



South Australian Wine Industry Plan

Introduction

The process to develop a South Australian Wine Industry Draft Strategic Plan commenced in May 2014 with the preparation of a vision and values statement. This received in principle support from the SAWIA and WGCSA Boards. Planning commenced and regional associations were surveyed seeking comment on the draft vision and values statement and suggestions for advancing cooperation. The results of the survey were presented at an industry roundtable in June 2015. That meeting strongly endorsed progressing the plan and a steering committee was established: Heather Webster, Chris Byrne and Peter Hackworth representing WGCSA and Ben Gibson replaced from February by Richard van Ruth, Jeremy Blanks, Tom Keelan, Brian Smedley and Jeremy Stevenson representing SAWIA.

The steering group agreed to prepare a draft value proposition, that was 'coherent, capable of being communicated, recognises the hurdles and barriers and addresses them'. The group identified the following indicators of a successful SA Wine Industry:

- Awareness of, and capacity to respond to:
 - market changes (varieties, styles, packaging)
 - Environment changes (Climate change, Events)
- Strong, in-demand brands
- High level infrastructure: water security, transport routes, power, telecommunications
- Early adopters of technology
- Clarity of purpose, roles, responsibilities
- Regulations that are fair, easily understood
- Strong representation to government, one voice
- Skilled managers and skilled staff
- Planning and investment confidence
- Continuous innovation – research, trial adoption
- Value Chain:
 - Profitability throughout the supply chain to enable investment in improvement
 - cohesive, values, connected
- Funds to deliver at industry level

The Steering Group further identified that a single plan would need to recognise and address

- Membership value
- Power imbalance between suppliers and processors
- Industry sustainability
- Transparency of end use
- Need to share risk fairly
- Capacity difference between regions
- Resourcing the plan to ensure the capacity to develop effective policies

Brian Smedley and Peter Hackworth were tasked to prepare a draft. That included consulting regional associations that had brought producers and processors together into a single structure.

The draft plan was presented to a joint meeting of SAWIA and WGCSA on Friday 3 June 2016. The meeting endorsed the three priorities (overleaf) and agreed to prepare a MOU for delivering the plan.

Delivering the Plan

The Steering Committee identified a number of priorities which are reflected in this plan:

- Water
- Changing climate
- Cost and reliability of utilities
- Transport
- Market and industry development
- Succession
- IR and WHS and
- Efficient production

Mindful of the limited resources of the two organisations and the need to deliver results from the plan the Steering Committee recommends that the plan initially focus on three areas that impact across the industry; **managing seasonal cycles**, **cost of utilities** and **transport**. This does not mean that the other issues will not be progressed, they are being – and will continue to be - addressed to varying degrees by WGCSA and SAWIA.

Vision

In 2020 the wine industry in South Australia is the most influential in Australia and is recognised as a global leader in wine production.

The industry in South Australia has an enviable reputation for:

- Strong brands
- Internationally recognised regions
- Quality at every price point
- Scale and diversity
- Old vines, iconic wines and heritage
- Connecting wine, food and tourism
- Biosecurity

We are efficient and profitable and, a critical economic pillar for South Australia.

We don't stand still – we are constantly innovating and quick to adapt.

The associations are structured to deliver industry-wide strategy and we can prove the outcomes we achieve. We speak with one united voice.

This means the South Australian community has real pride in the industry.

Values

We value:

1. Unity
2. Diversity
3. Sustainability
4. Success

Strategic Priority One: Water

Key issues: Accessibility, Quality, Certainty, Cost. It is a complex area.

The industry is reliant on a combination of rainfall and supplementary water for irrigation from on-farm dams, the River Murray, ground water, recycled water and SA Water. Rainfall patterns are generally changing and are being impacted by higher evaporation rates. It is a complex policy area, including regional water allocation plans, the Murray Darling Basin Plan, SA Water delivery policies, etc. There are competing interests between industry and the environment and changing demands as the mix of types of user's changes (e.g. growth of almonds, mining activity). The key issues are variable across and within-regions.

Past and current activities:

- Advocating for protection & conservation of water resources – engagement in enquiries and processes relating to competing interests and preservation (e.g. fracking)
- Engagement with government on water regulations and allocation (e.g. WAPs, MDB Plan)
- Educating the industry about the processes of water planning and the business impacts
- Monitoring developments and innovations in water technologies and informing industry about potential solutions

Goal: Sustainable use of water resources for all users.

Objective One: Ensure industry is effectively represented at policy level

Strategies	Actions	Who	KPI	Reporting To	Reporting Date
Build expertise in water policy and prepare submissions to policy reviews (seasonal allocations, MDB Plan, WAP's)	<ol style="list-style-type: none"> 1. Subscribe to relevant organisations for water information (BoM, Climate Council) 2. Subscribe to relevant departments for updates submissions and policy reviews (DEW, DAFF...) 	SAWIA	<ol style="list-style-type: none"> 1. At least two sources subscribed 	SAWIA Env Cttee	Dec 2019
Work collaboratively with other industry associations and bodies	<ol style="list-style-type: none"> 1. Forward information on reviews as they arise to Regional Associations 2. Provide assistance to Regional Associations on water issues when requested 	SAWIA	<ol style="list-style-type: none"> 1. 100% forwarding to Regional Associations after receiving notification of relevant reviews 2. 100% response to request from Regional Associations 	SAWIA Env Cttee TBC	By July each year

Strategies	Actions	Who	KPI	Reporting To	Reporting Date
	3. Forward relevant information resulting from PPSA and NRM collaborations	WGCSA	3. Forwarding water policy and actions affecting Growers to Members and regional associations.		By November each year or when relevant.

Objective Two: Promote efficient use of water in grape production and processing

Strategies	Actions	Who	KPI	Reporting To	Reporting Date
Identify and promote best practice	1. Research best practice on Water Efficiency in the wine sector	SAWIA	1. Review completed (Best Practice Review report)	SAWIA Env Cttee	Mar 2019
	2. Review and update the 'Leading Environmental Practice' paper (LEP) on Water to cover grape and wine production and processing		2. LEP for Water updated		Sept 2019
Member education	1. Present seminar / industry briefing	WGCSA	1. Be part of at least one event per year (e.g. AWIEC, Winegrape Summit)	SAWIA/WGCSA	By July each year
	2. Prepare brief summary for industry on water efficiency	SAWIA	2. Newsletter article on the outcomes of the Best Practice Review 3. LEP for Water published to web site	SAWIA Env Cttee	May 2019 Dec 2019
Ensure irrigation is a research funding priority	1. Engage in Wine Australia R&D Planning process 2. Prepare relevant submissions to government funding and research organisation proposals (e.g. WA 5-year Plans, AWRI Plans, SARDI Plans, Federal government)	SAWIA	1. Respond to at least 1 consultation paper per year or as required	SAWIA Env Cttee SAWIA/WGCSA boards	Update by July each year

Objective Three: Promote efficient use of water in wineries

Strategies	Actions	Who	KPI	Reporting To	Reporting Date
Identify and promote best practice	1. Review and update the 'Leading Environmental Practice' paper (LEP) on Water to cover grape and wine production and processing	SAWIA	1. Review completed (Best Practice Review report) 2. LEP for Water updated	SAWIA Env Cttee	Mar 2019 Sept 2019
Member education	1. Present seminar / industry briefing 2. Prepare brief summary for industry on water efficiency	WGCSA SAWIA	1. Be part of at least one event per year (e.g. AWIEC, Winegrape Summit) 2. Newsletter article on the outcomes of the Best Practice Review 3. LEP for Water published to web site	SAWIA/WGCSA SAWIA Env Cttee	By July each year May 2019 Dec 2019
Ensure research funding priority	1. Engage in WA R&D Planning process 2. Prepare relevant submissions to government funding and research organisation proposals (e.g. AGWA 5-year Plans, AWRI Plans, SARDI Plans, Federal government)	SAWIA	1. Respond to at least 1 consultation paper per year or as required	SAWIA Env Cttee SAWIA/WGCSA boards	Update by July each year

Strategic Priority Two: Managing Seasonal Cycles

Key Issues: increased water requirement (drier, hotter), more heatwaves, compressed ripening, intake congestion, increased bushfire risk

Most regions in South Australia will be affected by a similar general trend that will impact the regional styles of wines and their composition (e.g. flavours and alcohol level). The industry will need to know and implement the adaptation options, including possible responses to a more Carbon-constrained economy (i.e. future carbon pricing). Compressed vintages and the resulting peak inflows are challenging the capacity of some wineries resulting in some fruit being harvested late and impacting on wine quality and prices paid for grapes.

Past and current activities:

- Sector agreement for education and voluntary emissions reduction targets
- Monitoring and educating industry about climate change projections (IPCC, BOM, CSIRO)
- Assisting industry to access funding to mitigate emissions through improved efficiency
- Understanding and engaging in climate policy and carbon markets
- Encouraging a systems management approach to improved environmental management and performance

Goal: Business sustainability in a changing climate

Objective One: Provide leadership on climate change

Strategies	Actions	Who	KPI	Reporting To	Reporting Date
1. Monitor and interpret climate change information and projections	1. Subscribe to climate projections and report sources (BoM, Climate Council, DEWNR, DAFF...)	SAWIA/WGCSA	1. At least two sources subscribed	SAWIA Env Cttee	Dec 2016
2. Maintain a unified industry policy on climate change	1. Establish Climate Change Working Group 2. Engagement & development of policy 3. Endorsement of policy 4. Publish and promote policy 5. Biennial policy review	SAWIA-EnvC SAWIA/WGCSA	1. Working group convened 2. Policy developed and approved 3. Policy on website; promoted twice per year 4. Policy reissued biennially	SAWIA SAWIA/WGCSA	July 2017 By July each year
3. Educate industry about climate change	1. Present seminar / industry briefing 2. Provide industry with quick links from our website to relevant information 3. Retain flexibility to respond to industry needs for information	WGCSA	1. Be part of at least one event per year (e.g. AWIEC, Winegrape Summit) 2. Information page with links on	SAWIA/WGCSA	By July each year

Strategies	Actions	Who	KPI	Reporting To	Reporting Date
			website		
4. Engage with government and industry on managing seasonal cycles	<ol style="list-style-type: none"> 1. Participate in government adaptation planning processes 2. Attend industry-based RD&E and planning events that are relevant (e.g. AWITC, AWRI, PIRSA-SARDI field days) 	SAWIA/WGCSA	<ol style="list-style-type: none"> 1. Attend at least 2 workshops/year (e.g. NRM, EPA, DEWNR, PIRSA) 2. Attend at least 1 event per year 	SAWIA/WGCSA	By July each year

Objective Two: Provide leadership on climate change responses

Strategies	Actions	Who	KPI	Reporting To	Reporting Date
Educate industry about: <ul style="list-style-type: none"> • the business benefits of improved environmental performance • best practice in emissions reduction and climate change adaptation • the roles and benefits of environmental management systems • participation in carbon markets 	<ol style="list-style-type: none"> 1. Prepare brief summary for industry on climate 2. Continue annual Environment Excellence Awards program <ol style="list-style-type: none"> a. Expand to include a separate stream for Vineyard activities 3. Prepare, publish and update 'Leading Environmental Practice' papers (LEP) on key topics: <ol style="list-style-type: none"> a. Resource efficiency b. Emissions reduction c. Adaptation d. EMS implementation e. Carbon accounting and pricing f. Energy Markets g. Vineyard posts life cycle 	SAWIA/WGCSA SAWIA/WGCSA SAWIA/WGCSA	<ol style="list-style-type: none"> 1. At least 2 articles per year in Newsletters or other media 2. Annual awards program to be delivered <ol style="list-style-type: none"> a. Implement Vineyard category 3. At least 1 LEP per year created/reviewed/updated and posted to website 	SAWIA Env Cttee / SAWIA SAWIA SAWIA	By July each year AGM/Lunch each year Sep 2018 By July each year

Objective Three: Increase industry participation in emissions reduction

Strategies	Actions	Who	KPI	Reporting To	Reporting Date
Seek opportunities to assist industry to: <ul style="list-style-type: none"> access funding for resource efficiency improvements to assist industry to participate in carbon markets 	<ol style="list-style-type: none"> Subscribe to relevant funding agencies (e.g. AusIndustry, Climate change, Environment) Attend briefings on programs and seek to collaborate to encourage participation in carbon markets 	SAWIA/WGCSA	<ol style="list-style-type: none"> At least two sources subscribed Attend at least 1 briefing per year or as required/available Alert growers to targets and encourage awareness of emission reduction 	SAWIA Env Cttee / SAWIA	Dec 2016 By July each year

Objective Four: Industry has the capacity to manage the impact of a changing climate

Strategies	Actions	Who	KPI	Reporting To	Reporting Date
Ensure climate change adaptation research and innovation is a funding emphasis	<ol style="list-style-type: none"> Engage in AGWA R&D Planning process Prepare relevant submissions to government funding and research organisation proposals (e.g. AGWA 5-year Plans, AWRI Plans, SARDI Plans, Federal government) 	SAWIA	<ol style="list-style-type: none"> Respond to at least 1 consultation paper per year or as required 	SAWIA/WGCSA boards	Update by July each year
Assist industry to adapt and respond to change by identifying negative impacts for targeted action	<ol style="list-style-type: none"> Post-vintage annual review by Climate Change Working Group to identify climate-related issues and adaptation measures to inform policy responses Identify government programs to enhance capacity to adapt: <ol style="list-style-type: none"> Apply for funding for assistance projects collaborate with agencies to encourage participation 	SAWIA/WGCSA Climate Change Working Group	<ol style="list-style-type: none"> Climate Change Working Group convenes annual roundtable meeting and provides summary paper At least two sources subscribed At least 1 program initiated as per availability 	SAWIA/WGCSA boards SAWIA Env Cttee / SAWIA /WGCSA boards	By July each year

Strategic Priority Three: Cost and Reliability of Utilities

Key Issues: Water – prices vary by source (i.e. river, dam, bore, reclaimed) and delivery mode, vineyards have highest input. Electricity – proportion of costs vary widely (i.e. 10-50% depending on business structure). Regulated monopoly utilities (SA Water, SA Power Networks) apply uniform pricing across South Australia.

Past and current activities:

- Advocacy – monitoring and engaging in regulatory pricing processes
- Educating industry about utility cost structures as well as energy (e.g. Winery Energy Saver Toolkit) and water use efficiency
- Assisting industry to access funding to improve efficiency (e.g. Lean)

Goal: Increase global competitiveness by minimising production input costs

Objective One: Ensure industry is effectively represented in policy processes

Strategies	Actions	Who	KPI	Reporting To	Reporting Date
Influence State Government and regulators in the processes of utility regulation and costing	<ol style="list-style-type: none"> 1. Participate in regulatory processes of energy and water markets at both State and National levels. 2. Engage with relevant State departments on policy settings and their input to National policy (COAG) <ol style="list-style-type: none"> a. Identify key contacts (e.g. in DSD, DEWNR, ESCOSA) b. Collaborate with other industry organisations to access Government Ministers 	SAWIA	<ol style="list-style-type: none"> 1. Prepare at least 2 submissions/yr to regulators on proposals and tariff structures (or as required) 2. At least 2 meetings/yr with key government contacts 3. At least 2 meetings/yr with industry organisations 4. At least 1 contact request to relevant ministers per year 	SAWIA Env Cttee; SAWIA & WGCSA Boards	By July each year
Engage with industry to ensure that their views are articulated in regulatory processes	<ol style="list-style-type: none"> 1. Conduct issue-based member surveys to collect data on cost/supply issues 2. Engage members and seek input in preparation of submissions 	WGCSA/SAWIA	<ol style="list-style-type: none"> 1. Issue included in annual grower/member survey 2. At least 2 submissions/yr with member input 	SAWIA Env Cttee	By July each year

Objective Two: Increase the capacity of industry to minimise utility input costs

Strategies	Actions	Who	KPI	Reporting To	Reporting Date
Educate members through the identification and promotion of best practice in resource efficiency	<ol style="list-style-type: none"> 1. Provide best practice information on resource efficiency through seminars and other extension mechanisms 2. Prepare, publish and update 'Leading Environmental Practice' papers (LEP) on relevant topics: <ol style="list-style-type: none"> a. Resource efficiency b. Emissions reduction c. Carbon accounting and pricing d. Energy Markets 	SAWIA/WGCSA	<ol style="list-style-type: none"> 1. Present relevant information in at least one event per year (e.g. Summit, AWIEC, subject seminar) 2. At least 1 LEP per year created/reviewed/updated and posted to website 	SAWIA & WGCSA Boards SAWIA	By July each year
Assist industry to access funding for resource efficiency improvements	<ol style="list-style-type: none"> 1. Engage and collaborate with Federal & State Government departments that provide funding opportunities for resource efficiency (e.g. DEE, GISA, EPA, DSD, DEWNR) 	SAWIA	<ol style="list-style-type: none"> 1. At least 1 program that provides funding (directly or via SAWIA-WGCSA) operating at any time 	SAWIA Env Cttee	By July each year
Assist industry on implementing strategies for minimising costs	<ol style="list-style-type: none"> 1. Provide information and services to assist in understanding utility bills 2. Establish partnerships with commercial suppliers and consultants to provide member benefits and enable improved utility usage efficiency 	SAWIA/WGCSA	<ol style="list-style-type: none"> 1. Publish and promote relevant LEP papers in at least 4 Newsletter per year 2. Seek to directly assist at least 15 members/yr in understanding their electricity bills and contracts 3. Explore potential partnerships with at least 2 suppliers per year 	SAWIA	By July each year
Ensure resource use efficiency research and innovation is a funding priority	<ol style="list-style-type: none"> 1. Engage in AGWA R&D Planning process 2. Prepare relevant submissions to government funding and research organisation proposals (e.g. AGWA 5-year Plans, AWRI Plans, SARDI Plans, Federal government) 	SAWIA	<ol style="list-style-type: none"> 1. Respond to at least 1 consultation paper per year or as required 	SAWIA/WGCSA boards	Update by July each year

Objective Three Ensure industry understands the business impacts of utility market transformation

Strategies	Actions	Who	KPI	Reporting To	Reporting Date
Member education about energy market transformation	<ol style="list-style-type: none"> 1. Provide practical information on aspects of energy markets transformation that are relevant to the industry 2. Prepare, publish and update 'Leading Environmental Practice' papers (LEP) on relevant topics: <ol style="list-style-type: none"> a. Energy Markets & Networks b. Electricity tariffs 	SAWIA	<ol style="list-style-type: none"> 1. Present information in at least 1 event per year (e.g. Summit, AWIEC, subject seminar) 2. At least 1 LEP per year created/reviewed/updated and posted to website 	SAWIA & WGCSA Boards SAWIA	By July each year
Monitor, interpret and report to industry, information on trends in utility markets	<ol style="list-style-type: none"> 1. Subscribe to relevant information sources for current market trends (e.g. water, electricity, gas) 2. Provide relevant interpretative commentary to members on market trends for utilities 	SAWIA/WGCSA	<ol style="list-style-type: none"> 1. At least 2 sources subscribed 2. At least 2 articles per year in Newsletters or other media 	SAWIA & WGCSA Boards	July 2017 By July each year

Strategic Priority Four: Transport

Key Issues: Regulations and their interpretation, transport during vintage

The wine industry is experiencing multiple challenges in terms of transport:

- Identify, prioritise and lobby for infrastructure upgrades
- Regulations that are not business-friendly and are not keeping up with technology (e.g. machinery sizes, in-board safety systems)
- Compressed vintages and the rationalisation of processing facilities are impacting on grape delivery turn-around times and placing additional pressure on resources e.g. bins, trucks and drivers
- Different interpretation by authorities of road transport regulations
- Access to staff with appropriate skills and knowledge

Past and Current Activities

WGCSA has been involved with PPSA in the SA Government 90 Day Transport Project with a focus on last mile and B-Double access and is currently working with Transport SA to simplify the process for obtaining permits for moving over-sized machinery

Goal: Industry is able to efficiently transport grapes and wine

Objective One: Industry is effectively represented to government

Strategies	Actions	Agency	KPI	Reporting To	Reporting Date
Work with all sectors of the supply chain to identify issues and solutions for representation to government	1. Establish a stakeholder Transport and Supply Chain Committee (TASC) to identify key issues and key contact government regulators	WGCSA	1. TASC terms of reference agreed 2. TASC meets twice a year 3. At least 2 meetings with policy regulators	SAWIA & WGCSA Boards	By June each year
	2. Identify issues, discuss solutions and seek changes to regulations to remove unnecessary red and green tape	WGCSA	4. Twice yearly updates in newsletters 5. Continue active partnership with PPSA		
Where appropriate partner with other organisations e.g. SARTA, PPSA, etc. to lobby governments	1. Exchange information, develop joint strategies, co-author submissions	WGCSA	1. Meetings held as appropriate 2. Joint submission to DPTI made	TASC	By June each year

Objective Two: Industry is informed on transport regulations

Strategies	Actions	Agency	KPI	Reporting To	Reporting Date
Member education and information resources	<ol style="list-style-type: none"> 1. Develop and implement an awareness strategy. 2. Provide training to meet regulatory transport requirements involving Grape Harvest and vintage. 3. Provide information regarding transport movement of grapes across State borders. 	<p>WGCSA</p> <p>WGCSA</p> <p>WGCSA</p>	<ol style="list-style-type: none"> 1. At least two articles in newsletters 2. Prepare and publish on website a Fact Sheet about Transport Regulations including crossing State borders. 3. Review and update the Fact Sheet on Transport Regulations at least annually 	TASC	<p>By July each year</p> <p>January 2020</p> <p>By December each year.</p>

Objective Three: Improve the efficiency of grape harvest and grape and wine transport

Strategies	Actions	Agency	KPI	Reporting To	Reporting Date
Identify industry practices and policies that reduce transport efficiency	<ol style="list-style-type: none"> 1. TWG standing agenda item to identify and lobby for infrastructure upgrades 2. Promote best practice in winery grape receipt 3. Ensure National Wine Grape Despatch Docket Books are reviewed annually for correctness in Carrier and Winery sections. 	<p>WGCSA</p> <p>WGCSA</p> <p>WGCSA/SAWIA</p> <p>WGCSA</p>	<ol style="list-style-type: none"> 1. Proposal for changes to industry practices made on as need basis 2. Prepare and publish on website a Fact Sheet about winery receipt 3. Review and update the Fact Sheet on winery receipt at least biennially 4. Review National Despatch Docket Book post vintage with Industry assistance from Vinehealth Australia, Wien Australia and Australian Grape and Wine. 	TASC	<p>By June each year</p> <p>By June each year</p> <p>January 2020</p> <p>By July each year</p>

Strategic Priority Five: Market and Industry Development

Key Issues: Traditional activity and new trade related activity being undertaken, limited and short term funding supplied from government, Great Wine Capital membership, need for support in domestic and international promotions.

Increased linkages with federal Programs

Background

There is an ongoing need to increase consumer demand for South Australian premium wines in international and domestic markets by providing appropriate funding approval, project support and guidance to the State and regional association's market and industry development programs in collaboration with the State government (PIRSA) using Project 250 funding. The industry has at times been unable to identify and respond to changing consumer demand, e.g. NZ Sauvignon Blanc, Prosecco, low alcohol wines

Past and current activities:

SAWIA established, promoted and activity under the brand Adelaide – the wine capital of Australia from 2013 together with the 365daysofwineandfood app. With the new Adelaide – South Australia, a great wine capital of the world brand a new emphasis and promotion needs to be developed with a collaborative effort.

SAWIA has administered market and industry development funding allocated to the SA wine industry since 2010 on behalf of the South Australian government (PIRSA). Funding has been secured over two four-year funding cycles 2010-2014 and 2014-2018 coinciding with the term of government. Further funding for 2018-2022 has been secured with a focus only on industry development. There is no guarantee that further funding will be available beyond the current cycle.

SAWIA has up until 2018 attended State Government trade missions in support of South Australian wineries. It is unclear the focus for the current Government.

WGCSA conducts a periodic 'Winegrape Growers Summit' with the goal of providing early season market information to assist members in their business planning. WGCSA also collaborate and distributes wine crush data on an annual basis.

Goal: To provide market opportunities and platforms to promote and experience premium South Australian wine.

Objective One: Encourage the market development of South Australian wine regions

Strategies	Actions	Who	KPI	Reporting To	Reporting Date
Support the strategic market development plans of regions including South Australia in partnership with industry and government.	<ol style="list-style-type: none"> 1. Ensure regions have a focus on the markets of interest and that provide the best opportunity 2. Seek to focus on markets of interest 	SA wine regions	1. Market activity	Individual wine regions Boards	Ongoing

Objective Two: Leverage any opportunities for wine, food and tourism-based economic development in South Australia

Strategies	Actions	Who	KPI	Reporting To	Reporting Date
Actively participate in establishing the brand “Adelaide – South Australia - a Great Wine Capital of the World” promoting Adelaide’s membership of the Great Wine Capitals Global Network (GWCGN) to South Australian wineries and consumers through events, activity and activation of domestic and international tourism awards.	<ol style="list-style-type: none"> 1. Ensure the outcomes of membership and investment can be measured and reported. 2. SAWIA to provide the resource to sit on the Steering Committee of the Adelaide membership 	<p>SAWIA</p> <p>SAWIA</p>	<ol style="list-style-type: none"> 1. Value is established for the wine industry 2. Value is derived for the wine tourism winners both locally and internationally 	SAWIA Executive Committee	<p>June 2019</p> <p>June 2020</p>
Continue to support the 365daysofwineandfood app	<ol style="list-style-type: none"> 1. Determine the value and continued relevance of the app and if it is the right mechanism to promote events and activity 2. Canvas with other entities what opportunities exist for continuation, sale or discontinuance. 	<p>SAWIA</p> <p>SAWIA</p>	<ol style="list-style-type: none"> 1. Exploration with other entities to identify value 2. Identify what options and opportunities exist. 	SAWIA Executive Committee	June 2019

Objective Three: Provide wineries the opportunity to promote and market wines and interact with consumers

Strategies	Actions	Who	KPI	Reporting To	Reporting Date
Ensure consumer facing activities associated with any initiatives demonstrate success for participants and are financially viable for participants and consumers.	1. Evaluate opportunities for wine promotion and marketing.	SAWIA	1. Ensure events are successful for participants and are financially viable for participants.	SAWIA	Dec 2019
Continue the National Wine Education & Training Centre courses held at the National Wine Centre with a focus on premium wines of South Australia from all wine regions.	1. Continue to promote activity for NWETC courses 2. Investigate opportunities for education and experience promotion	SAWIA	1. Numbers attending each course exceed costs and contribute to the profit of running the courses.	SAWIA	Dec 2019
Continue activity that promotes South Australian wine stories and messaging – Cellar Door experience, International Student Tastings.	1. Ensure the South Australian wine story and related materials are kept up to date including the associated presentation	SAWIA	1. Ensure the publication is current and reflects the changing industry.	SAWIA	Dec 2019

Objective Four: Securing and maintaining export markets for premium South Australian wine

Strategies	Actions	Who	KPI	Reporting To	Reporting Date
Provide representation as requested consistent with SA wine markets of interest for state government outbound trade missions	1. Ensure regular dialogue about priority markets is undertaken with DTTI 2. Ensure wine interest is firmly established	SAWIA	1. Number of members travelling 2. Wine opportunity established and program valued	SAWIA	Ongoing
Support any inbound trade related wine activities where a wine program is featured and there is value for industry.	1. Ensure regular dialogue about inbound visits is undertaken with DTTI	SAWIA	1. Ensure events are successful for participants and are financially viable for participants.	SAWIA	Ongoing

Objective Five: Securing and maintaining export markets for premium South Australian wine

Strategies	Actions	Who	KPI	Reporting To	Reporting Date
Industry has access to high level market intelligence	1. Work with Wine Australia and other intelligence bodies to ensure that market information is delivered to industry	SAWIA	1. Information on relevant markets up to date and available as needed	SAWIA	Ongoing

Strategic Priority Six: Succession

Key Issues: Aging workforce, attracting young people to a career in the industry and shrinking pool of people willing to take on industry roles

There is a shortage of skilled workers in peak periods. Some VET courses are no longer subsidised, raising the prospect of higher costs for educating workers. Some vineyard and winery families are encouraging the next generation to seek out careers in other industries. There is a bulge of older owners and managers approaching retirement age creating an opportunity for new entrants and advancement for those already in the industry but create challenges for a viable exit solution. There is anecdotal evidence of WHS implications of older workers with an increased risk of injuries.

Past and Current Activities

SAWIA has examined statistical evidence in relation to injury rates within the wine industry. WGCSA has undertaken research into why vineyard owners haven't exited the industry.

Goal: Industry succession is underpinned by training, skilled employees and leadership renewal is occurring at regional state and federal level.

Objective One: Access to trained and skilled employees

Strategies	Actions	Who	KPI	Reporting To	Reporting Date
Continue the industry skills working group (SAWIA Employee Relations Committee) to develop an industry education and training strategy to meet existing and anticipated skill shortages	Canvas members via expression of interest (EOI) for demand for workers and in what operational areas, skills and regions	SAWIA	1. Start looking at building capability and reducing identified shortages	SAWIA Env Cttee	Ongoing April-June 2019
Effective representation of industry skill and training needs to government and education and training providers	Participate in consultations with State and federal departments responsible for Vocational Education & Training and University, skills list	SAWIA/WGCSA	1. Invited to participate in consultation by bodies responsible for industry training	SAWIA Env Cttee	Ongoing

Strategies	Actions	Who	KPI	Reporting To	Reporting Date
	for migration and training purposes		2. Participate via discussions / submissions on skills and training needs of the SA wine industry.		

Objective Two: The wine industry is a career of choice for young people

Strategies	Actions	Who	KPI	Reporting To	Reporting Date
Continue to support www.careersinwine.com.au	<ol style="list-style-type: none"> Review content and create plan for increasing traffic including a social media posting calendar. Source/identify funding for developing more video content around vineyard work and career paths. Post relevant information regarding career funding, study avenues and employment trends Explore linkages/connections with complimentary entities 	<p>SAWIA</p> <p>SAWIA/WGCSA</p> <p>SAWIA/WGCSA</p>	<ol style="list-style-type: none"> Increase traffic to site due to relevance and lifting profile Locate and apply for suitable funding & make video on vineyard operations career path Posting information on a regular basis, monthly at least 	<p>SAWIA Env Cttee</p> <p>SAWIA/WGCSA</p> <p>SAWIA/WGCSA</p>	<p>March 2019</p> <p>Ongoing – June 2019</p> <p>From April 2019</p>
Work with education/training institutions to market wine industry careers	<ol style="list-style-type: none"> Identify education / training institutions that SAWIA could work with Ascertaining what wine industry careers and training are in demand now and in the future 	SAWIA	<ol style="list-style-type: none"> Improve our understanding of what demand there is for wine industry careers from school leavers, university students and others Collect data/statistics regarding employer requirements and expectations 	SAWIA Env Cttee	<p>April 2019</p> <p>June 2019</p>
Develop an industry traineeship program	Explore demand and ability, via the Skilling SA fund or other initiatives, to run a project across the wine industry to	SAWIA	Get a program up and running in 2019	ER Committee /SAWIA	December/January 2019

Strategies	Actions	Who	KPI	Reporting To	Reporting Date
	support employers with upskilling and employing new employees				

Objective Three: Succession planning

Strategies	Actions	Who	KPI	Reporting To	Reporting Date
Work with relevant organisations to deliver succession planning information	Identify what sort of succession planning information Explore relevant businesses who we could partner with to deliver information / programs	SAWIA/ WGCSA	Members have a greater understanding of succession planning	SAWIA	May 2020

Objective Four: Promote industry leadership participation

Strategies	Actions	Who	KPI	Reporting To	Reporting Date
Establish limited-life, working groups that bring emerging leaders together to address industry issues	<ol style="list-style-type: none"> Identify industry issues and create list of industry issues Identify potential emerging leaders, champions of industry issues Create terms of reference 	SAWIA / WGCSA	<ol style="list-style-type: none"> Established group of emerging leaders Create a strategy document to address industry issues 	ER Committee / SAWIA	<p>September 2019</p> <p>December 2019</p>
Use multiple messaging platforms to encourage broader engagement about industry issues.	<ol style="list-style-type: none"> Improved website platform Active development of followings on various social media platforms and mobile devices 	SAWIA /WGCSA	<p>Reaching greater audiences</p> <p>The 'go-to' body regarding state wine industry issues</p>	SAWIA	Ongoing
Widely promote industry successes to establish within industry members a sense of value in being engaged in industry issues.	Increase use of publicly getting our wins and pursuits out into the industry	SAWIA / WGCSA	Regularly publishing Media Releases about our key activities with Government	SAWIA	December 2019

Strategic Priority Seven: Industrial Relations & Work Health and Safety

Key Issues: Simplify Award provisions to meet business needs, access to skilled labour in regions and aging workforce.

Industry employers are impacted by high labour costs under Awards during peak periods (e.g. vintage and pruning) and in cellar doors operating on Sundays and public holidays.

Workplace safety is a regulatory requirement that continues to provide challenges to employers who endeavour to become compliant cost effectively.

Providing information and education for members that assist them to comply in practical ways.

Past and current activities:

SAWIA:

- Expansion of Award definition of “vintage” to reflect Australian wine region conditions.
- Monitoring and defending Award changes sought by Unions that seek to increase employment costs and impose greater regulation (e.g. apply a minimum number of hours a part time employee can be engaged for each week).
- Active engagement with Government regulatory bodies (SafeWork SA, ReturnToWork SA and Country Fire Services) about reforms/policy impacts on business, driving practical compliance and safer workplaces.
- Advocating on industry’s behalf with regard to legislative reviews and reforms in IR, WHS, workers compensation and training and skills.
- Submissions and appearances regarding reforms to Australia’s industrial regulation and the use of labour hire in the wine industry.
- Delivery of information sessions on the use of labour hire in the wine industry with a focus on managing the risks associated with WHS, migration and employment requirements (e.g. host employer).
- Advocacy relating to labour hire as a legitimate form of employment and necessary.
- Appointment to the South Australian Minister’s Industrial Consultative Committee.
- Appointment to the Food, Beverage and Pharmaceutical Industry Reference Committee dealing with Vocational Education & Training (Commonwealth)
- Regularly review WHS Guidelines to ensure it is current with wine industry issues and trends, ensure this resource remains relevant and useable.

WGCSA has taken a limited role in IR & WHS matters:

- A ‘Guide to Employing Vineyard Workers has been produced and updated and related templates prepared
- Between 2011 and 2017 it has subsidised member access to an advisory service in partnership with Mediation and Employment Relations Services but is now in a partnership with SAWIA.

Goal: Maximise productivity in operations, build harmony and understanding of compliance obligations

Objective One: Ensure industry is effectively represented in relation to industrial reforms

Strategies	Actions	Who	KPI	Reporting To	Reporting Date
Monitor, comment and defend Award and legislative changes that impact wine industry employers	<ol style="list-style-type: none"> Continue to monitor and respond Continue to interpret legal requirements via judgments that are applicable to wine industry employers Advocate for reviews and clarification of application 	<p>SAWIA</p> <p>SAWIA</p> <p>SAWIA / WGCSA</p>	<ol style="list-style-type: none"> Members are able to access training to be across and prepared for change We are getting the best outcome for the wine industry in relation to legislative IR policy Ensure that members are compliant or seeking to be compliant 	<p>SAWIA Executive</p> <p>ER Committee</p>	Ongoing

Objective Two: Adequately trained workforce

Strategies	Actions	Who	KPI	Reporting To	Reporting Date
Identify skilled labour requirements for regions.	Survey the membership (SAWIA & WGCSA) to ascertain any future labour requirements	SAWIA /WGCSA	Form a picture of the labour requirements for South Australian wine regions	ER Committee WGCSA	April 2019
Managing workplaces as workforce age	<ol style="list-style-type: none"> Scope project to look at increasing school-based apprenticeships and what activities would assist in expanding knowledge and understanding of wine industry careers Engage with school career counsellors or equivalent in schools in wine industry regions Survey students regarding knowledge of wine industry or seek to provide information to school career officers 	SAWIA	<ol style="list-style-type: none"> Have established contact with schools in key regions regarding career pathways in the wine industry & greater engagement general Greater understanding and interest by students regarding career pathways in the wine industry Increased school leavers engaging in the wine industry (such that the median age decreases steadily) 	ER Committee	<p>June 2019</p> <p>1st quarter 2020 & ongoing</p>

Objective Three: Improve employer understanding & knowledge of employment/IR/WHS laws

Strategies	Actions	Who	KPI	Reporting To	Reporting Date
Identify, develop and run workshops / seminars to ensure ongoing knowledge about existing laws and any new compliance obligations.	Run a calendar of training and workshops that are responsive to issues of the day as well as staple topics that cover the basics of employment laws and WHS	SAWIA	<ol style="list-style-type: none"> Members are able to access regional training to be across existing laws and be prepared for any legal changes We are getting strong positive feedback from participants Ensure that members are compliant and have the ability to be compliant 	SAWIA	Ongoing
Maintain the ability to provide an advisory service by phone, email or face to face.	<ol style="list-style-type: none"> Continue to encourage and promote telephone services for members that offers unlimited telephone advice Promptly respond to members enquiries by phone or email 	SAWIA	<ol style="list-style-type: none"> It is well known in the wine industry that SAWIA provides a second to none service Numbers of enquiries & responses rates 	SAWIA	Ongoing

Objective Four: Promote adoption of good practice IR/Human Resources /WHS

Strategies	Actions	Who	KPI	Reporting To	Reporting Date
Circulate practical information and facilitate useful sessions for employers	<ol style="list-style-type: none"> Regular scheduled training and reviewed regularly content and topics Develop training that includes scenarios applicable to the wine industry Industry alerts issued 	SAWIA	<ol style="list-style-type: none"> Great to excellent feedback and increased participation rates 	ER Committee	Ongoing

Objective Five: Build, maintain and foster productive relationships with key stakeholders in relations to IR, HR and WHS

Strategies	Actions	Who	KPI	Reporting To	Reporting Date
Keep a schedule of contact via the Business Services work register of: <ol style="list-style-type: none"> 1. Industry employers/owners 2. Government agencies 3. Wine industry organisations – national, state, regions 4. Other employer and employee associations 5. Private sector providers that benefit (directly or indirectly) to industry 	Create a list of stakeholders and influencers, covering both current contacts and prospective contacts.	SAWIA	Stakeholder relationships that generate proactive engagement on issues that concern the wine industry	ER Committee	Ongoing

Strategic Priority Eight: Efficient Policy, Legislation and Regulation

Key Issues: Costs of doing business, unnecessary red tape, complex and difficult to understand legislation and regulations

Government and industry policies and practices have developed over time with a negative impact on efficiency and productivity.

State wine industry associations in general are reactive rather than providing clear agendas and solutions to managing issues impacting on industry.

Developing clear and meaningful industry policy in key areas would assist in appropriate and consistent messaging to regulators and enforcers.

Past and current activities:

Constructive and good relationships built with relevant Government Minister's and departments that have influence over the wine industry.

Provided written submissions (to legislative reviews) and appearances (to Parliamentary enquiries) to strongly represent the interests of the wine industry.

Goal: Actively commit to providing input and response to government in matters impacting the South Australian wine industry

Objective One: Ensure the industry has developed policy in key areas to influence government.

Strategies	Actions	Who	KPI	Reporting To	Reporting Date
Consult widely to understand the issues that are having or the potential to have an impact on industry efficiency and productivity	<ol style="list-style-type: none"> Undertake consultation Get a sense of prioritisation 	SAWIA/WGCSA	<ol style="list-style-type: none"> Good understanding by the wine industry of what issues are impacting their efficiency and productivity Good participation in consultations that guides on developing policy [EG - Bentley and SAWIA Benchmark Survey] 	SAWIA	Ongoing
Develop appropriate policies in response	Ascertain what policies can be of most use to the wine industry	SAWIA	Success with influencing or the very least articulating the wine industry position clearly	SAWIA	Ongoing
Review policy for relevance at regular intervals	Schedule regular reviews and adjust to any changes in prioritisation	SAWIA	Continue to maintain success with influencing or the very least articulating the wine industry position clearly on an ongoing basis	SAWIA	Ongoing
Ensure industry policies on key issues are prepared prior to the election of the next State Government	Each political party platform understood and issues relevant to the wine industry identified and addressed as requiring action	SAWIA	The elected government of the day had an understanding of what the wine industry were looking for /expecting	SAWIA	Completed for the 2018 election

Strategies	Actions	Who	KPI	Reporting To	Reporting Date
Identify key legislative areas requiring input through submissions	Via committees and consultation with the wider wine industry membership identify issues of concern with Government policy or legislative workability	SAWIA/WGCSA	<ol style="list-style-type: none"> 1. Actively pursue legislative amendment on issues that are not working for the industry 2. Advocating the industry perspective – being proactive 	SAWIA/WGCSA	Ongoing
Undertake representation as required – parliamentary committees, reviewers appointed by government	<ol style="list-style-type: none"> 1. Keep watch for Parliamentary / legislative reviews 2. Via committees and consultation with the wider wine industry membership identify issues of concern with Government policy or legislative workability 	SAWIA/WGCSA	<ol style="list-style-type: none"> 1. Appear before reviewers and advocate for the wine industry 2. Be sought out for comment 3. Be quoted for making comments that add to the representations 	SAWIA/WGCSA	Ongoing

Objective Two: Maintain the wine associations as the ‘go to’ for the industry

Strategies	Actions	Who	KPI	Reporting To	Reporting Date
Ensure the associations are active in their representation of member interests and available to government for discussion and consultations	<ol style="list-style-type: none"> 1. Ensure there is a position or understanding from industry on key issues 2. Be ready to present that position or view – either proactively or reactively 	SAWIA / WGCSA	Present industry views on issues of significant importance to the wine industry to government stakeholders	SAWIA / WGCSA	Ongoing
Provide the means to consult industry and feedback industry views on key topics	<ol style="list-style-type: none"> 1. Consult regularly but on relevant and key issues to the industry via different but engaging ways 2. Focus on seeking feedback from key issues for the wine industry and all parts of the industry 	SAWIA	Have a strong industry view on issues / key topics	SAWIA	Ongoing

Objective Three: Provide education and information about key changes for business

Strategies	Actions	Who	KPI	Reporting To	Reporting Date
Educate members about changes and obligations impacting on their business	Regular scheduled training and reviewed regularly content and topics	SAWIA/WGCSA	Increasing compliance amongst members	SAWIA/WGCSA	Ongoing
Provide relevant and cost-effective materials and tools that assist compliance obligations	<ol style="list-style-type: none"> 1. Ascertain what tools and materials are required 2. Explore what already exists 3. Develop tools and materials that are cost effective and relevant to the wine industry 	SAWIA/WGCSA	Provide members with a suite of affordable and necessary tools and resources	SAWIA/WGCSA	Ongoing

Objective Four: Value chain enhancement

Strategies	Actions	Who	KPI	Reporting To	Reporting Date
Undertake an annual post-harvest review to identify 'roadblocks' and opportunities for improvement	Develop a post-harvest survey to distribute to all parts of the wine industry	SAWIA / WGCSA	Building an accurate picture of issues that need addressing	SAWIA / WGCSA	May/June/July 2019
Explore opportunities for standardised processes (e.g. spray diaries and assessment practices)	Analyse what processes could be standardised for different parts of the wine industry	SAWIA / WGCSA	Provide wine industry members with standardised processes	SAWIA / WGCSA	June 2020
Explore opportunities for a shared understanding of the risks associated with grape-growing and winemaking	Seek a means to demonstrate the life cycle of a bottle of wine from the vineyard to consumption and the ownership and contributions made along the way	SAWIA / WGCSA	Improved understanding and respect built by all participants up and down the wine industry supply chain	SAWIA / WGCSA	June 2020

Delivering the Plan

South Australian wine region organisations have merged grape grower and winemaker bodies, national bodies have also merged.

The discussion and ultimate agreement to develop this South Australian wine industry Strategic Plan is regarded as a first step in working toward common outcomes allowing any perceived or real differences to emerge. The ability to work together will allow discussion about the best way to achieve results for the South Australian wine industry in the future.

Goal: To deliver the plan in the most structurally efficient and cost-effective way.

Objective One: Determine the level of understanding and commitment from the two organisations to deliver the plan.

Strategies	Actions	Who	KPI	Reporting To	Reporting Date
<ol style="list-style-type: none"> 1. Consider what is required for clarity of understanding about who is responsible for delivery of the plan, the resources needed and who will provide them and how the results will be communicated. 2. Review the operation of the plan and the way in which the organisations are contributing to assess effectiveness 3. Identify and seek to address problems limiting greater cooperation. 	SAWIA-WGCSA representatives meets to progress as required	SAWIA-WGCSA representatives Boards	Decision made about key directions	SAWIA WGCSA Board	Throughout 2019