

## Grape and Wine

The Industry Reference Group met on 29 November 2016 to consider the consultant's reports. There is still very little broader engagement in this project. The general view seems to be that the first and most important step to gain greater coordination is for a merger of Australian Vignerons and WFA. It is very clear that regional bodies do not see a need for structural change. Following discussions at the meeting, it was agreed that:

1. The reports and other collateral from the most recent work completed on the Grape and Wine project are made publicly available. This should be done by making this information available through the websites of the National and State organisations.
2. The Boards of WFA, Australian Vignerons (AV), Wine Industry Suppliers Australia (WISA) and the Australian Wine Research Institute Inc. (AWRI) are encouraged to ensure that the national representative bodies work collaboratively over the next 12 months to:
  - develop a consistent and integrated strategic plan for industry inclusive of all the national representative organisations. The plan should collectively identify the roadmap but also provide a clear indication of the roles and responsibilities of each organization in delivering on this integrated strategic plan. A clear statement of the 'rules of engagement' will also be an important outcome from this process;
  - develop a statement of the approved functions for the national organisations (their specific roles and responsibilities relative to other organisations, for example State and Regional organisations);
  - there is an imperative for a more accurate understanding of the capacities and capabilities of our representative organisations. The meeting identified an opportunity for the national representative organisations to commence this process by scoping and then profiling the capacities and capabilities of each organization;

As an outcome, a template for measuring and describing the capacity and capability of representative organisations that can be used across all representative organisations should be available. This will, in time, provide a platform to develop a national view of the capacities and capabilities across all representative structures to better inform future discussions and decisions about how best to serve and support industry;

- outline a plan for stronger functional alignment (who will do what and how the various National organisations will work together). This plan, once agreed by the National representative organisations, should be communicated across industry;

- collectively develop and then implement a consolidated and refreshed stakeholder engagement and communications strategy. The meeting agreed that engagement with industry and communication with industry has not been a strong point of this (and indeed other) processes. This focus should give consideration to:
  - who the National organisations need to engage with;
  - how they will engage;
  - how messaging and communications can be harmonized to ensure a consistent message is shared; and
  - how the process will be evaluated and monitored.

Once agreed by the National representative organisations, the intended strategy should be communicated across industry.

- Articulate a model approach for determining industry positions/policy. The objective is providing clarity and transparency (across all of industry) on the process for determining an industry position on an issue or policy position. This should include consideration of, among other things the approach that will be used for:
  - ✓ identifying contributing stakeholders for the specific issue/policy;
  - ✓ gathering information and feedback;
  - ✓ a plan for funding the development process;
  - ✓ the decision process for agreement and determination of an industry position/policy; and
  - ✓ the mechanisms, strategy, responsibilities, funding and implementation plan for advocating that position/policy.

This approach, once agreed, should be communicated across industry.

- identify, across the first half of 2017, a small number of key industry issues (likely 3-4 across the year) to provide a 'proof of concept' of the ability of the national bodies to work collaboratively and deliver effective outcomes for industry. The National bodies, should collectively, identify the relevant issues/policy positions and then
  - ✓ articulate the intended outcomes and likely dividends for industry of establishing a position on these issues;
  - ✓ define what success will look like;
  - ✓ outline the process that will be undertaken on the specific issue (as it is understood the approach to each issue may vary);
  - ✓ provide a regular scorecard to industry on outcomes achieved – this should be completed and made available on at least a quarterly basis.
  - ✓ undertake a review of the effectiveness of the collaboration at the end of this period.

The meeting requested that the National representative organisations respond to the Working Group on these issues by the end of March 2017.

Looking forward the meeting agreed that:

- State Representative organisations consider the nature of the issues identified above and in time, develop a response to these issues at the State level. The meeting also encouraged all State representative organisations (Boards and Management) to review the information presented in the reports and explore opportunities to broaden and strengthen the capacities and capabilities they offer.
- That the information from the most recent work be shared as widely as possible across all Regional organisations and that they be encouraged to explore, from the information presented in the reports, what opportunities might be available to them to strengthen the services and support they provide to members. The meeting believed there may be a number of areas where Regional organisations could use different approaches to help broaden and strengthen the capacities and capabilities they offer.

WFA will work with AV, AGWA, WISA and AWRI in the first instance to develop a common strategy for the industry.