



# **Wine Sector Research, Development and Extension Policy**

*October 2014*

**Objective**

*The objective of the wine sector policy position on RD&E is to enable the efficient provision of research needed to allow the Australian Wine Sector to become the most profitable and competitive supplier of wine to the consumer.*

### **Policy underpinnings**

- ★ Government support for agricultural research is essential to address significant market failure issues and under-investment in innovation
- ★ Research activities must align with the wine sector's research priorities, be clearly stated and be of national and/or regional benefit to the sector across the entire supply chain
- ★ Research, development and extension capability within the wine sector needs to be actively built and maintained at an appropriate level to reflect industry conditions
- ★ A cooperative research approach between industry, researchers, funding bodies and government needs to be fostered to ensure seamless integration of grape and wine research across the whole value chain.
- ★ International collaboration in publicly funded research activities should be undertaken only if there is a likely net benefit to the Australian wine sector and/or the wider Australian community.
- ★ Intellectual property management must give priority to the timely dissemination of research results and uptake of research by the Australian grape and wine industry.
- ★ Dissemination and extension of the outcomes/results of R&D must ensure an efficient and effective system in line with industry expectations to ensure adoption of research outcomes.

### **Policy principles relating to operation of AGWA and investment of industry levies**

- ★ WGGGA and WFA, as the legislated representative bodies, are partners with AGWA and the Australian government in the investment and administration of research levies and the provision of policy advice to the government on R&D issues on behalf of the wine sector.
- ★ There needs to be a high level of industry participation through the peak bodies - WGGGA and WFA - in setting the R&D agenda and determining research priorities.
- ★ R,D and E policy and strategy development on behalf of the wine sector remains a key role for the legislated representative bodies – WGGGA and WFA.
- ★ AGWA plays a key service provision role by funding, coordinating and reviewing completed research, development and extension to the wine sector and ensuring that AGWA funded projects are managed according to stakeholder expectations and legislated responsibilities. AGWA does not set R, D & E policy or strategy. As the industry R, D & E funding manager AGWA maintains a clear separation by not acting as a service provider in the R,D & E area beyond the above roles.
- ★ The portfolio of winegrape growing and winemaking research projects should reflect a mix of short-term, medium-term and long-term projects that is responsive to changing industry needs
- ★ Principles of transparency, consistency and credibility are essential in selecting research projects for funding
- ★ Industry development is a legitimate use of levy funds, as is research related to the sector's social licence to operate

- ★ The AWRI deserves special consideration as the industry focused research and development provider, and should be provided with sufficient funds to undertake core activities and to harness to the maximum extent the resources of all wine industry supporting organisations

## **Background**

### **The Research Environment**

The Australian grape and wine industry has grown and prospered through innovation and strong leadership. Industry has used two processes to drive this innovation – through the provision of new knowledge from research; and through industry led and directed activity. Innovation is driven by the companies that make up the Australian wine industry, either individually or collaboratively, and uses information from a wide variety of sources, such as in-house research and technical activity, publicly funded research, extension and education, suppliers to the industry, private companies and consulting organisations, CSIRO, Universities and the Australian Wine Research Institute (AWRI).

Research and Development in the wine industry is the responsibility of a large number of organisations. The primary stakeholders are the industry (grape growers, winemakers) and the government (Australian and State jurisdictions). Both groups invest directly in R&D as well as through jointly through organisations such as the Australian Grape and Wine Authority (formerly Grape and Wine Research and Development Corporation) and research providers. However, research providers and funders also have high vested interests in the R&D process. Efficiency in the funding and provision of research are essential to ensure that scarce funding is not competed away in the scramble for funding. Coordination of this complex structure is through the National Primary Industries Research, Development & Extension (RD&E) Framework Wine Sector Strategy (PISC Strategy).

From an industry perspective, it is important to ensure that the structures in place to initiate, fund, undertake and provide extension of R&D, maintain capacity and capability by State and federal providers/funders, minimise duplication and maximise efficiency in research and delivery.

## Definitions

**Grape or wine research and development** is defined in Section 4(1) of the Australian Grape and Wine Authority Act as:

systematic experimentation and analysis in any field of science, technology or economics (including the study of the social or environmental consequences of the adoption of new technology) carried out with the objects of:

- 1) acquiring knowledge that may be of use in obtaining or furthering an objective of the grape industry or the wine industry; or
- 2) applying such knowledge for the purpose of attaining or furthering such an objective.

For this purpose, **knowledge** includes knowledge that may be of use for the purpose of improving any aspect of the production, processing, storage, transport or marketing of goods that are the produce, or that are derived from the produce, of the grape industry or the wine industry.

**Grape or wine research and development activity** is defined in Section 4(1) of the Australian Grape and Wine Authority Act as:

- a) a grape or wine research and development project; or
- b) the training of persons to carry out grape or wine research and development; or
- c) the dissemination of information, or the provision of advice or assistance, to persons organisations engaged in any aspect of:
  - (i) the grape industry or the wine industry; or
  - (ii) the production, processing, storage, transport or marketing of goods that are the produce, or that are derived from the produce, of the grape industry or the wine industry;for the purpose of encouraging those persons or organisations to adopt technical developments designed or adapted to improve:
  - (iii) that aspect of the grape industry or the wine industry; or
  - (iv) that production, processing, storage, transport or marketing; or
- d) the publication of reports, periodicals, books or papers containing information that is related to grape or wine research and development; or
- e) an activity incidental to an activity referred to in paragraph (a), (b), (c) or (d).

### Public funded research

Publicly funded research is defined as research funding obtained partially or wholly from government sources or industry levy funds. It does not refer to research funded solely through private investment.

### R&D

In this policy R&D is defined as including research, development, extension and adoption.

### Wine sector

In this policy the wine sector includes all aspects of grape and wine production through to the consumer.

### Strategies

To efficiently provide the research needed to allow the Australian Wine Industry to become the most profitable and competitive supplier of wine to the consumer, the sector requires strategies that will ensure that returns from R&D activities are maximised and driven by industry demands; that will encourage a high level of industry participation in setting the R&D agenda; will provide the research needed to allow industry to innovate and become more profitable and competitive; will guide the expenditure of the Government matched levy; will build research capability and maximise efficiency in delivery and will expand the funding base for R&D through the attraction of new investors and a broader range of research participants.

The sector has set the following strategies:

- 1. Maximize the return from the efficient investment of levy funds and funds from other sources in research, extension and pre-competitive technical activities**
- 2. Ensure that clear policy advice is provided from the peak industry bodies to the government on R&D issues on behalf of the wine industry;**
- 3. Ensure that the wine industry's research priorities, including relating to a licence to operate) are clearly stated and that they meet national and regional need across the entire supply chain;**
- 4. Dissemination and extension of the outcomes/results of R&D must ensure an efficient and effective system in line with industry expectations; and**
- 5. A cooperative research approach between industry, researchers, funding bodies and government needs to be fostered.**
- 6. Maximise the efficiency in service delivery of the R&D functions of the Australian Grape and Wine Authority.**

## **1. Maximize the return from the efficient investment of levy funds and funds from other sources in research, extension and pre-competitive technical activities**

The government has recently implemented a number of improvements to the publicly funded R&D model with important implications for the grape and wine sector, including the ability for the Australian Grape and Wine Authority (AGWA) to invest non-matching funds in R&D; the removal of the maximum levy rate in legislation and enhanced corporate governance and accountability requirements for statutory authorities.

WFA and WGGGA are recognised in the legislation as representative bodies for the Australian Grape and Wine Authority requiring it to be accountable to these bodies (and the Australian government) in strategic planning and expenditure of funds. The WFA Strategic Plan commits WFA to formally monitor the value of the Australian Grape and Wine Authority and has established a WFA "Oversight" Standing Committee to undertake this role. This group will work with the Australian Grape and Wine Authority and through the Joint Policy Forum to ensure better communication of Performance Indicators (KPIs) from the authority, and of industry priorities to the Authority. WGGGA rates RD&E highly in its Strategic Priorities. It is a critical issue for growers and in order to represent growers in this matter, sets itself the task of monitoring, reviewing and consulting with the RD&E function within AGWA on a regular basis.

WFA and WGGGA are also committed to ensuring the Australian Grape and Wine Authority retains its focus on research funding and maintains the investment of research levies for research activities. The legislation establishing the Authority is clear in that it maintains research funds (including reserves) for R&D activities. However, there is a critical role for the industry representative organisations to undertake an oversight role of the Australian Grape and Wine Authority to ensure that the Authority does not allocate funds from the R&D levies to cross-subsidise market development activities or administration.

### **1.1 Maintain funding for R&D activities for the Australian wine sector**

Wine industry RD&E is funded by the grape and wine industry through levies and direct investment, by the Australian Government through levy co-investment, by State Governments (via research agencies and infrastructure grants), by the universities and by CSIRO.

The major vehicle for industry RD&E investment is the Australian Grape and Wine Authority (formerly Grape and Wine Research and Development Corporation) funded by a levy of \$2 per tonne of grapes delivered and \$5 per tonne of grapes crushed matched by Australian Government (up to 0.5% of the Gross Value of Production). The total fluctuates with the harvest but is around \$25 million per annum with \$40 million in project partnerships.

In addition to the monies spent in this collaborative sense, many of our wine companies (both large and small) have active research departments or individuals working on their own 'unique value proposition'.

WFA and WGGGA play an active role in liaising with government on the need agricultural research for the return it provides to industry and the general economy.

#### **a. Support for the RDC concept**

The Commonwealth Government has in the past demonstrated a commitment to Rural R&D Corporations and R&D in the wine sector, by matching such industry contributions up to a maximum of 0.5% Gross Value of Production.

This commitment to Rural Research and Development Corporations (RRDCs) recognises the significant market failure typical in rural industries. Most rural enterprises have

insufficient capacity to commission research on their own behalf, and/or are unable to exclude “free riders” from also sharing in the benefit of the research. Consequently, without Government intervention, there would be substantial under-investment in rural related research.

The benefit to Government, and the broader economy, accrues through the improved international competitiveness of Australian rural industries, and the resulting impact on trade, regional investment and taxation, as well as the social impact on regional communities and better management of Australia's natural resources.

WFA and WGGGA continue to support investment in R&D through an industry levy matched by the government, with a cap on matching contributions for all statutory levies at 0.5 per cent, managed on behalf of industry by the Australian Grape and Wine Authority.

**b. Funding allocation within levy funds**

The Australian wine industry has a long history of providing levy funds in partnership with the Australian Government to support cooperative endeavours where market failure is occurring. These funds have been administered through the two statutory corporations the GWRDC and Wine Australia Corporation (WAC) on behalf of the industry and Government with the ultimate objective of creating a more efficient and competitive industry.

Whereas the promotional and regulatory levy funds were expended directly by Wine Australia Corporation, the research and development funds were allocated to secondary service providers by the GWRDC on the basis of competitive bids from a range of relevant institutions.

The exception is that a significant proportion of the levy funds for R&D have been hypothecated to the Australian Wine Research Institute and the NWGIC by the GWRDC. This has occurred because of the perceived need to provide enough funds to give the AWRI administrative and research critical mass to allow it to operate as an independent wine focussed research institute; and to try and build capability in the NWGIC.

WFA and WGGGA have a position that support the industry established research organisation, the AWRI, with sufficient funds to undertake core activities and to harness to the maximum extent the resources of all wine industry supportive organisations, including CSIRO, the universities and Departments of Agriculture/Primary Industries, by collaborative and non-duplicative endeavour.

**c. The maximisation of funding from other sources than industry levies**

In real terms levy funds available for research are declining over time. Therefore, we need to encourage utilisation of resources from a much broader base.

**1.2 Maintain research capability and capacity**

There is a critical decline in viticulture capability in our research institutions.

State Governments have also significantly pulled out of publically funded agricultural extension.

In addition, declining funding in 'real terms' to through matched industry levies has meant increased pressure on funding to key research agencies. It is important that sufficient funding is available to maintain research capability in key areas.

**2. Ensure that clear policy advice is provided to the government on R&D issues on behalf of the wine industry**

A peak advisory Working Group - the Innovation Policy Working Group (IPC)<sup>1</sup> has been created to provide recommendations and advice that will enable the WFA and WGGGA (on behalf of the Australian Wine Sector) to state and promote clear policy and strategy. The Committee is expertise based.

In addition, WFA is actively involved in the National Wine Strategy Implementation Committee which is responsible for the development and implementation of the PISC strategy to ensure that wine RD&E is responsive to industry and government requirements and is conducted and delivered in the most efficient and effective manner.

The PISC Strategy was developed to build upon the existing wine RD&E collaborative arrangements so that they met the requirements of the RD&E Framework. The Strategy has established a process to achieve a set of agreed outcomes. WFA and WGGGA need to play an active role in the implementation of the strategy to ensure the maintenance of capability and capacity, industry led research priorities and efficient allocation of resources for R&D.

### **3. Ensure that the wine industry's research priorities are clearly stated and that they meet national and regional needs**

WFA and WGGGA have an active involvement in setting research priorities for the Australian Wine and Grape Sector through the development of the GWRDC Five Year plan and in the future through the development of the Australian Grape and Wine Authority Five-Year Corporate Plan.

The current GWRDC (The Corporation) Five Year R&D Plan commenced in July 2012. In developing its Plan the Corporation must take into account the following strategies:

- 1) The Australian Government's Rural Research and Development Priorities
- 2) The National Primary Industries R, D & E Framework – Wine Sector Strategy
- 3) The National Strategic Rural Research and Development Plan
- 4) PIMC - Standing Committee on R&D

Key stakeholders involve the funding providers, namely the Australian Government, Wine Grape Growers Australia (WGGGA) and Winemakers' Federation of Australia (WFA). Each of these groups is consulted with separately with a view to gaining what they see as priorities and researchable questions for the coming Five Year R&D Plan. The consultation process recognises the special relationship of the peak industry bodies – WGGGA and WFA and should serve as a model for future plans. It is important that research priorities from publically funded research maintain a focus on national priorities although it should be recognised that regional priorities cannot be ignored.

#### **3.1 The need for research relevant to the sector's 'licence to operate'**

Corporate Social Responsibility (CSR) represents an important dimension in contemporary business practices. The wine sector, both internationally and in Australia, is subject to intense public debate on its social licence to operate due to concerns relating to alcohol related harm. For the wine industry, this has manifested itself in; increasing levels of scrutiny on the corporate social responsibility commitments of individual companies; pressure from some quarters for increased regulation including taxes; and, increased expectations from governments that the industry will pro-actively self-regulate and pursue voluntary activities aimed at reducing levels of harm.

The whole innovation process should therefore take into consideration the social contribution.

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<sup>1</sup> IPC Terms of Reference are in Annex 1.

#### **4. Dissemination and extension of the outcomes/results of R&D must ensure an efficient and effective system in line with industry expectations;**

Research uptake is a priority area in the management and delivery of R&D to the wine industry. There is a wide variety of investment in current programs designed to achieve research uptake.

Key issues surrounding extension include:

- 1) the importance of having the primary researcher directly involved in extension and research uptake, recognising that some are very good at it whilst others are not.
- 2) the need to acknowledge "not one size fits all" in terms of extension programs, i.e. what works well in a workshop for one project might work better for another project via a field trial etc.
- 3) although user-pays has some advantages, will such a policy help to promote research uptake or inhibit dissemination?

In nearly all primary industries, there are those who want to continually update and upgrade sources of information and intelligence that assists their operations to perform better. These individuals/companies endeavour to be plugged into all the key intelligence available through many sources these days, most notably through email and the internet – in relation to R&D, they will always be on the lookout for outcomes which might benefit their businesses. On the other hand, there are those who are less inclined to help themselves – many of these individuals/companies see AGWA or other research agencies as having an "obligation" to "hand feed" them, and even then, there can be no certainty that the R&D information supplied will be put to the best use.

In the education sector it should be recognised that there are training institutions that play a critical role in promoting a "learning and innovation" culture in the industry as well as incorporating new R&D outcomes into external education and training courses and materials.

The National Wine Extension and Innovation Network has a key role to play in the national coordination of extension.

#### **4.1 Intellectual property management must give priority to the timely dissemination of research results and uptake of research by the Australian grape and wine industry;**

The following policy principles surrounding IP in R&D have been adopted:

- 1) The protection and commercial exploitation of IP from publicly<sup>2</sup> funded research will only be pursued if there is a net benefit to the Australian grape and wine industry and a partner willing to take the risk and fund commercialization is identified.
- 2) Any intellectual property management must give priority to the timely dissemination of research results and uptake of research by the Australian grape and wine industry.
- 3) Ownership of IP should be assigned by an appropriate contractual arrangement between the research funders and the providers, in association with a commercialization partner.
- 4) The pre-condition for international participation in publicly funded research is that all research results will be made available as a priority to the Australian industry. IP

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<sup>2</sup> Publicly funded research is defined as research funding obtained partially or wholly from government sources or industry levy funds. It does not refer to research funded solely through private investment.

ownership will be on the basis of the negotiated contractual arrangement between the partners.

- 5) Where benefits accrue from the commercialization of intellectual property developed through publicly funded research, these should be returned for further industry R&D.
- 6) Research agencies and other key providers should be encouraged to maintain a focus on R&D and leave commercialisation activities to industry or commercial organisations.

## **5. Cooperative research approach between industry, researchers, funding bodies and government needs to be fostered**

Each institution, especially those relying on levy funds for core infrastructure, needs to identify its key capabilities with an aim to reduce duplication and to increase efficiency of the use of scarce research funds. There is a need for collaboration between institutions to seamlessly integrate the grape and wine research and education endeavour from the environment to the vineyard, winery, market and society.

Broadly speaking the same principles that apply to international collaboration also apply within Australia and between Australian research institutions. Principally, collaboration should be undertaken only if there is a net benefit to the Australian grape and wine industry and/or to the Australian people.

It is acknowledged that *ex ante* it is difficult to measure the potential costs and benefits of collaboration. Collaboration may not lead to immediate gains, but the development of strategic partnerships may have long term benefits.

Given the limited (and in real terms diminishing) funds available for wine sector research in Australia, domestic and international collaboration is particularly important because it allows participation in, and access to, activities from which scientific and technological innovation largely derive, especially where the cost of major research facilities and associated research projects are prohibitive when spread across Australia's research institutions.

The most effective transfer of the benefits of research collaboration into commercial application requires the integration of the wine sector into the process. The nature of the wine industry does mean that the practical results of research diffuse quickly to other producing countries, either through formal company links, flying winemakers and viticulturists or through researcher interaction.

Commercialization of IP is not the key driver for wine industry research. From the industry perspective, the critical issue surrounding R&D is to make sure that any policy does not prevent the timely dissemination of research results. It is critical that potential IP be identified at the beginning of the research project and that the owners of such IP also are identified and that that IP be available to Australian industry.

It should also be recognized that the ability to collaborate internationally can add to the skills base of Australian researchers and add to their incentives to remain in Australia.

### **Policy principles surrounding collaboration are<sup>3</sup>**

- 1) International collaboration from publicly funded research will only be pursued if there is a net benefit to the Australian grape and wine industry. To achieve these following tests must be met:

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<sup>3</sup> This policy should be read in conjunction with the WFA Intellectual Property principles

- a) there must be clear justification of why research is done in a particular country, a particular institution, with a particular investigator, with a particular participant and in a particular community.
  - b) the pre-condition for any international collaboration must give priority to the timely dissemination of research results and uptake of research by the Australian grape and wine industry.
- 2) Research by Australian research institutions on behalf of overseas (non-levy payer) interests should only be undertaken if there is a **net gain** to the Australian grape and wine industry. To achieve these the following tests must be met:
    - a) Researchers cannot be taken off research if it will impact on meeting project outcomes or the undertaking of new priority research.
    - b) The results of the research must be made available to Australian levy payers in a timely fashion.
  - 3) Before submission of a collaborative research proposal, there shall be clear agreements on all aspects of the research. These include intellectual property sharing, management of the research process, division of responsibilities, finances, spreading of benefits and burdens, and any other appropriate aspects.
  - 4) Ownership of IP should be assigned by an appropriate contractual arrangement between the research funders and the providers, (and if applicable, in association with a commercialization partner), but must not restrict access by the Australian grape and wine industry to the IP. IP ownership will be on the basis of the negotiated contractual arrangement between the partners.
  - 5) Collaboration cannot be forced and should not be a pre-condition of funding.
  - 6) It is recognised that transaction costs from collaboration can be high and it is important that these be taken into account when establishing collaborative ventures.
  - 7) There are many different forms of collaboration and measurement on the basis of shared publications and joint projects is not always an appropriate measure.

## **6. Maximise the efficiency in service delivery of the R&D functions of the Australian Grape and Wine Authority**

The Australian Grape and Wine Authority combines the dual responsibilities of funding marketing and promotion activities on behalf of the Australian wine sector and investing research levies on behalf of the funders –Australian grape growers, winemakers and the Australian government.

The Australian government has acknowledged that RDC investment decisions are guided by a both industry and government priorities and as a jointly funded body, the AGWA needs to be accountable to both levy payers (through the representative bodies, WFA and WGGGA) and the Australian government.

Under the legislation establishing the Authority and the Statutory Funding Agreement which will guide its activities, performance and accountability protocols and measures will be established. Statutory authorities have strong governance requirements imposed by legislation and the government and industry are increasingly demanding improved performance measurement. Key areas of performance surround:

- 1) Delivering of objectives in the Strategic plan;
- 2) Efficient and cost-effective provision of services;
- 3) Meeting legislated objectives and obligations;

- 4) Communication with the industry bodies on the development of strategy, priorities and operational issues (primarily, but not limited to, WGGGA and WFA) was undertaken in an effective manner;
- 5) The communication process with WGGGA and WFA (and other interested stakeholders) to discuss the outcomes of the Annual Operational Plan (AOP); and
- 6) The communication process that correlates to the Annual Report period so that stakeholders are aware of performance against the KPIs established for the AOP and Five-Year plans.

The Australian government has stated it would monitor RDC performance in a way that enables ready assessment of outcomes for the whole program, and identification of specific performance problems.

WFA and WGGGA consider that due to the dominant role of the AGWA in the landscape of research, development and extension in the wine sector and because of WGGGA and WFA's roles as representative bodies under the *Australian Grape and Wine Authority Act* it is appropriate to identify specific policies related to its operations.

### **Policy principles relating to operation of AGWA and investment of industry levies**

- ★ WGGGA and WFA, as the legislated representative bodies, are partners with AGWA and the Australian government in the investment and administration of research levies and the provision of policy advice to the government on R&D issues on behalf of the wine sector.
- ★ There needs to be a high level of industry participation through the peak bodies - WGGGA and WFA - in setting the R&D agenda and determining research priorities.
- ★ R,D and E policy and strategy development on behalf of the wine sector remains a key role for the legislated representative bodies – WGGGA and WFA.
- ★ AGWA plays a key service provision role by funding, coordinating and reviewing completed research, development and extension to the wine sector and ensuring that AGWA funded projects are managed according to stakeholder expectations and legislated responsibilities. AGWA does not set R, D & E policy or strategy. As the industry R, D & E funding manager AGWA maintains a clear separation by not acting as a service provider in the R,D & E area beyond the above roles.
- ★ The portfolio of winegrape growing and winemaking research projects should reflect a mix of short-term, medium-term and long-term projects that is responsive to changing industry needs
- ★ Principles of transparency, consistency and credibility are essential in selecting research projects for funding

## **Annex 1: IPC Terms of Reference**

The IPC will comprise represent Australian wine grape growers and wine makers. It will meet twice each year, and at other times as required.

### **Objective**

To ensure that R&D, especially R&D funded by industry levy, delivers cost-effective outcomes that meet the current and future needs of the Australian grape and wine industry, consistent with industry strategy.

### **Terms of Reference**

The IPC will provide recommendations and advice to the Boards of the WFA and WGGGA with regard to research, development, extension and innovation for the Australian wine industry, and other related matters which may arise from time to time.

This advice will, inter alia, and as required, address:

- 1) Identifying research priorities for the Australian wine industry.
- 2) Provision of high level, strategic advice, including the development of the R&D five year plan to the AGWA Board via the WFA and WGGGA Boards.
- 3) Assessment of government policy and preparation of wine sector policy positions with regard to research, development, extension and innovation.
- 4) Provide wine sector input to the National Primary Industries Research, Development & Extension (RD&E) Framework
- 5) Recommending potential candidates for Board positions at AGWA and AWRI.
- 6) Any other R&D related issue that requires a policy position from the wine sector.

## **Glossary and acronyms**

### **National Primary Industries Research, Development & Extension (RD&E) Framework Wine Sector Strategy (PISC Strategy)**

The PISC Strategy is led by the Grape and Wine Research and Development Corporation, the Winemakers' Federation of Australia, Wine Grape Growers Australia, South Australian Research and Development Institute and the National Wine and Grape Industry Centre with support from CSIRO and the Governments of New South Wales, South Australia and Victoria.

The strategy was developed to build upon the existing wine RD&E collaborative arrangements so that they met the requirements of the RD&E Framework. The Strategy has established a process to achieve a set of agreed outcomes.

### **National Wine Extension and Innovation Network (NWEIN)**

The National Wine Extension and Innovation Network coordinates wine industry extension and innovation services to ensure those services are delivered efficiently, in both a client-focused and cost-effective manner.

### **National Wine Research Network (NWRN)**

The National Wine Research Network is a forum for wine research and development providers to share research and information, to encourage consultation, coordination and communication amongst research and development providers and to be a point of contact for industry bodies.

### **National Wine Strategy Implementation Committee.**

The National Wine Strategy Implementation Committee is responsible for the development and implementation of the strategy to ensure that wine RD&E is responsive to industry and government requirements and is conducted and delivered in the most efficient and effective manner. The Wine Strategy Implementation Committee reports to PISC and PIMC on implementation of the strategy and makes recommendations to government/s through PISC and the wine sector through the Wine Sector Innovation Policy Committee (IPC).