

## Riverland Wine Strategic Plan 2014-2019 Scoreboard Report

Awaiting action
  Grant application
  Commenced
  Ongoing
  Completed

Strategic Plan alignment	Activity	Benefits	Status
<b>Theme 1: Leadership and Engagement</b>			
1.1.1 Setting Direction	Consultation with members and community through regular communications, committee membership and submissions	Opportunity to contribute to/influence Riverland Wine work	Ongoing
1.1.1 Setting Direction	Consultation with regional and industry bodies	Maintain regional focus and synergy with other activity/initiatives	Ongoing
1.1.1 Setting Direction	Consultation with State and Commonwealth Government and opposition	<ul style="list-style-type: none"> <li>• Garners support for RW initiatives</li> <li>• Attracts funding</li> </ul>	Ongoing
1.1.2 Setting Direction	Refer to the roadmap in all consultation activities	<ul style="list-style-type: none"> <li>• Confirms RW strategic focus</li> <li>• Ensures synergy with other activity/initiatives</li> <li>• Enables strategic review</li> </ul>	Ongoing
1.1.3 Setting Direction	Strategic Plan	<ul style="list-style-type: none"> <li>• Sets direction</li> <li>• Focuses activity</li> </ul>	<ul style="list-style-type: none"> <li>• Completed plan</li> <li>• Reviewed plan</li> <li>• Commenced update</li> </ul>
1.1.4 Setting Direction	Develop Scoreboard to report on activity under Strategic Plan	Accountability to members	Commenced
1.2.1 Developing Capabilities	Identify skills of RW staff	Efficient use of resources	Ongoing

<b>Strategic Plan alignment</b>	<b>Activity</b>	<b>Benefits</b>	<b>Status</b>
1.2.2 Developing Capabilities	<ul style="list-style-type: none"> <li>Undertake tasks within RW</li> <li>Outsource projects as appropriate</li> </ul>	Efficient use of resources	Ongoing
1.2.3 Developing Capabilities	Develop multiple communication and delivery channels	Maximise effectiveness of consultation and information sharing	Ongoing
1.2.4 Developing Capabilities	Ongoing consultation through various delivery channels	Relevant/targeted activity and programs	Ongoing
1.3.1 Engaging stakeholders	Ground Truthing project (create Customer Relationship Management system)	<ul style="list-style-type: none"> <li>Targeted services to members</li> <li>Resource for members</li> <li>Training opportunities</li> </ul>	Commenced
1.3.2 Engaging stakeholders	e-flyer	Informs members	Ongoing
1.3.2 Engaging stakeholders	Newspaper column	Informs members and community	Ongoing
1.3.3 Engaging stakeholders	Develop good working relationships with other regional and industry bodies, external contractors and government	<ul style="list-style-type: none"> <li>Garners support for RW initiatives</li> <li>Provides appropriate skills</li> <li>Attracts funding</li> </ul>	Ongoing
1.3.4 Engaging stakeholders	Grower meetings, e-news and workshops/forums	Informs and educates members	Ongoing
1.4.1 Allocating & directing 1.4.2 resources	Annual budgets	Responsible fund management	Ongoing
1.4.3 Allocating & directing resources	<ul style="list-style-type: none"> <li>Establish Delivery Groups</li> <li>Engage external providers</li> </ul>	Skilled people identify and oversee relevant projects	Completed
1.4.3 Allocating & directing resources	Engage project managers	Skilled people deliver projects for benefit of members	Ongoing
1.5.1 Monitoring & evaluating progress	Project reporting to funding bodies	Accountability for delivery of projects	Ongoing
1.5.2 Monitoring & evaluating progress	Develop Scoreboard to report on activity under Strategic Plan	Accountability to members	Commenced

<b>Strategic Plan alignment</b>	<b>Activity</b>	<b>Benefits</b>	<b>Status</b>
1.5.3 Monitoring & evaluating progress	Variance reports	Responsible allocation of funds	Ongoing
1.5.4 Monitoring & evaluating progress	Project reporting to funding bodies	Accountability for delivery of projects	Ongoing

<b>Theme 2: Research, Extension &amp; Adoption</b>			
2.1.1 Influencing research priorities & outcomes	<ul style="list-style-type: none"> <li>• Annual Operating Plan priorities</li> <li>• e-flyer</li> <li>• Regular engagement with Wine Australia</li> </ul>	<ul style="list-style-type: none"> <li>• Local research is relevant to members</li> <li>• Members get useful information</li> <li>• National research is relevant to Riverland wine industry</li> </ul>	Ongoing
2.1.2 Influencing research priorities & outcomes	<ul style="list-style-type: none"> <li>• RVTG</li> <li>• Establish Grape Wine Technology Delivery Group</li> <li>• Annual Operating Plan priorities</li> </ul>	Grower and winemaker input into R,D&E project selection and funding	Ongoing
2.1.2 Influencing research priorities & outcomes	Know your numbers program	Improved member capability	Completed
2.1.2 Influencing research priorities & outcomes	China Wedding Wine project (Stage 1)	Research provides potential business opportunity for members	Completed
2.1.2 Influencing research priorities & outcomes	Clonal and rootstock trials	Research informs local viticulture practice	Ongoing
2.1.2 Influencing research priorities & outcomes	Optimisation project with University of Adelaide	Research into optimising water use	Grant application – awaiting funding
2.3.2 Challenging conventional programs	Relationships with and membership on relevant industry bodies and committees	<ul style="list-style-type: none"> <li>• Advocacy</li> <li>• Represents interests of members</li> <li>• Influences priorities of other bodies to match local needs</li> </ul>	Ongoing

<b>Strategic Plan alignment</b>	<b>Activity</b>	<b>Benefits</b>	<b>Status</b>
2.1.4 Influencing research priorities & outcomes	Partnerships with research institutions <ul style="list-style-type: none"> <li>• Landcare Australia</li> <li>• Australian Research Council</li> <li>• University of Adelaide</li> </ul>	Expert research and advice for benefit of members	Ongoing
2.1.4 Influencing research priorities & outcomes	China Wedding Wine project (Stage 1) with University of Adelaide (grant funded)	Research into potential export product	Completed
2.1.4 Influencing research priorities & outcomes	Optimisation project <ul style="list-style-type: none"> <li>• Landcare Australia</li> <li>• Australian Research Council</li> <li>• University of Adelaide</li> </ul>	Research into optimising water use informs local viticulture practice	Grant application – awaiting funding
2.1.4 Influencing research priorities & outcomes	Riverland on the Verge project with <ul style="list-style-type: none"> <li>• University of Adelaide</li> <li>• SA Govt.</li> <li>• 57 Films</li> </ul>	Research, develop capability and increase business/sales in wine tourism and wine	Grant application – awaiting funding
2.2.1 Improving research capability	Establish separate account for Annual Operating Plan	Appropriate allocation of funding	Completed
2.2.2 Improving research capability	Partnerships with research institutions <ul style="list-style-type: none"> <li>• University of Adelaide</li> <li>• PIRSA</li> <li>• Australian Wine Research Institute</li> </ul>	<ul style="list-style-type: none"> <li>• Increases funding available for relevant research</li> <li>• Increases research skill base</li> </ul>	Ongoing
2.2.3 Improving research capability	<ul style="list-style-type: none"> <li>• Changed RW structure</li> <li>• Appointed Operations Manager</li> </ul>	Optimises RW resources to deliver results for members	Completed
2.2.3 Improving research capability	Work with Wine Australia to maximise benefits of programs and research	Improves relevance of national programs and research to Riverland wine industry	Ongoing

<b>Strategic Plan alignment</b>	<b>Activity</b>	<b>Benefits</b>	<b>Status</b>
2.3.1 Challenging conventional programs	Build relationships with research and funding agencies <ul style="list-style-type: none"> <li>• Wine Australia</li> <li>• Australian Research Council</li> <li>• Landcare Australia (NRM Board)</li> <li>• University of Adelaide</li> <li>• Australian Wine Research Institute</li> <li>• PIRSA</li> <li>• Vinehealth Australia</li> </ul>	<ul style="list-style-type: none"> <li>• Secures funding for research</li> <li>• Improves project capacity</li> <li>• Influences research to meet needs of members</li> </ul>	Ongoing
2.3.2 Challenging conventional programs	Relationship with Society of Precision Agriculture Australia – drone workshops	Promotes new technology to members	Completed
2.3.4 Challenging conventional programs	Target research and funding agencies (as above) for suitable projects	<ul style="list-style-type: none"> <li>• Secures funding for research</li> <li>• Increases research skill base</li> </ul>	Ongoing
2.4.1 Building existing knowledge	Tutorials at grower meetings	Improves member knowledge and capability	Ongoing
2.4.2 Building existing knowledge	Projects undertaken through Grape Wine Technology Delivery Group and RVTG	Research informs local viticulture practice	Ongoing
2.4.3 Building existing knowledge	Hackfest – workshop involving viticulturists and technology experts	Generates innovative solutions to current problems	Commenced
2.4.4 Building existing knowledge	Alert members to external training opportunities	Improves member knowledge and capability	Ongoing
2.4.4 • Building existing knowledge and 2.5.2 • Facilitating adoption	Riverland Wine school project	<ul style="list-style-type: none"> <li>• Improves member knowledge and capability</li> <li>• Trains young people in region for future employment in wine industry</li> </ul>	Commenced

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2.5.2 Facilitating adoption	Influence other agencies to act e.g. <ul style="list-style-type: none"> <li>• Growsmart training location at Loxton Research Centre</li> <li>• Spray drift forum</li> </ul>	Influences action that is of benefit to members	Ongoing
2.5.3 Facilitating adoption			Awaiting action
2.5.4 Facilitating adoption	Fund members to attend events/training e.g. Paul Worst to attend Best Practice Irrigation course	Rewards member achievement	Ongoing

<b>Theme 3: Competitiveness</b>			
3.1.1 Identify and overcome barriers			Awaiting action
3.1.2 Identify and overcome barriers			Awaiting action
3.1.3 Identify and overcome barriers	Ground truthing project	Provides information and opportunities to members with similar needs/interests	Commenced
3.1.4 Identify and overcome barriers	Maintaining medal tally page on website	Acknowledges member success	Ongoing
3.2.1 Emphasising competitive advantage	Focus on regions natural attributes in all communications	Attracts investment and business to the Riverland	Ongoing
3.2.2 Emphasising competitive advantage	Tone of all communications	Encourages achievement and promote region	Ongoing
3.2.3 Emphasising competitive advantage	<ul style="list-style-type: none"> <li>• Ongoing belief in RAMPP Program</li> <li>• Encouraging Almond Board to locate at Loxton Research Centre</li> </ul>	<ul style="list-style-type: none"> <li>• Promotes regional excellence</li> <li>• Attracts investment and business to Riverland</li> </ul>	Ongoing

<b>Strategic Plan alignment</b>	<b>Activity</b>	<b>Benefits</b>	<b>Status</b>
3.2.4 Emphasising competitive advantage	Representation at domestic and international events e.g. ProWein, Cellar Door Fest	Showcases Riverland offering to target audiences to increase sales/services	Ongoing
3.2.4 Emphasising competitive advantage	Riverland immersion Tour as part of GWCGN AGM in Adelaide	Showcases Riverland offering to international audience of potential customers/ambassadors	Commenced
3.3.1 Objectively measuring performance	Develop Scoreboard for reporting against Strategic Plan	Provides good example of accountability and continuous improvement	Commenced
3.3.3 Objectively measuring performance			Awaiting action
3.3.4 Objectively measuring performance			Awaiting action
3.4.1 Objectively measuring performance			Awaiting action
3.4.2 Objectively measuring performance	Create and maintain Scoreboard report	Accountability for performance to members	<ul style="list-style-type: none"> <li>• Created</li> <li>• Ongoing</li> </ul>
3.4.3 Objectively measuring performance	Ongoing liaison with Wine Australia, Australian Wine Research Institute, University of Adelaide e.g. Optimisation project	Improves/develops relevant technology for members	
3.4.4 Objectively measuring performance	Review Wine Grape Assessment paper (Wendy Allain) for future promotion	Promote objective assessment of grape quality	Awaiting action
3.5.1 Encourage and facilitate collaborative or cluster relationships	Promoted collaborative farming	Informs members of realistic business option	Completed Ongoing

<b>Strategic Plan alignment</b>	<b>Activity</b>	<b>Benefits</b>	<b>Status</b>
3.5.2 Encourage and facilitate collaborative or cluster relationships	Promoted new business models	Informs members of realistic business options	Completed Ongoing
3.5.2 Encourage and facilitate collaborative or cluster relationships	Develop partnerships with other agencies to deliver regional projects <ul style="list-style-type: none"> <li>• RDAMR</li> <li>• Destination Riverland</li> <li>• Local Government</li> <li>• SA Government</li> </ul>	Increased funds and buy-in from other agencies to deliver benefits for members and the region	Ongoing
3.5.3 Encourage and facilitate collaborative or cluster relationships	Promote optimisation /incubator concepts	Informs members of options to improve efficiency	Ongoing
3.5.4 Encourage and facilitate collaborative or cluster relationships	Profile like businesses through Ground Truthing project	Matches members with appropriate partners and/or opportunities	Commenced

<b>Theme 4 Market Growth</b>			
4.1.1 Support national initiative	Partnerships with: <ul style="list-style-type: none"> <li>• University of Adelaide</li> <li>• State Government</li> <li>• Destination Riverland</li> <li>• Local Government Association</li> <li>• SAIWA</li> <li>• Gems of the Riverland</li> </ul>	<ul style="list-style-type: none"> <li>• Increases project funding</li> <li>• Increases project expertise</li> <li>• Leverages off collaboration with other relevant agencies</li> <li>• Encourages buy-in from other agencies</li> </ul>	Ongoing
4.1.2 Support national initiative	<ul style="list-style-type: none"> <li>• Gems of the Riverland Masterclass</li> <li>• Wine Australia Immersion visits</li> </ul>	Raises awareness of Riverland 's wine capability and offering	Ongoing
4.1.3 Support national initiative	AUSTRADE Export Market Development	Funding to develop export markets	Ongoing eligibility for



	Grant eligibility		grant funding
4.1.3 Support national initiative	Creating wine producer listings and engaging with them	Helping local industry to develop	Ongoing
4.1.4 Support national initiative	Relationships with: <ul style="list-style-type: none"> <li>• Federal Ministers</li> <li>• State Ministers</li> <li>• Federal and State wine industry bodies</li> <li>• Other Federal and State peak bodies</li> <li>• State Government bureaucracy</li> <li>• Local Government</li> </ul>	Provides a voice for Riverland Wine members and influences decisions	Ongoing
4.2.1 Exploit distinct advantages			Awaiting action
4.2.2 Exploit distinct advantages	<ul style="list-style-type: none"> <li>• Marketing and Public Relations Delivery Group Action Plan</li> <li>• Gems of the Riverland rolling promotional schedule</li> <li>• Pop up stands</li> </ul>	Raises awareness of Riverland wines and the regional wine tourism offering	Ongoing
4.2.3 Exploit distinct advantages	<ul style="list-style-type: none"> <li>• ERWSP project</li> <li>• Optimisation project</li> <li>• A Seat at Our Table</li> <li>• Wine Trail map</li> </ul>	Increases value of Riverland Wine input to projects that will benefit members and the region	Ongoing
4.2.4 Exploit distinct advantage	<ul style="list-style-type: none"> <li>• Newsletter/e-flyer</li> <li>• website</li> </ul>	Recognises and celebrates member achievements	Ongoing
4.3.1 Build regional reputation	<ul style="list-style-type: none"> <li>• Image library</li> <li>• Banners</li> </ul>	<ul style="list-style-type: none"> <li>• Professional exposure and marketing of the Riverland wine region</li> <li>• Encourages regional pride</li> </ul>	Ongoing
4.3.2 Building regional reputation	Training and development through	Uses resources offered by other	Ongoing

	workshops, GrowSmart courses, seminars, meetings and industry training opportunities	agencies to provide training and development opportunities for members	
4.3.3 Build regional reputation	Riverland Wine reports to SAIWA have been adopted as the standard	Projects a professional image for Riverland Wine	Ongoing
4.3.4 Build regional reputation	<ul style="list-style-type: none"> <li>• EWRSP project</li> <li>• Clonal Rootstock trials</li> <li>• Gazania initiative</li> <li>• Mulching initiative</li> <li>• ‘Surround’ trial</li> <li>• Sub-surface drip trial</li> </ul>	Demonstrates regional initiative and industry leadership	Ongoing
4.4.1 Matching customer preferences	<ul style="list-style-type: none"> <li>• Website and newsletters</li> <li>• Customer Relationship Management system project</li> </ul>	Keeps people informed	Ongoing
4.4.2 Matching customer preferences	Continuing to strive for objective measures for winegrapes	Establishes an objective measure of grape quality	Ongoing
4.4.3 Matching customer preferences	Key communications	Maintains customer awareness of Riverland Wine’s capabilities	Ongoing
4.4.4 Matching customer preferences	<ul style="list-style-type: none"> <li>• Ongoing development collaboration with E.J.Gallo</li> <li>• Fostering relationships through GWTGD</li> <li>• Fostering relationships through universities</li> </ul>	Helps members make good decisions regarding their business	Ongoing
4.5.1 Encourage and reward innovation	<ul style="list-style-type: none"> <li>• Encouraged women in wine awards</li> <li>• Acknowledgement of achievement in e-flyer/newsletter</li> <li>• Showcase award winning wines on website</li> </ul>	Informs the market about Riverland’s achievements and success stories	Ongoing

4.5.2 Encourage and reward innovation	Grassroots/Extension programs e.g. Clonal Rootstock trials	Improves diversity of regions products and increases competitiveness	Ongoing
4.5.3 Encourage and reward innovation			To be actioned
4.5.4 Encourage and reward innovation			To be actioned

<b>Theme 5 Profitability &amp; Sustainability</b>			
5.1.1 Developing business capabilities			To be actioned
5.1.2 Developing business capabilities	<ul style="list-style-type: none"> <li>Promote relevant courses offered by other agencies</li> <li>Riverland Wine School project</li> </ul>	Informs members of relevant training opportunities	Ongoing
5.1.3 Developing business capabilities	Member surveys	Enables Riverland Wine to provide relevant and useful training information to members	Ongoing
5.1.4 Developing business capabilities	Information at members meetings and via e-flyer	Informs members of opportunties	Ongoing
5.2.1 Improving a regional balance sheet	Asset register	<ul style="list-style-type: none"> <li>Ensures accountability</li> <li>Provides example of good practice</li> </ul>	Completed
5.2.2 Improving a regional balance sheet	Develop a chart of standard asset value measures		To be actioned
5.2.3 Improving a regional balance sheet			To be actioned
5.2.4 Improving a regional balance sheet	Industry indicators table - published each year	Provides reliable information about Riverland wine industry's contribution to regional economy	Ongoing
5.3.1 Attracting investment	Industry indicators table is updated each year	Provides current reliable information about Riverland wine industry's	Ongoing

		contribution	
5.3.2 Attracting investment			To be actioned
5.3.3 Attracting investment	Messages have been developed and are regularly used	Promotes the Riverland wine industry	Ongoing
5.3.4 Attracting investment	Ongoing relationships and dialogue with government at all levels and industry bodies	Influences policies and creates opportunity for the Riverland wine industry	Ongoing
5.4.1 Balancing industry, environment and community needs	<ul style="list-style-type: none"> <li>• Film project</li> <li>• Banners</li> <li>• Pop-up wine stands</li> <li>• Image library</li> <li>• Webpage</li> </ul>	Projects and image of environmental awareness by the Riverland wine industry	Ongoing
5.4.2 Balancing industry, environment and community needs	Ongoing encouragement of standardisation of environmental management systems	<ul style="list-style-type: none"> <li>• Encourages members to be environmentally responsible</li> <li>• Builds regional reputation for environmental responsibility</li> </ul>	Ongoing
5.4.3 Balancing industry, environment and community needs	<ul style="list-style-type: none"> <li>• Ongoing effort and collaboration with: RDA, Destination Riverland, State Council</li> <li>• Promotion on media</li> <li>• Promotion of Riverland and Mallee Primary Producers Business Centre concept (RaMPP)</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates Riverland wine industry's commitment to social responsibility</li> <li>• Enhances regional collaboration</li> </ul>	Ongoing
5.4.4 Balancing industry, environment and community needs	<ul style="list-style-type: none"> <li>• Outcomes of MDBPlan</li> <li>• Ongoing influence with government at all levels</li> <li>• Promotion of RaMPP</li> </ul>	Leadership by Riverland Wine on issues affection the industry in the region	Ongoing
5.5.1 Enabling succession planning	<ul style="list-style-type: none"> <li>• Support and promotion of GrowSmart training</li> </ul>	Promotes continuous improvement in the region	Ongoing

	<ul style="list-style-type: none"> <li>• Support for Chaffey Learning Exchange</li> <li>• Promotion of PIRSA training</li> <li>• Riverland Wine School project</li> </ul>		
5.5.2 Enabling succession planning	<ul style="list-style-type: none"> <li>• Preparing papers</li> <li>• Information at Grower Meetings</li> </ul>	Provides information to members and encourages planning for the future	Ongoing
5.5.3 Enabling succession planning			To be actioned
5.5.4 Enabling succession planning	<ul style="list-style-type: none"> <li>• Focus of revised Strategic Plan</li> <li>• Maintained focus on continuous improvement</li> </ul>	Encourages members to embrace change and constantly strive for excellence	Ongoing