

WINE TASMANIA



SKILLS  
Tasmania

# Tasmanian Wine Sector Workforce Development Plan

June 2013



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The Tasmanian Wine Sector Workforce Development Plan was prepared by Wine Tasmania, and supported by Skills Tasmania, the Department of Economic Development, Tourism and the Arts (DEDTA) and The Skills Institute (TasTAFE).

## Foreword

### WINE TASMANIA

The Tasmanian wine sector has developed a strong reputation around the world, built on its quality and value proposition. This focus on quality has resulted in wide recognition of Tasmania's wine through independent wine shows and accolades, demand for its wines outstripping supply and prices for both grapes and wine amongst the highest in the country.

It is imperative that wine producers continue their focus on quality, innovation, efficiency and improvement across all aspects of their business operations.

Additionally, the strong reputation of Tasmania's wine sector has led to recent investment and is expected to continue to attract new entrants.

Education and training is particularly important for both new and existing wine producers, assisting them to maximise quality and efficiencies and to build the Tasmanian Wine Brand.

Facilitated by the Department of Economic Development, Tourism and the Arts, Skills Tasmania and TasTAFE, the Tasmanian Wine Sector Workforce Development Planning activities have provided a clearer picture of the needs and opportunities to support the Tasmanian wine workforce.

This plan, aligned to Wine Tasmania's Strategic Plan, will facilitate workforce support, development and improvement over the coming years for the overall benefit of Tasmania and its wine sector.

**Graeme Lynch, Chair**

### SKILLS TASMANIA

I am delighted to introduce the Tasmanian Wine Sector Workforce Development Plan. The Tasmanian wine sector makes an important contribution to our island state economically and socially, particularly in providing jobs in rural and regional areas. The brand that underpins Tasmanian wine industry continues to grow in value and prominence. As global recognition of the quality of Tasmania's cool climate wines increases, there is potential for further growth in this important industry.

However, as with other agricultural sectors, our wine sector has a number of workforce challenges such as attraction and retention of skilled employees, providing career pathways for employees and managing the consequences of an aging workforce.

This plan outlines the wine sector's workforce planning and development priorities over the next 3-5 years and incorporates actions to be performed by wine growers and wine makers, employees and education and training providers.

I congratulate those who provided valuable input to this plan and warmly encourage all stakeholders to use it as a resource to contribute to the ongoing development and growth of a viable and productive wine sector for Tasmania into the future.

**Dr Chrissie Berryman**  
**General Manager, Skills Tasmania**

## Introduction

The Tasmanian wine sector is in a strong position, with a high value proposition and demand for its premium cool climate wines currently outstripping supply. It is a significant contributor to the Tasmanian economy, regional communities, tourism and the Tasmanian brand, with an opportunity for market-led growth to increase this contribution in the future.

The Tasmanian wine sector has been identified as a priority sector by the Tasmanian Government's Economic Development Plan and the wine sector is working with the Tasmanian Government on initiatives to encourage market-led growth.

Wine Tasmania has recognised the opportunity to identify the future wine sector training needs, in order to communicate with training providers and ensure the sector's requirements can be met in the future.

With the support of Skills Tasmania, the Department of Economic Development, Tourism and the Arts (DEDTA) and TasTAFE<sup>1</sup>, Wine Tasmania has engaged with wine producers and education providers to develop a Workforce Development Plan. Workforce Planning Australia was commissioned to develop a survey to gather evidence to better understand existing and emerging training requirements in the Tasmanian wine industry, collate the survey results and report back with findings and recommendations.

This project was overseen by a Steering Committee comprising Sheralee Davies, CEO, Wine Tasmania; Carole Rodger, Manager (Food and Agribusiness), DEDTA; Ian Paterson, Manager Workforce Development, Skills Tasmania; Michael McGee, Industry Liaison Officer, Skills Tasmania and Jon Grant, Acting Manager VET Strategy & People Development, The Skills Institute, and coordinated by Chris Harrington as project officer.

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<sup>1</sup> The Skills Institute was superseded by TasTAFE on the 1<sup>st</sup> July 2013

## **Wine Industry Tasmania Ltd**

Wine Industry Tasmania Ltd (Wine Tasmania) is the peak representative body for Tasmanian grape growers and winemakers, working together to assist them to be recognised as world leaders in the sustainable production of premium cool climate wine.

Established in 2006, Wine Tasmania represents more than 98% of the Tasmanian wine industry through voluntary membership. All activities undertaken by the industry body are designed to generate value for its members. Wine Tasmania's Strategic Plan further outlines details of its role and is available at [www.winetasmania.com.au](http://www.winetasmania.com.au).

Based in Hobart, the state-wide business is overseen by a seven member Board of Directors consisting of four industry directors and three independent directors (i.e. not from member businesses), one of which is the Chair.

Wine Tasmania's principal roles are:

- (a) market and increase the awareness of the Tasmanian wine brand in local, national and international markets;
- (b) to encourage sustainable production and market-led growth;
- (c) member services / support; and
- (d) advocacy and issues management.

Wine Tasmania has regular contact and interaction with the state's wine producers and will disseminate the Wine Sector Workforce Development Plan to all wine producers, as well as to other stakeholders, and undertake responsibility for actions as outlined within the plan.

### ***Contact Details***

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## The Tasmanian Wine Sector

As identified in the Tasmanian Government's Economic Development Plan, the Tasmanian wine industry is a relatively small but high-value and high-profile industry. It has close linkages to the tourism sector and makes a significant contribution to the Tasmanian brand.

Tasmania has 160 licensed wine producers, representing less than 0.5% of Australia's total wine grape production. There are some 230 working vineyards covering around 1,500 hectares, with grapes processed through 30 wineries.

The global recognition of Tasmanian wine continues to grow based on the quality of its premium cool climate wine varieties. Contrary to most mainland wine regions, demand for Tasmanian wine continues to outstrip supply, prices for both Tasmanian grapes and wine are some of the highest nationally, and our wines consistently receive independent wine show awards and accolades.

The value per litre of Tasmanian wine exported is almost four times the national average, and Tasmanian wines represent 6% of Australia's overall premium wine sales.

The Gross State Product of the Tasmanian wine sector is estimated to be around \$75M, with more than 1,000 people directly employed in the sector.

The Tasmania wine sector has a number of challenges and opportunities shared with the broader agricultural sector, such as attraction and retention of skilled employees, providing career pathways for employees and an aging workforce. These common issues are identified throughout the Wine Sector Workforce Development Plan and it is intended to collaborate with other agricultural sectors on addressing these common issues.

## **Wine Sector Workforce Development Plan**

The Wine Sector Workforce Development Plan was instigated in September 2012, supported by Skills Tasmania, the Department of Economic Development, Tourism and the Arts and The Skills Institute. This support facilitated the temporary placement of wine sector trainer, Chris Harrington, in the Wine Tasmania office to coordinate the plan's development.

In early 2012, The Skills Institute made a commercial business decision to terminate wine sector specific training, the only nationally accredited Vocational, Education and Training (VET) option available to wine producers in the state. This decision was reversed following efforts by Wine Tasmania, individual wine producers, Minister for Education and Skills, Minister for Economic Development, Department of Economic Development, Tourism and the Arts (DEDTA) and Skills Tasmania.

In order to identify future wine sector training needs and ensure these needs could be met, the Wine Sector Workforce Development Plan was initiated.

### **The objectives of the plan are to:**

- provide strong leadership in wine sector workforce development, workforce planning and skill development;
- enable wine sector businesses and individuals to engage in and take ownership of workforce development and workforce planning activities;
- ensure the development of a highly skilled and professional Tasmanian wine sector workforce;
- identify other training needs or training demand that might be met in addition to or as an alternative to traineeships under a contract of training such as short courses, units of competency and skill sets;
- inform relevant education and training providers about current and future (3-5 years) skills and training demand for Vocational, Education and Training (VET) and higher education;
- provide strategies for pathways to employment for equity “target” groups; and
- ensure that quality skill development opportunities are accessible, promote best practice and foster improvements in productivity, profitability and competitiveness.

## Key Activities

The Wine Sector Workforce Development project comprised the following key activities:

- establishing the Wine Sector Workforce Development Steering Committee;
- surveying the wine sector workforce;
- drafting a Workforce Development Plan;
- communication and dissemination of the plan, its findings and recommendations, to key stakeholders; and
- implementing the Workforce Development Plan and its recommendations.

The majority of information for the Workforce Development Plan was obtained through a comprehensive survey of existing wine businesses. Funded by Skills Tasmania, Workforce Planning Australia was engaged by Wine Tasmania to undertake this survey and developed questions in conjunction with Wine Tasmania and the Steering Committee.

The aim of the survey was to project the demand for VET qualifications/skill sets and higher education over the next five years and identify critical workforce issues and trends effecting workforce supply and demand.

Seventy wine businesses responded to the survey with their present and future training needs which Workforce Planning Australia collated and used to prepare a report on the findings.

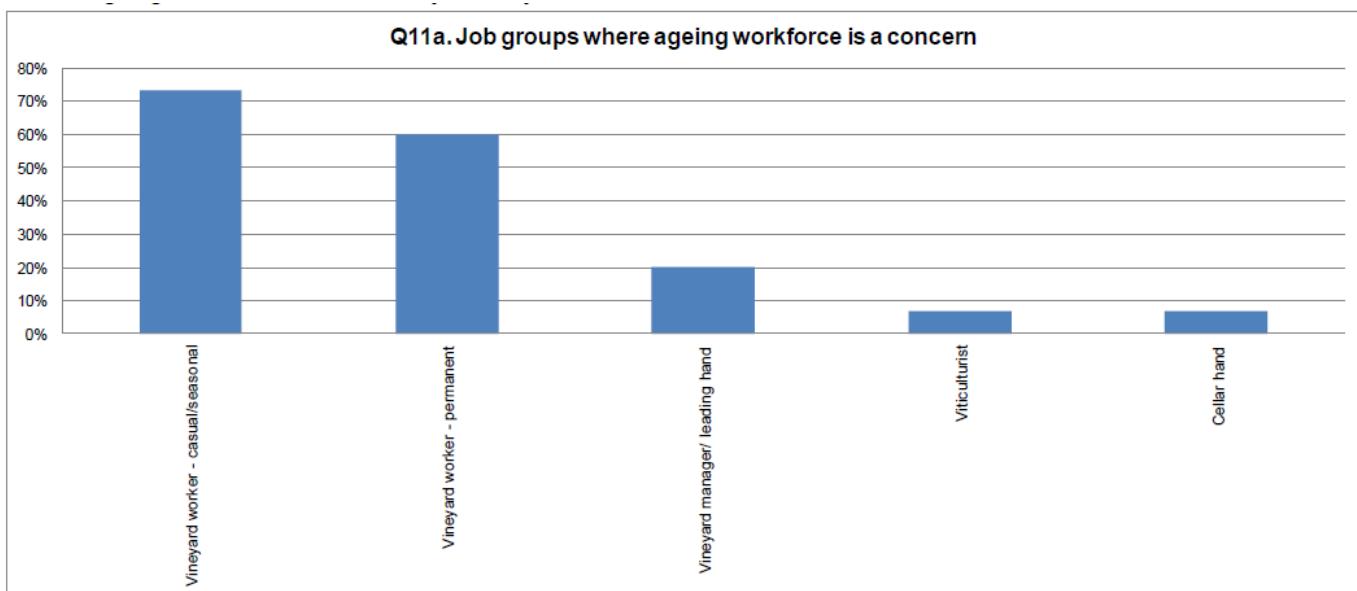
## Survey Results

Following are the key survey results:

### Workforce Demographics

- 58% of workers are seasonal
- 24% of seasonal workers are employed through an agency
- Largest job groups employed are:
  1. Vineyard workers casual/seasonal (76%)
  2. Vineyard workers permanent (41%)
  3. Cellar door (40%)
- 21% of respondents are concerned about an ageing workforce, with the key concern being vineyard workers (casual/seasonal and permanent)

- 41% of businesses employed workers on a working visa (77% of those being holiday visas), close to a quarter of which were vineyard workers



### Critical Job Groups

The top five **critical job groups** are:

1. Vineyard worker
2. Viticulturist
3. Vineyard manager/leading hand
4. Wine maker
5. Cellar door

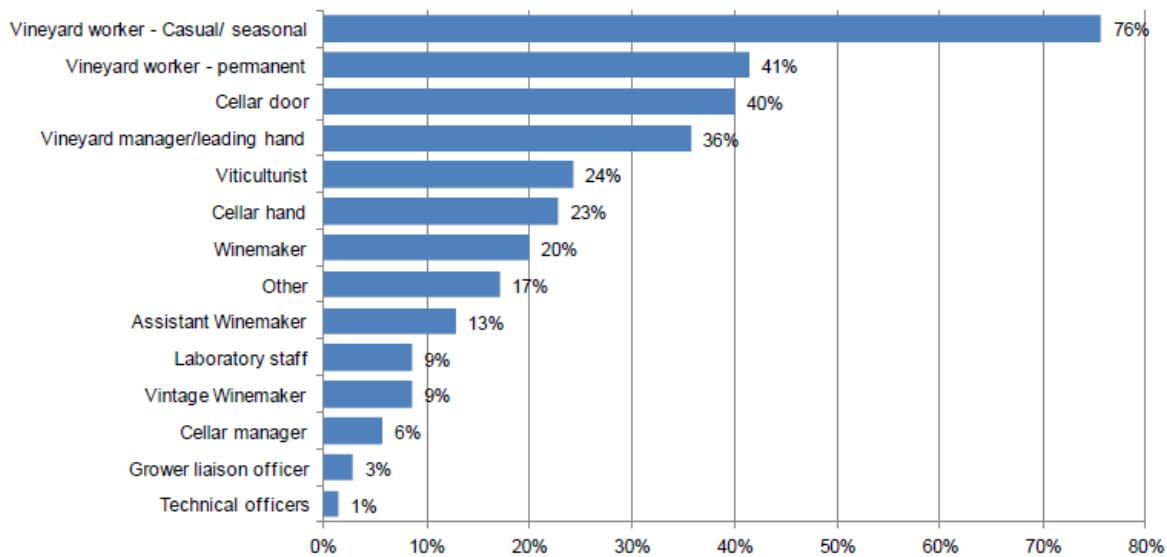
The top five **hard to fill job groups** are:

1. Vineyard worker casual/seasonal (44%)
2. Vineyard manager/leading hand (24%)
3. Vineyard worker permanent (22%)
4. Cellar door (14%)
5. Winemaker equally with Viticulturist (11%)

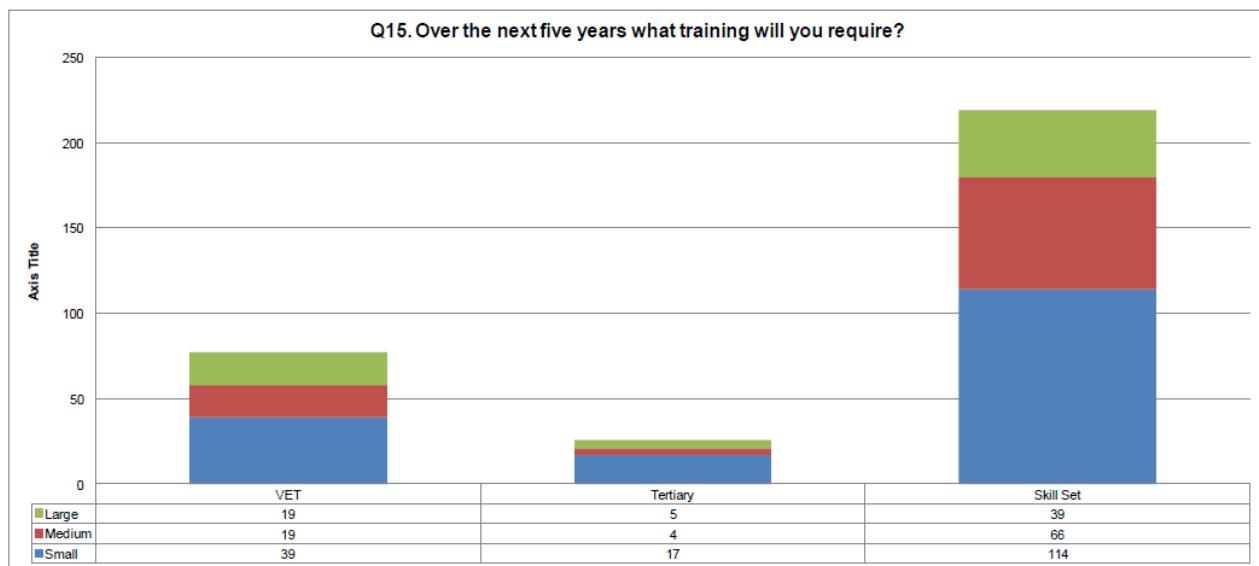
The two job groups that are **difficult to retain** are:

1. Vineyard workers casual/seasonal (31%)
2. Vineyard workers permanent (10%)

**Q8. What type of workers do you employ?**



**Learning and Development**



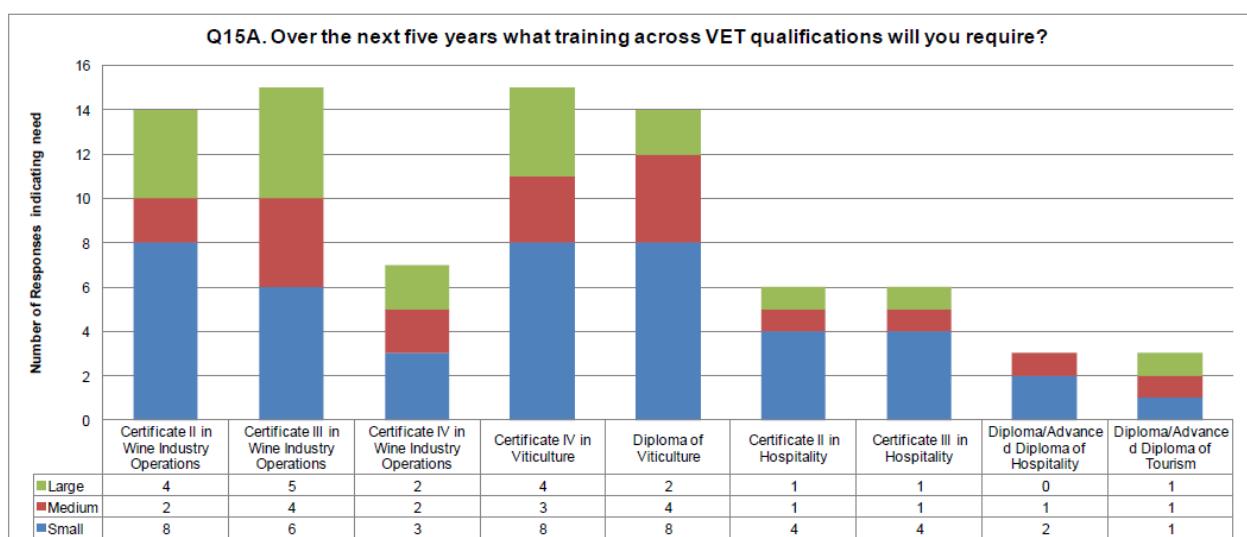
**Tertiary:**

- 83% of respondents either agreed or strongly agreed that the qualifications currently provided suit their business needs
- Those currently employed in the industry with tertiary qualifications are more likely to have a Degree in Wine Making or a Bachelor of Applied Science (Viticulture). Neither of these degrees are currently offered in Tasmania

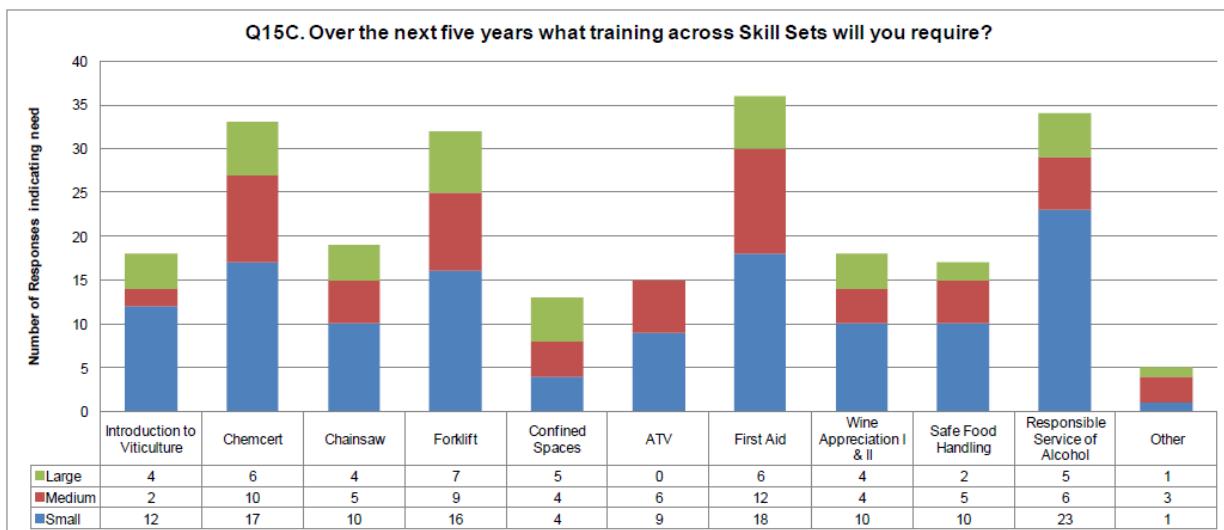
- Qualifications required over the next five years are likely to be a Degree in Wine Making and a Bachelor of Applied Science (Viticulture)

**VET:**

- 50% agree that current VET qualifications suit their business needs
- Those currently employed in the industry with VET qualifications are more likely to have a Certificate II or Certificate III in Wine Industry Operations
- Qualifications required over the next five years are likely to be a Certificate III in Wine Industry Operations , Certificate IV in Viticulture, and Diploma of Viticulture

**Skill Sets:**

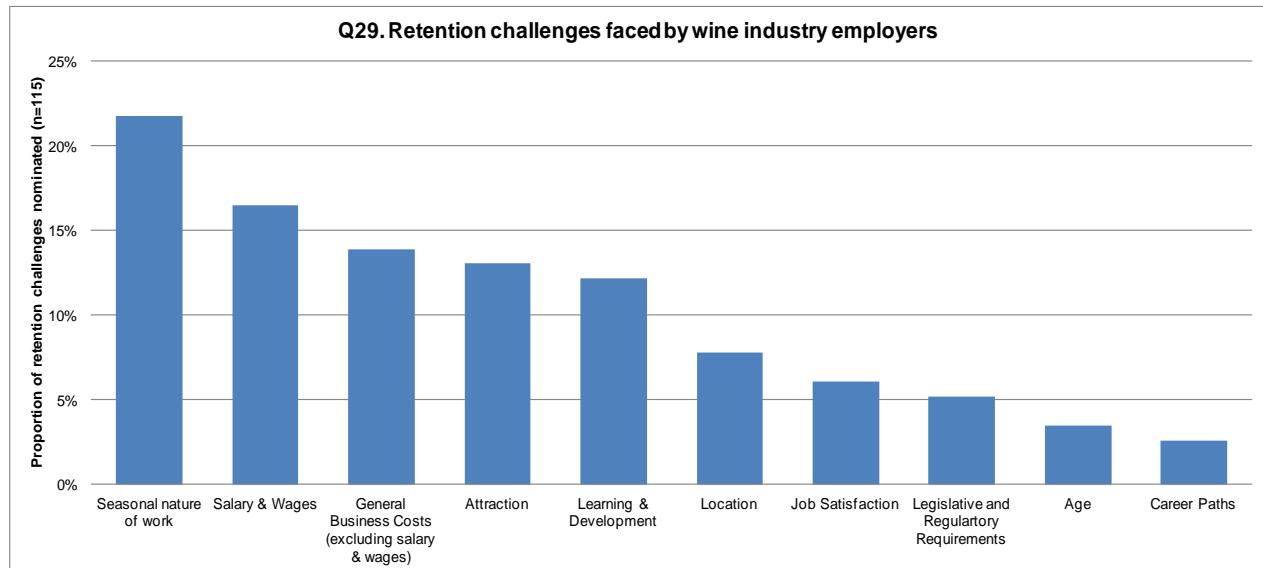
- 57% of respondents either agreed or strongly agreed that the skills sets currently offered meet their business needs
- Those currently employed in the industry are more likely to have a skill set than a tertiary or VET qualification
- Businesses are more likely to require training in skills sets over the next five years similar to what is currently offered



Overall, respondents were satisfied with current training offerings, and delivery methods suit the needs of their business. Respondents indicated an interest in VET qualifications and skill set training in the coming years and also sought additional information about what courses are on offer and the training subsidies available.

### **Retention Challenges**

Key retention challenges identified by survey respondents included the seasonal nature of work, high costs, attraction, learning and development and job location.



## Strategic Context

### Wine Sector Strategy

Through Wine Tasmania, the Tasmanian wine sector operates against a clear, long term Strategic Plan. The Strategic Plan identifies priority activities to expand the awareness and market for Tasmanian wine, whilst ensuring innovation and continual improvement in vineyard management and winemaking techniques.

In order to ensure the reputation, quality and value of Tasmanian wine is maintained and enhanced, it is essential that access to specialist training is available for existing and new wine producers.

With a government-led focus on attracting new investment, it is imperative that new entrants to the Tasmanian wine sector undertake specialist education and training to support the sector's quality and value proposition.

### Workforce Planning-Related Sectors

There are opportunities for collaboration on common workforce issues and challenges across the food and agricultural sectors, in particular through the Food Industry Advisory Committee (of which Wine Tasmania is a member).

Through the Tasmanian Farmers and Graziers association (TFGA), a workforce plan for the broader agricultural sector has been initiated and this will be reviewed with the aim of collaborating on addressing issues of common interest. Initial discussions have been held with the TFGA and the Tasmanian Seafood Industry Council (TSIC) in the development of this wine sector plan.

Some of the common issues identified include:

- attraction and retention of employees, particularly skilled seasonal labour
- development and take up of training
- providing career pathways for employees
- an ageing workforce

Additionally, there have been two specific issues identified through the consultative phase of the Wine Sector Workforce Development Plan, which relate to the broader agricultural sector and national regulation. These issues are briefly outlined below and are seen as impediments to training.

**Flexible Working Arrangements**

The current structure of training requires that trainees work a minimum of 20 hours per week every week. This does not factor in the busy periods when employees are working longer hours, such as picking, or when there are quiet periods at the worksite, such as post vintage. If a more flexible arrangement could be introduced where the hours could be spread over the working year, this would provide a further incentive for employers to put their staff through training with a qualification outcome.

**Anomaly in Eligibility for Commonwealth Government Employer Incentives**

Currently a number of Tasmanian postcodes do not make vineyard or winery employers eligible to attract an Australian Apprenticeship employer incentive despite these being rural areas. This includes metropolitan postcodes, which are identified as head offices or postal addresses for regional wine businesses (e.g. Hobart). Sometimes these areas are adjacent to other postcode regions that are eligible for employer incentives. One example of this is Richmond (7025) where an employer is not eligible and Campania (7026) where an employer is eligible.

Resolution of this anomaly by the Australian Department of Industry, Innovation, Climate Change, Science, Research and Tertiary Education would extend the availability of Australian Apprenticeship employer incentives to wine and agricultural businesses.

## Recommendations

As the interest in cool climate and Tasmanian wines continues to grow, markets increase and the wine sector expands, there is a need to ensure appropriate training is identified and delivered in line with demand.

The Tasmanian wine sector has a range of training requirements from production and processing through to marketing and research and development. With a great number of very small businesses, in many cases these tasks overlap, requiring high skill and knowledge levels.

Below are the key recommendations and workforce development priorities for the coming 3-5 years, identified in the survey of Tasmanian wine producers.

These priorities are categorised into the following:

- **Skilling the Tasmanian Wine Sector Workforce**
- **Encouraging a Culture of Training and Excellence**
- **Supporting Tasmanian Wine Businesses**

### **Skilling the Tasmanian Wine Sector Workforce**

#### **1. Continuation of delivery of wine-specific VET qualifications using a demand-led model**

The survey results have indicated ongoing demand for Certificate II and III in Wine Industry Operations as well as the new qualifications to be offered in Certificate IV in Viticulture and the Diploma of Viticulture. 63 companies out of the 70 surveyed were happy with the current methods of training and wanted the wine sector training to continue and be expanded.

There was also strong support for the continuation of the Introduction to Viticulture course. Many survey participants, particularly the small and medium sized businesses, cited this course as important for increasing their understanding and development, as well as a good entry point to further study Viticulture with participants continuing on to Certificates II and III in Wine Operations. Well over half of all small businesses involved in the survey had completed this course.

The survey highlighted a desire by many businesses for training to be onsite particularly in areas where it is difficult for employees to travel to training centres.

There may be an opportunity to develop wine training online, with trainers and students initially coming together to discuss issues using an online forum as part of the course structure. This would also allow trainees to network and establish links with one another. In the future, course work may

be provided through an online environment, as already used and technically supported by the education sector in Tasmania for other courses.

The new Certificate IV in Viticulture and Diploma of Viticulture are now available for students who wish to continue their studies and should be promoted to encourage uptake.

The survey of wine producers has indicated an ongoing demand for specialised training and Wine Tasmania will use this information to discuss future requirements with training providers to ensure a demand-led, sustainable model.

**Action:** *Wine Tasmania to engage with public and private training providers and communicate the anticipated training demands of the wine sector, and promote discussion on a demand-led, sustainable model to ensure continued training through specialised and qualified trainers.*

## **2. Development and communication of skill set training based on demand**

The survey of wine producers indicates a strong demand for skill sets training, for the benefit of both permanent and seasonal staff.

There is no mandatory training required for seasonal vineyard workers, however there is a need to ensure they are trained in cool climate harvesting and pruning, as well as other activities such as forklift operation, and chemical handling. Whilst employers are unlikely to train seasonal workers, offering ‘passport’ style skill sets would allow seasonal workers to undertake their own training and use this to assist them to find employment.

With a large number of owner/operators in the Tasmanian wine sector, skill sets training would appeal to this group and could be directly promoted to them. The area of skill sets training is of relevance to the broader agricultural sector and Wine Tasmania will work with other agricultural organisations to identify and develop common skill sets.

Wine Tasmania will also work with training providers to deliver skill sets training in demand.

Specific skills of interest to wine producers surveyed include sales and marketing, communication, cellar door sales, social media, literacy and numeracy and general management / accounting.

**Action:** *Wine Tasmania to develop recommendations on skill set training, discuss common requirements with broader agricultural sector, and collaborate with training provider/s to support and offer courses where possible, including joint funding applications where relevant.*

### **3. Identification and delivery of workshop based training**

The survey of wine producers has indicated ongoing demand for workshop based learning.

Through Wine Tasmania's workshop program, relevant sessions can be presented in areas of demand, such as benchmark wine tastings, sales and marketing, IT (social media, e-commerce), wine production and vineyard management.

Wine Tasmania will regularly survey its members regarding desired workshop topics. Preliminary topics of interest include irrigation, soil and nutrition, biodynamics, vine biology, waste water management as well as general management skills.

**Action:** *Wine Tasmania to deliver tailored workshop program.*

### **Encouraging a Culture of Training and Excellence**

#### **4. Promotion of current training courses available**

The survey results identified the need to more clearly communicate and advertise courses being offered. Active promotion of training by the industry organisation and training providers will assist to grow awareness which may lead to increased demand. Feedback about demand will inform the development of future training courses collaboratively by the wine sector and training providers. A collaborative approach towards a sector-led and demand-based model reflects the process currently undertaken by government agencies in assessing funding support and subsidies for training and skills development.

The survey also highlighted a perception by some employers that the cost of training is higher than it actually is and there is an opportunity to keep employers informed about cost structures and subsidies available for relevant courses to encourage uptake.

**Action:** *Joint collaboration and promotion between Wine Tasmania and training providers.*

## 5. Identifying and providing pathways information

In many small wine businesses there is limited opportunity for developing career pathways due to the business size. There is an opportunity to work with both existing employees and potential new employees to identify and provide information on career pathways.

**Action:** *Development of pathways information to be pursued through Wine Tasmania, relevant national and local bodies and training providers.*

## 6. Engagement with casual labour contractors and agencies to improve skill levels

Many seasonal vineyard workers are employed through agencies / contractors, and there is a need to engage with these agencies to ensure support and collaboration on training requirements and to gain an overall picture of contractor staffing.

There has been initial contact with an agricultural contractor based in the south of the state who works in both cherry and vine crops. He currently employs 130 staff and is working in eight vineyards across the state picking fruit. He employs no Australians and all staff are on two year work visas.

**Action:** *Wine Tasmania to further engage with contractors through its Technical Committee as well as wine businesses to develop sector-specific requirements around minimum training requirements / qualifications and expectations for contract employees.*

## 7. Review and reassess workforce development requirements of the Tasmanian wine sector

This initial workforce development plan for the Tasmanian wine sector has focused on the next 3-5 year period. As part of ensuring future workforce development needs are identified and addressed, this document and actions will be reviewed and updated annually through the Wine Tasmania Board and in consultation with Tasmanian wine businesses.

**Action:** *Wine Tasmania to consult, review and update workforce development plan through the annual Wine Tasmania Board Strategic Planning session.*

## Supporting Tasmanian Wine Businesses

### 8. Facilitate job sharing of employees - within and across industry sectors

Many wine businesses are unable to employ trainees or permanent staff because they have quiet periods pre and post vintage when there is no meaningful work available. Some vineyard owners

overcome this challenge by using employees in other areas of their business, such as olive groves, conservation work, gardening etc. The concept of sharing staff with other similar industries such as cherries/apricots could be explored to help overcome this problem.

The Harvest trail concept could also be explored to assist the critical area of casual / seasonal vineyard workers. For example, introduction of a skills ‘passport’ for seasonal workers, allowing them to collect and demonstrate skills across industries and an online register matching available staff with employers. These people would be available to work across all rural industries limited only by their skills, qualifications and ability to travel.

The register could be defined into regions of the state to facilitate local employment and used as a vehicle to promote training and skill set improvements to gain further employment. The training and skill set qualifications acquired in this way could be used as part of a points-based system towards further qualifications at certificate or diploma level. In this way casual workers may see this as an opportunity towards developing a career path.

This concept has been suggested by other Tasmanian industries and associations, such as the Tasmanian Farmers and Graziers Association, seafood and construction industries.

**Action:** *Wine Tasmania to request relevant Food Industry Advisory Committee members to review and propose options to progress this recommendation.*

#### **9. Support workforce development and planning activities of individual wine businesses**

In order to support the workforce development and planning activities of individual wine businesses, Wine Tasmania will engage with its members through regular updates, presentations, case studies, resources, workshops and producer surveys.

**Action:** *Wine Tasmania to engage with wine businesses to support their workforce development and planning activities.*

<b>Recommendations</b>		<b>Priority</b>	<b>Stakeholders</b>	<b>Timeframe</b>
<b><u>Skilling the Tasmanian Wine Sector Workforce</u></b>				
1.	<b>Continuation of specialist Vocational training using a demand-led model</b>  <b>Action:</b> Engagement with public and private training providers and communicate the anticipated training demands of the wine sector, and promote discussion on a demand-led, sustainable model to ensure continued training through specialised and qualified trainers.	High	Wine Tasmania Training providers	Ongoing  Wine Tasmania / TasTAFE meeting May 2013
2.	<b>Development and communication of skill set training based on demand</b>  <b>Action:</b> Wine Tasmania to develop recommendations on skills set training, discuss common requirements with broader agricultural sector, and collaborate with training provider/s to support and offer courses where possible, including joint funding applications where relevant.	High	Wine Tasmania Training providers	Ongoing  Annual survey of wine producers
3.	<b>Identification and delivery of workshop based training</b>  <b>Action:</b> Wine Tasmania to deliver tailored workshop program.	Medium	Wine Tasmania	Annual workshop program set - Feb
<b><u>Encouraging a Culture of Training and Excellence</u></b>				
4.	<b>Promotion of current training courses available</b>  <b>Action:</b> Joint collaboration and promotion between Wine Tasmania and training providers.	High	Wine Tasmania Training providers	Wine Tasmania / TasTAFE meeting May 2013
5.	<b>Identifying and providing pathways information</b>  <b>Action:</b> Development of pathways information to be pursued by Wine Tasmania, relevant national and local bodies and training providers.	Medium	Wine Tasmania Relevant bodies Training providers	Ongoing
6.	<b>Engagement with casual labour contractors and agencies to improve skill levels</b>  <b>Action:</b> Wine Tasmania to further engage with contractors through its Technical Committee as well as wine businesses to develop sector-specific requirements around minimum training requirements / qualifications and expectations for	Medium	Wine Tasmania Technical Committee  Labour contractors and agencies	May-July 2013

<b>Recommendations</b>		<b>Priority</b>	<b>Stakeholders</b>	<b>Timeframe</b>
	contract employees.			
7.	<b>Review and reassess workforce development requirements of the Tasmanian wine sector</b>  <b>Action:</b> Wine Tasmania to consult, review and update workforce development plan through the annual Wine Tasmania Board Strategic Planning session.	Medium	Wine Tasmania Board and members	Plan reviewed 2016
<b><u>Supporting Tasmanian Wine Businesses</u></b>				
8.	<b>Facilitate job sharing of employees - within and across industry sectors</b>  <b>Action:</b> Wine Tasmania to request relevant Food Industry Advisory Committee members to review and propose options to progress this recommendation.	Low	Food Industry Advisory Committee members	2013-14
9.	<b>Support workforce development and planning activities of individual wine businesses</b>  <b>Action:</b> Wine Tasmania to engage with wine businesses to support their workforce development and planning activities.	Medium	Wine Tasmania Training providers	Ongoing