

Marlborough Wine Sector – Workforce Development

Foundation Plan: A pathway to developing a sustainable workforce.

Executive Summary

This document is the foundation plan for developing a sustainable workforce across the Marlborough wine sector. This foundation plan has been led by industry and outlines a **framework** for workforce development planning, **immediate priorities**, and **mechanisms for the planning process**. Relevant background information to this plan is summarised in the appendix.

Key requirements to develop a plan for a sustainable workforce:

A long-term view and strategic approach, balanced with action on immediate needs

- A consistent and enduring industry-led mechanism for workforce planning
- Collaboration and alignment with key supporting organisations and stakeholders
- Complementarity between business, regional, and national-level planning
- Up to date information on the workforce: the complement of roles and skills across the sector, where the gaps lie, and future projections
- Increased investment in resources and expertise for the sector’s workforce development

Immediate priorities for 2023

1. Gathering high resolution data on the sector’s current and future workforce roles and skills
2. Supporting the wellbeing of the existing workforce
3. Supporting leadership development
4. Consolidating stakeholder collaboration

Opportunity for businesses and people in the sector

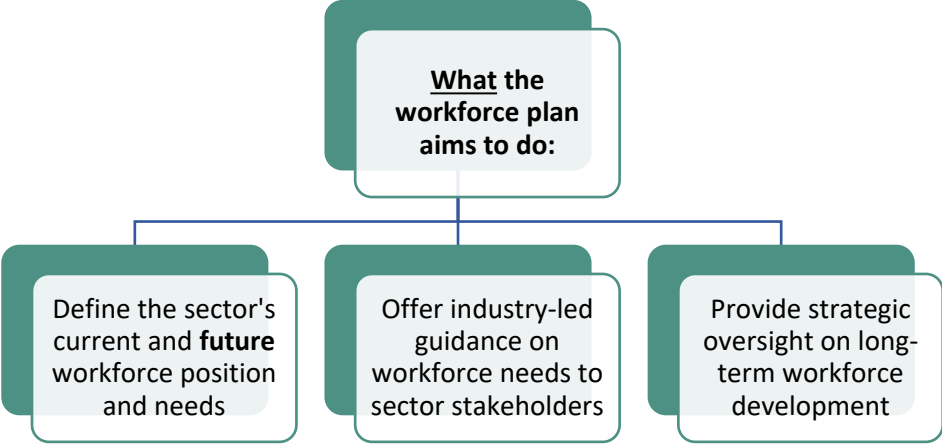
Production capability is people capability. Planning for the sustainability of the sector’s workforce will ensure that businesses not only have the staff needed with the right skills and experience at the right time, but they have the people to support business growth and development into the future.

Businesses will have better information to plan their staffing requirements, a larger pool of people to draw from, and access to more effective pathways/resources for attraction, training, and retention.

People in the industry, or considering a wine sector career, will understand their opportunities and have the support and resources needed to make the most of them. A workforce plan for the Marlborough wine sector will support businesses and the industry, while supporting the environment and conditions for all people in the sector to thrive. Values of respect, integrity, transparency, equity, diversity, inclusion will become the norm.



An Industry-Led Plan for the Marlborough Wine Sector Workforce

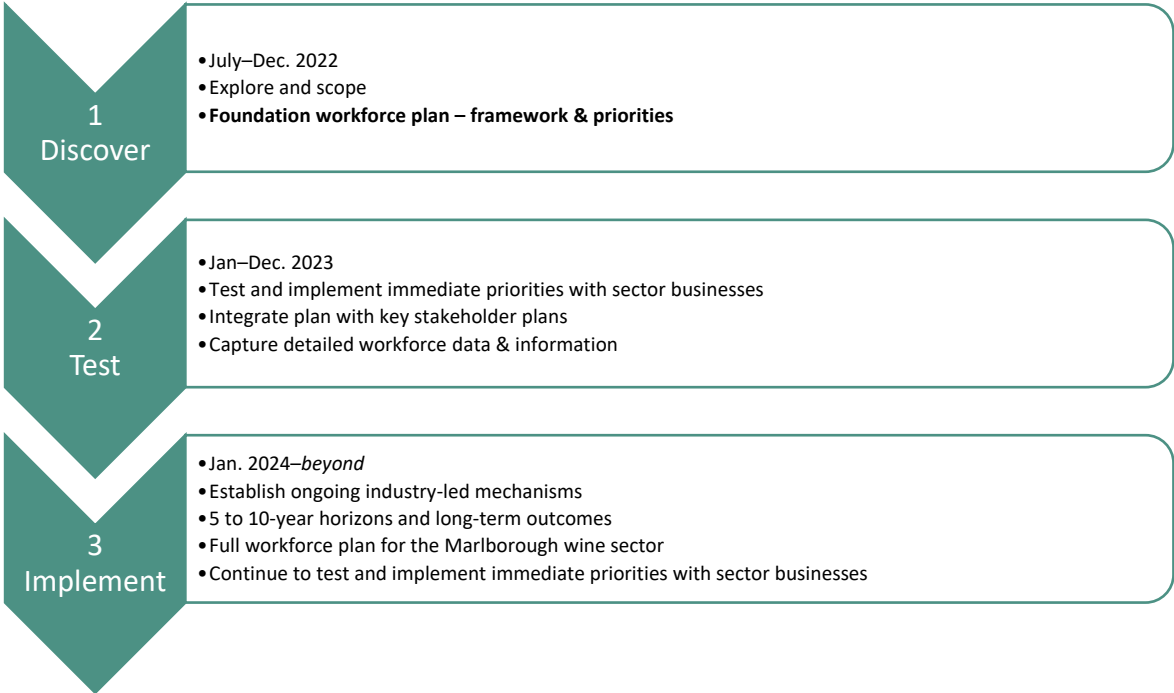


The purpose of a workforce development plan for the Marlborough wine sector is two-fold:

1. To offer a mechanism for people and businesses in the wine sector to address workforce challenges and maximise opportunities across the sector.
2. To support stakeholder understanding of the sector’s workforce needs, challenges, and opportunities and guide the alignment of their activities.

Strong interconnection and partnership across Marlborough businesses, the sector, other wine regions, and other industries are key elements of planning and implementing the workforce outcomes. In addition, the pioneering, innovative spirit of the sector will be woven throughout the plan, including a focus on people and skills to support technology, productivity, and innovation.

Process and Timeframe





Knowledge

We have the information and processes required to evaluate and develop our regional workforce needs

Attraction

We tell Marlborough's true wine story to connect with our future workforce and expand the inclusion and opportunities of our current workforce

Learning

Industry is supported by an attuned education, training, and learning network aligned to the needs of workplaces, and responsive to people at all stages of their learning and career journey

People

We understand the needs of the people in our workforce and shape the environment and professional community they need to thrive

| Industry-Led | | Stakeholder-Led with Industry Collaboration | |
|---|--|--|---|
| Medium-term Outcomes | Industry-led Initiatives | Stakeholder Support (examples) | Stakeholder-led Initiatives (examples) |
| The sector's workforce needs are evidenced based, defined, and communicated | Collect data and information on our workforce – current, intermediate, future | <i>Support data collection: sharing expertise, resources, and information</i> | <i>Muka Tangata Workforce Development Plan Marlborough Regional Workforce Plan (RSLG)</i> |
| Pathways and opportunities are designed and communicated in ways that connect with our current and future workforce. The sector's people and skill needs are met. | Develop a whole of sector perspective on careers, pathways, and options. | <i>Marlborough attraction campaign #weloveithere Resources, assets, toolkit to communicate career options & pathways</i> | <i>Regional, national, and international attraction campaigns support wine, the food & fibre sector, and careers in Marlborough</i> |
| People with diverse roles and backgrounds are developing skills, knowledge, and capabilities that contribute to the resilience of the sector and region. | Create wider pathways for ongoing development and recognition (beyond Young Vit/WM) Sector specific employment, education, training, and career development hub | <i>Create consistent, transparent touchpoints with industry for participation & feedback</i> | <i>Increase industry interaction with future workforce via support for high school academy pilot Develop micro-credentials</i> |
| The individual aspirations of in people in the sector are supported and there is a high-level of personal and professional satisfaction across the industry. | Leadership speaker-series Wellness week Connection activities | <i>Resilience & wellbeing program Partnership with iwi and hapū Māori</i> | <i>Leadership Development Framework (FFCoVE) Map workforce job satisfaction and identify where industry can improve (Industry-led?)</i> |

Workforce Development Steering Group

Charting a path for the development of the Marlborough wine sector's workforce has been capably led by a cross-section of industry leaders. The workforce development steering group convened in July 2022 and members from the sector have offered their time and resources to support workforce planning with a commitment to the wider interests of the Marlborough wine sector. The group reflects the diverse skills, backgrounds, and experience levels of the industry. Without the group's efforts it would not be possible to develop a plan for a sustainable workforce, particularly one that balances a long-term view and strategic approach with the immediate needs of the sector.

Many thanks to the following steering group members for their commitment and contribution.

- Nick Entwistle, Rose Family Estate
- Lucy MacLean, Hortus
- Julia Frew, Pernod Ricard
- Ryan Glover, Delegat
- Lou Miller, NZ Wineries
- Jimmy Crocket, Primary ITO – Te Pūkenga
- Michiel Eradus, Eradus wines, Vine Craft
- Lara Campbell, Clos Henri
- Logie MacKenzie, Berakah Contracting
- Mark Unwin, Marlborough District Council
- Nicci Armour, Wine Marlborough

Appendix – Background and Context

Industry-led and stakeholder-supported

People and businesses in the wine sector know their challenges and needs best—

this is a fundamental principle of the workforce planning process to date. Across the talented and committed people and leaders in the sector, many ideas and answers exist. The approach of this workforce planning process draws on the knowledge and experience from these people within the sector. The planning framework places responsibility for defining



workforce outcomes with industry and relies on support and leadership from the people and businesses in the sector to contribute to these outcomes. However, increased funding and resourcing at an industry-wide level is needed to support the sector’s workforce development and the collective needs of businesses.

Developing and achieving sustainable workforce outcomes also rests on the support and leadership from organisations and stakeholders outside the sector. Development of the Marlborough wine sector workforce is closely aligned to Marlborough’s [Regional Workforce Plan](#) and the work of the Marlborough Regional Skills Leadership Group (RSLG). The plan is supported by the Marlborough District Council, which has long understood the importance of the wine industry to Marlborough and consider this vital work for Marlborough and our community. Relationships with newer organisations, such as [Muka Tangata](#), the Food and Fibre Workforce Development Council, and the Food and Fibre Centre of Vocational Excellence are also important and underway. Muka Tangata has consulted with the Marlborough workforce development steering group on its inaugural plan and has committed to support the implementation of Marlborough’s plan, including assisting industry access the information it needs for a better understanding of our workforce and skills needs.

The wider New Zealand wine, horticulture and food and fibre sectors shape the context for the Marlborough wine sector workforce and will influence workforce planning outcomes. While there will be alignment between key organisations, between regional and national needs, and across food and fibre sectors, there will also be degrees of variability. A plan for the Marlborough wine sector’s workforce development will support the regionality of the sector, reflect its significance in Marlborough and New Zealand, and offer a basis to support or contribute to the workforce of the

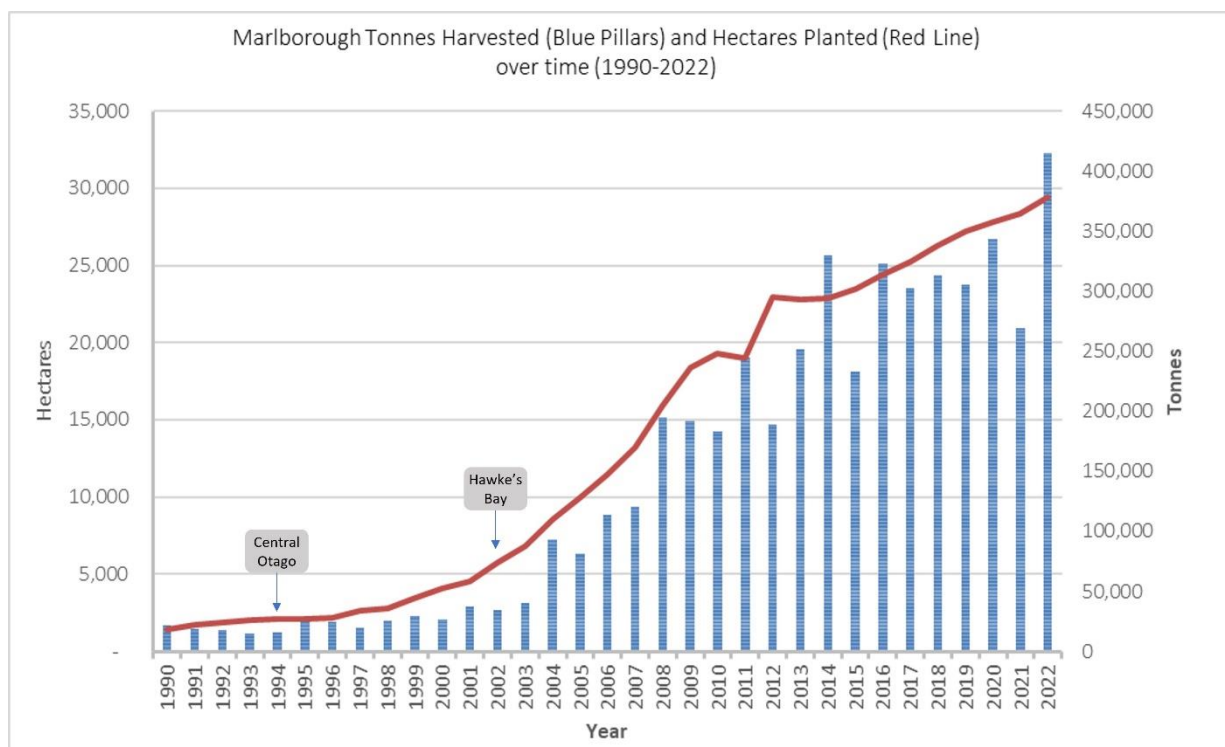
wider wine, horticulture, and food and fibre sectors’ in New Zealand. We expect that a plan for Marlborough will be complemented and supported by a national plan.

Why is a workforce plan needed for Marlborough?

The Marlborough wine sector has grown significantly over the past 20 years. Now, across the backdrop of a global skills and labour shortage, the sector faces increasing pressure to understand and plan for the sustainability of its workforce. Without understanding workforce challenges and planning the appropriate short- and long-term support, we put at risk the success of the sector and the Marlborough region. Furthermore, approaches to workforce planning led by businesses and people on the ground are a crucial balance needed alongside top-down approaches.

Marlborough’s regional context is a significant and strong influence on the sector’s workforce. The wine industry is a key contributor to the Marlborough economy; at least one fifth of Marlborough’s workforce is employed directly or indirectly by the wine sector¹. However, while the region makes up approximately 80% of New Zealand’s grape growing and wine production, less than 1% of New Zealand’s resident population lives in Marlborough and in February 2022 unemployment in Marlborough was estimated at 0.6%.

The success of Marlborough and the wine industry are interdependent, but this interdependence goes beyond economic, it is also social, cultural, and environmental. The make-up of Marlborough’s diverse community, alongside our values and regional reputation, are strongly influenced by people and businesses located in Marlborough for the wine industry. The industry underpins the region’s identity, evolution, and thriving regional community. Further opportunities exist for the sector to



intersect with and support the aspirations of hapū and iwi Māori and the Marlborough community,

Data from NZW. Central Otago and Hawke's Bay Vintage 2022 indicative production levels shown for scale.

¹ Contribution of Wine to the Marlborough Economy 2020, NZIER 2021

for example, through alignment and shared responsibility for the wellbeing of Marlborough's environment.

Current workforce situation

The industry's rapid growth has led to skills gaps and labour shortages, affecting all parts of the sector, including vineyard and wine production, bottling, transport, and professional services. The wine industry felt additional pressure during the covid-19 pandemic, particularly around seasonal staffing, but flow on effects impacted the permanent workforce who carried teams that were significantly reduced and inexperienced. Marlborough and New Zealand residents/citizens have supplemented the seasonal wine sector workforce; however, New Zealand's third smallest region by population does not have the population base to meet the peaks and troughs of the sector.

With the opening of NZ's borders, it is now possible to access staff from overseas who prefer to take advantage of short-term seasonal work and the opportunity to gain experience in the NZ wine industry. Many businesses in the sector are adjusting to NZ's immigration reset, with the removal of some visa types (Supplementary Seasonal Employer visa) for seasonal staff and newly created pathways ([AEWV](#)) still being road tested. Developing reliable pathways to achieve all key seasonal tasks on time and safely while maintaining a high level of quality and production potential is a major industry challenge. Currently this challenge rests on maintaining a highly capable permanent workforce and accessing enough seasonal staff with the right skills and experience at key periods in the growing and production cycle.

Navigating new regulatory requirements and changing global conditions is testing the resilience of the people and businesses in the industry. Staff at all levels have been impacted, with signs of burnout and reduced quiet periods and time off common across the sector. Leaders and managers have had limited space to plan and support their businesses while continually responding to uncertain and often urgent situations. Businesses in the Marlborough wine sector are struggling to maintain their current production levels, let alone innovate or grow their businesses within this significant NZ export industry (>\$2 billion in 2022).

Future of the workforce

The Marlborough wine sector's rapid evolution is poised to continue. Businesses within the sector are maturing, and while the pioneering, entrepreneurial spirit of the 70s, 80s, and 90s continues, Marlborough is now home to multinational businesses, longstanding family businesses, emerging labels, start-ups, and supporting services. The increasingly diverse business types and models in Marlborough, and the scale of this sector, is changing workforce demand.

The future of Marlborough wine sector workforce will reflect its response to current challenges and opportunities, including the changing demographic and increased diversity of the working-age population. Roles and pathways within the industry are becoming less linear and will continue to do so, alongside increasing cross-pollination from other industries, and a drive for increased efficiency and quality catalysing technology and innovation. Technical capability will remain in demand and, but the need for human-centred ("soft") skills and leadership will increase.

Regional Workforce Plan

The [Marlborough Regional Skills Leadership Group](#) have summarised the challenges and opportunities facing the wine sector workforce in the first Regional Workforce Plan (RWP), [Te Mahere Ahumahi ā-Rohe o Te Taihū o Te Waka-a-Māui](#), with a focus on the wine sector. For consistency, this information is reproduced below with permission.

Challenges and opportunities

- The sector is large with many career opportunities including in many supporting sectors
- There is a lot of research occurring locally at Bragato Research Institute and Plant and Food Research
- Underpinning expert manufacturing/engineering sector particularly in equipment and machinery
- Technology will play an important role in the sector e.g. move to autonomous vehicles. This will bring new skill requirements.
- There is an opportunity to engage with the Agritech Industry Transformation Plan as well as Expert Manufacturing Industry Transformation Plan
- Marlborough Winegrowers are committed to developing a regional workforce plan
- There is the potential to develop local education offerings through NMIT and Primary ITO
- Need to build the capability of the permanent workforce to support the industry's future sustainability and success
- Need to address seasonal challenges around labour by looking at all solutions (locals, innovation and migrant labour)
- There is large seasonal demand for workers and heavy reliance on temporary and transient labour
- Projected growth in plantings will lead to increased seasonal demand and permanent workforce
- Difficulty with recruiting staff means some office jobs are moved out of the region
- Growers require innovation in mechanisation and an efficient and experienced workforce to maintain the economic benefit for Marlborough.

Cross cutting challenges

- Perceptions of industry
- Connections between industry and schools
- Need to develop career pathways
- Lack of residential and short-term accommodation for seasonal workforce.

The Marlborough RSLG's immediate action is to support Wine Marlborough to develop a workforce plan for the Marlborough wine industry in collaboration with Muka Tangata.