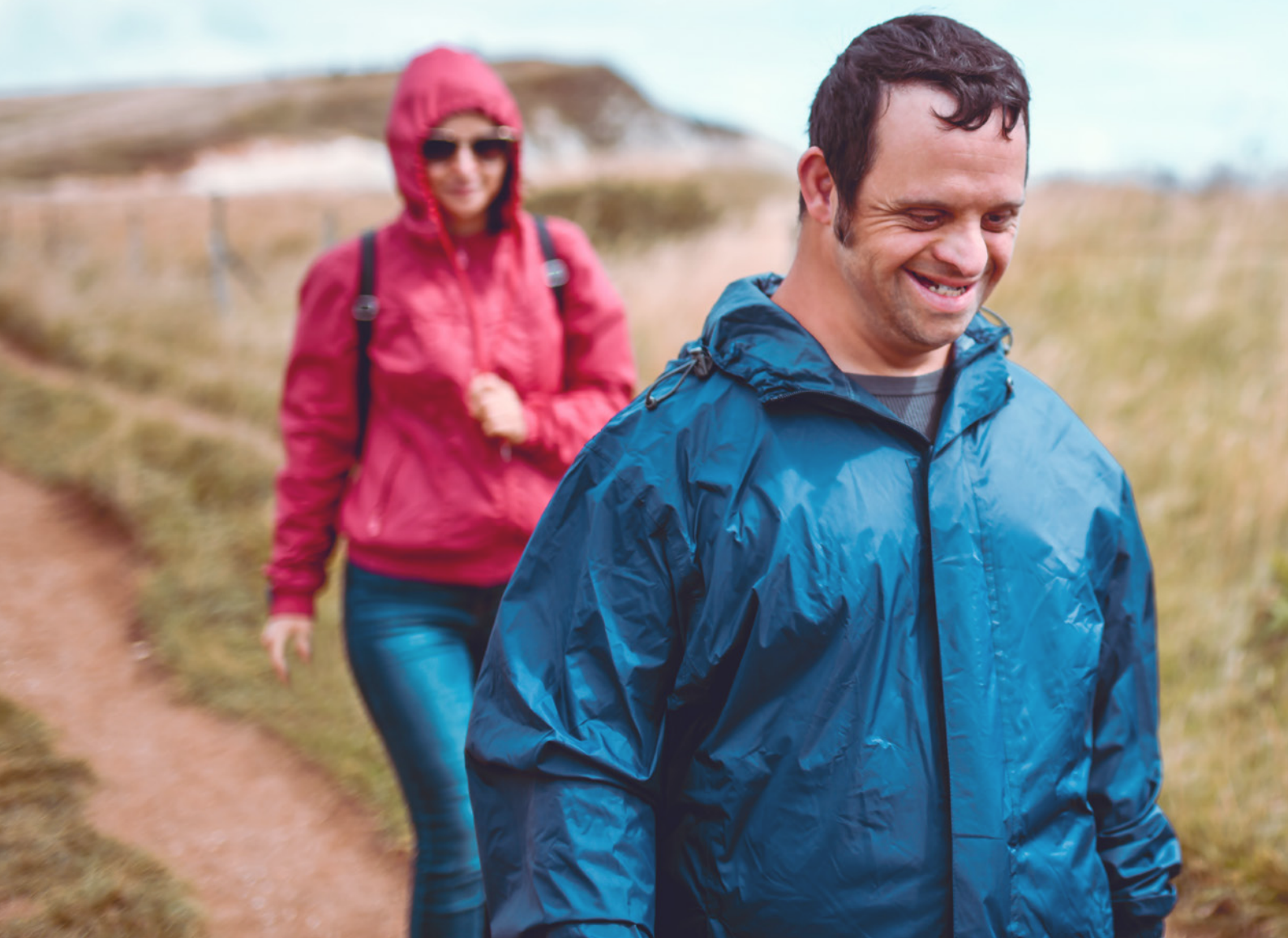


A Community Services Industry Built for Tasmania's Future

Community Services
Industry Plan 2021-2031





Acknowledgement of the Tasmanian Aboriginal Community

We acknowledge and pay our respect to the palawa (Tasmanian Aboriginal) people as the traditional and original owners and continuing custodians of this island lutruwita (Tasmania) and acknowledge elders, past and present. For over 2,000 generations, the people of lutruwita's health and wellbeing has been and continues to be based on a deep and continuous connection to family, community, land and the sea and waterways. We recognise the importance of truth telling and we are committed to working towards reconciliation and a treaty with the Aboriginal community.

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Industry and Minister's message

Community services industry – a partnership approach

Community services organisations and the services they provide, support thousands of Tasmanians on their paths to more stable, healthy lives where they have equal opportunity to participate socially and economically in all that our state has to offer.

At its best, the community services industry delivers public value by supporting and empowering individuals and communities, ultimately enabling more Tasmanians to experience a 'good life' – including through improved health, social inclusion, security and resilience. The industry also facilitates a stronger civil society so that people who experience disadvantage are able to participate in community life.

The Community Services Industry Plan 2021-2031 sets out how we will continue our long history of bringing people together to build inclusive, resilient communities where all Tasmanians have the opportunity to live a good life.

The Industry Plan is uniquely Tasmanian and is driven by a collaborative partnership between industry and government. It reflects our joint commitment to work together to build a connected and responsive community services system that tackles poverty, inequality and disadvantage by ensuring Tasmanians can receive the care and support they need, when and where they need it.

Together we commit to new ways of working that will increase the capacity and sustainability of our industry, its workers and the people and communities we work for and with.

The vision, priorities and actions outlined here represent the views of a diverse range of stakeholders in community services, higher education and government, who contributed through an extensive consultation process. It is an ambitious endeavour with good governance and leadership essential to its success.

The needs and circumstances of people and communities do not stand still and we as an industry will shift and change to respond over the next 10-years. It is critical that the priorities we set will continue to be reviewed for the life of the Industry Plan so we can learn together and create the best outcomes for the Tasmanian people.

Alexander McKenzie

President, TasCOSS Board



The Tasmanian Government acknowledges the invaluable role the community services industry plays in our community of keeping Tasmanians supported, connected, and healthy.

Our community sector is a growth industry for Tasmania, currently employing around 17,800 workers around the State, supported by more than 35,000 volunteers.

Data shows that since 2013-14, the Tasmanian social services sector has had the highest proportion of growth at 21 per cent, with projections of an additional 4,000 new jobs will be needed to be filled by 2024.

This strong sector growth provides us with an opportunity to partner with TasCOSS to deliver a stronger community services industry into the future, to become an employment industry of choice.

The community services industry represents a care economy, a network of responsive and connected local service systems that supports communities across the state.

Whether volunteering in the community services industry, or as a CEO, the industry attracts people who want to make a difference, and we want to build the support networks needed to keep Tasmanians supported.

The delivery and ongoing actions of this Plan also responds to the recommendations of the Premier's Economic and Social Recovery Advisory Council's Interim and Final Reports, with a long term plan to ensure the community sector can deliver the vital and essential services Tasmanians need.



Since 2020, like many other sectors, the community services industry has faced complex challenges to its service delivery, and we want to help ensure the workforce and the supports that they provide are sustainable into the future.

As we continue to face the ongoing challenges of COVID-19, I thank and commend Tasmania's hard working and dedicated community services workforce and volunteers, for their commitment to supporting our communities.

This plan showcases the benefits of working in the sector, and will help grow the community sector industry workforce to enrich our state's social, cultural and economic wellbeing.

As Minister for Health, Mental Health and Wellbeing, and Community Services and Development, I look forward to working with the community services industry to implement this plan and increase opportunities for all Tasmanians.

Jeremy Rockliff

Minister for Community Services
and Development

Executive summary

Community services is one of the largest industries in Tasmania, employing more than 17,800 local workers around the state in roles ranging from education and care (childcare), home care and allied health workers, to strategic project managers and experienced CEOs. The industry is also supported by a workforce of around 35,000 volunteers.

The community services industry (the industry) belongs to the 'care economy' which consists of services that provide care and support to people of various ages and abilities. These include childcare, emergency relief, residential aged care, hospice, disability support, mental health services, housing and homelessness services, child safety and family support. The Tasmanian Government supports the industry by providing funding and regulation.

As part of the 'care economy', the community services industry is like no other Tasmanian industry. It plays a key role in improving participation among people who experience disadvantage. By doing so it delivers social benefits, such as strengthening community connections, reducing poverty and inequality, as well as economic benefits, including increasing productivity, lowering costs and growing the economy.

The value added by the industry in Tasmania is \$1.9 billion each year, and for every million dollars spent in the community services industry 17 jobs are generated.¹ The industry is also one of the fastest growing in Tasmania with around 4,000 additional jobs required to meet projected community need by 2024.²

It is acknowledged in Tasmania that we are facing challenges which are driving an increased need for services. These include an ageing population, increasing numbers of Tasmanians living in poverty or on inadequate incomes, all of which are exacerbated by the impact of crises such as COVID-19 and climate change.

Meeting the need relies upon a well-educated and trained workforce in organisations that can attract and retain talented people of all ages and those from other industries in a highly competitive labour market.

The 10-year Tasmanian Community Services Industry Plan (Industry Plan) is for governments, peak bodies and community services organisations. It provides an overarching framework to guide strategic industry development and transition planning.

The Industry Plan builds on the strengths that community services have in their local relationships, and their ability to be responsive and adaptive, and to collaborate and innovate, as demonstrated during the COVID-19 pandemic. It also builds on the Tasmanian Government's strategic initiatives in areas like mental health and child and youth wellbeing.

The Industry Plan's vision is for a connected community services industry that supports all Tasmanians to live a good life and enriches our state's social, cultural and economic wellbeing.

1 National Institute of Economic and Industry Research (NIEIR) 2021 data compiled in [economy id, Economic value, value added by Industry](#).

2 TasCOSS estimate based off current shortfalls, the growth rate to 2019 and [LMIP, 2019 Employment Projections for the five years to May 2024](#).

To achieve this vision we will take action on three strategic priorities:

Local solutions for Tasmanians



Building responsive and connected local services systems that ensure Tasmanians can get the right support, in the right place, at the right time.

Workforce development and training



Ensuring the industry has the skilled and diverse workforce it needs to deliver flexible, responsive services that can withstand future disruptors and achieve positive outcomes for clients

Leading for impact



Ensuring the community services industry is a well governed, viable industry with leadership that creates value by being targeted, resilient, accountable, innovative, connected and ethical.

Decisions and actions under each of these priority areas will be guided by three inter-related principles: Partnerships; Sustainability; and Innovation.

Responsibility for implementing change will be shared by the partners: The Tasmanian Council of Social Service (TasCOSS), other community services representative organisations, Tasmanian Government agencies that provide and fund community services, and the University of Tasmania (UTAS). Leadership will be provided through a high-level Community Services Industry and Workforce Advisory Council with input from community and consumer advisory groups.

The success of this work will be clear when more Tasmanians are living a good life, when social and health indicators improve and fewer people are experiencing poverty and disadvantage. This will be achieved by ensuring that Tasmanians receive the care and support they need, when and where they need it, by a skilled and professional community services workforce.



Tasmanian Community Services Industry Plan 2021-2031

Vision

A connected community services industry that supports all Tasmanians to live a good life and enriches our state's social, cultural and economic wellbeing.

Drivers for the Industry Plan

Opportunities

1. Digital technology
2. Place-based approaches
3. Innovative investment models

Challenges

1. Tasmania's growing need for services
2. Rapidly changing industry requirements
3. Workforce shortages and other challenges

Strategic pillars

Partnerships

Sustainability

Innovation

Priority areas

Local
solutions for
Tasmanians



Workforce
development
and training



Leading
for impact



Priority areas and actions inform the development of the Implementation Plan

Implementation overseen by governance structure

Industry snapshot

Who we are

Tasmania's community services industry belongs to the broader 'care economy' which "consists of all those services that provide care in one way or another to people of various ages and abilities."³ Like no other industry, it seeks to improve participation among people who experience disadvantage. In doing so it delivers social benefits such as reducing poverty and inequality, as well as economic benefits including increasing productivity, lowering costs and growing the economy.

Made up of paid workers and volunteers, the industry provides services to priority population groups such members of the Tasmanian Aboriginal community, migrants, young people and older Tasmanians.

Tasmania has the largest proportion of community services industry workers in Australia, with 17,824 workers comprising a little over seven per cent of the total workforce for the state.⁴ It is one of the largest industries in Tasmania, employing more people than many higher-profile industries, including the building construction, accommodation, agriculture, forestry and fishing industries.⁵ Women make up 82 per cent of community services employees, a significantly larger proportion than their share of the Tasmanian workforce as a whole (47 per cent).⁶

Community services are part of the broader health care and social assistance industry and fall into the following categories:⁷

- Aboriginal and Torres Strait Islander support
- Aged care
- Alcohol, tobacco and other drugs/addiction support
- Child and youth wellbeing
- Community development
- Crisis and emergency support
- Disability support
- Domestic, family and sexual violence support
- Education and care (childcare)
- Family and relationship support
- Financial support
- Health and wellbeing
- Housing and homelessness support
- Issue-based advocacy support
- Legal support
- LGBTIQ+ support
- Mental health support
- Multicultural support
- Transport assistance
- Women's/men's support

³ Care Economy CRC prospectus, May 2021, <https://www.atsa.org.au/wp-content/uploads/2021/06/Care-Economy-CRC-Information-Brochure-v1.1-.pdf>.

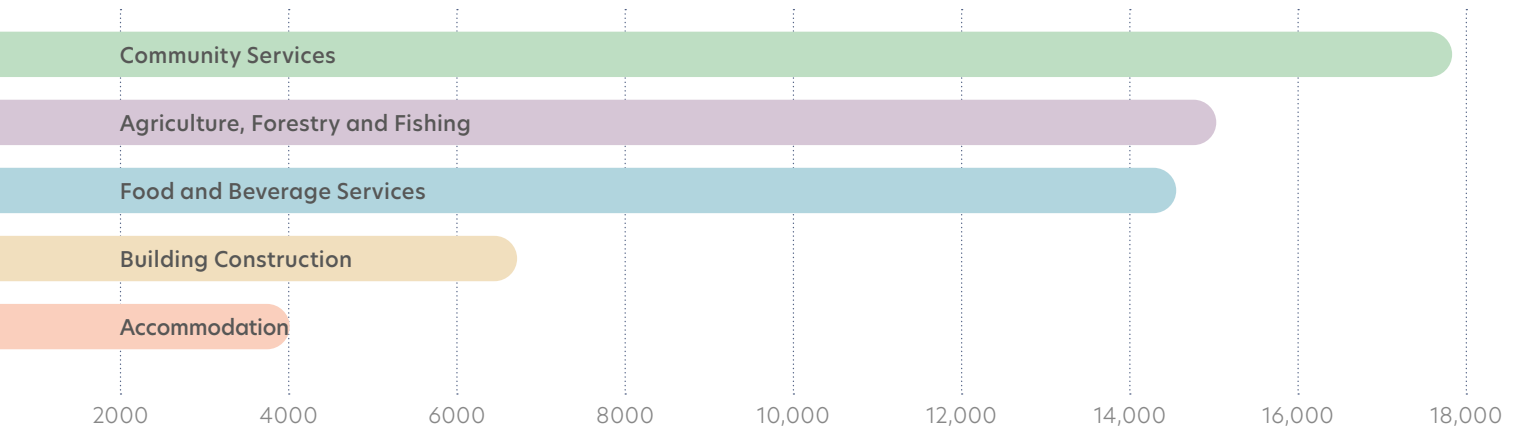
⁴ Based on Social Assistance Services and Residential Care Services workers, see [Economy id, 2021 Employment by Industry \(total\)](#).

⁵ [Economy id, 2021. Employment by Industry \(total\)](#).

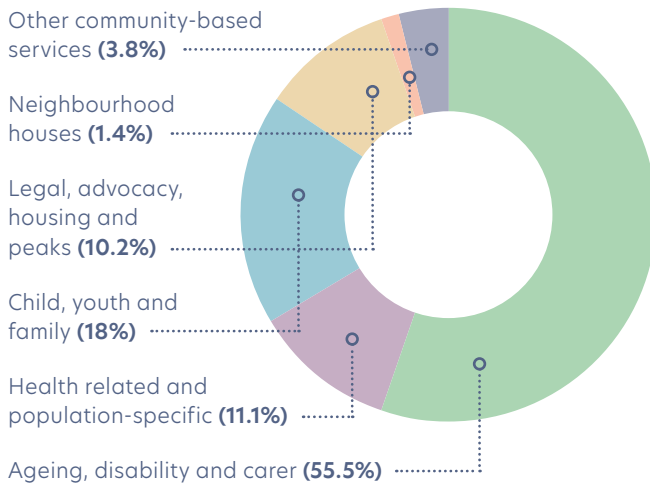
⁶ For industry employees by sex see Census of Population and Housing, 2016, TableBuilder *Employment, Income and Education* and for Tasmanian workforce see ABS, 2020. Labour Force, Australia. [Table 9. Tasmania](#).

⁷ For a breakdown of sub-sectors, see the [Australian and New Zealand Standard Industrial Classification \(ANZSIC\)](#), 2006.

Employees by industry, selected industry sectors



In a diverse mix of organisations, workers perform a variety of roles including as CEOs, strategic project managers, educators, and family support, home care and allied health workers. By far the majority of the workforce is in the ageing, disability and carer sectors (over 55 per cent) with other jobs in the following categories:



Source: UTAS 2019. *The State of Tasmania's Community Services Industry, 2019.*

The Tasmanian community services industry is supported by a volunteer workforce of around 35,000 people. Almost 90 per cent of organisations in the community services industry engage volunteers at some point.⁸

Volunteers perform a wide range of roles across the industry, including in community development, family services, aged care, disability, health care and hospitals.

Community services organisations are generally governed by volunteer skills-based boards and professional staff who are close to the communities they serve and are responsive to their needs.

Value to the community and economy

The community services industry plays a crucial role at the individual and societal level. The industry ensures Tasmanians can access the support they need to live a good life and contributes to building community connectedness and resilience as well as reducing inequality.

Each year community services organisations support thousands of Tasmanians impacted by poverty, homelessness, family violence, mental health challenges, disability and other complex issues. They also support many Tasmanians to participate in work, study, volunteering and to contribute in other ways to their communities.

The community services industry also plays an important role in major reforms such as the National Disability Insurance Scheme (NDIS), aged care, early learning as well as child safety and health systems. The industry is a vital contributor to the state's capacity to respond quickly to both environmental and health crises.

By providing appropriate support at the right time, community services organisations contribute to the avoidance of more costly crisis interventions. Reliance on the hospital system is decreased through prevention and early intervention services and Tasmanians are supported to live independently in their communities.

The community services industry provides a significant economic benefit to the state. The value added by the industry is \$1.9 billion each year which is significantly more than high profile industries, and more than double the building construction forestry and aquaculture combined.⁹ For every million dollars spent in the community services industry, 17 jobs are generated. This is significantly higher than the construction industry which generates 2.6 jobs for each million dollars spent.¹⁰

Despite the economic contribution made by the community services industry, the workforce includes some of the lowest-paid employees in the country, particularly for those in caring and support roles.¹¹



⁹ National Institute of Economic and Industry Research (NIEIR) 2021 data, compiled in [economy id, Economic value, value added by Industry](#).

¹⁰ TasCOSS calculation based on ABS, 2020. [Australian Industry, by subdivision](#).

¹¹ ABS Survey of Employee Earnings and Hours, compiled by [JobOutlook.gov.au](#). Note: this is based on average weekly total cash earnings for full-time non-managerial employees paid at the adult rate.



What the future holds

As well as being one of the largest, the community services industry is also one of the fastest growing industries in Tasmania, adding 2,818 new employees between 2014/15 and 2019/20, more than any other industry over the same period.¹²

Jobs in community services are integral to our state's economy and the need for action to meet demand continues to rise. The largest projected growth areas in community services (social assistance services) include education and care (childcare) services, early education, aged and disability carers, social workers and welfare, recreational, community arts and other related workers.

Around 4,000 additional jobs are required to meet projected community need by 2024.¹³ The increase in need for supports and services is also likely to require an additional 14,000 volunteers.¹⁴

Prior to the COVID-19 outbreak, the health care and social assistance industry was projected to add more employees in Tasmania than any other industry over the short term.¹⁵ The impacts of COVID-19 remain uncertain and it is likely there will be a repositioning of the industry nationally and internationally, as well as an increase in the need for supports and services.

Through strategic investment, the industry will be stronger in its response to current and future challenges facing our state, such as disaster recovery. A responsive, connected service system will be better able to respond to new regulatory environments and to improve health, wellbeing and educational outcomes, as well as access to housing and digital literacy for Tasmanians.

¹² [Economy.id](#), 2021 Employment by Industry (total).

¹³ TasCOSS estimate based off current shortfalls, the growth rate to 2019, and [LMIP, 2019 Employment Projections for the five years to May 2024](#).

¹⁴ This figure is based on the estimate of a required 3.5 volunteers for every worker and from 2014 General Social Survey stating that 35,000 volunteers in Tasmania were associated with the welfare and community sector, and the State of the Tasmanian Community Sector report estimating 10,000 people worked in the Tasmanian community sector in 2015.

¹⁵ LMIP, 2019 [Employment Projections](#).



Developing the Industry Plan — what we heard

The Industry Plan was developed through extensive engagement with representatives of organisations in the community services industry, community members who use these services and other stakeholders.

This is what the community services industry told us

Connected, person-centred, place-based approaches

There are communities in Tasmania where individuals are feeling isolated, powerless and disregarded and are experiencing complex, multi-layered and entrenched disadvantage which is often intergenerational. Person-centred, place-based approaches in communities across Australia and other countries have delivered long-term outcomes including improved health and wellbeing for individuals, families and the community. There is a need to understand and embrace this approach into the future.

Secure, flexible funding and streamlined reporting

The move towards an individual market-based outcomes-focused approach and retention of block funding for some services by the Tasmanian Government is impacting community service organisations. Small organisations in particular and those in rural and regional areas are not able to invest in the financial, physical and human resources needed to meet the administration, business systems and other technology and infrastructure needs required to remain viable. They are also not funded to meet the Quality and Safety Accreditation requirements and ensure compliance with national standards.

The time and financial cost of doing business under current (often short-term) funding agreements, including navigating red tape, multiple data reporting and acquittal requirements makes it difficult to deliver services when and where they are needed.

Board leadership capabilities

Royal Commissions have increased expectations for highly effective and capable boards and leadership across the industry. Increasingly boards of organisations are managing higher levels of risk, are required to be strategic and meet multiple and costly quality and safety standards and frameworks. Organisations often struggle to recruit the skills, experience and capacity required for high-performing governance.

Leading organisations through times of continual change and reform to business and services has taken a toll on all levels of management, resulting in the loss of high-performing leaders from the industry. There is a need to better understand how to attract highly qualified and skilled leaders as well as supporting and sustaining existing leaders within the industry.

Whole-of-industry strategic approach

There have been workforce strategies funded for specific sectors of the community services industry but none that take a whole-of-industry approach. A broader, more connected approach is needed to attract both volunteer and paid workforce with multiple career pathways that can transition across sectors. Partnerships will result in an alliance that brings together the community services industry, vocational education, training and tertiary education. A whole-of-industry and government approach to strategic planning for easily accessible, well-resourced and flexible services delivered by a connected community services industry is required for a sustainable future.

This is what Tasmanians told us

We talked to hundreds of Tasmanians who engage with community services about what they need to live well. They described the basics of living a good life in Tasmania. Their answers fell into nine broad areas or domains of a good life:



The Industry Plan plays a role in delivering services and support across all of these nine domains. The stronger and more effective Tasmania's community services industry is, the more we can help all Tasmanians to live a good life and grasp the growing opportunities in Tasmania.



Vision

Our vision is for a connected community services industry that supports all Tasmanians to live a good life and enriches our state's social, cultural and economic wellbeing.

A connected community services industry places the needs of people at the centre ensuring that responsive, coordinated care and support is provided by organisations and communities.



The community services industry is directly involved in helping Tasmanians achieve better outcomes. It's therefore the aim of the Industry Plan that by 2031 the Tasmanian community services industry will be valued for its contribution by:

- Being a sustainable, connected and responsive service system that delivers high quality support and services.
- Putting people at the centre of decision making and empowering individuals to be full participants in their own lives and communities.
- Listening and including the voices of people with lived experience in designing policy and programs and implementing services.
- Being led and governed in a way that engenders high levels of trust and being acknowledged as reliable and strong pieces of community infrastructure.
- Operating in an efficient and transparent manner, with accountability to the people we serve.
- Attracting, supporting and retaining an adaptive, diverse and skilled workforce.
- Harnessing a culture of innovation that empowers people to challenge accepted truths, take risks and test ideas.
- Grounding all policy, programs and services in sound evidence.
- Providing fearless and fair representation to governments and others for effective systems change to reduce inequities and address complex social and health issues.
- Contributing to place-based, community-led solutions to local social problems.

These outcomes will be achieved through enhanced collaboration across the industry and with governments that lead to innovative, sustainable, place-based social and community care.

Drivers for the Industry Plan

The need for a Community Services Industry Plan is driven by a number of current and emerging opportunities and challenges.

The Industry Plan builds on the existing strengths of Tasmania's dedicated community services organisations, as well as the Tasmanian Government's strategic initiatives in areas such as mental health, child and youth wellbeing and public sector reforms.

Opportunities

Tasmania's community services industry benefits from the state's size which makes it possible to coordinate change through informal and local community relationships that are built on trust and personal connections. The industry is responsive and adaptive and throughout challenges such as natural disasters and the COVID-19 crisis, organisations have demonstrated their ability to collaborate and innovate.

There are several key opportunities that are driving changes in the industry in Tasmania. These are digital technology, place-based approaches and innovative investment models.

1 Digital technology

More community services organisations are taking advantage of the opportunity brought by new technologies for improving client services and productivity. However there are challenges in digital service delivery for the industry including the potential for a reduction in the breadth and effectiveness of service in using IT mechanisms.¹⁶ While there are benefits for cost-effectiveness, for many services consumers generally prefer face-to face delivery to online delivery.

In addition to consumer preferences, for some services such as education and care there is simply no comprehensive digital alternative. The industry has an opportunity to use technology to increase productivity, while also delivering better outcomes through face-to-face service delivery.

2 Place-based approaches

The expansion of person-centred, community-led, place-based responses to local social problems is an opportunity for the industry. The 2020 Review of the Tasmanian State Service suggests an increased focus on the complex needs of people (person-centred) and places (place-based), with an integration of services around life events.¹⁷

The approach aligns with the Tasmanian Government's commitment to community-led, place-based COVID-19 recovery activities that lead to increased community connection including collaboration across existing locally based community organisations.¹⁸

Place-based approaches also provide an opportunity to consider new models of care, particularly in rural and remote areas. Models can allow for different staffing skills mix, mapping jobs and encouraging internal industry skills mobility and building adaptive capacity.

Significant benefits come from local organisations that are owned and operated by locals who bring knowledge and relationships with community members. Local commissioning models can also be considered in a place-based approach. By mapping and understanding local issues, specialist services can be procured to meet the needs of local populations and deliver targeted outcomes.

¹⁶ Productivity Commission, 2021. *Things you can't drop on your feet: An overview of Australia's services sector productivity*.

¹⁷ Watt, Ian, Review of the Tasmanian State Service, Interim Report, November 2020, p3.

¹⁸ Premier's Economic and Social Recovery Advisory Council, Recommendations, March 2021, p10.

3 Innovative investment models

Tasmania's current major development projects provide an opportunity to consider innovative investment models in community services. New approaches are needed to improve certainty and flexibility in funding sources. One approach is public private partnerships which bring investments in areas like housing to local communities, where service delivery organisations can partner with other industries to support the influx of people through projects and programs.



Challenges

Like other industries in Tasmania, the community services industry is having to adapt to an increasingly complex environment. Several challenges are driving the need for an Industry Plan. These are: Tasmania's growing need for services, including as a response to COVID-19; rapidly changing industry requirements; and workforces shortages and other challenges.

1 Tasmania's growing need for services

Tasmania's ageing population and levels of disability are key drivers, as well as continued high levels of poverty and inadequate incomes, rising costs of living, continued disparities in health and wellbeing, and job insecurity.^{19,20,21,22}

The number of Tasmanians who may require assistance due to ageing is growing, as is their share of the state's total population. Between 2014 and 2020, Tasmania saw an estimated 29 per cent increase in people aged 75 and over.²³ The number of people needing assistance with core activities is also rising, with 6.4 per cent of the state's population requiring assistance in 2016, up from 5.8 per cent in 2011.²⁴ Numbers of participants in the NDIS are also rising steadily, at an average of 610 per quarter, bringing Tasmania's total number of participants to over 10,000.²⁵

Other drivers include the need for quality early learning opportunities, support for victims of family violence, and responses to homelessness, food insecurity and digital literacy.

¹⁹ Poverty and incomes see: disposable incomes by quintile in ABS 6523.0, *Household Income and Wealth, 2017-18*, Table 14.6.

²⁰ For cost of living, see rising costs in *ABS Consumer Price Index, Hobart CPI*, Table 6. Particularly Health, Education and Housing.

²¹ For Health disparities, see disparities in *TasCOSS, 2020. Preventing hospitalisations in Tasmania, 2020/21 Budget Priorities Statement*.

²² For Job insecurity see: rising casualisation in *ABS 6333.0 Characteristics of Employment, Australia, August 2020. Table 1c.3*.

²³ ABS 2020. Estimated Residential Population, 3218.0. *Regional Population Growth, Australia*.

²⁴ ABS Census, core activity need for assistance data: 2011 and 2016.

²⁵ NDIS 2020. *Archived Quarterly Reports* (Second Quarter 2019-20).

Impact of COVID-19

COVID-19 has exacerbated the challenges that already existed in Tasmania. While the long-term impacts of COVID-19 are yet to be understood, there is likely to be a continued impact on service design and delivery as the need for supports grows.

The Tasmanian Government is implementing COVID-19 recovery initiatives in areas that align with the Industry Plan. These include: mental health reforms; place-based food security models; sustainable housing market; digital inclusion across communities; and; community-led, place-based recovery activities.

During the pandemic many community services organisations demonstrated adaptability and trialled innovative practices. They developed new ways of engaging with communities through technology, and shaped new service delivery partnerships. The foundation has been laid for a connected and responsive service system that supports Tasmanians to respond to the impacts of COVID-19 as well as the ongoing climate crisis.

1 Rapidly changing industry requirements

The policy context within which the community services industry operates is constantly changing. Government expectations, changes in fiscal relationships and marketised funding arrangements, such as the NDIS and aged care reforms, are creating a focus on more competitive operating environments. Changes are also being driven by the rapid take-up and constant evolution of technology, including telehealth. These changes are likely to impact other sectors within the industry leading to changes to funding and service models.

2 Workforce shortages and other challenges

Employment in the community services industry will need to grow by approximately 4,000 jobs to 2024 in order to meet current shortfalls and projected need.²⁶ Attracting and retaining workers is an ongoing challenge, especially in a competitive labour market and in rural and regional Tasmania. At the same time, there is an increasing requirement for higher level skills and training within the workforce.

Challenges also exist in the volunteer workforce where there is a forecast gap in demand and supply of volunteers of 40 per cent by 2029.²⁷ This may mean the community services industry can no longer continue to rely on its 35,000 volunteers.

The value of the community service industry is traditionally recognised, but the COVID-19 pandemic has demonstrated its value for our health system, and the economy as a whole. With a strategic focus there is now an opportunity to recognise and promote the industry as part of the vibrant care economy with a highly skilled and professional workforce.

²⁶ TasCOSS estimate based off current shortfall, growth rate to 2019, and LMIP 2019 employment projections.

²⁷ Ibid.

Strategic approach

The strategic approach of the Industry Plan is underpinned by three inter-related principles: Partnerships, Sustainability and Innovation. These principles will guide decisions and actions over the next ten years of the Industry Plan.

1 Partnerships

We acknowledge that the complexity of the world in which we operate requires us to collaborate so we can harness skills, knowledge and resources across systems.

We will build and maintain long-term, collaborative partnerships that are based on open communication and driven by outcomes. We will listen to and include the voices of people with lived experience, ensuring the needs of Tasmanians are at the centre of decision-making.

We will embrace diversity, challenge discrimination and promote equal opportunity, inclusion and accessibility. We will work honestly and independently, providing fearless and fair representation to governments for effective systems change to improve inequities and address complex social and health issues.

2 Sustainability

We acknowledge that our community services industry makes a significant contribution to the sustainability of our society and economy as a growing source of learning and employment and through the delivery of services that promote participation.

Our decisions will be guided by the need for Tasmania to build a sustainable and skilled workforce to meet the projected level of jobs and need across the next decade. We will work to ensure the financial sustainability of the industry, as well as considerations around environmental and social sustainability. We will operate in an efficient and transparent manner and be accountable to our partners, stakeholders and the Tasmanian community.

3 Innovation

We acknowledge the need to promote innovation as a practice in decision-making about the future of the community services industry.

The industry has demonstrated its capacity to innovate and adapt in dealing with change and complexity. We will take a more coordinated strategic approach to research and innovation, building the evidence base through shared data and analytics to improve service delivery and business operations and deliver dividends in the form of greater economic, cultural and social wellbeing.





Priorities and actions

Over the next 10-years we will focus efforts on actions that will help us achieve our vision for a connected community services industry that supports all Tasmanians to live a good life and enriches our state's social, cultural and economic wellbeing.

In addressing the identified challenges and opportunities, our focus will be on three strategic priorities: Local Solutions for Tasmanians, Workforce Development and Training and Leading for Impact.

These priorities include actions that are funded as well as proposals for future funding.

A number of actions under each priority area are already either funded and/or underway. These actions will ensure a solid foundation in workforce and industry leadership to enable the delivery of subsequent actions and ultimately, to provide the responsive, connected services that Tasmanians want and need. The remaining priority areas will be implemented as funding is sourced. The governance groups will evaluate, review and set new actions and priorities as the plan is implemented.

Industry Plan actions at a glance

Governance and implementation of the Industry Plan

Advisory Council and Industry Development Committee provide oversight

Implementation plan sets out goals, actions and outcomes

PRIORITY ONE

Local solutions for Tasmanians

Providing responsive, connected services

1.1 Building the evidence base in local communities

1.2 Measuring our success

1.3 Establishing innovative community-led, place-based approaches

1.4 Public private partnerships

1.5 Promoting digital inclusion

1.6 New delivery platforms

PRIORITY TWO

Workforce development and training

A skilled, diverse workforce set up to meet community needs

2.1 Workforce Coalition

2.2 Community services awareness

2.3 Training and workforce development fund

2.4 Volunteer workforce planning

2.5 Peer workforce approaches

PRIORITY THREE

Leading for impact

A well governed and led industry

3.1 Board quality and development

3.2 Quality and standards

3.3 Sustainable funding and reporting

3.4 Community leadership

3.5 Commitment to environmental sustainability

   Funded actions

   Proposals to be implemented by the governance structure

   Future actions to be decided

PRIORITY ONE

Local solutions for Tasmanians



Our aim is to build responsive and connected local services systems that ensure Tasmanians can get the right support, in the right place, at the right time.

The community services industry will build on its key strengths in innovation and adaptability to implement person-centred, community-led, place-based solutions that tackle entrenched disadvantage and unlock potential across communities. This will be achieved through cross-sector partnerships and the innovative use of existing resources, social capital and community assets.

A place-based approach is by definition unique to the place in which the work is being undertaken. The approach cultivates deep engagement with a diverse cross-section of the local community. It establishes at a local level a shared understanding of the complex, intersecting drivers of change and unites stakeholders around locally agreed priorities and outcomes.²⁸

Community-led approaches create platforms for local people to work together to create and achieve goals for their communities. The people who are impacted by the change are supported to take on decision-making responsibilities and to draw on local strengths and networks, working across sectors to achieve systemic change.

The benefits of this approach are broad. They include: better preparedness for disruption response and recovery, targeted, timely delivery of programs and services that are responsive to community need, reduction in duplication of services and programs and greater efficiencies in service delivery.



²⁸ Victorian Government, 2020. [Place-based approaches in action](#).

There is an opportunity for Tasmania to play a leadership role in place-based innovations in the community services industry, particularly through integrating activity and reporting at the local government level. As an example, Volunteering Tasmania is building local community-based volunteering strategies with local councils and local communities, ensuring they align with health and wellbeing plans. Future work could build on this model by taking a coordinated approach to planning and funding community-based supports and services.

Coordination on a place basis also allows for innovative models of care and local commissioning of services. Drawing on data and employment mapping, models can accommodate alternative staffing mixes, encouraging internal industry skills mobility and building adaptive capacity.

Success in Local Solutions for Tasmania will be measured by improvements on a range of community wellbeing measures, based on a common agreed framework, including level of satisfaction, sense of support within the community and community level participation (volunteering).

To achieve the aim, in the next three years action can be taken in six key areas: Building our evidence base, Developing an outcomes framework, Establishing innovative community-led, place-based approaches, Public private partnerships, Promoting digital inclusion and New delivery platforms.

Actions

1.1

Building the evidence base in local communities

Understanding the unique strengths and challenges of communities is a foundation for place-based approaches. The evidence base in local communities will be built through a collaborative, strategic approach to research, data and analytics with community services industry, governments, UTAS and community.

The approach includes a systematic mapping of existing services, organisations and programs and the identification of gaps. This includes the identification of service specialities that are presently underserved, or service delivery approaches that enable Tasmanians to access specialist services regardless of where they live, noting that online is not always the best option.

Building the evidence base also includes: Creating demographic profiles of communities across Tasmania; Engaging community members in identifying key factors of a good life in their community, as well as local strengths and barriers.

1.2

Measuring our success

Increasingly funders of community services are funding outcomes, which places a focus on improving opportunities for Tasmanians to live a good life. An outcomes framework will be developed for use by community services organisations in partnership with the community services industry, relevant government agencies and UTAS. It aligns with the recommendation of the Tasmanian State Service Review for a shared community population outcomes framework and will complement existing frameworks such as the Child and Youth Wellbeing Framework.

The Framework will establish a set of domains that are important to achieving a good life. At an individual level, the Outcomes Framework will help understand whether community services and programs are effective in making people's lives better. At a societal level, the Framework will assist in identifying and supporting investments in solutions that address the priority needs of people who experience disadvantage, through a consistent language and measurement framework.

To be effective, the development of the Framework will need to recognise differences across the industry and ensure there is alignment with existing outcomes frameworks and reporting requirements.

Through the Framework government agencies and relevant sectors can review, prioritise and align future community services industry investments with areas of community need. The Framework will allow for reporting on how these investments are having an impact on service users and the communities in which they live.

Once the Framework is developed, matured and validated there will be opportunities to align the needs of service users and the outcomes sought by government agencies through procurement and evaluation processes using agreed Framework outcomes. Within this approach is the opportunity to establish local commissioning models to procure services targeted to population needs.

The implementation and validation of the Outcomes Framework will require the development and testing of measures. It will also require the implementation of training and development for community service organisations and State Government funding managers on underpinning the outcomes-based logic models.



1.3

Establishing innovative community-led, place-based approaches

It is important that governments, the community services industry and communities have a shared understanding of how to build responsive, connected service systems at a local level. To this end a framework and standards for person-centred, community-led, place-based approaches will be developed. This will provide the basis for training, testing and knowledge sharing across communities.

As part of this approach, centrally available resources will be developed for testing innovative approaches. This could include cost benefit analysis and piloting prospective programs.

It is important that person-centred, community-led, place-based approaches build on best practice in Tasmania and other jurisdictions. Platforms and processes need to be established to allow information to be shared about current community-based models and approaches such as COVID-19 recovery local jobs networks and local volunteering and health and wellbeing strategies.

1.4

Public private partnerships

The current major development projects in Tasmania provide an opportunity for joint venture public and private investment in community services.

There is an opportunity to finance, build and operate projects in host communities, particularly in housing. Major developments and large industries are attracting workers, including skilled and low skilled migrants to regional areas and this is contributing to housing shortages in these smaller communities. There are opportunities for the community services industry to initiate innovative projects and programs and create genuine partnerships to respond to the consequences of the influx of people.

These opportunities will be explored through the strategic approach led by the Community Services Industry and Workforce Advisory Council (see Implementation and Measurement).



1.5

Promoting digital inclusion

The community services industry can support greater digital inclusion through a range of initiatives that complement the Tasmanian Government's digital inclusion strategy. These include:

- Supporting literacy and numeracy for people in communities through partnerships with 26TEN and others, such as locally based 'floating' coaches/mentors to build digital skills with people where they live, work and play.
- A grants program for community services organisations to enable service users to access their own, or to lease, devices and the network access/data required to use them.
- A 26TEN employer grant to allow staff and volunteers to access literacy and numeracy support as well as digital literacy.
- Support for community services to increase their organisational and workforce capacity to be responsive to clients' digital literacy levels. This includes ensuring easy access for clients and lifting digital skills for volunteers and paid staff. To assist in this process HelloTas! (a tool that builds organisational health literacy) can be updated to include digital capability.

1.6

New delivery platforms

Changes in technology provide a significant opportunity to improve access and provide greater flexibility for service users in Tasmania's communities.

Given the low levels of digital inclusion in Tasmania and the efficacy of face-to-face services, community services organisations will need to maintain a hybrid service delivery model. It can however continue to implement new platforms for delivering information and services that are person-centred and benefit local communities. These could include client-based accountability systems.

New digital platforms can be co-designed and evaluated with clients and community members.



PRIORITY TWO

Workforce development and training



Our aim is to ensure the industry has the skilled and diverse workforce it needs to deliver flexible, responsive services that can withstand future disruptors and achieve positive outcomes for clients.

We will build on the strengths of the current workforce as innovative, adaptable and dedicated in order to establish community services as a career of choice. Meeting the target of 4,000 additional workers by 2024 and 14,000 volunteers, will require a strategic approach in recruitment, retention, skills and training.

It is also important that there is an elevated level of public awareness of the many and varied jobs and career pathways available in a highly skilled, caring and diverse community services workforce. There is an opportunity to engage Tasmania's young people in early conversations about working in the community services industry and the opportunities to work alongside other dedicated workers who are making a difference on intergenerational poverty and inequality.

To maximise the ability of local people to fill the projected vacancies, it is necessary to develop and lead a forward-thinking alliance of Government, community services industry, Vocational Education and Training (VET) and tertiary education providers. Importantly, pathways to employment in community services will be created for the next generation of Tasmanians, currently charting their future work lives in the post-COVID-19 economy. The sustainability of the industry relies on the recruitment and retention of skilled workers, as well as the support and effective management of volunteers. Increased mobility, clear career pathways and organisational adaptive capacity are key factors in making the community services industry a career of choice.

Success in Workforce Development and Training will be measured by vacancy rates, employment demand and the level of education of industry workers.

To achieve this aim, in the next three years action will be taken in five areas:

- Workforce Coalition
- Awareness campaign
- Training and development fund
- Volunteer workforce
- Peer workforce.

Actions

2.1

Workforce Coalition

A centrepiece of the Industry Plan is the establishment of a dedicated Workforce Coalition.

The Workforce Coalition will help position Tasmania as a national leader in thinking and practice in health care, education and care (childcare), human and social services, as well as in innovative training and education. It will help position Tasmania to deliver world-class training and education for a modern, rapidly growing industry to meet statewide, national and global demands.

In line with the Tasmanian Government's COVID-19 recovery commitments, the challenge calls for Government and institutions such as TasCOSS, TasTAFE, UTAS and others to:

- Leverage respective capital,
- Collaboratively produce approaches and qualifications that create better health, care and educational outcomes for Tasmanians.
- Sustainably fill the industry's projected job vacancies.

The Workforce Coalition will oversee:

- Defining and driving a program of research to identify future industry demand trends, as well as barriers and opportunities to employment in the Tasmanian community services industry (including community perceptions) and workforce and skill development priorities. This work will align with the Tasmania's population growth strategy and federal government skilled migration programs.
- The design of an ongoing campaign to change community attitudes around careers in the industry and attract and retain workers in a globally competitive market.

- Developing training, education and skill development programs for the industry to fill gaps in niche areas which can't easily be addressed by the existing system.
- Informing the application of government funding to drive workforce development in the industry through the Tasmanian training and education sector.
- Strengthening the community services industry's evidence base and apply research to improve client outcomes through the formation of partnerships across the industry, government, vocational and tertiary education, and business sectors.

Vital to achieving the repositioning of Tasmania's community services industry is a focus on:

- The emergent skills and qualifications required to move across the different sectors of the industry (resulting in a flexible and adaptable workforce able to work across and share benefits and resources between a range of sectors).
- Aligning our training and service delivery practices locally across sub-sectors, while also avoiding a silo approach.
- Delivering quality, contemporary community services.
- Promoting the opportunity of joining a strong, vital workforce that offers a myriad of professional opportunities and career pathways.

2.2

Community services awareness

In order to increase the number of workers needed for a responsive and local workforce the industry must be recognised as a contemporary, professional career of choice. A community services awareness campaign will help attract, recruit and retain a diversity of skilled workers in Tasmania and will provide entry into training opportunities for Tasmanians experiencing unemployment.

This campaign will assist to:

- Raise the public profile of Tasmania's community services industry.
- Recruit young people and older Tasmanians experiencing unemployment into entry level community services training.
- Promote career and training pathways in community services to Tasmanians experiencing unemployment by emphasising the benefits and transferrable skillsets from industries including hospitality, tourism, the arts, business and government. This is a priority across the first one to two years of COVID-19 recovery.

The investment in an industry-specific recruitment campaign will complement the On the Right Track VET campaign, School-based Apprenticeships Program and VET in Schools Program.

2.3

Training and workforce development fund

There is a need for coordination of a rapid boost to the industry's training capacity and the capacity of its leaders to navigate an increasingly complex regulatory environment. This will be achieved through the establishment of a training and workforce development fund.

The fund will offer subsidised places in Training and Assessment Cert IV across sectors as well as backfill funding and scholarship places for leaders, including volunteer directors of community services organisations.

2.4

Volunteer workforce planning

Volunteers make a significant contribution to the community services industry in Tasmania. In taking a strategic approach to the workforce it is important to include consideration of volunteer organisations and the impact of changes and reform on policy and business models. This includes compliance and accountability requirements and the growing time and financial cost of managing, recruiting and retaining volunteers in the current service environment. The industry needs to work between the supply of volunteers and the demand for their services. Volunteers are seeking more flexibility and less commitment in their volunteering and organisations will need to adapt their recruitment strategies and business models to a more contemporary approach.

2.5

Peer workforce approaches

Lived experience is increasingly being viewed as a valuable component of the workforce. Peer workforces are being utilised more commonly throughout the community services industry, particularly in mental health.

We will work to develop more consistent local peer workforce frameworks and strategies in Tasmania.

Organisations with existing peer workforce strategies can be engaged to develop innovative approaches across sectors. This work needs to align with local community and workforce volunteer strategies.



PRIORITY THREE

Leading for impact



Our aim is to ensure that the community services industry is a well governed, viable industry with leadership that creates value by being targeted, resilient, accountable, innovative and ethical.

Achieving the vision of a connected community services industry requires a culture and practice of strong leadership within organisations, across the industry and in communities. Leading for impact involves continuing to cultivate innovation, quality, performance and accountability to ensure the long-term sustainability and competitiveness of the industry.

Strong leadership is vital in attracting people to the industry. Strong governance experience and capacity-building will ensure the community services industry adds value for both government and service users and that organisations are fully accountable, ethical and innovative at board and senior management levels.

Higher levels of governance skills will be needed to navigate the emerging changes to regulatory environments. The implementation of recommendations from Royal Commissions will set higher expectations of the leaders of governing bodies across the community services industry.

It is acknowledged that 95 per cent of boards in Tasmania are run by volunteers. It is important to ensure those leaders who take on roles in governance with organisations and communities are appropriately skilled and supported.

Job security needs to be strengthened within the industry to provide important benefits to the state's predominantly female community services workforce and to lower gender-based inequities.

The industry will continue to play a significant leadership role in responding and adapting to future economic and social disruptions and disasters, such as COVID-19 and the impacts of climate change such as bushfires and floods. Future contracts and service delivery models need to be flexible to support this role and to allow continued access to essential supports when and where they are needed.

Current funding arrangements need to be analysed in regards to the challenges of multiple data reporting and acquittal requirements. Collaborative approaches to funding and sharing of information and data, fosters a shared responsibility and accountability for outcomes among organisations and communities.

Success in Leading for Impact will be measured by the efficacy of funding models, uptake of governance training and development of resources, community leadership participation and contribution to environmental sustainability.

To achieve this aim, in the short-term action will be taken in four key areas, including: Sustainable funding and reporting, Board quality and development, Community leadership and Commitment to environmental sustainability.

Actions

3.1

Board quality and development

Work will be undertaken to understand the current status of governance within the community services industry and the skills and qualifications required on boards in the current environment. This includes how to attract and support the right people with the required skills and qualifications to boards.

It is important to understand the impact of an environment of ongoing reform and changes on individuals in governance and leadership roles so that strategies can be developed to support and sustain high quality leaders within the industry.

In order to strengthen industry governance, we aim to ensure 120 industry leaders are trained in governance by 2024.

Providing training places in tailored not-for-profit governance programs will ensure those leaders who take on board and governance roles within organisations are appropriately skilled and knowledgeable. It will help ensure organisations remain fully accountable, ethical and innovative at both board and senior management levels now and into the future.

3.2

Quality and standards

Through a quality and standards audit we will seek to identify new ways of delivering quality services that set a culture of high compliance and explore alternative models to effective governance. We will build on existing programs and resources in the industry to develop targeted training, coaching and mentoring, as well as tools that ensure consistent high-quality service provision.



3.3

Sustainable funding and reporting

The community services industry and State Government will work together to implement changes to ensure greater flexibility in funding models and a streamlining of reporting requirements. Funding models will be reviewed to ensure they:

- Are long-term (five plus years) to provide certainty to service providers so they can measure outcomes, invest in staff and systems management.
- Have very clear deliverables, outcomes and reporting requirements that are co-designed with community services providers and government and informed by people, places and priorities.
- Be designed to deliver flexible and adaptable service provision and sharing of practice and innovation, data and outcomes.
- Require appropriate transparency and accountability.

A rapid audit of existing funding agreements and involvement of service providers in the modification of contracts will provide increased funding certainty and result in increased employment stability in the community services industry.

3.4

Community leadership

The community services industry and State Government will work together to consider how we can best support leadership training for individuals that have demonstrated involvement in their local community.

In building the leadership and advocacy capacity in local communities, we will ensure direct engagement with Tasmanians with experiences of living on low incomes in order to tackle the systemic drivers of poverty, inequality and disadvantage. Individual 'Community Voice Partners' will be supported and trained to contribute to and lead innovative, sustainable place-based solutions.

3.5

Commitment to environmental sustainability

Industry and government partners will work together to prioritise frameworks for the adoption of circular economy principles in line with COVID-19 recovery commitments.

As part of this the community services industry will join with other industries and provide and share information on how to reduce waste.

The community services industry will continue to provide strategic input into Tasmania's response to the climate crisis.



Implementation

The social and economic environment in which the community services industry operates is rapidly changing, with the pace of change expected to continue. As such it is vital that the industry remains forward-thinking and strategic in its decision-making.

The Industry Plan allows community services and the State Government to respond collaboratively and strategically to challenges in a changing environment and to continue to provide the high-quality services that are need by individuals and communities.

The first task of the Governance Groups will be to develop the three year implementation plan with annual reporting incorporated. The priorities and actions identified in the Industry Plan will become the three-yearly Implementation Plan with reporting annually.

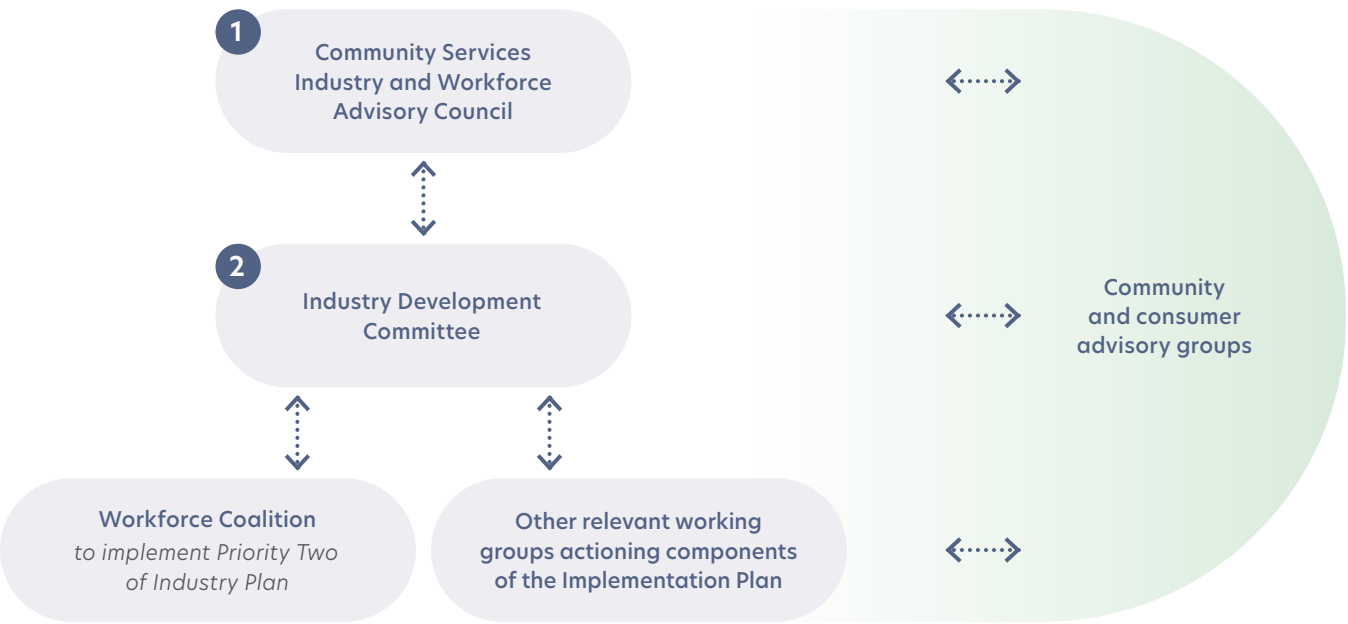
As the plan is implemented the governance groups will consider changes in the policy environment. For example, considering how each priority action contributes to the Closing the Gap Outcomes in areas such as cultural safety training and funding reforms.

Governance of the Industry Plan

The 10-year Industry Plan will be implemented through a network of strategic partnerships. These partnerships will be between the community services industry, clients, communities, government agencies, educational institutions and training providers and other stakeholders.

The Industry Plan will be overseen by a mix of representatives ensuring gender balance, employers/providers, consumer participation. We will work together to identify and address common challenges and to build a sustainable and connected and responsive community service system.

Industry Plan Governance Structure



1 Advisory Council

The role of the Advisory Council is to sustain the future growth and health of the industry, identify barriers and opportunities and to build on successes from the Industry Plan's implementation.

The Advisory Council will provide high level oversight in leading change and ensuring the State Government and industry are accountable to the Industry Plan. This will be achieved through six-monthly meetings and annual reports on progress against the priorities in the Industry Plan.

This model provides a new collaborative way of working with high-level accountability for both government and industry.

Membership of the Advisory Council will consist of a strategic leadership group, with a focus on having the 'right people' around the table. It includes:

- Chair, TasCOSS (co-chair) and CEO, TasCOSS (ex-officio)
- Minister for Health, Community Services and Development (co-chair), Secretary of Department of Communities Tasmania (ex-officio) or delegates
- Minister for Education, Skills, Training and Workforce Growth, Secretary of State Growth (ex-officio) or delegates
- Other relevant Minister/s or delegates
- Federal Government, Local Government Association and Primary Health Network representative
- Community services and peak body representative CEOs including Aboriginal and regional representation and
- Training and education providers, Vice Chancellor, (UTAS) and CEO, TasTAFE or delegates.

2 Industry Development Committee

The role of the Community Services Industry Development Committee (IDC) is to work collaboratively to action all aspects of the Industry Plan, focussing on short, medium and long-term priorities including implementation, milestones and monitoring.

The first step of the IDC is to operationalise the implementation plan based on the Industry Plan. As progress is made, the Industry Plan will remain adaptable, evolving as goals are met and outcomes achieved.

The IDC will comprise of members representing industry organisations, peak bodies, State Government and other key partners. Through the implementation plan, the IDC will actively work to:

- Improve capacity of both industry and government to engage in mature, effective and sustainable funding relationships
- Review current funding agreement templates and arrangements, and develop agreements that strengthen outcomes, measure success, improve data collection and streamline operational processes; and
- Build financial sustainability of small and volunteer organisations that deliver critical services to Tasmanians.

The work of the IDC will include quarterly meetings and be overseen by the Advisory Council, with six monthly reports against the implementation plan.

Relevant coalitions and working groups will be responsible for implementing the specific priorities of the Industry Plan and will be overseen by the IDC.

Administration

Support for the implementation of the Industry Plan will be provided by TasCOSS. Resources will be allocated to support the work of the Advisory Council and the IDC, including for reporting, communication, information sharing and management of the community services industry awards.

Reporting on the Industry Plan

Progress on the implementation of the Industry Plan will be provided each year in the form of annual reports that address specific actions outlined in the three-yearly Implementation Plans.

Reports will be provided for the State Government, community services industry and the broader Tasmanian community.

Measuring success

Progress will be measured against the actions that have been identified in the Implementation Plan.

Evaluation of actions taken under the Industry Plan will be conducted using the Results Based Accountability methodology.

A program of continuous evaluation will be implemented to embed a practice of iterative change and ongoing learning.





