



SOUTH AUSTRALIA WINE: A PARTNERSHIP 2005 - 2010

CREATING OPPORTUNITY CREATING OPPORTUNITY CREATING OPPORTUNITY CREATING OPPORTUNITY CREATING OPPORTUNITY



THE VISION

By 2010 the wine industry and the South Australian Government will have, in partnership, grown the contribution of the wine industry to the State to at least \$3.1 billion per annum.

A collaborative partnership between the wine industry and the Government of South Australia.

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PREMIER'S FOREWORD

Wine: A Partnership 2005-2010 maps out a bold and creative vision for the future of the South Australian wine industry.

This is not some glossy coffee table book with nice pictures and no substance. It is, in fact, a comprehensive strategy that addresses critical issues, identifies challenges, asks tough questions, sets down clear goals and outlines the future role of each player in the industry.

The great strength of this report is that it is the result of a truly shared vision. Grapegrowers, winemakers, researchers, suppliers and members of both the private and public sectors - everyone has made a thoughtful, constructive contribution.

If followed through, this strategy will strengthen South Australia's reputation as an international leader in wine innovation and quality. It will also help the national wine industry reach its target of \$5 billion in annual domestic sales by 2010.

Most important, this strategy draws connections between wine and other key sectors, such as food and tourism, and complements the export and other economic targets set out in the broader **South Australia's Strategic Plan**.

The State Government will demonstrate its practical support for this strategy by providing \$2 million over the next four years via the South Australian Wine Industry Council.

I congratulate the wine industry on its sound work and I look forward to working closely with industry over coming years to achieve its goals.

Hon Mike Rann
South Australian Premier

INDUSTRY FOREWORD

In 1995 the Australian wine industry released **Strategy 2025**, an ambitious plan that articulated with clarity and strength its aims and objectives. One of those strategies was to work with government at all levels to help achieve industry outcomes. In 1996 the South Australian wine industry went to the State Government and requested that a whole of Government approach be prepared in response to the plan. In 1998, **The Way for Wine** was released, a foundation document that planted the seeds of an industry and government partnership.

We are an industry that covers viticulture, manufacturing and marketing – and we go across the board of different government agencies. It is essential that we understand each other and that the industry has engagement across government agencies.

We need a single focus on achieving outcomes that are going to make a positive difference for all. The South Australian wine industry is seeking the right policy environment in which it can achieve its growth.

This Partnering Strategy illustrates that there are times when government and industry should work as individual entities, and likewise there are times when government and industry can and must work together to achieve better outcomes.

The wine industry is not seeking the South Australian Government to put together a development plan for the wine industry – the industry has already done that through **Strategy 2025, The Marketing Decade, Sustaining Success** and various other documents. The wine industry is seeking clarification of the role of government. Specifically, we want to identify areas where industry and government can work in partnership to more rapidly identify and address issues that are currently challenging the industry.



Since the release of **Strategy 2025** the wine industry has achieved a number of its objectives – we've doubled the area of viticulture and become an export-orientated industry that's recognised for its environmental performance, achieving the year 2000 target of \$1 billion in export sales in 1999. Wine exports from South Australia now lead all other exports from this state.

However, the wine industry operates in a difficult environment, with rationalisation and consolidation of production and retail systems, together with increasing competition, placing pressure on producers. This document is very timely for both industry and government. We must work together to continue to grow what is an important industry for the State.

Di Davidson
Co-Chair, South Australian Wine Industry Council

THE PARTNERSHIP – ROLE OF GOVERNMENT

The government's purpose in entering into the Partnering Strategy is to ensure that South Australia remains an attractive place to grow wine-related businesses.

With wine industry rationalisation and increased competition in international markets placing significant pressure on grapegrowers, winemakers and dependent businesses, it is time for the South Australian wine industry and State Government to work together to identify and overcome challenges. But first, the roles of industry and government must be defined.

The wine industry and South Australian Government agree that the government's role in wine industry matters should be limited to solving "market failures", doing so in the least-interventionist way possible. This means government has a role in matters such as: provision of public infrastructure, land-use planning, training, protection or careful use of environmental assets such as water and land, provision of relevant information and facilitation/coordination of complex processes involving a range of government agencies and private organisations.

The challenge is to execute this role in a way that causes minimal distortion to economic activity and maximises the confidence of industry participants to ensure ongoing growth of their businesses.

The government's purpose in entering into the Partnering Strategy is to ensure that South Australia remains an attractive place to grow wine-related businesses, while ensuring that such growth is environmentally and economically sustainable and compatible with the vision South Australians have for their State, as articulated in **South Australia's Strategic Plan**.

While the government's purpose is to encourage sustainable economic development, its orientation is towards nurturing the public interest, both in and beyond the economic realm, and achieving the greatest return from its investment.

The government respects the mature approach the wine industry takes to its public responsibilities and believes its role can be carried out in a way that is flexible, helpful, consultative and collaborative. The Partnering Strategy is a framework for a continuing dialogue that ensures the challenges affecting the wine industry are overcome in a way that engenders confidence and robust growth. It has the potential to set the benchmark in government-industry action and it is hoped that other industries will also benefit from this approach.

THE PARTNERSHIP – ROLE OF INDUSTRY

Industry's clearly defined role is in addressing market issues, with a focus on innovation and Triple Bottom Line returns – profitability, environmental responsibility and social responsibility.

Over the past decade the wine industry, through its own strategic and marketing plans, has articulated its objectives and has demonstrated strong capabilities to work cohesively to meet those targets without significant input from governments.

Nevertheless, it has been recognised that the continued successful development of the wine industry requires government action in the form of provision of public infrastructure and the creation of the right regulatory and policy environment in which the industry can operate at its peak. The industry has sought a partnership with government to consolidate on achievements to date, and to lay the foundation for future successes.

The role of the wine industry in this partnership is to share information so that government is fully informed of industry developments and will bring to the table any barriers to growth that are within government responsibility. This provides government with the opportunity to respond to and address those issues in a timely fashion.

Where both parties have a role to play, industry will seek to co-invest with government and work in a collaborative manner to pursue the best outcomes.

The South Australian wine industry's purpose in entering into the Partnering Strategy is to ensure that it continues to grow in a profitable and environmentally sustainable manner that is compatible with its plans, complementary to community goals and economically beneficial to South Australia.

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WHY A PARTNERSHIP?

The wine industry is one of the State's great success stories – export sales are growing, vine planting is continuing at a sustainable rate and winery and related development is creating job opportunities for many South Australians.

But, like the government, the wine industry must ensure that its operations are beneficial and not harmful to the wider society, environment and economy. In short, wine industry wealth creation can only be sustainable if dedicated attention is given to the development of thriving communities and a healthy environment in which the industry can operate.

This Partnering Strategy is about creating opportunities for prosperity by working together. It's about creating success and, most importantly, sharing success.

The South Australian Government and the State's wine industry are proud of this document, which has resulted from 12 months of intensive consultation between the two parties. It is a dynamic, living document which aims to generate action, enthusiasm, debate and results.

In delivering this document, a number of phases occurred. First, significant research was conducted to pinpoint the progress of current wine industry and government plans. In stage two, gaps in the plans were highlighted.

Using these gaps, a workshop was organised in which a carefully selected group of 70 wine industry and government representatives discussed and ranked industry issues. Following the workshop, a further phase of consultation was undertaken to identify objectives and their accompanying strategies to close the gaps. Finally, a vision for the South Australian wine industry to 2010 was developed.

The eight inter-related objectives of **Wine: A Partnership 2005-2010** cover a range of key areas: streamlining regulatory services; natural resource management; research innovation and technology; infrastructure, logistics and support; tourism; industry/government partnering; workforce skills; and risk management.

Each of the Partnering Strategy objectives link directly with **South Australia's Strategic Plan – Creating Opportunity**, released in March 2004.

South Australia's Strategic Plan – the first of its kind in Australia – identifies six inter-related objectives: to grow prosperity; to improve wellbeing; to attain sustainability; to foster creativity; to build communities; and to expand opportunities for the people of South Australia. Each of the objectives carries with it a range of targets, of which there are 79 in total.

The objectives and targets resulted from two years of dedicated work by the State Government looking at what South Australians want now and into the future. Among the list of factors identified were: prosperity; more and better job opportunities; better education; strong economic growth without compromising the environment or quality of life; a fair community that extends opportunity to all; a State that aspires to lead not follow; a State that celebrates creativity and innovation; and a State that rates as a destination.

So where does the wine industry fit in?

In some targets, the South Australian wine industry has a direct role to play, for example: Objective One: Growing Prosperity, Target 1.12 – Treble the value of South Australia's export income to \$25 billion by 2013. This includes a contribution of \$3 billion by the national wine industry by 2010.

In other targets, the wine industry has an indirect, yet vital, role to play, for example: Objective Three: Attaining Sustainability, Target 3.1 – Increase environmental flows by 500 GL in the Murray Darling and major tributaries by 2008 as a first step towards improving sustainability in the Murray-Darling Basin, with a longer term target to reach 1500 GL by 2018.

South Australia's Strategic Plan is more than a plan for Government. It requires a commitment from all South Australians – big business, small business, industries, unions, community groups and individuals. Importantly, it requires a commitment from the State's wine industry.

Likewise, the objectives and strategies set out on pages 21-25 of this document, **Wine: A Partnership 2005-2010**, require commitment from the South Australian Government and people working within all sectors of the wine industry. The result will be a stronger State economy, environment and community.

EXPORT – A STRATEGIC ALLIANCE

South Australia's Economic Development Board (EDB) was created in 2002 and is charged with maintaining long-term growth and prosperity. In May 2003 the EDB released the report **A Framework for Economic Development in South Australia**, which contained 72 major recommendations for action by governments, businesses and the community.

The EDB supports **South Australia's Strategic Plan**, the development of which the EDB recommended in May 2003. **South Australia's Strategic Plan** reinforces the need for an integrated and cooperative approach to the challenges that South Australia faces. The EDB has a key role in monitoring the implementation of **South Australia's Strategic Plan** and benchmarking the State's performance against it.

The South Australian Export Council was established in December 2003, following a recommendation of the EDB that South Australia should aim to triple its exports by 2013. The Council's primary task is to develop and maintain a high-level export strategy for South Australia, which will incorporate individual industry sector export strategies. One of the initiatives of the Council has been the document **Beyond Local – Towards Global, Building South Australia's Export Culture**, which resulted in the development of the **South Australian Wine Sector Export Strategy 2004-2013**. This draws heavily on the work of **The Marketing Decade**, utilising more recent data where it is available and extending the time frame to cover the extra three years from 2010 to 2013.

The South Australian Wine Industry Association (SAWIA) is the primary stakeholder for South Australian wine exports and is a strong and committed participant in State Government export development processes, namely the South Australian Export Council and the South Australian Wine Industry Council. The association also delivers specific export facilitation services to its members through its South Australian wine export programs, both independently and in partnership with Austrade and Australian Wine Export Council (AWEC). Some specific actions of the South Australian wine sector are to:

- Create a supportive business climate for major wine companies to continue to call South Australia home;
- Project an image for South Australia that communicates wine sector innovation leadership and wine destination appeal;

- Support and participate in the Australian Wine Export Council (AWEC) market development initiatives for embryonic and emerging export markets; and
- Make it easier for South Australian small to medium enterprises (SMEs) to acquire export capability, to enter export markets and achieve sustained profitability from those markets.

POTENTIAL ROLE OF GOVERNMENT IN THIS EXPORT STRATEGY

The South Australian wine sector can capture a higher share of national investment and export growth by enhancing its leadership roles. The State Government can contribute significantly to achieving this outcome by:

- Committing to the objective of further enhancing South Australia's credentials as the wine industry leader in business performance, export and innovation;
- Creating a supportive business climate for wine sector operations and investors;
- Strengthening transport infrastructure to reduce route to market times and costs;
- Assisting with a top priority study into a wine sector labour force demand and supply projections, with the objective of formulating a plan to remove shortfalls and resolve skill gaps;
- Supporting wine sector research and development and knowledge development;
- Encouraging the development and facilitating the delivery of export logistics advisory services for South Australian exporters;
- Assisting wine SMEs to enter export markets and improve their export performance through customised programs jointly funded with, and delivered by, the SAWIA;
- Providing start up funding for the establishment of an export mentoring program to be delivered by the SAWIA; and
- Ensuring that South Australian Government marketing communications are consistent with the desired image for wine.

SOUTH AUSTRALIAN WINE – A BRIEF HISTORY

Keeping South Australia free of phylloxera has provided the wine industry with a vital competitive advantage. This has been a significant factor in the State's ability to lead the current national drive into export markets.

South Australia's history is steeped with the growth and development of the wine industry in Australia. Two German vine dressers, Scholz and Stein, were employed by The South Australian Company to plant vines in 1837 and the first private vineyard was planted at North Adelaide by John Hack in the same year.

The development of the wine industry in the Barossa Valley was led by a number of famous families including the Gramps who founded Orlando, Samuel Smith who founded Yalumba, and the Seppelts. Dr Christopher Rawson Penfold began planting vines to produce fortified wines for medicinal purposes at Magill in 1845. Thomas Hardy purchased land at Bankside on the River Torrens, west of Adelaide, in 1853 and by 1857 he had created his first slice of history by shipping two hogsheads of wine to England, marking Australia's entry into the wine export market.

The greatest challenge to the national wine industry occurred in 1875 when phylloxera was discovered in Victoria. Stringent quarantine regulations together with the industry's watchfulness meant the world's worst vine pest never reached South Australia.

In 1899, the passing of the **Phylloxera Act** established the Phylloxera and Grape Industry Board of South Australia to maintain these strict quarantine standards for the protection of the State's vineyards. The Board continues its excellent work today.

Keeping South Australia free of phylloxera has provided the wine industry with a vital competitive advantage. This has been a significant factor in the State's ability to lead the current national drive into export markets. As the industry grows and the competitive nature of the international wine marketplace intensifies, such cooperation through partnership will become increasingly important.

As European settlement spread throughout Australia, so did the planting and propagation of grapevines and production of wine. At the turn of the last century, Australia's annual exports to the United Kingdom had reached almost one million gallons (4.5 million litres) of mainly full-bodied, dry red wines.

By the end of World War II, Australia was producing almost 26 million gallons (117 million litres) of wine per year. It was, however, the rapid influx of post-war migrants from continental Europe who brought with them their well-established wine culture that pushed the Australian wine industry into the next phase of growth.

In the early 1960s Australian consumers turned from beer and fortifieds to sweet and sparkling wines. Red wines gained popularity in the late 1960s and 1970s and consumer demand led to the introduction of the wine cask. Later in the 1970s the preference for red wines gave way to drier white wines and the Chardonnay boom began, leading to a vine pull of red varieties in key regions such as the Barossa Valley and McLaren Vale.

In the late 1980s, following the visit of the influential Masters of Wine, Australian wine started to make inroads into the UK, marking the beginning of an export boom that would grow exponentially during the 1990s.

The Australian wine industry has experienced rapid growth in the past 10 years, driven by the dramatic increase in exports of wine. The production (farm gate) value of wine in South Australia has grown from \$367 million in 1996-97 to \$812 million in 2003-04. During this period the volume of production has grown from 367,000 tonnes to 915,000 tonnes.

The annual production of beverage wine for 2002-2003 stood at 1,037 million litres, of which about 46% is exported to more than 100 countries throughout the world.

CHALLENGES AND THREATS

While considerable export growth opportunities for South Australian wine exist, as outlined in the document **South Australian Wine Sector Export Strategy 2004-2013**, there are also significant threats which could prevent the realisation of such opportunities. These threats include:

- Rising oil prices;
- Persistent unfavourable exchange rate movements;
- Increases in non-tariff barriers reducing market access;

- Increasing competition;
- Reputation damage due to lapses in quality, or environmental damage;
- Inability to keep pace with consumer demands and preferences;
- Ownership changes of the wine corporations resulting in withdrawal from collaborative market development programs; and
- Disruptions to the world trading system (due to terrorism, natural disasters, etc.).

A 25-year scenario planning project undertaken by Primary Industries & Resources South Australia (PIRSA) identified drivers of change likely to have the most impact on the State's agriculture, mineral and energy resources into the future. These factors were classified into political, economic, environmental, social and technological. Major factors identified were: global market behaviour; global warming (climate change); availability of natural resources (water and energy supplies); innovative technology; demographic shifts; environmental standards; changing industry structure; population growth; and changing consumer values. While this Partnering Strategy addresses the next five years, there are longer term issues that must be considered. The South Australian Government is committed to ensuring the economy of the State survives these challenges and this must be achieved in partnership with industry.

An example: global warming and climatic trends

Researchers have reported a sharp increase in the amount of carbon dioxide in the earth's atmosphere during the past two years. Carbon dioxide is the key greenhouse gas linked to rises in average global temperatures and climate change.

Looking to 2040-2050 and predictions of future climate, wine quality is expected to suffer in the long term with key regions likely to be affected. Increased temperatures and reduced rainfall will impact on water supplies, canopy management and fruit ripeness. Industry must be prepared for these changes, with R&D required to determine systems for management of global warming.

TOWARDS A PARTNERING STRATEGY

The partnering strategy was developed following a desk audit of existing industry and government plans, and an analysis of the State's wine industry in its current operating environment.

Following a meeting of the South Australian Wine Industry Council (SAWIC) on 21 January 2004, Primary Industries and Resources South Australia (PIRSA) initiated a project to develop a government/industry Partnering Strategy for the wine industry in South Australia. The Partnering Strategy was to be developed following a desk audit of existing industry and government plans, and an analysis of the State's wine industry in its current operating environment.

THE DESK AUDIT

The desk audit was completed in April 2004 and covered:

- 1. Strategy 2025** – Winemakers' Federation of Australia (WFA);
- 2. The Marketing Decade** – Australian Wine and Brandy Corporation (AWBC);
- 3. Five Year Research and Development Plan (2002-2007)** – Grape and Wine Research and Development Corporation (GWRDC);
- 4. Sustaining Success** – South Australian Wine Industry Association (SAWIA); and
- 5. The Way for Wine** – South Australian Government.

Given that the wine industry is well organised, both nationally and within South Australia, it is hardly surprising that most strategies in the plans analysed in the desk audit are being addressed satisfactorily. Where strategies have not been addressed, it is either because responsibility for action is uncertain or because resources have not been allocated to action the strategies.

A simple alignment of the five plans against a range of factors that determine an industry's international competitiveness (Porter strategic framework, developed by Professor Michael Porter of Harvard Business School) has confirmed that, collectively, the plans address all the relevant Porter determinants of international competitiveness. In addition, Australia continues to experience export sales growth in an increasingly competitive world wine market.

AUDIT AND ANALYSIS – SUMMARY OF PLANS

1 Strategy 2025

Released by the Winemakers' Federation of Australia in June 1996, **Strategy 2025** provided a statement of the objectives and goals for the Australian wine industry over the next 30 years. **Strategy 2025** was undertaken to address challenges and opportunities facing the Australian wine industry, and to determine a whole of industry vision for the future. The document specifically focuses on Australia's resource requirements, market opportunities, competitiveness and the level of government facilitation that's required to fulfil the industry vision. It highlights the need for specific strategies to be developed for key competitive issues in the wine industry such as marketing, environment and research and development.

According to the desk audit, **Strategy 2025** is tracking well, notwithstanding dramatic changes to the social, technical, economic, environmental and political landscape in Australia and internationally.

Key issues for investigation:

- The industry continues to experience a boom/bust cycle, reflecting deficiencies in industry's forward planning capacities and the failure of prospective investors to seek out available information. However, it should be noted that, compared with other industries, the wine industry has very good information available on many aspects of the risk factors associated with growing grapes and making wine.
- There is a need to better understand the industry's future skill needs.
- There is a significant lack of industry resources committed to meeting industry's training objectives.
- While progress has been made to improve the scope and reliability of data utilised for forward production and market planning since 1996, an inability to forecast more accurately, particularly in season, adds significant costs to wine businesses.

2 The Marketing Decade

The Australian Wine and Brandy Corporation (AWBC) released **The Marketing Decade** in 2000. The document provided an important roadmap for wine marketers. The mission statement was "to grow the consumer franchise for Australian wine to achieve, by 2010, annual sales of \$5 billion at a higher average margin and with enhanced brand values". **The Marketing Decade** is also tracking well according to the desk audit. AWBC has reported that Australia has achieved recognition as the world's best practice leader and innovator across all aspects of the wine industry, but clearly this achievement cannot be taken for granted, particularly as competition from other New World wine producers intensifies.

As pressure on profitability along the wine supply chain intensifies and wholesale purchasing power consolidates in the hands of relatively few buyers, both in Australia and internationally, margins will continue to erode. Industry rationalisation and structural adjustment are the inevitable outcomes.

Key issues for investigation:

- Is there an opportunity to link South Australian wine with the development and marketing of other brands that are uniquely South Australian, for example in food or tourism sectors?
- How might better transmission of market signals for quality, style and price specifications to South Australian grapegrowers and other supply chain partners be facilitated?
- What strategies are needed to position South Australia as a first choice food and wine tourism destination at the top end of the international tourist trade?
- How might any fallout from industry rationalisation and structural adjustment be managed?
- How can enhanced investment in wine R&D assist producers to maximise market opportunities?

AUDIT AND ANALYSIS

3 Grape & Wine Research & Development Corporation (GWRDC) R&D Plan 2002 - 2007

The GWRDC invests financial contributions from grapegrowers, winemakers and the Commonwealth Government in grape and wine research and development. The processes that GWRDC uses to develop, implement, review and report on its investment strategy are both transparent and inclusive. Its annual report to stakeholders provides a comprehensive overview of where funds are being invested and what outcomes are being achieved. As was expected, the information provided by the GWRDC did not reveal any priority R&D strategies that were not being addressed to satisfaction.

Key issues for investigation:

- GWRDC reported that a survey has shown that 70% of participants in the Cooperative Research Centre for Viticulture's successful Research to Practice™ workshops have altered, or plan to alter viticultural practices as a result of attending. Whether altered practices are sustained in the long term is an issue worthy of further examination, perhaps in the context of how a culture of learning might best be cultivated in the industry.
- It is the view of some stakeholders that the South Australian Government's investment in grape and wine research and development is modest relative to some other states.

4 Sustaining Success

The Australian wine industry, led by the South Australian Wine Industry Association (SAWIA), developed **Sustaining Success** as its 'greenprint' for achieving environmental sustainability. It was a response, in part, to key export markets, particularly in the European Union, demanding that suppliers manage their natural environments responsibly. Because it is a recent development (2002), **Sustaining Success** is still gaining momentum, but progress has been reported against most actions in the plan.

Key issues for investigation:

- Other than The Australian Wine Research Institute's development of a wine and environment database there has been little or no progress in the development of learning materials and education programs, and the provision of environmental information and advisory services to industry participants.

AUDIT AND ANALYSIS

Successful implementation of these actions will help entrench environmental values, principles and best practice.

5 The Way for Wine

The South Australian Government, in response to **Strategy 2025**, outlined its role and strategy to support wine industry growth in **Toward 2002 – the Way for Wine**, released in 1998. Agency responses to the desk audit suggest **The Way for Wine** has passed its 'use-by' date, with many actions in the plan either implemented or no longer relevant.

Key issues for investigation:

- Improved land use planning regulations;
- Infrastructure for industry development;
- Increased R&D in the areas of quality specification improvement, cost reduction and supply security;
- Promotion of uptake of efficient and effective vineyard and winery practices;
- Ensuring effective representation of the wine industry at the Federal policy level; and
- Assisting industry to expand the supply of skilled personnel and to broaden the skills of existing employees.

STRATEGIC ANALYSIS

Development of a government/industry partnering strategy was based on rigorous analysis of the industry. There have been significant changes to the Australian and South Australian wine industries, and to the environment in which they operate, for example:

- Large increases in the number of wine businesses, with the total number at 1,798 in February 2004. The recent spectacular growth of the industry has attracted a large number of new entrants;
- Large increases in total production, especially for export markets. Export sales outstripped domestic sales for the first time in 2004. Of world wine producers, Australia now ranks seventh in production and fourth in exports;
- Supply overtaking demand leading to unharvested grapes, pressure on prices and surplus of bulk wine storage;

- Growth in SA below the national average in 2003/2004;
- Increased competition in international markets, especially with increased output from other New World producers;
- Low and unsustainable margins, particularly for smaller producers; and
- Increased international ownership of Australian producers.

Upon completion of the desk audit, results were assembled in a database and the Porter strategic framework, developed by Professor Michael Porter of Harvard Business School, was used to map issues. This database analysis enabled evaluation of 'gaps' and identification of areas of overlap.

The strategic analysis and issues identification process took into account **South Australia's Strategic Plan**, which sets out some important measuring tools and priority actions to address challenges.

Extensive consultation with industry also occurred. Task groups within the structure of the SAWIC were formed to consider the three key issues that emerged from the desk audit. Additional input to the analysis came from:

- An updated assessment of the international competitiveness of the South Australian wine industry conducted by PIRSA in 2000. This assessment also used the Porter international competitiveness framework, which covers many of the same factors assessed for **Strategy 2025**;
- **Pathways to Profitability** – a report on the profitability of small and medium sized wineries, prepared by ACIL Consultants for the Commonwealth Government;
- **The Australian and New Zealand Wine Industry Directory**, produced by Winetitles;
- Draft **Wine Tourism Strategy 2004-2008**, South Australian Tourism Commission;
- **A Social Atlas of Australia's Wine Regions 2001/02**, Bureau of Regional Sciences;
- The Deloitte Touche Tohmatsu **Annual Financial Benchmarking Survey of Australian Wine Companies**; and
- PIRSA's Resource Capability Planning project.

IDENTIFYING THE GAPS

While much of the available data is focused at a national level, it is relevant to the South Australian industry. However, issues specific to the State were identified through the analysis.

Table 1 (below) summarises the issues identified as gaps in the existing suite of wine industry plans. Gaps identified have been listed

under the following categories:

- Factor conditions;
- Demand conditions;
- Related and supporting industries; and
- Industry strategy and structure.

TABLE 1. Gaps identified from strategic analysis and industry consultation

FACTOR CONDITIONS	
Access to Natural Resources	<ul style="list-style-type: none"> - Land use planning - Water: quality, trading and licensing, access to information on resource availability - Climate change - Salinity management
Human Resources	<ul style="list-style-type: none"> - Identifying industry skills needs and linking training and education
Infrastructure	<ul style="list-style-type: none"> - Transport infrastructure and logistics planning - Energy and utilities (including pipelines) – linking industry needs and growth to infrastructure development
Environmental Management	<ul style="list-style-type: none"> - Integration of industry development and environment protection planning (winery waste management) - Nationally recognised industry environmental compliance processes and standards
DEMAND CONDITIONS	
	<ul style="list-style-type: none"> - Market development (embryonic and emerging)
RELATED & SUPPORTING INDUSTRIES	
Research & Development	<ul style="list-style-type: none"> - Better coordination and dissemination of Research & Development services and findings - Investment in "main stream" Research & Development infrastructure
Tourism	<ul style="list-style-type: none"> - Positioning SA as a first choice food & wine destination
INDUSTRY STRATEGY, STRUCTURE & RIVALRY	
Business Climate	<ul style="list-style-type: none"> - Regional, national and international policy and trading environment influence (e.g. representation of wine industry at Federal policy level). - Integration/interaction with Regional Economic Development bodies - Compliance with regulatory requirements (e.g. administrative) - Ancillary industries – product and services suppliers, machinery, equipment and consumables, consultancies, etc.

THE WORKSHOP

More than 70 wine industry and government representatives gathered for the Partnering Strategy Workshop on 13 October 2004. The objectives of the workshop were to:

- Agree on the priority issues to be included in the Partnering Strategy; and
- Discuss the preferred outcomes to be achieved through the Partnering Strategy.

The desk audit and analysis conducted prior to the workshop concluded that while most strategies within existing wine industry plans were being addressed, several had not progressed. The analysis also aligned industry's strategies with the Porter model of sustained international competitiveness and concluded that existing wine industry strategies clearly addressed the four categories: factor/supply conditions; market demand conditions; industry strategy and structure; and related and supporting industries.

In addition, extensive industry consultation was undertaken to test the results of analysis and, as a result, 16 issues were identified and discussed at the workshop. Participants were asked to clarify and enrich the issues by describing:

- What are the issues?
- What would success look like in 2010?

Their responses have been used to shape the objectives and targeted outcomes of the Partnership Strategy.

Workshop participants were then asked to determine the relative priorities of the issues to enable scarce government and industry resources to be used efficiently to achieve measurable results. Participants rated each issue on two dimensions using a scale of 1-7:

- How important is it to deal with this issue by 2010?
- How well are we addressing this issue now?

The highest priority issues were those with the highest gap ratings (the gap between where industry is now and where it needs to be by 2010).

There were five issues with a gap rating of more than two points.

They were:

- Water;
- Salinity management;
- Energy;
- Transport infrastructure and logistics planning; and
- Industry skills development and better linkages between the wine industry and education and training systems.

There were another five issues that were rated as highly important in 2010 (a rating of more than 5 out of 7), but participants rated current performance in these areas quite highly, resulting in a lower 'gap' rating. These issues were:

- Land use planning;
- Integrated industry development and environmental protection planning;
- Investment in mainstream R&D;
- Better coordination and dissemination of R&D service and findings; and
- Influence on regional, national and international policy and trading environments.

The 10 issues listed above have formed the core agenda for the Partnering Strategy. In addition, some of the other issues identified in the original gap analysis work have provided guidance in relation to how to best implement the Partnering Strategy, for example, through better interaction with and coordination of Regional Development Boards and in influencing regional, national and international policy and trading environments.

Table 2 (page 18) presents the gap ratings that resulted from the workshop and Table 3 (page 19) presents the priority ranking of the issues by gap ratings.

IDENTIFYING THE GAPS

The table below shows the priority issues to be addressed by 2010 (7 = most important, 1 = least important), and the industry's performance in addressing the issues to 2004 (7 = very well, 1 = not very well). The final column indicates the 'gap' between current industry performance and future requirements.

TABLE 2. Gaps identified from strategic analysis and industry consultation

PRIORITY ISSUES	2010	2004	GAP
FACTOR CONDITIONS			
Access to Natural Resources:			
- Land use planning	5.3	3.6	1.7
- Water: quality, trading and licensing, access to information on resource availability	6.2	3.5	2.7
- Climate change	3.9	2.7	1.2
- Salinity management	5.8	3.5	2.3
Human Resources:			
- Identifying industry skills needs and linking training and education	5.6	3.5	2.1
Infrastructure Planning & Coordination:			
- Transport infrastructure and logistics planning	5.5	3.4	2.0
- Energy and utilities (including pipelines) - linking industry needs and growth to infrastructure development	5.6	3.3	2.3
Environmental Management:			
- Integrate industry development and environment protection planning (winery waste management)	5.2	3.7	1.5
- Nationally recognised industry environmental compliance processes and standards	4.7	4.2	0.5
DEMAND CONDITIONS			
Market development (embryonic & emerging)			
RELATED & SUPPORTING INDUSTRIES			
Research & Development:			
- Better coordination and dissemination of R&D services and findings	5.1	4.2	1.0
- Investment in "main stream" R&D infrastructure	5.3	3.9	1.3
Tourism:			
- Positioning SA as a first choice food & wine destination	4.7	3.8	0.9
INDUSTRY STRATEGY, STRUCTURE & RIVALRY			
Business Climate:			
- Regional, national and international policy and trading environment influence (e.g. representation of wine industry at Federal policy level).	5.2	3.7	4.3
- Integration/interaction with Regional Economic Development bodies	4.7	4.6	4.9
- Compliance with regulatory requirements (e.g. administrative)	4.9	3.4	0.7
- Ancillary industries - product and services suppliers, machinery, equipment and consumables, consultancies, etc.	1.3	0.6	-1.2

IDENTIFYING THE GAPS

TABLE 3. Ranking of priority issues

	2010	Now	Gap
1. Water: quality, trading and licensing, access to information on resource availability	6.2	3.5	2.7
2. Energy and utilities – linking industry needs and growth to infrastructure development	5.6	3.3	2.3
3. Salinity management	5.8	3.5	2.3
4. Identifying industry skills needs and linking training and education	5.6	3.5	2.1
5. Transport infrastructure and logistics planning	5.5	3.4	2.0
6. Land use planning	5.3	3.6	1.7
7. Integrate industry development and environment protection planning (winery waste management)	5.2	3.7	1.5
8. Investment in "main stream" R&D infrastructure	5.3	3.9	1.3
9. Integration/interaction with Regional Economic Development bodies	4.7	3.4	1.3
10. Climate change	3.9	2.7	1.2
11. Better coordination and dissemination of R&D services and findings	5.1	4.2	1.0
12. Positioning SA as a first choice food and wine destination (continued assistance to regional tourism)	4.7	3.8	0.9
13. Regional, national and international policy and trading environment influence	5.2	4.6	0.7
14. Compliance with regulatory requirements (e.g. administrative)	4.9	4.3	0.6
15. Nationally recognised industry environmental compliance processes and standards	4.7	4.2	0.5
16. Ancillary industries - products and services, equipment and consumables, consultancies, etc.	3.7	4.9	-1.2

As a result of the Partnering Strategy workshop, eight key objectives with accompanying strategies were developed and a vision for the wine industry in South Australia was created.

THE OBJECTIVES

A set of objectives has been jointly developed by government and industry to support wine industry goals to 2010. At the core of these objectives is the need to improve conditions for international competitiveness and emphasise the importance of innovation and collaboration along the value chain.

While the objectives are valid in isolation, they should not be treated discretely but as a natural clustering of activities that support the drivers of the outcomes. For example, the objectives dealing with natural resource management and human capital investment on pages 21 and 25 are to be assessed in short, medium and long timeframes, with interrelating issues and outcomes connecting them.

The adoption of these objectives will assist in three major areas – addressing impediments to growth, achieving international competitiveness and creating the right environment to make informed development decisions.

For each objective, a set of strategies, actions, responsibilities and measures will form the **Wine Partnering Strategy Operational Program**. The Operational Program will be developed in consultation with Task Groups, their working groups and the Issues Group, and will be endorsed by the SAWIC. Responsibilities will be shared between local and state government, regional development boards and industry.

A common thread connecting the objectives is the need for information to be effectively communicated and disseminated to all appropriate parties.

Export market objectives and strategies are addressed by the Export Council and are not included in this document.

Summary of objectives:

Create a responsive business and regulatory environment.

Maximise economic growth of South Australia's wine industry.
Ensure secure, long-term access to land and water resources.

Ensure relevant, integrated, coordinated and innovative R&D that delivers long-term solutions to threats and expansion challenges.

Establish a fit-for-purpose infrastructure network to support current and future needs.

Ensure South Australia is the first choice destination for wine and food visitors.

Create stronger linkages with industry, governments and regional development boards.

Match wine industry workforce growth requirements and demands.

Continue to support risk management initiatives.

OBJECTIVES AND STRATEGIES

OBJECTIVE ONE

STREAMLINING REGULATORY SERVICES

Objective 1 – Create a responsive business and regulatory environment through continually improving government policy and regulatory services:

Strategy 1.1 – Ensure that the regulatory environment for vineyard, winery and ancillary development is coordinated and promotes sustainable wine industry development through:

- Developing a more coordinated, consultative and creative working relationship between SA Government agencies and local government in assessing viticulture and wine related development proposals.
- Better coordination and delivery of development assessment of current and pending legislation: Natural Resources Management Act, the Better Development Plan project of Planning SA and new Environmental Protection Authority noise policies.

Strategy 1.2 – Develop an asset management framework for the viticulture and wine industries by:

- Evaluating and developing a resource access policy that identifies areas of significance for viticulture and wine production.

Strategy 1.3 – Provide efficient regulatory arrangements for the assessment, approval and management of viticulture, winery and ancillary developments by confirming the extent of problems with current regulatory arrangements, achieving an agreed understanding of development-related problems among stakeholders and better targeting of responses by government through:

- Developing an integrated policy framework across natural resource management, environmental protection and land use planning in key regions.
- Reforming administrative arrangements for the issuing and renewing of various approvals, licenses and permits relating to

viticulture and wine to enable timely and efficient responses to local governments and applicants and to achieve creative resolution of environmental issues and promotion of sustainable outcomes.

Strategy 1.4 – Address problems with site selection and preparation of development proposals by industry via:

- Assisting industry to select suitable sites for sustainable viticulture development and to prepare quality applications that enable timely assessment by regulatory bodies through comprehensive spatial information analysis.

OBJECTIVE TWO

NATURAL RESOURCE MANAGEMENT

Objective 2 – Maximise economic growth of South Australia's wine industry while managing natural resources in an environmentally sustainable manner to enable secure, long-term access to land and water resources within sustainable limits:

Strategy 2.1 – Establish mechanisms to ensure secure, long-term access to land and water resources identified as suitable for industry development by:

- Developing well-informed, creative responses to questions of future availability of irrigation water, including the evolving water trading system, pipeline and storage schemes, urban wastewater reclamation, farm dam construction, improved irrigation efficiency and identification of varieties with lower water needs, 'stock and domestic' water rights and environmental flow obligations.
- Working to minimise resource constraints in relation to wine industry expansion through the PIRSA Resource Capability Planning project.

OBJECTIVES AND STRATEGIES

Strategy 2.2 – Develop an industry/government co-investment project to achieve common goals and objectives in regard to sustainable economic growth (water use efficiency, minimising impact on land and water degradation and avoiding or minimising waste) via the following actions:

Water use efficiency:

- Increasing the use of recycled and storm water to maximise returns from water resources and minimise degradation of water quality. Identify opportunities for storage and use of recycled and storm water by the wine industry.
- Increasing efficiency in relation to water use applications.
- Adoption of state-of-the-art irrigation and water management techniques through improved water management skills and technology adoption (training).
- Regional water use efficiency monitoring (regional benchmarking and evaluation of irrigation performance).

Water licensing:

- Establishing transparent and effective SA licensing processes for irrigators in each catchment.
- Improving communication and auditability between state and Murray Darling Basin Commission (MDBC) water trading administrative organisations, and improving license specifications.
- Improving across border water license and administration arrangements in the MDBC. Benchmark SA water licensing processes and extend trading regions where possible.

Water trading:

Creation of an effective trading environment with transparent charge mechanisms by:

- Improving information on volumes and water trading activities in each catchment.
- Ensuring traders have appropriate knowledge and skills in trading processes.
- Appropriately funding catchment management.

Salinity:

- Management of SA's water resources with a view to minimising the impact of salinity.
- Reducing long-term impacts and minimising the cost of salinity management in the River Murray system.

- Identifying future salt mitigation infrastructure for the River Murray.
- Developing the concept of salinity trading.
- Reducing soil salinity levels to address long-term salinity threats.

Waste:

- Efficient use of resources through preventing and minimising waste and considering opportunities for resource reuse and recovery (as per the waste hierarchy).
- Taking a whole life cycle approach to industry processes including the management of industry waste and greening the supply chain.

Strategy 2.3 – Improve information gathering and sharing in relation to natural resources. Provide information on the extent and location of land and water resources suitable for future viticultural and wine industry expansion in South Australia. Analyse the contingencies attached to those locations to maximise economic growth, while managing natural resources in an environmentally and ecologically sustainable manner by:

- Assembling information on soil, water and other land management factors to assist identification of land suitable for vineyard and winery development. Improved strategic decision making for investment in vineyards and wineries can occur using sound data identifying soil, land and water resources available in wine regions.
- Evaluating industry information needs and business opportunities for information provision with a view to upgrading output from the South East Resource Information Centre and establishing a Resource Information Centre in the Riverland.
- Updating protocols to ensure whole of government response to new irrigation license applications.
- Providing information to irrigators, traders and developers about approval processes for new irrigation developments.
- Updating Guidelines for Establishment of Irrigated Horticulture in SA and providing information via regional Resource Information Centres.

OBJECTIVES AND STRATEGIES

Strategy 2.4 – Improve understanding of the impacts of climate change and attempt to minimise the impact of increasing temperatures and extreme climatic events on grapegrowing and winemaking operations through:

- Developing tools for better climate change risk assessment and management in viticulture and wine production.
- Developing an R&D strategy to address key issues associated with climate change (e.g. impacts on vine physiology).
- Adapting risk management strategies to individual businesses.

Strategy 2.5 – Establish South Australia as the model for wine sector environmental performance and excellence in Australia to ensure sustainability and access to markets, through:

- Developing strategies to promote South Australia's environmental achievements.
- Adopting a coordinated approach to formulating environmental policy and identifying and addressing priority environmental issues.

OBJECTIVE THREE

RESEARCH INNOVATION AND TECHNOLOGY

Objective 3 – Ensure the continued economic and sustainable production of quality winegrapes and wine in South Australia through relevant, integrated, coordinated and innovative R&D that delivers effective long-term solutions to current industry threats and expansion challenges through:

Strategy 3.1 – Identifying and developing the viticulture research required for all producers in the South Australian wine industry to ensure the maintenance and expansion of a sustainable winegrape industry with recognition that quality wine begins in the vineyard. Value adding to the national R&D agenda is also important to ensure maximised national co-investment in SA.

Strategy 3.2 – Actively participating in South Australia's 10 Year vision for Science, Technology and Innovation (STI10) which will support the wine industry via critical research in key areas.

Strategy 3.3 – Actively participating in delivering appropriate new industry communication strategies in collaboration with other agency and industry partners. Technology transfer mechanisms must be reliable and effective.

Strategy 3.4 – Providing a high quality, competitive and supportive R&D environment that has links with major wineries, particularly those with technical headquarters in SA, ensuring their on-going investment in this state. This will flow on to investment in regional and rural communities in SA.

Strategy 3.5 – Clustering and expanding current research infrastructure to provide an integrated 'grape to glass' R&D environment for inter-agency and multidisciplinary research activities. When combined with appropriate operational funding, this will ensure SA maintains a highly skilled and trained scientific workforce, which will be critical to support the future growth and development of the wine industry in the State.

Strategy 3.6 – Building on the R&D conducted in relation to wine quality, particularly responding to market signals.

Strategy 3.7 – Integration of State Government funded activities into effective partnering with major industry-driven initiatives for the advancement of the national wine industry.

Strategy 3.8 – Government partnering with industry to attract and support R&D funding from national R&D and infrastructure funding groups or directly from wine companies and regional grower groups via voluntary levies.

Strategy 3.9 – Appropriately researching new winegrape production systems, including precision viticulture and pre-emptive rootstock development, to reduce threats of soil

OBJECTIVES AND STRATEGIES

and water salinity and sodicity, reduced irrigation allocations, climate change, diseases and pests and rising energy costs.

OBJECTIVE FOUR

INFRASTRUCTURE, LOGISTICS AND SUPPORT

Objective 4 – Effectively plan for and facilitate the establishment of a fit-for-purpose infrastructure network to support the current and future needs of the wine industry by:

Strategy 4.1 – Working from current and projected wine market trends to identify South Australian wine sector activity in relation to current and future plantings by variety, their spatial distribution and timing, and the location of processing, packaging and storage facilities for wine.

Strategy 4.2 – Identifying, from viticultural and wine industry activity level analysis, infrastructure demands for waste, water, land, transport, energy, workforce and communication by region, both now and in future.

Strategy 4.3 – Achieving financially efficient provision of the infrastructure demands of the South Australian viticulture and wine sectors by ensuring they engage with infrastructure providers regarding their forward plans. Explore opportunities to accumulate demand for services and coordinate demands with other potential users. Adopt innovative approaches to infrastructure needs where appropriate.

OBJECTIVE FIVE

TOURISM

Objective 5 – Ensure South Australia is the first choice destination for wine and food visitors by:

Strategy 5.1 – Continuing to foster greater collaboration between the wine, food and tourism sectors through the South Australian Wine Industry Council and the South Australian Wine Tourism Advisory Board.

Strategy 5.2 – Promotion of the Wine Tourism Strategy 2004 - 2008, via the South Australian Wine Industry Council.

OBJECTIVE SIX

PARTNERING

Objective 6 – Create stronger linkages with industry, local and state governments and regional development boards to encourage sharing of information, planning and investment through:

Strategy 6.1 – Improving information exchange between the State Government, local governments and regional development boards via the Government Interagency Issues Group, established by the South Australian Wine Industry Council.

Strategy 6.2 – Improving the working relationship between PIRSA and peak industry bodies to ensure that industry issues are presented and addressed across all levels of government.

Strategy 6.3 – Establishing a working relationship between the South Australian Wine Industry Council, regional development boards and regional grapegrower and winemaker associations to provide support in the development of regional wine industry strategies.

OBJECTIVES AND STRATEGIES

OBJECTIVE SEVEN

WORKFORCE SKILLS

Objective 7 – Establish a South Australian workforce that has evolved within a lifelong learning and skills development framework that matches the growth requirements and demands of the South Australian wine industry through:

Strategy 7.1 – Commitment by the South Australian Wine Industry Association and Department of Further Education, Employment Science and Technology (DFEEST) and education providers to undertake an industry skills audit to determine current skills and workforce needs and forecast future learning and skills development requirements. Training needs, particularly in relation to sensory expertise, consumer testing, NIR and GC-MS capability, should be considered with input from The Australian Wine Research Institute.

Strategy 7.2 – Commitment by the wine industry to provide current labour market advice and relevant career materials that teachers can incorporate into curriculum delivery and young people's transition planning.

Strategy 7.3 – Commitment by the wine industry to work with Industry Skills Boards on issues relating to workforce development. Skill Boards will provide the industry with opportunities to communicate workforce needs and training priorities to government (via the Food, Tourism and Hospitality Industry Skills Advisory Board and the Primary Industries Skills Board).

Strategy 7.4 – Commitment by the South Australian Wine Industry Association, the Department of Further Education, Employment Science and Technology (DFEEST) and TAFE to work together to ensure relevant wine related education and training is provided, to industry standards and requirements. This will be aided by the new TAFE SA Primary and Allied Industries Program.

Strategy 7.5 – Commitment by the South Australian Wine Industry Council to work with education providers to ensure industry-relevant education and skills development is available at secondary, technical and tertiary levels.

Strategy 7.6 – Making Secondary school students aware of career paths in the wine industry through access to vocational education.

OBJECTIVE EIGHT

RISK MANAGEMENT

Objective 8 – Continue to support risk management initiatives through:

Strategy 8.1 – Continued support of the Phylloxera and Grape Industry Board of South Australia and its initiatives to keep phylloxera out of the State and minimise the presence of other pests and diseases.

Strategy 8.2 – Continued support of The Australian Wine Research Institute's risk management programs, particularly in regard to non-tariff trade-barriers.

Strategy 8.3 – Ensuring that relevant data and information available to Government is also accessible and available to industry.

THE VISION

As a result of significant consultation throughout 2004, industry and government agree that by 2010 the wine industry and South Australian Government will have, in partnership, grown the contribution of the wine industry to the State to at least \$3.1 billion per annum, through:

By 2010 the wine industry and the South Australian Government will have, in partnership, grown the contribution of the wine industry to the State to at least \$3.1 billion per annum.

- Strengthened and sustainable regional communities;
- Strong businesses focused on providing growing export markets with quality Australian wine across all price and market segments;
- Products that certify the integrity of processes and production through a commonly agreed standard;
- Strong existing and newly developed export markets;
- Provision of quality, industry driven wine education and training;
- Strong partnerships with food and tourism industries to provide distinctive wine, food and tourism experiences;
- Creation and delivery of innovative products and processes utilising world class research and development facilities; and
- Access to internationally competitive infrastructure.

OUTCOME MEASURES

If the South Australian Government and wine industry are mutually successful in achieving these objectives and strategies, the industry will, by 2010, be working in an improved regulatory and business environment with a fit-for-purpose infrastructure network, enjoying improved growth, prosperity and coordinated R&D, supported by a growing pool of professionals while managing natural resources in an environmentally sustainable manner.

In some aspects, the wine industry is already on track. In other areas, industry clearly requires the help of government to achieve this vision.

Accompanying the **Partnership Strategy – Wine: A Partnership 2005-2010** is the **Partnership Strategy – Operational Program**.

The program contains strategies, actions, responsibilities and indicators for each of the eight objectives, which have been established and will be reviewed, modified and reported on through continual liaison between the SAWIC, its Task, Working and Issues Groups and the wine industry.

Summary Reports will be presented to the SAWIC on a quarterly basis and relevant indicators will be assessed and reported to the council annually. The Operational Program also contains cross functional links to other existing development plans in the industry and other government agencies.

South Australia's Strategic Plan

Wine industry progress will also be carefully monitored via **South Australia's Strategic Plan** which identified six mutually inclusive objectives: to grow prosperity; to improve wellbeing; to attain sustainability; to foster creativity; to build communities; and to expand opportunities for the people of South Australia.

The objectives are mutually inclusive as each requires the others for success. For example, greater prosperity requires increased skill levels and innovative solutions to challenge. The 10 Year Vision for Science, Technology and Innovation (STI10) in this State resulting from the SA Strategic Plan will support vital wine industry R&D in areas that have been highlighted as 'gaps' in this Partnering Strategy. Research will be conducted in five innovation precincts, including the Waite and its branches in the Riverland and Adelaide

Hills. This research will support industry development and sustainability. All of the eight objectives of the Partnering Strategy are closely aligned with **South Australia's Strategic Plan**.

State of the South Australian Wine Industry report

A State of the South Australian Wine Industry report has been developed to evaluate progress of the wine industry using a Triple Bottom Line reporting framework. All measures will be reported annually to the South Australian Wine Industry Council. Report indicators include:

- Economic measures that monitor the value of the wine industry from vineyard to final consumption;
- Environmental measures that monitor the sustainable use of natural resources, e.g. water-energy, chemical use, biodiversity, waste, greenhouse gases and the contribution to regional and/or catchment goals and targets; and
- Social measures that monitor employment, skills development and wage levels.

SUPPORTING DOCUMENTS

- Strategy 2025
 - Winemakers' Federation of Australia (WFA)
- The Marketing Decade
 - Australian Wine and Brandy Corporation
- Five year Research and Development Plan
 - Grape and Wine Research and Development Council
- Sustaining Success
 - South Australian Wine Industry Association (SAWIA)
- The Way for Wine
 - South Australian Government
- State Food Plan 2004-2007
 - South Australian Government
- South Australian Wine Sector Export Strategy
 - South Australian Wine Industry Association
- State of the South Australian Wine Industry
- Wine Tourism Strategy 2004-2008
 - South Australian Tourism Commission
- South Australian Wine Industry Council Desk Audit and Strategic Analysis
- A 10 Year Vision for Science, Technology and Innovation in South Australia
- Wine R&D Infrastructure in South Australia: the Waite G4 Concept and its importance for wine export growth
 - Australian Wine Research Institute
- Australian Wine Export Council Review
 - Australian Wine Export Council
- Australian Wine Industry State of the Environment 2003
 - SAWIA, WFA, Australian Government
- Pathways to Profitability
 - ACIL Consultants, Australian Government
- Wine Industry Impact Review
 - Barossa and Light Regional Development Board
- Annual Financial Benchmarking Survey 2003
 - Deloitte and Winemakers' Federation of Australia
- South Australia's Strategic Plan
 - South Australian Government
- A Framework for Economic Development in South Australia
 - South Australian Government

INDUSTRY, LOCAL GOVERNMENT & REGIONAL DEVELOPMENT BOARDS

South Australian Wine Industry Council Partnering Strategy Consultation list

Industry, local government and Regional Development Board representatives from:

- South Australian Wine Industry Association
- Australian Wine and Brandy Corporation
- Winemakers' Federation of Australia
- Winetac
- Grape and Wine Research and Development Corporation
- Phylloxera and Grape Industry Board of South Australia
- Barossa and Light Regional Development Board
- Wine Industry Suppliers Australia
- Fuller Communications
- Adelaide Hills Wine Region
- Limestone Coast Regional Development Board
- Beringer Blass Wine Estates
- Riverland Development Corporation
- The Australian Wine Research Institute

Government representatives from:

- Office of Trade, Department for Trade and Economic Development
- South Australian Tourism Commission
- Primary Industries and Resources South Australia
- Department of Premier and Cabinet
- Office for Infrastructure Development
- Office of Vocational Education & Training, Department of Further Education, Employment, Science and Technology
- Transport SA, Department for Transport and Urban Planning
- Office of Regional Affairs

Partnering Strategy workshop attendance list

Industry, local government and Regional Development Board representatives from:

- South Australian Wine Industry Association
- The Australian Wine Research Institute
- Australian Wine and Brandy Corporation
- South Australian Wine Industry Association
- Australian Wine Export Council
- Grape and Wine Research Development Corporation
- Winemakers' Federation of Australia

- Department of Wine and Horticulture, Adelaide University
- South Australian Wine Industry Council
- McLaren Vale Grape Wine & Tourism Industry Association
- Barossa and Light Regional Development Board
- Riverland Winegrape Growers' Association
- Adelaide Hills Wine Region Inc
- Wine Publishers Pty Ltd
- Alexandrina Council
- Clare Valley Winemakers Inc
- Davidson Viticultural Consulting Services
- Australian Liquor Hospitality and Miscellaneous Workers Union
- Wine Industry Suppliers Australia
- Fuller Communications
- Phylloxera and Grape Industry Board of SA
- District Council of Loxton Waikerie
- City of Onkaparinga
- Cooperative Research Centre for Viticulture
- Southcorp Wines
- Winetac
- Riverland Wine Industry Development Council
- Hollick Wines Pty Ltd
- Langhorne Creek Wine Industry Council
- The Barossa Council
- Limestone Coast Regional Development Board
- Adelaide Hills Regional Development Board
- Coriole Pty Ltd
- Long View Vineyard
- Yalumba Wine Company
- Adelaide Hills Council
- South Australian Farmers Federation - Winegrapes Committee
- Riverland Development Corporation

Government representatives from:

- Planning SA
- Department of Premier and Cabinet
- Primary Industries and Resources South Australia
- South Australian Tourism Commission
- South Australian Research and Development Institute
- Department of Trade and Economic Development

- Environment Protection Authority
- Environmental Health Service, Department of Health
- Office for Infrastructure Development
- Department of Water, Land and Biodiversity Conservation
- Department of Further Education, Employment, Science and Technology
- Transport SA, Department for Transport and Urban Planning
- South Australian Wine Industry Council, Primary Industries and Resources South Australia
- SA Water

SOUTH AUSTRALIAN WINE INDUSTRY COUNCIL MEMBERS

Chair

Hon Rory McEwen MP
Minister for Agriculture, Food and Fisheries
Minister for Forests

Co-Chair

Ms Dianne Davidson
Managing Director, Davidson Viticultural Consulting Services

Government Members

Hon Kevin Foley MP
Deputy Premier, Treasurer, Minister for Industry and Trade, Minister for Federal/State Relations

Hon Pat Conlon MP
Minister for Transport, Minister for Infrastructure, Minister for Energy

Hon Karlene Maywald, MP
Minister for The River Murray, Minister for Water Security, Minister for Regional Development, Minister for Small Business, Minister Assisting the Minister for Industry and Trade

Mr Michael O'Brien MP
Parliamentary Secretary to the Premier

Industry Members

Mr John Grant
President, Constellation Wines Ltd (Hardy Wine Co.)

Mr Tony Myers
Chief Executive, South Australian Wine Industry Association Inc.

Prof Sakkie Pretorius
Managing Director, The Australian Wine Research Institute

Mr Stephen Strachan
Chief Executive, Winemakers' Federation of Australia

Mr Paul Henry
General Manager, Export Development, Australian Wine and Brandy Corporation

Mr Mark McKenzie
Executive Director, Wine Grape Growers Australia

Mr Paul Clancy
Interim Chairman, Wine Grape Council SA

Ms Jan Siemelink-Allen
Chief Executive, Cela d'or Pty Ltd

Ms Louisa Rose
Senior Winemaker, Yalumba Wines

Mr Brett McKinnon
General Manager - Viticulture and Winemaking, Orlando Wines

Mr David Di Troia
Secretary, Liquor Hospitality and Miscellaneous Union

Hon Chris Schacht
South Australian Farmers' Federation Winegrapes Committee

Ms Cindie Smart
General Manager, Australia's Wine Business Magazine

Ms Louise Fraser
Committee Member, Wine Industry Suppliers Australia

Mr Chris Byrne
Executive Officer, Riverland Winegrape Growers' Association

Mr Stuart McNab
Director, Wine Production, Australia and New Zealand, Foster's Wine Estates

Mr Peter Balnaves
Coonawarra Grape Growers' Association

Ms Prue Henschke
Viticulturalist, C A Henschke & Co

Mr Andrew Buttery
Managing Director, Gemtree Vineyards & The Terraces Vineyard Management

Ms Kerri Thompson
Winemaker/Director, KT and the Falcon Pty Ltd

Observers

Mr Geoff Knight
Acting Chief Executive, Primary Industries and Resources SA

Mr Rod Hook
Executive Director - Major Projects and Infrastructure
Department of Transport, Energy and Infrastructure

Mr Robert Freeman
Chief Executive, Department for Water, Land and Biodiversity Conservation

Mr Bill Spurr
Chief Executive, South Australian Tourism Commission

Mr Raymond Garrard
Chief Executive, Department for Trade and Economic Development

Dr Don Plowman
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Ms Kris Roberts
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Ms Nicola Kelly
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