

Strategic Plan 2028+

For Clare Valley Wine & Grape Association (Inc.)

Created July 2026

Clare Valley Wine &
Grape Association

CLARE
VALLEY

Message From the Chair

This Strategic Plan has been developed at a time of significant turbulence for the Clare Valley wine and grape community and for the Australian wine sector more broadly. It is important that future boards and members understand the environment in which this plan was conceived, as the circumstances of today have inevitably shaped the priorities, tone and ambition of the strategy that follows.

The plan was written against the backdrop of sustained market pressure, characterised by reduced global demand for Australian wine resulting in systemic over supply, evolving consumer preferences, and heightened competition both domestically and internationally. These conditions have placed financial strain across the entire value chain, reinforcing the need for efficiency, collaboration and clear regional positioning. Additionally, the ongoing impacts of climate variability, particularly warming trends, water security challenges, and increased seasonal volatility, have underscored the urgency of adaptation and long-term stewardship of our vineyards and environment to ensure our region can continue to produce quality, world-class wines.

Despite these challenges, the Clare Valley enters this period with considerable strengths. The region's global reputation for exceptional Riesling and premium red wines, its strong sense of community, and its history of innovation provide a solid foundation for the future. This Strategic Plan is therefore both pragmatic and optimistic: pragmatic in acknowledging current realities, and optimistic in its belief that a unified, well governed and forward-looking Association can play a critical role in navigating change and securing prosperity for members.

This document is intended to be a living guide. While specific actions may evolve as conditions change, the underlying intent, to support the prosperity and sustainability of the Clare Valley wine region and its members, should endure well beyond the immediate circumstances in which this plan was written. Future boards are encouraged to reflect on these opening conditions as they review, refresh and build upon the work set out here.

Olivia Hoffmann Barry

CVWGA Strategic Plan

Introduction

This Strategic Plan guides the Clare Valley Wine & Grape Association (CVWGA) from 2028 to 2032. It defines the Association's purpose, strategic priorities and actions to support members and strengthen the region. The Plan will be reviewed regularly to ensure it remains relevant as priorities and operating conditions change.

History

The Clare Valley Wine & Grape Association (*Inc.*) was established to represent the collective interests of grape growers *and* winemakers. The current Incorporated Association was formed in 2018 through the amalgamation of *Clare Valley Winemakers Incorporated*, and *Clare Region Winegrape Growers Association*. This unification strengthened industry collaboration and created a single, cohesive voice for the region.

Purpose

To support prosperous, sustainable member businesses that contribute to a thriving Clare Valley community. We exist to promote the unified interests of our members, driving collective opportunities for the betterment of the whole.

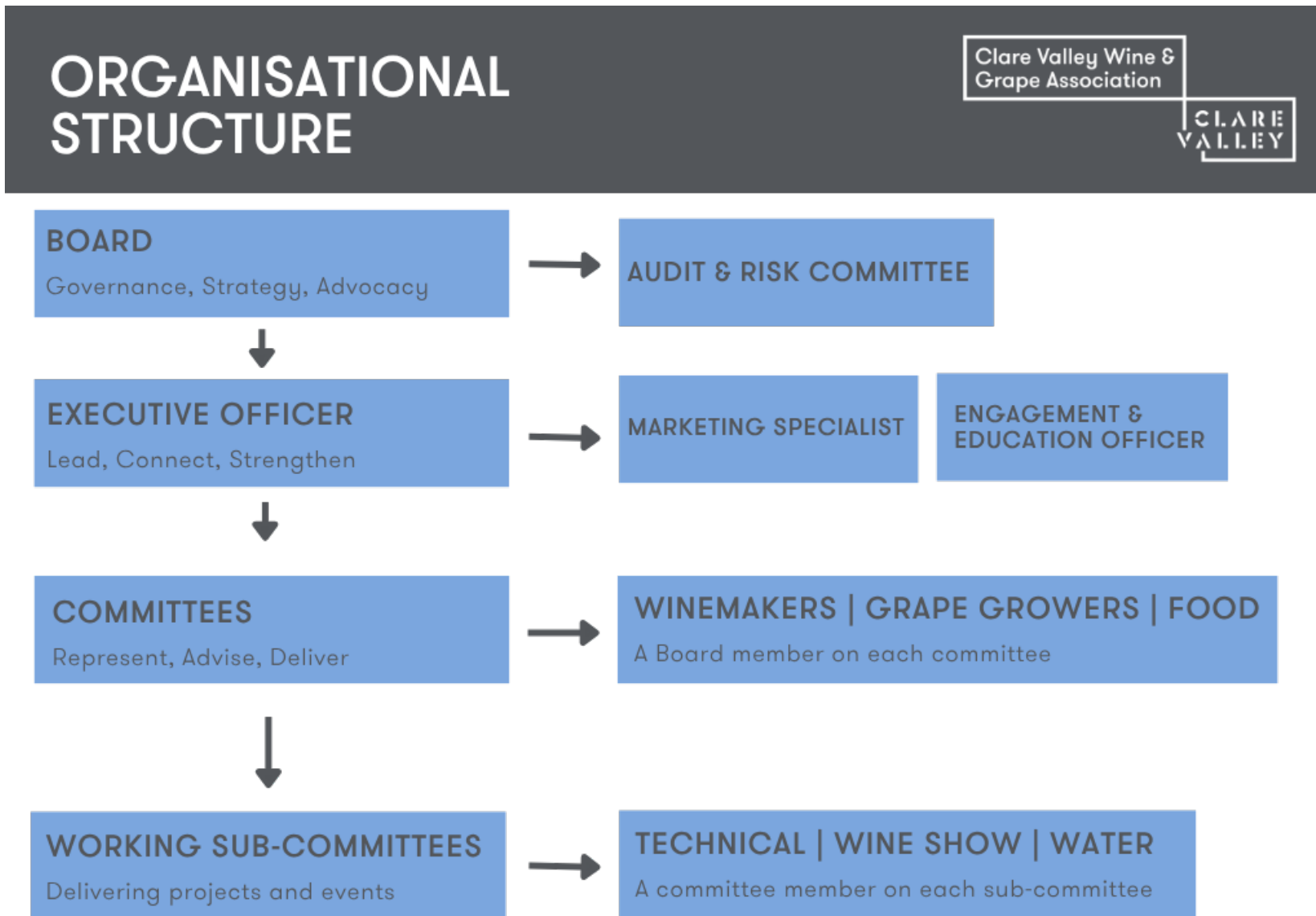
Vision

The Clare Valley is globally recognised for premium wines crafted by family producers who are committed to quality, sustainability and long-term stewardship. Consumers value and reward this reputation, enabling profitable businesses and a thriving regional community.

Values

- **Quality** - From our grapes to our wine to the experiences we enable and the support we provide, our priority is quality.
 - **Sustainability** - We are committed to the long-term health and prosperity of our members, our industry and our environment.
 - **Continuous Improvement** - We embrace innovation, learning and continuous improvement to strengthen our members and industry.
 - **Collaboration** - We work collaboratively with the partners we rely on across our value chain to grow value for our members.
 - **Leadership** - We make informed decisions, act with integrity and communicate openly in the best interests of our members.
 - **Community** - We are leaders, active participants and positive contributors to the wider Clare Valley community.
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Unique Value Proposition (UVP) - The beautiful Clare Valley is a world away from the everyday, where stunning landscapes inspire and a vibrant culture of elegant wines, delicious food, and genuine people create lasting connections.



CVWGA Strategic Plan

Operational & Legislative Environment

The Clare Valley Wine & Grape Association (CVWGA) is an incorporated association governed by the Associations Incorporation Act 1985 (SA) and regulated by Consumer and Business Services. This legislation establishes the Association as a separate legal entity and sets the governance framework for the Board, including responsibilities for financial management, reporting, member accountability and compliance.

Beyond its legislative obligations, the Association operates within a dynamic wine industry shaped by market conditions, government policy, environmental challenges and industry regulation. Effective governance therefore requires the Board to remain compliant while providing strategic leadership, managing risk, advocating for members and maintaining strong relationships with industry bodies and government. This enables the Association to respond to changing circumstances and deliver long-term value for members and the Clare Valley wine region.

Key Regional and Industry Stakeholders

The strategic plan developed by the CVWGA considers how it can align and intersect with the plans of the following industry entities, regional peak bodies and stakeholders -

Industry:

- South Australian Wine Industry Association (SAWIA)
- Wine Grape Council of SA (WGCSA)
- Australian Grape & Wine (AGW)
- Wine Australia

Regional:

- Regional Development Yorke and Mid North
- Northern and Yorke Landscape Board
- Clare & Gilbert Valleys Council

CVWGA Strategic Plan

Issues This Plan Will Address

This Strategic Plan identifies the key strategic issues facing the Association and provides direction to address both current challenges and emerging opportunities.

The key issues facing CVWGA in 2026 are:

Member value

- How to support members through the structural supply/demand readjustment in the Australian wine industry
- How to improve Grape Grower member engagement given the prevalence of small growers with grape growing as secondary income stream
- How to engage members with capability building activities that strengthen their business and therefore the region
- How to ensure the relevance of long-standing important regional events

Cost of production

- The cost and availability of water for use by grape growers and winemakers in the region
- How to help members to understand the broader macro environment and its impacts on their business

Governance and representation

- The ability to use available data for planning, decision-making and advocacy
- The need for committees to be effective and efficient
- How to engage large corporates from the sector to provide a leadership perspective
- How to make the most of our representation on other key peak bodies – both locally and wider industry

Our long-term goals

- The Clare Valley uses Sustainable Winegrowing Australia data to showcase regional advancement in environmental sustainability
- All winemakers who process grapes in Clare Valley are members of the Association
- Clare Valley sits in the top 3 for the average price across key varieties in premium regions in South Australia
- Association events and marketing drive a year-on-year increase in visitation to the region
- The Association secures diversified income streams to reduce the reliance on the Wine Industry Fund levy to cover costs
- Maintain staffing capability aligned with strategic priorities
- Deliver a successful Regional Wine Show that supports regional reputation and financial sustainability.
- Increased Board involvement in advocacy efforts
- Maintain contested elections for all Board positions

Strategic pillars

The strategy for the Clare Valley Wine & Grape Association is reflected in four pillars:

1. Demand - Ensure Clare Valley wines are perceived as high quality and desirable
2. Advocacy - Key stakeholders know and respond to our issues
3. Capability - Members are capable and engaged
4. Governance - A great Association with an effective board, committees and staff

CVWGA Strategic Plan

What we'd like to achieve by the end of FY2028

These are the short-term goals of the organisation. The details will be set out in the Action Plan:

Achievements	KPI's
Out of box solutions are in place for any repetitive initiatives such as famils and immersion programs	Solutions have been developed, implemented, reviewed and updated
Member engagement is informed by reliable CRM data.	CRM is operating as intended and producing useful tracking data to improve member communications
Member feedback is regularly collected and informs decision-making.	Member feedback has been reviewed and a schedule of engagement developed that delivers improved response rates and useful data
Marketing and messaging communications are streamlined and clearly aligned to the CVWGA's Unique Value Proposition	Market research on CVWGA's consumer database delivers usable insights about brand perception and visitor experience
Members' Sustainable Winegrowing Australia (SWA) data is used to track progress and drive effective environmental sustainability initiatives	Environmental sustainability initiatives show improvement against SWA benchmarks
Associate Food & Beverage members are actively engaged and contributing to regional initiatives.	An increase in the number of, and participation by, Food & Beverage members; carry-over funds have been allocated to agreed initiatives
Members are confident in the effectiveness of the CVWGA to represent their interests and build regional capacity	Member sentiment survey delivers greater than 70% 'satisfied' or 'very satisfied' responses
The CVWGA Board and Committees are strategically focused, deliver cross sector representation, and members are engaged and pro-active	Board and committees focus on delivering the Strategic Plan Grape, Winemaking and Associate Food & Beverage members provide a good cross-section of perspectives in Board and committee discussions
CVWGA maintains productive relationships with relevant Tourism bodies to promote members' products and events	Increased tourism visitation at public-facing member businesses
A diversified income stream contributes to the cost of member service delivery	Non-levy sources of revenue have made a positive difference to operational budgets

Monitoring & Review

- The Strategic Plan will be reviewed annually;
- Progress against KPIs will be reported quarterly via the KPI Dashboard;
- The Action Plan will be updated annually;
- The Board retains responsibility for monitoring implementation; and strategic priorities may be adjusted in response to changing market conditions.

CVWGA Strategic Plan

Action Plan

Pillar 1: Demand - Ensure Clare Valley wines are perceived as high quality and desirable

The Association will utilise cost-effective methods to deliver consistent and engaging communication and experiences designed to educate, inform and excite consumers, trade and media. This will take the form of digital and social media marketing, events and public relations activity.

Action	Description	Measures
Develop and implement an annual Marketing Communications plan	The plan is developed in consultation with Winemakers & Food Committees and endorsed by the Board. The plan is guided by the Unique Value Proposition (UVP) and contains the following elements – • focus channels and key measurement metrics for each channel • content pillars (aligned to UVP and strategic objectives) • a calendar of key events and activities to inform scheduling	Annual plan endorsed by June and implemented; YoY improvement in reach, engagement, digital traffic, owned audience growth and tracked priority conversions.
Design and deliver Impactful Events	Continue to support and evolve existing in-region events to ensure they attract high-value wine tourists, year-round, to drive sustained economic growth for members. Ensure flagship events (Gourmet Festival, Wine Show) remain relevant, commercially viable and aligned to premium positioning. Seek funding for and develop revenue generating avenues for events to support promotional costs.	Flagship events delivered to Board-approved financial targets; attendance/participation targets achieved; customer satisfaction ≥95%; event economic value monitored YoY; new opportunities assessed against agreed criteria.
Design and deliver targeted Public Relations activity	The activity is aligned to newsworthy themes that generate editorial content along with opportunities for topical ad hoc communications that maintain awareness of the region by delivering consistent free media coverage. An easy-to-execute, out-of-the-box host itinerary is developed that ensures consistently high-quality visitor experiences for trade and media visits, showcasing the region's best offerings through a cohesive and compelling story.	Earned media generated and quality/message alignment monitored; host itinerary maintained; ≥90% of hosted trade/media visitors rate experience good/excellent.
Strengthen Trade Engagement	Utilising existing Industry peak-body programs and initiative, we support members to access markets and grow trade sales domestically and internationally, by - • Coordinating trade engagement activities • Facilitating export readiness support • Leveraging regional brand positioning	Priority trade opportunities are assessed/responded to; participation targets achieved; participating members report useful trade leads, relationships, knowledge or commercial opportunities.

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Pillar 2: Advocacy - Key stakeholders know and respond to our issues

The Association will maintain strong relationships with all levels of government, as well as industry peak bodies and other key stakeholders to ensure the region's interests are proactively represented and reflected in policy, funding, and strategic decisions.

Action	Description	Measures
Strengthen Industry Representation and Partnerships	Actively leverage CVWGA's role across industry bodies to amplify the region's influence and leadership, including - - Coordinated representation across peak bodies - Clear advocacy positioning on national issues	CVWGA maintains representation across priority bodies; planned advocacy engagements are delivered; evidence of influence/recognition is documented annually.
Develop and implement an annual Water Security advocacy plan	The plan is developed in consultation with Grape Growers Committee & Water Sub-Committee and endorsed by the Board. The plan includes – - Collaboration and joint position statements with key regional partners - Regular, proactive engagement with key government representatives - Clear articulation of regional priorities and evidence-based submissions - Board member participation in key advocacy engagements	Plan endorsed and implemented annually; CVWGA represented in identified priority discussions; progress against Board-approved water priorities is documented and reported.
Develop and implement an annual Spray Drift advocacy plan	The plan is developed in consultation with Grape Growers Committee and endorsed by the Board. The plan includes - - Targeted member communication aligned to high-risk periods - Ongoing engagement with relevant regulatory bodies to influence policy and compliance frameworks - Board member participation in key advocacy engagements	Plan endorsed and implemented annually; 100% of planned high-risk-period communications delivered; reliable incident baseline established and downward trend sought over plan period.
Collaborate on Destination Marketing activity	Ensure members are connected with, and benefit from, regional and state tourism and destination marketing initiatives. This includes - - Active collaboration with relevant tourism bodies - Encouraging member participation in campaigns, trade programs and cooperative marketing opportunities - Advocating for investment in tourism infrastructure and experiences that support the wine sector	Active tourism partnerships maintained; member participation in campaigns/programs improves; official regional visitation and visitor-spend trends monitored against baseline.

CVWGA Strategic Plan

Pillar 3: Capability - Members are capable and engaged

Support members to **build capability** and actively engage with the Association to strengthen their businesses and the region.

Action	Description	Measures
Deliver Business Capability and Industry Insights Program	Deliver an annual program of workshops, forums and resources - informed by industry trends, benchmarking data and member needs – to: - Keep members informed - Build member capability - Enable members to understand external challenges and macroeconomic conditions	≥4 programs delivered annually; participation monitored; ≥90% good/excellent satisfaction; member capability impact measured through knowledge/confidence/action.
Strengthen Member Engagement, Communication & Data	Members are aware of the purpose, goals and activities of CVWGA and have opportunity to provide feedback by: - Implementing 'easy access measures' for members to engage with the CVWGA EO - Streamlining communications using CRM - Tracking member attendance at events and programs - Structured surveys/pulse checks inform decision-making	CRM data coverage maintained; annual member engagement rate improves; survey response rate improves YoY; ≥70% member sentiment satisfied/very satisfied.
Strengthen Sustainability and Environmental Benchmarking Adoption	Support members to adopt and utilise data and benchmarking to improve regional sustainability credentials.	SWA participation increases YoY; agreed regional sustainability indicators are reported annually; benchmarking data informs at least one documented action/initiative each year.

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Pillar 4: Governance - A great Association with a capable board, committees and staff

Ensure **strong governance**, effective leadership and the capability required to deliver on the Association's strategic objectives.

Action	Description	Measures
Strengthen Governance and Board Effectiveness	Facilitate opportunities to continuously improve Board and Committee effectiveness, skills, and performance to support effective, strategic decision-making. Maintain clear roles, responsibilities and alignment between the Board, Committees and CVWGA staff to ensure there is a clear delineation between governance and operations. Ensure Committees are effective, well-structured and representative of the broader member base.	Strategic Plan reviewed at 100% of scheduled Board meetings; governance documents reviewed annually; representation assessed annually; effectiveness review actions tracked to completion.
Build Organisational Capability and Resourcing	Ensure the Association has the people, structure and capability required to deliver on its strategic and operational priorities. This includes staff resourcing, role clarity, and ongoing development across Board, Committees and staff. Including - - Staffing resourced to deliver this strategic plan - Board & Committee member skills and capability development	All priority actions have accountable ownership; ≥90% annual milestones delivered on time or formally re-approved; performance remains within approved budget; governance capability targets achieved.
Strengthen the Associations' Financial Sustainability	Ensure the long-term financial sustainability of the Association through diversified revenue streams and effective financial management.	Non-levy revenue \$ and % of total revenue increase against baseline/budget; revenue-source concentration monitored; financial performance remains within Board-approved budget tolerance.