agree</p> <p>A transition and implementation update will be developed to monitor and report progress on implementation of crucial plans on a six-monthly basis until the plan is effectively achieving outcomes.</p>   | The transition and implementation update will be published on Wine Australia's website and regularly monitored and updated every six months, so that stakeholders are aware of the progress being made. | Every 6 to 12 months | <p><b>Ongoing activity</b></p> <p>This document is the implementation update scheduled for March 2025.</p>   |

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| 4b) Develop and implement a new strategic plan.    | Agree<br>On completion of the One Grape & Wine Sector Plan, Wine Australia will integrate any strategic priorities within its remit (as set out in the Wine Australia Act 2013) through its Annual Operational Plans (AOPs) and Strategic Plan 2025–30. Consideration will be given to recommendations (3) and (5) when developing future plans.  | Wine Australia's future AOPs and Strategic Plan 2025–30 will identify how any strategic priorities from the One Grape & Wine Sector Plan within Wine Australia's remit have been incorporated. This information will be communicated to stakeholders in alignment with the following key dates.<br><ul style="list-style-type: none"> <li>• Final One Grape &amp; Wine Sector Plan approved March 2024</li> <li>• Wine Australia's Annual Operational Plan 2024–25 effective 1 July 2024</li> <li>• Wine Australia's Strategic Plan 2025–30 effective 1 July 2025</li> </ul> | July 2025 | <b>Completed</b><br>The One Grape & Wine Sector Plan was launched in August 2024 and Wine Australia's strategic priorities were incorporated into the Wine Australia's AOP 2024–25 as applicable.<br>A Government Endorsement event of the One Grape & Wine Sector Plan in Canberra was held in November 2024.<br>The Strategic Plan 2025–30 has been developed and addresses all other priorities from the One Grape and Wine Sector Plan; to be released on 1 May 2025   |
| 4c) Collaborate outside the current provider base. | Agree<br>In addition to maintaining critical sector capability, Wine Australia will invest in capability that's relevant to the sector's needs and strategic priorities identified in the One Grape & Wine Sector Plan, which may include collaboration outside of the current base. Wine Australia will also bring national coordination of selected R&I and extension and adoption (E&A) activities back to Wine Australia and use competitive processes to procure services needed for national campaigns coordinated by Wine Australia on topics informed by the sector's priorities. This will broaden our provider base (in accordance with this recommendation) and address recommendations 3 and 4 (d) regarding delivering greater impact from R&I investment. | National coordination of E&A by Wine Australia and use of competitive processes to procure E&A services will be implemented by June 2024.  | June 2024 | <b>In progress</b><br>Progress with enhancing impact from E&A investments at AWRI was delayed by protracted negotiations with AWRI, and this impacted on progress with procurement of E&A services through competitive processes. Despite this, the following progress has been made <ul style="list-style-type: none"> <li>• Wine Australia's next five-year extension and adoption (E&amp;A) Strategy (2025–30) has been developed following investigation of the sector and organisation's current and emerging challenges and opportunities in E&amp;A.</li> <li>• The Strategy includes a renewed focus on giving agency to regional bodies by co-investing in regional capability and capacity through positions that support E&amp;A endeavours tailored to regional needs.</li> <li>• E&amp;A activities have continued while the review and strategic planning has been carried out. This has allowed us to pilot adult learning methodologies in scheduled events, such as AgTech and emission reduction workshops.</li> </ul> |

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| 4d) Improve communication of outcomes and impacts   | Agree<br>The customer-centric approach initiated since the end of the Performance Review period will enhance the way Wine Australia communicates investment outcomes and impacts to its stakeholders. As noted in 4 (c), in returning coordination of E&A to Wine Australia, we will focus our communication and other E&A efforts on impactful topics informed by the sector's priorities using a national campaign approach. Diversity in providers and voices is our intention – this includes leveraging the capability of state and regional industry associations. | Methods for measuring the success of refreshed communications will be embedded across the organisation and will inform continuous improvement by December 2024. Increased satisfaction and familiarity with R&I outcomes and impacts will be measured through Wine Australia's annual Stakeholder Engagement Survey to be conducted by December 2024. | December 2024 | <b>In progress</b><br>Metrics for measuring success form part of the Customer Engagement Strategic Plan, and internal projects under Wine Australia's Customer Engagement Framework.<br>A Communications Manager- R&I with over 30 years extensive technical wine industry communications experience commenced in August 2024 and will specifically focus on improving communication of the impact and outcomes of R&I investment.<br>Wine Australia's Customer Engagement Survey is scheduled for June 2025 and will provide the first baseline metrics to measure our success against this recommendation.   |
| 5) Build adaptive capacity and the right capability | Agree<br>As mentioned at 4(c), in addition to maintaining critical sector capability, Wine Australia will assess its capacity to respond to priorities identified by industry in the One Grape & Wine Sector Plan, and will invest as required. Also as noted above for recommendation 4 (c), as part of returning coordination of E&A to Wine Australia, we will enhance Wine Australia's internal capability through the appointment of a dedicated E&A coordinator via an existing unfilled and budgeted position.  | A fit for purpose capacity and capability model across all areas of Wine Australia's (core) functions will be developed by December 2024 in conjunction with Wine Australia's Strategic Plan 2025–30, commencing 1 July 2025.   | July 2025     | <b>On track</b><br>Development of a capacity and capability model to meet the measures of success in the draft Wine Australia's Strategic Plan 2025–30 – which focusses on the priorities of the One Grape and Wine Sector Plan – is well advanced.<br>Some changes to staffing have already commenced in line with this model, primarily through changes to skill sets for vacant positions: <ul style="list-style-type: none"> <li>National E&amp;A Manager commenced in May 2024 - replacement for Behavioural Psychologist</li> <li>ESG Program Manager commenced in June 2024 – replacement for Global Manager ESG, Brand &amp; Marketing.</li> <li>GM Customer Engagement Manager replacement in late May 2024, bringing broader industry networks and value chain, brand and international skill set.</li> <li>Corporate Affairs Manager role was adapted from a previous Senior Communications Manager.</li> </ul> |

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|   |  |  |           | <ul style="list-style-type: none"> <li>Communications Manager - R&amp;I commenced in August 2024 – replacement for Senior Communications Manager.</li> <li>Marketing Communications Manager – APAC – replacement for Senior Communications and Engagement Manager.</li> <li>Research Impacts Manager – replacement for Senior R&amp;I Program Manager.</li> </ul> <p>In addition, with the wrap up of the Market Entry Program in North America, and the end of the need for this specialised capability, the two highly skilled and specialised staff involved in that program have ceased employment with Wine Australia.</p>                                   |
| 6) Be more adaptive and responsive to stakeholder feedback and internal monitoring and evaluation processes | Agree<br>Wine Australia will improve and clarify how industry stakeholders can see their input reflected in key activities and projects. Wine Australia is also using the One Grape & Wine Sector Plan, which was informed by an extensive sector consultation process, to inform its next Strategic Plan 2025–30. | Wine Australia will include additional context to clarify how stakeholder feedback has been incorporated into future Annual Operational Plans and other relevant key activities and projects by 30 April 2024. | July 2024 | <p><b>Completed and now BAU</b></p> <p>The <a href="#">2024–25 Annual Operating Plan</a> specifically calls out the new investments which are a direct result of stakeholder input through the One Grape and Wine Sector Plan, into the Agricultural Ministers' Viticulture and Wine Sector Working Group and through the Independent Performance Review in a schematic on page 4. These stakeholder-directed investments form 13 of the 14 key new investments in 2024-25.</p> <p>Wine Australia's Strategic Plan 2025–30 focusses on the priorities of the One Grape and Wine Sector Plan and very clearly calls out how stakeholder input is incorporated.</p> |