Australian Government
Wine Australia

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 October 2025).

Independent Performance Review – Recommendations, company response and implementation plan

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 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	Whilst complete, the recommendation will be subject to continuous improvement.
2) Manage strategic and systemic risks and expectations beyond operational risks.	Agree 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	Whilst complete, the recommendation will be subject to continuous improvement. The Risk Management Policy and Framework is reviewed by the Audit and Risk Committee annually.

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3) Strengthen research impact, innovation and skills.	Agree 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&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.	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	Whilst complete, the recommendation will be subject to continuous improvement. Co-design principles have and will continue to be applied to proposed new R&I investments.
		An external review of our progress against this recommendation will be conducted by December 2024.	December 2024	**Completed** An independent review of the benefit delivered to the Australian grape and wine industry from the investment at AWRI assessed 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 is now complete. The review was complementary of the co-design approach and the findings are informing how future investments could be designed.
4a) Monitor and report on transition to implementation.	Agree 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.	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	Whilst implementation of the recommendations are now complete, they will be subject to continuous monitoring, improvement and reporting. The first implementation update was published in April 2025.
4b) Develop and implement a new strategic plan.	Agree 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.	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.	July 2025	**Completed** One Grape & Wine Sector Plan has been approved and launched and Wine Australia's strategic priorities were incorporated into the Wine Australia's AOP 2024-25 as applicable. The Strategic Plan 2025-30 was developed, addresses all other priorities from the One

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	Consideration will be given to recommendations (3) and (5) when developing future plans.	• Final One Grape & Wine Sector Plan approved March 2024 • Wine Australia's Annual Operational Plan 2024–25 effective 1 July 2024 • Wine Australia's Strategic Plan 2025–30 drafted September 2024 • Wine Australia's Strategic Plan 2025–30 finalised March 2025 • Wine Australia's Strategic Plan 2025–30 effective 1 July 2025		Grape and Wine Sector Plan and was approved by the Minister in February 2025
4c) Collaborate outside the current provider base.	Agree In addition to maintaining critical sector capability, Wine Australia will invest in capability that is 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	Whilst complete, the recommendation will be subject to continuous monitoring and improvement. • Wine Australia's next five-year extension and adoption (E&A) Strategy (2025-30) was developed following investigation of the sector and organisation's current and emerging challenges and opportunities in E&A and is published. 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&A endeavours tailored to regional needs. Two additional jointly funded positions in regional associations are filled, taking the total to five. • A National Advisor Network was established.
4d) Improve communication of outcomes and impacts	Agree 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	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	December 2024	Whilst complete, the recommendation will be subject to continuous improvement. Metrics for measuring success form part of the Customer Engagement Strategic Plan, and Wine Australia's Stakeholder Engagement Survey was live in June 2025 and will provide

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	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.	annual Stakeholder Engagement Survey to be conducted by December 2024.		the first baseline metrics to measure our success against this recommendation.
5) Build adaptive capacity and the right capability	Agree 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	Whilst complete, the recommendation will be subject to continuous monitoring and improvement. 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 has been developed. Annually, an internal review of company capability and capacity gaps is assessed as part of the staff performance review and developments plans.
6) Be more adaptive and responsive to stakeholder feedback and internal monitoring and evaluation processes	Agree 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	Whilst complete, the recommendation will be subject to continuous monitoring and improvement. Wine Australia's 2025-30 Strategic Plan focusses on the priorities of the One Grape and Wine Sector Plan and clearly calls out how stakeholder input is incorporated. This informed the priorities for Wine Australia's 2025-26 Annual Operating Plan.