

Regional Workforce Planning

Circular Head Education and Training Consultative Committee and Circular Head Council

Volume 1: Report

29 September 2021



Preface

The Circular Head Education and Training Consultative Committee, in collaboration with the Circular Head Council is pleased to present this Regional Workforce Plan for the Circular Head Region. We thank Skills Tasmania for the funding made available to engage KPMG to assist us with this endeavour.

This regional workforce planning process has broadly adopted a similar approach to those that have come earlier in SERDA, SCS and elsewhere. However, what differs is the fact that Jobs Tasmania and the Local Jobs Network has now been created by the Tasmanian State Government and will be funded as a result of those earlier studies.

This means that this project does not need to make the case for assistance to the same extent as those earlier studies, as it is now widely recognised that the workforce planning issues and challenges found in those earlier studies are applicable across Tasmania and even beyond.

Notwithstanding, this study has been able to reiterate those challenges, but with the spotlight pointed on the Circular Head region. The report seeks to amplify those workforce issues that are more unique to the region and highlight those regional workforce development opportunities that should be funded and supported using the additional resources becoming available through the newly forming Jobs Tasmania network.

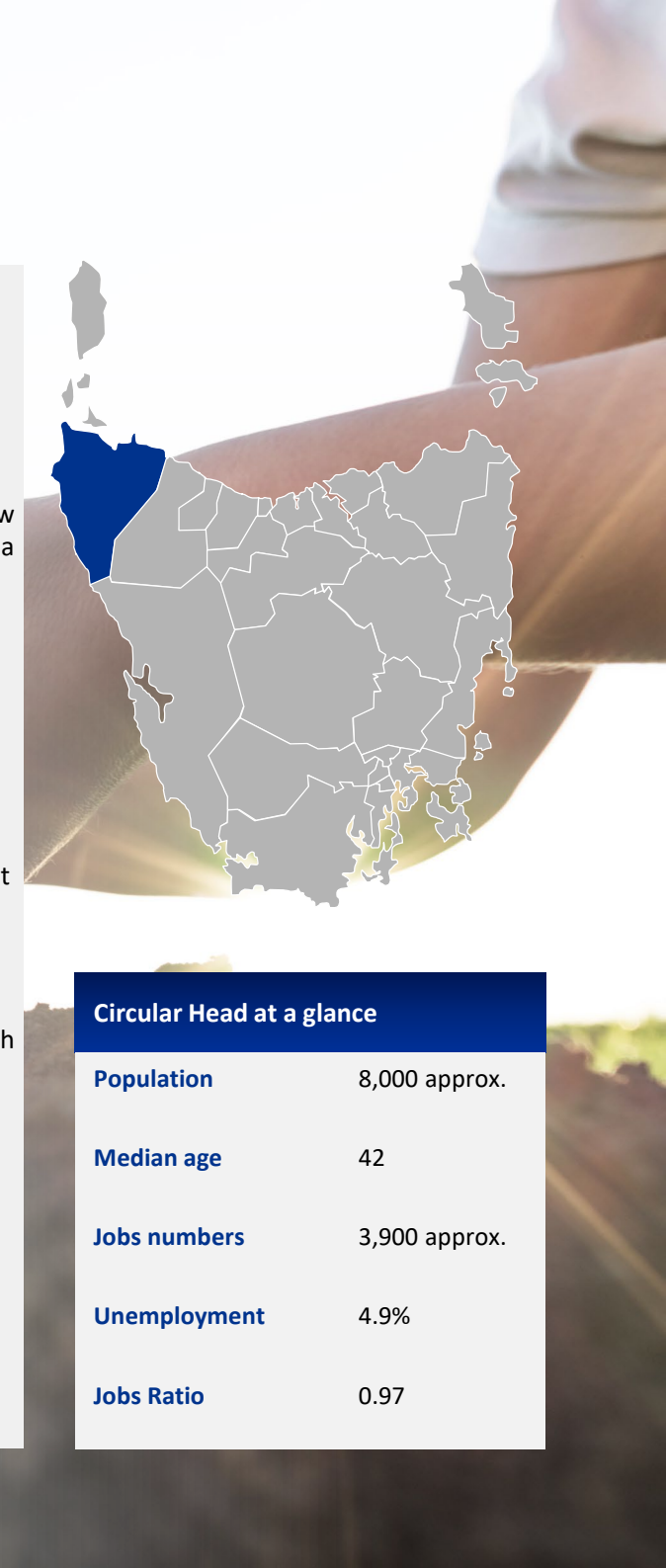
The workforce issues this study seeks to amplify are:

- The dire and immediate need for workers of all skills levels across all of the region's growth sectors.
- The need to more effectively train and retain job seekers from within the region and address the barriers to their employment – transport, core employability skills and wrap around services to address issues such as mental health, substance abuse and inter-generation unemployment.
- The need to attract younger workers from outside the region to reside and call Circular Head home.
- The need to provide foundational attractors for new workers to come to the region, most especially affordable housing, health services, child care services and digital connectivity.

The report is 'broad' and as 'deep' as can be within the constraints of time and budget. It assembles these workforce issues into one consolidated place and also presents a suite of the solutions that will assist the region to work through these challenges.

It is apparent that region is already making some good progress on many educational and workforce development fronts. However, the region can now also look to Jobs Tasmania for support and funding as a significant member of the newly forming North West Jobs Hub.

The people of Circular Head can look forward to a constructive working relationship with Jobs Tasmania and the many Jobs Hub partners and other stakeholders on the North West coast.



Circular Head at a glance

Population	8,000 approx.
Median age	42
Jobs numbers	3,900 approx.
Unemployment	4.9%
Jobs Ratio	0.97

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Glossary of terms

ABS	Australian Bureau of Statistics
ACSA (Tas)	Aged and Community Services Australia
ANP	Apprenticeship Network Provider
ASbA	Australian School Based Apprenticeship
CEH	Centacare Evolve Housing
CHETCC	Circular Head Education and Training Consultative Committee
COAG	Coalition of Australian Governments (now the NFRC)
DA	Development Application
DSS	Department of Social Services
GRP	Gross Regional Product
GSP	Gross State Product
GTO	Group Training Organisation
ICSEA	Index of Community Socio-Educational Advantage
IEO	Index of Education and Occupation
IRSAD	Index of Relative Socio-economic Advantage / Disadvantage
LGA	Local Government Area
LLN	Language, Literacy and Numeracy

NDIS	National Disability Insurance Scheme
NGO	Non Government Organisation
NFRC	National Federation Reform Council
NIEIR	National Institute of Economic and Industry Research
PESRAC	Premier's Economic and Social Recovery Advisory Council
RRSI	Rapid Response Skills Initiative
RTO	Registered Training Organisation
SERDA	South East Region Development Association
SCOTese	Standing Council on Tertiary Education, Skills and Employment
SCS	Southern Central Sub-region
TasBGAS	Tasmanian Building Group Apprenticeship Scheme
TBCITB	Tasmanian Building and Construction Industry Training Board
TICT	Tourism Industry Council of Tasmania
THA	Tasmanian Hospitality Association
TTW	Transition to Work
UTAS	University of Tasmania
VET	Vocational Education and Training

1. Introduction



Background

Regional workforce planning has become an increasingly important component of regional economic development.

A skilled labour force is one of the pre-conditions for sustainable economic development, as illustrated in the Figure to the right, and there are strong broader social and community benefits to be gained by developing a more fully employed and engaged workforce.

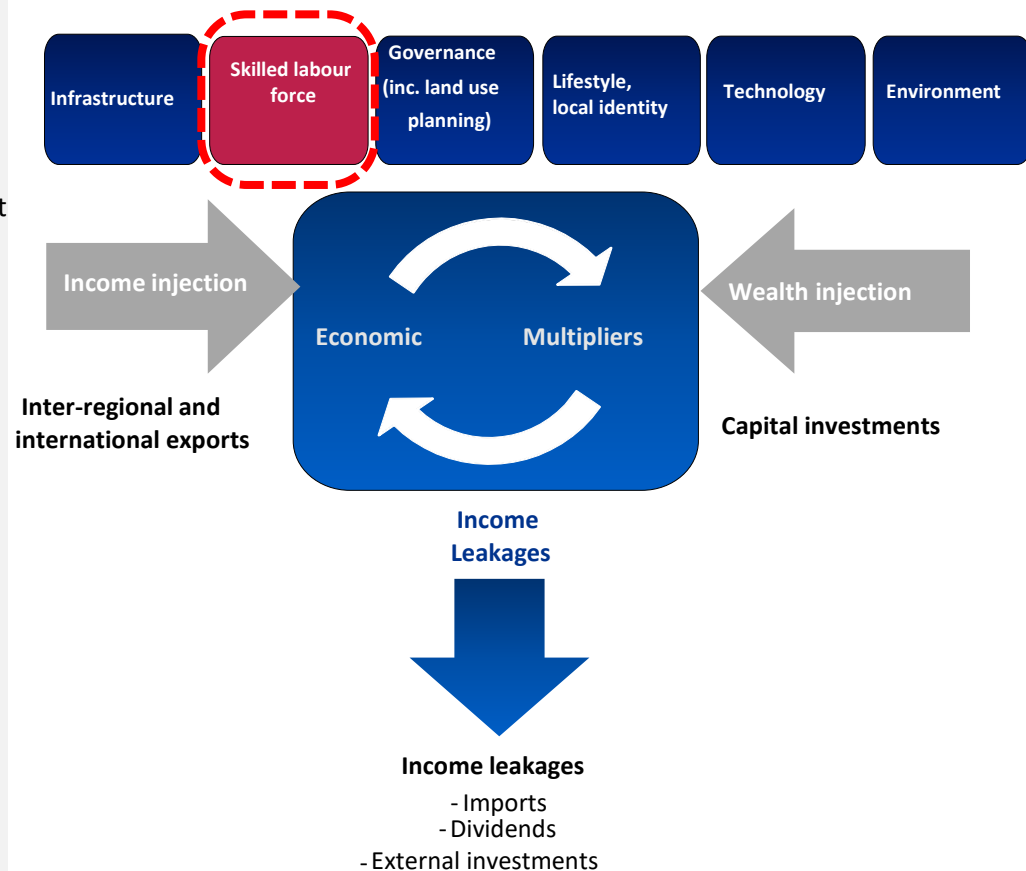
Sorell, Glamorgan Spring Bay, Tasman and Clarence (SERDA) and Brighton, Derwent Valley, Central Highlands and Southern Midlands (SCS) have undertaken regional workforce planning in 2016-17. Each of those regions has embarked on a range of workforce development initiatives to better connect the education sector and job seekers with industries and employers in need of workers.

A similar project was undertaken by the Huon Valley Council in the first half of 2020, which has also been well accepted by Council and other stakeholders on the Steering Committee including Skills Tasmania and the University of Tasmania.

More recently, the Glenorchy City Council has secured funding to create a Jobs Hub for that region. Similar work is also underway at George Town and at Break O’Day.

On the strength of these developments and the formation of Jobs Tasmania, the **Circular Head Council** and its key stakeholders in industry, education and training – the Circular Head Education and Training Consultative Committee has engaged the assistance of KPMG to advance workforce planning for the region.

Pre-conditions for sustainable economic development



This study aims to provide direction for the Council, CHETCC and their recently appointed Project Officer over the next two years of funding for that role. This study also aims to inform the newly formed Jobs Tasmania and any emerging Local Jobs Hub on the North West coast about the specific and urgent workforce needs facing Circular Head. The study has also found that the region has a range of broader economic development challenges that are impacting the region’s ability to develop and attract skilled labour. Since many of the pre-conditions need attention, this report also points to a broader role that all spheres of government need to play to create 9 more sustainable economic development platform for Circular Head.

Objectives and approach

The study was undertaken with several key objectives, using a structured approach along the lines used in earlier studies.

Project objectives

Council and CHETCC established the following specific project objectives:

1. Better **linkage** of regional workforce planning to regional economic development.
2. Improved **collaboration** and dialogue between industries and regional bodies.
3. Finding ways to achieve a **better connection** between jobs seekers, the needs of employers and the education sector.
4. Improved employment outcomes and participation for **disadvantaged** members of the Circular Head community.

Project approach

In order to address the objectives of the study, an over arching approach, comprising three steps was adopted, as illustrated to the right. This study has focussed on Steps 1 and 2.

The implementation of the regional workforce development initiatives recommended in this report (Step 3), will be the responsibility of the Council, CHETCC, other Federal and State Government key stakeholders, NGOs and a wide range of other participants in the broader workforce planning and development 'system' as illustrated on the next page.

In order to work through Steps 1 and 2, a structured approach was undertaken comprising the following broad steps from June 2021 through to September 2021.

Project approach cont.

Step 1: Project initiation – meeting with CHETCC to launch the project

Step 2: Data analysis – compiling and analysing data from a range of sources to understand the regions economic, social, industry and educational profile

Step 3: Consultations – workshops at Circular Head with CHETCC, Council and other education and industry representatives, followed by further one-on-one meetings and a survey

Step 4: Analysis and reporting – Synthesising all preceding activities into a Headlines and Action plan, this report (Volume 1), along with a more detailed Data Pack (Volume 2)

Step 1: Regional workforce understanding

- What is the region's current workforce capability and capacity?
- What workforce capability and capacity is required to meet the future needs of the region?

Step 2: Regional workforce development planning

- What workforce development activities are needed to address the workforce capability and capacity gaps?

Step 3: Regional workforce development implementation

- Implement initiatives that aim to better meet workforce development needs by:
 - Increasing attraction & retention of skilled labour
 - Increasing participation of local people
 - Increasing qualifications and skills
 - Pursuing other regional attraction measures

Growth industries and stakeholders are at the core of this study

The regional workforce planning study has focussed on industries that are strategic growth for both the region and Tasmania as a whole. The study has also adopted a similar framework to previous studies, highlighting the range of stakeholders that influence regional workforce planning.

Strategic growth industries

The study has focussed on industries that are strategic growth for both the region and Tasmania as a whole. The study had less focus on sectors such as public administration and safety, transport and logistics and arts/ recreation though there will also be 'natural' employment change in these industries as well, as they expand and contract.

	Health care and social assistance
	Building and construction
	Tourism and hospitality (plus retail)
	Manufacturing and processing
	Primary Industries
	Energy and Utilities



Stakeholder engagement

The study involved extensive stakeholder engagement, using a combination of methods including two days of workshop at Smithton with larger groups, other one-on-one meetings and a survey option for those unable to attend meetings. All participants are named in Appendix 1 and we thank everyone for the contribution and insights.

Structure of report

This Volume 1 report has been structured around three core areas 1. understanding the backdrop to this study, 2. delving more deeply into the six target industry sectors, and 3. outlines the key themes and strategies for the region.

Understanding Circular Head and the political, economic and social environment within which this study is being undertaken...

Section 1: Introduction

This section introduces the report, outlining:

1. The background giving rise to this study.
2. The study objectives.
3. The over-arching approach based on the SCOTSE Framework for regional workforce planning.

Section 2: Executive Summary

Section 2 presents the Executive Summary of this report, aiming to provide a succinct outline of all the sections that follow.

Section 3: Setting the Scene

This section provides the backdrop to this study, outlining:

1. The COVID-19 pandemic and its impacts in this context.
2. The role of government in influencing workforce development.
3. The emergence of Jobs Hubs with a focus on the North West Jobs Hub and the positioning of Circular Head in that context.

Section 4: Regional profile

This section provides a detailed analysis of the Circular Head region, with a focus on:

1. The economic and social profile
2. Jobs and industries
3. Education and training
4. Workforce skills and requirements

This provides insights into the make-up of Circular Head, its strengths, weaknesses and therefore opportunities to advance workforce planning in the region.

A deeper look at the target industry growth sectors...

Section 5 delves more deeply into the six key industries that are the focus of this study, those being

1. Health Care and Social Services
2. Building and Construction
3. Manufacturing and processing
4. Tourism and Hospitality (plus Retail)
5. Agriculture, Forestry and Fishing
6. Power and Utilities

For each industry we outline:

1. Why the sector is important to Circular Head.
2. Some of the key industry metrics.
3. The key workforce challenges.

A summary of what we've learnt and where to next...

Section 6: Conclusions and proposals

This section draws together:

1. The key points from sections 3 to 5.
2. The key themes and broad strategies that should be the focus, both with and independent of the Jobs Hub.
3. Industry specific strategies and actions to advance workforce planning and development.
4. Options to address the housing supply issue.

A Headlines Report with Action Plans has been prepared to present the proposals and more detailed actions.

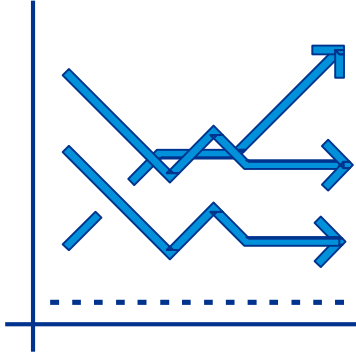
A Volume 2 report has also been compiled to present in further detail, the research data and analysis that has been used to inform some aspects of the summary observations that appear in Volume 1.

2. Executive summary



Current situation (Section 3)

The current situation outlines some of the key forces that are shaping the areas of focus for the regional workforce development in Circular Head.



The Australian economy bounced back from the earlier COVID-19 outbreaks but ongoing lockdowns are a brake on economic recovery.



Governments' COVID-19 stimulus is supporting jobs and economies through a range of reforms and packages. The VET sector has been in focus...



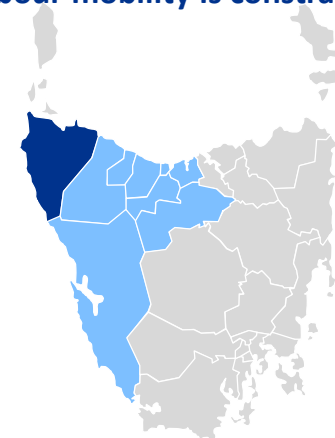
Tasmania's economy has fared better than most jurisdictions by minimising COVID-19 outbreaks and stimulating local spending, but risks remain while borders are closed and labour mobility is constrained...



Weakness in the traditional education and industry pathways, and job matching process has seen local jobs focussed solutions form across many regions in Tasmania.



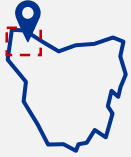
Jobs Tasmania has now been created to oversee the establishment of common governance and operating models across Tasmania to deliver tailored solutions to the local problems.



A North West Jobs hub is taking shape and Circular Head can play a lead role in setting its jobs agenda as part of that broader group.

The Circular Head region (Section 4)

Volume 2 of this report sets out in further detail, a range of data that provide insights into the region. Some of the headlines summarised below, point to both strengths and weaknesses across Circular Head.



Regional Profile Section 4.1

- Circular Head has one of the highest job containment numbers in Tasmania ABS census data shows that around 9 in 10 residents both live and work in the region.
- The Region also has lower unemployment when compared to the rest of the state and has been lower since 2012.
- Youth unemployment is also lower in Circular Head than Tasmania, with youth unemployment at 16.7% versus 19.8% for Tasmania.
- Treasury projects the population in Circular Head will decline out to 2042 at a compound annual rate of -0.63.

Please see Vol:2, page 16 and 17 for more information



Jobs and industries Section 4.2

- Agriculture, Forestry and Fishing is the region's biggest sector, making up around 30% of the regions total workforce, or 38.2% of the FTE workforce.
- Agriculture Forestry and Fishing is also responsible for 49.7% of the region's output. Other key industries include Manufacturing (18.4%) and Construction (7.4%).
- According to NIEIR data in 2020, the Circular Head region has a high job ratio (0.97) meaning there is almost the same amount of people employed as there is jobs, based on workforce projections and the available working population.

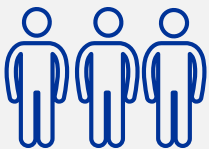
Please see Vol:2, page 17-30 for more information



Education and training Section 4.3

- Since the 2011 Census, the number of Circular Head residents with formal qualifications increased across all levels.
- There has been a 10.4% increase in Certificate level III and IV in Circular Head between the two most recent censuses.
- The completion rate for ASbAs in the region is 45.55% under the state average of 65% (based off Skills Tasmania data relating to public schools in the region).
- The number of apprentices and trainees in Circular Head has increased by 19% between 2016 and 2020.

Please see Vol:2, page 31-41 for more information



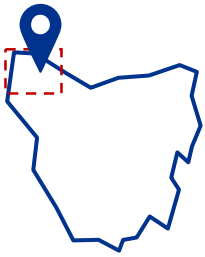
Workforce skills and needs Section 4.4

- Extrapolated data from the Australian Labour Market Information Portal estimates Circular Head will require approximately 131 new jobs by 2024.
- However our workshops and individual consultations suggest that the jobs market could require as many as 300-400 workers in a non exhaustive list, with 200 alone in the dairy sector.
- This would represent approximately a 12.82% increase in the estimated total workforce of Circular Head if they were all to be filled skills shortages in specific occupations can be found across all industries.

Please see section 4.4 of this report page 40-43 and Vol:2 page 43-44

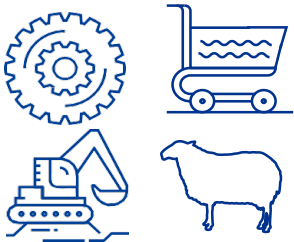
The Circular Head region (Section 4)

Since published data only tells part of the story and has some limitations, the study has spoken to many members of the Circular Head community and other stakeholders. The key themes to emerge from those conversations generally back up the data but add texture to the storyline and amplify the key issues.



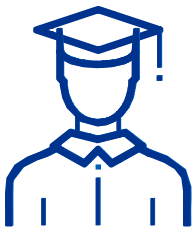
Regional Profile

- Workers are not attracted to move permanently to the area to fill vacancies, due to challenges / lack of appeal in living in this regional area. The region tends to lose many of its school leavers to pursue education, work and lifestyle opportunities elsewhere.
- Housing and rental property supply and the growing cost to buy or rent in the region is a key impediment to attracting workers.
- There are other gaps in the region's essential foundations that limit its attraction as a place to live and work...child care, health care, allied health and public transport are key deficiencies.



Jobs and industries

- The region is severely challenged by chronic workforce shortages across most of the industries in the region.
- Employers observe that core employability skills appear to be deficient in many job seekers who are not job ready – presentation, punctuality, reliability, basic literacy and numeracy can be gaps in the make-up of many job seekers.
- Larger employers in the region remain but have changed due to broader industry pressures. A large number of micro-businesses now operate but don't have the time or focus to be able to think beyond delivering their trade or business.
- Employment intermediaries are servicing Circular Head as far as possible, but with less focus compared to more populated regions and so some gaps in service levels may remain. Waiting lists are short, given the overall labour supply shortage.



Education and training

- The region is able to offer a broad suite of educational opportunities, mainly through the Smithton Primary and High Schools and the Circular Head Christian School. Notwithstanding, the region leaks some of its students to other schools and colleges on the North West coast and Launceston.
- The region is also well served by additional education and training infrastructure, most notably two Trade Training Centre Campuses and the Library. The new recently opened Study Centre is already going some way to filling gaps.
- The educational outcomes being delivered by the schools are said to be on par with other parts of Tasmania, notwithstanding the lower ICSEA school cohort ratings attributable to the region's general socio-economic profile.
- Employers have observed that at times, the training and education options in the region have not been able to meet industry needs.

Industry focus areas in Circular Head (Section 5)

The study has looked more deeply into the key industry growth sectors in the Circular Head region and Tasmania more broadly. A snapshot of those sectors below points to their significance as current and future employers in Circular Head.



Health Care & Social Services

The Health Care & Social Services made up 5.9% of the total workforce in Circular Head in 2020 and 4.4% of the FTE workforce.

Tasmania and Circular Head both have a comparatively ageing population, thus anticipating that more employees will be required in aged care in the future.

The state has also rolled out the NDIS meaning that the implementation is requiring additional disability support workers.



Building & Construction

The Building and Construction industry made up 6.9% of the FTE workforce in Circular Head in 2020.

The industry FTE has increased by 14% since 2015 for the state.

If it goes ahead, the proposed Western Plains Windfarm will require large numbers of construction worker for both development and ongoing operations.

The industry may be important in contributing to a solution to the housing supply issue in the region.



Tourism & Hospitality (+Retail)

Tourism, Hospitality and Retail represents 13.1% of the region's workforce in 2020 and 9.2% of the total workforce.

Projection point to an increase of an additional 890,000 visitors to Tasmania by 2030.

Data from 2020 showed the region had a comparable number of visitors to the prior year, while only relying on domestic tourism.

As nature based tourism increases, Circular Head is well placed to leverage this competitive advantage. An 'icon' will aid the growth.



Manufacturing & Processing

In 2020, manufacturing had an output of \$238.2M, representing around 18.4% of Circular Head's output.

The industry employed approximately 16.2% of the FTE in the region in 2020.

Whilst it has declined in the long term, Manufacturing has had a strong increase over the past year in economic output, increasing 23.3% between 2018/2019 and 2019/2020.



Primary Industries

The largest employment sector in the region employs around 38.2% of the Circular Head FTE workforce in 2020 and 30.8% of the total workforce.

The industry is also responsible for around half (49.7%) of the region's GRP.

The industry in the region is forecast to grow in the coming years.

The corporatisation of dairy farms in the region will increase the demand for management skills.



Energy and Utilities

In December 2020 the Department of State Growth released the Tasmanian Renewable Energy Action Plan, highlighting that Tasmania has some of the best renewable energy resources in the world.

The Government has put ambitious targets in place to double their 2022 renewable energy figures by 2040.

The renewable industry already has a significant presence in the region, with plans to expand further.

Industry focus areas in Circular Head (Section 5)

Several employers in Circular Head were asked what were the greatest workforce supply and skill issues they were experiencing, and how might these issues be addressed going forward. Workforce supply shortages, job readiness and core employability and sourcing suitable training in the region are key challenges across many of the industries



Health Care & Social Services

Emmerton Park is in the process of expanding, requiring more staff.

Young job seekers are not workforce ready, additionally the attrition rate of these employees tends to be higher than older employees.

A push to increase the value of the sector is required to attract people into the industry.



Building & Construction

Clark Windows employ 55 people in Smithton and train all of their staff.

The lack of local training available in the region makes it difficult to get people qualified. The only glazing qualification requires 2 weeks in Hobart.

Additionally, **basic OH&S** and working at heights training **isn't available locally**.



Tourism & Hospitality (+Retail)

Hospitality in the region is struggling for unskilled staff, but also skilled staff such as chefs.

Stanley Hotel + Co would employ around 20 people if given the option. The majority of these would be unskilled.

Tall Timbers has struggled to attract and retain staff. Positions are increasingly being filled by migrants as opposed to local workers.



Manufacturing & Processing

Greenham require around 20 employees urgently, and potentially even more by end of year.

Dutch Mill also require around 8 staff and up to 12 more in the future.

Attrition is an issue in this industry.



Primary Industries

The Dairy Industry in Circular Head requires more general skilled staff, but with corporatisation of the industry it will also require higher skilled managers. The industry also is somewhat reliant on international seasonal workers.

Ta Ann currently require 25 employees with general skills.

Britton Timbers has an issue finding skilled labour, as well as people just to 'show up'.



Energy and Utilities

Woolnorth renewables struggle to find suitable contractors who are happy to go through the 'red tape' associated with contracting to a large company. Co-ordination of training in the region is a current pain point.

UPC has plans to develop its winds farms and will require 350 construction workers over 5 years and 60 in operations. Sourcing and accommodating workers are key issues.

Conclusions and proposals (Section 6)

The study has found that four broad themes have emerged that all require attention, both short and longer term. These themes extend beyond previous workforce planning studies to include other elements of broader economic development that have presented as barriers to meeting the region’s workforce needs. More detail in respect to these strategies can be found in the Headlines and Action Plan Report.

Theme #1: Pursue skill development & job creation initiatives

The Circular Head region is facing a range of immediate workforce shortage challenges and skill deficiencies across many industries that require urgent attention. Circular Head should focus on these initiatives, in collaboration with the Jobs Hub.

Theme #2: Strengthen the link between industry needs & education pathways

The disconnect between the outputs of the education system and the needs of employers is a common issue across Tasmania. Further work is therefore required across government and with stakeholders to close those gaps.

Theme #3: Pursue broader economic development measures

The Circular Head region, like many others in Tasmania, is facing a wide and complex range of broader demographic, social and economic development challenges. These will also need to be addressed in order to attract and retain a sustainable workforce.

Theme #4: Embrace and embed a Jobs Hub into the Jobs Tasmania network

A Jobs Tasmanian local network will inevitably be formed in the North West with a link to Circular Head, and so the region should be prepared for a Jobs Hub to become an integral part of the region’s workforce support system.

Strategies

- 1.1. Focus on pre-employment training and related support services that address barriers
- 1.2. Pursue grants & incentives available to support job seekers and employers
- 1.3. Activate local job matching services to meet immediate needs
- 1.4. Look to ongoing immigration programs to augment the local workforce

- 2.1. Continue to develop partnerships between the education sector and industries in the region
- 2.2. Influence educational pathways to meet current needs and future work direction

- 3.1. Progress a broad based settlement strategy to address key community development and growth priorities for Circular Head, with a focus on housing
- 3.2. Continue to implement economic and social development initiatives to drive growth in sectors of comparative advantage

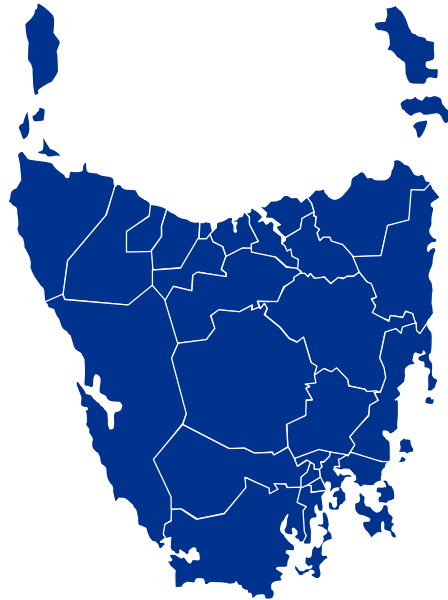
- 4.1. Establish and position Circular Head within the context of a North West Jobs Tasmania Network
- 4.2. Engage with employers and industry bodies to continuously understand their workforce needs
- 4.3. Solidify the Job’s Hub’s role in the training and employment ‘system’
- 4.4. Unlock the resources in the long term unemployed and under employed cohorts

3. Setting the scene



Tasmania has fared better than most state, but risks remain. . .

With a proven correlation between effective management of the COVID-19 pandemic and economic performance, Tasmania has continued to make a good economic recovery, building on its strong performance before the outbreak.



Tasmania is one of Australia's best performing states

2nd

Relative Population Growth, Equipment Investment, Dwelling Starts and Retail Trade

Construction within Tasmania is up

12.6%

Tasmania is also leading the way in the construction of dwellings thanks to strong population growth and increases in house prices.

Tasmania's economic performance was

7th

But effectively, close to equal first with other states on economic performance across 37 key indicators. The rest of Australia, recovered ground on Tasmania in the wake of a very weak 2020 period. The majority of the country has bounced back during the second quarter of 2021 with economic growth above trend and accelerating. Ongoing lockdowns in other states may see Tasmania rise again.

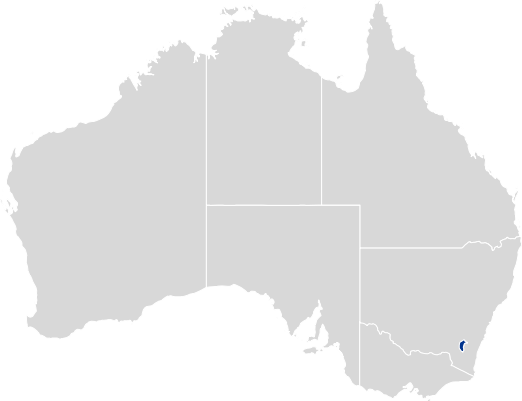
Tasmania experienced the fastest growth in home prices of

20.1%

Alongside this strong growth in house prices, Tasmania has also experienced a 2% increase in wages.

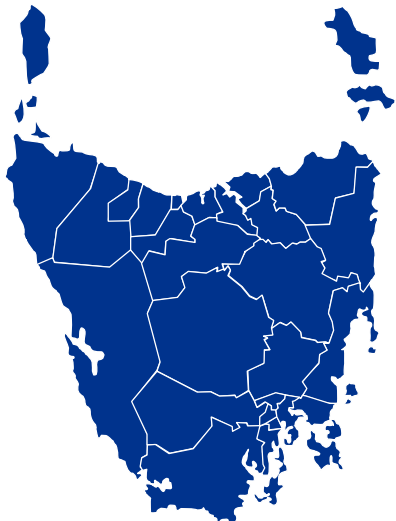
Government is setting the education and skills agendas

The Federal and Tasmanian State Governments have recognised that reform and further investment in education and skills development is at the heart of social inclusion and economic prosperity. The recovery from COVID-19 has shone the spotlight on the need to provide more opportunities for employees to get back into work.



Federal government priorities, reforms and initiatives

- COAG and the new National Federation Reform Council put VET in their priorities. The vision calls for VET qualifications for school students that are valued by employers and provide a clear pathway from school to careers.
- A draft VET Reform Roadmap has recently been released, with aims to provide a pathway for VET sector reform. <https://www.dese.gov.au/.../vet-reform-roadmap>.
- The \$1.2 billion Boosting Apprenticeship Commencements wage subsidy to support 100,000 new apprentices across Australia.
- Skills and jobs were at the heart of the 3-5 year Job Maker Turnaround Plan. The Government's \$2 billion Job Trainer Plan aims to help school leavers and unemployed.



Tasmanian state government priorities, reforms and initiatives

- The Years 9 to 12 Project aims to make education more engaging for Years 9 to 12.
- Vocational Learning In Schools Framework provides direction for vocational learning - 1. Career Education; 2. Work-Based Learning; 3. VET in schools, and 4. Apprenticeships and traineeships.
- Skills Tasmania is guided by Ministerial priorities set for 2018-2021. Priority industries include those in this Study.
- Skills Tasmania is overseeing a number of other workforce development initiatives. For example in the North West, those include a North-West Development Plan for Agriculture and a Mining Workforce Development Plan
- Skills Tasmania continues to offer a range of grant programs to stimulate workforce development initiatives. Some of those are presented in Volume 2, Appendix 1.
- The North-West Tasmania Job Ready Generation Package funds initiatives that support the upskilling of 600 North West Tasmanians with qualifications and on-the-job training required in the growth sectors of agriculture, mining, manufacturing, building and construction.
- The Final PESRAC report points to deficiencies with traditional employment support models and recommended the creation of Jobs Tasmania. This initiative is now in place.

Jobs Hubs

As a response to some of the systemic challenges that have made it more difficult for the traditional employment intermediaries to optimise their role, Jobs Hubs are springing up around Tasmania.

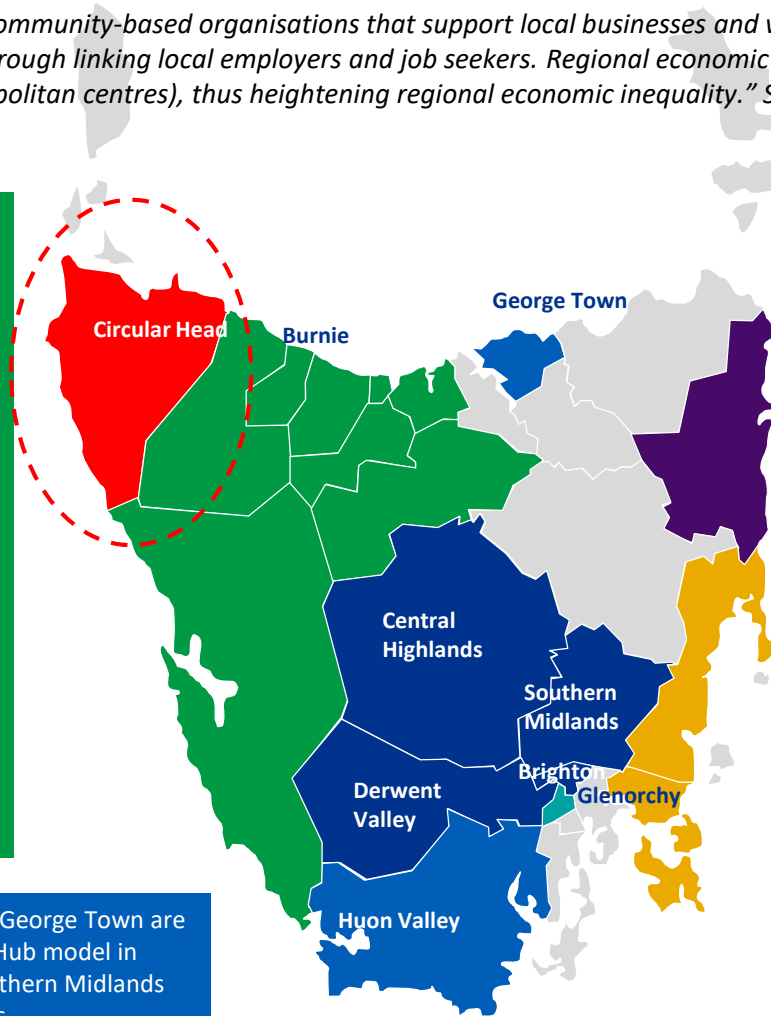
“Regional employment hubs are community-based organisations that support local businesses and workforce. Their broad purpose is to ensure the continued integrity of a regional economy through linking local employers and job seekers. Regional economic stagnation leads to the local workforce gravitating towards high-growth areas (such as metropolitan centres), thus heightening regional economic inequality.” Skills Tasmania Guidelines

The Burnie Industry Training Hub was established in March of 2020 with the intention of strengthening partnerships between local school, industries and employees.

The purpose of the Hub is to identify the current and emerging skills needs for entry level VET roles across all industries in NW and W Tasmania and work with schools and colleges in the region to develop strategies to address these shortages.

The Burnie Industry Training Hub is a part of a 10-hub trial across Australia aimed at regions with high youth unemployment. The hub will primarily target year 11 and 12 students.

Other councils including Huon Valley, George Town are seeking funding to replicate the Jobs Hub model in their regions. Derwent Valley and Southern Midlands are also pursuing similar opportunities.



The Tasmanian Government has funded a two year project in Break O’Day to connect local people to local jobs – Break O’Day Employment Connect comprising Employer Connector, Job-seeker Connector and Coaches, Online Information Hub.

SERDA secured funding through to Tasmanian Community Fund to appoint Tasmania’s first Regional Workforce Coordinator. The role has been evolving since commencement in 2018, but fundamentally acts as an intermediary between employers, prospective employees, RTOs, ANPs and schools to match people to jobs.

The Southern Central Sub-region (SCS) comprising Brighton, Derwent Valley, Southern Midlands and central Highlands has secured \$400,000 of funding over three years to replicate the SERDA model.

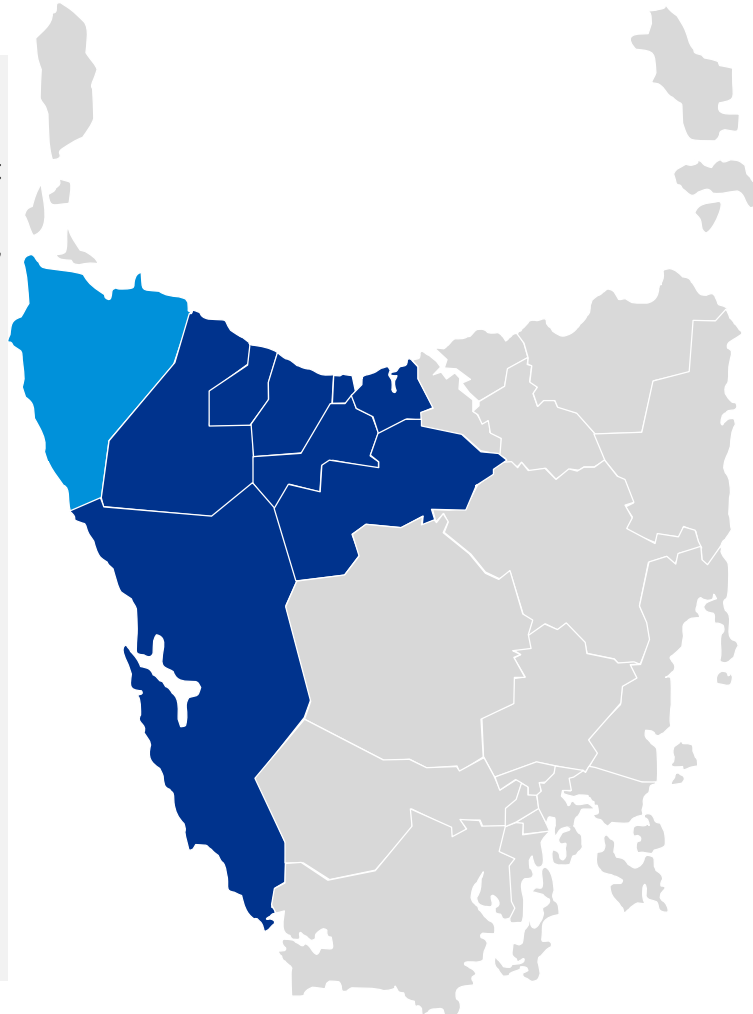
Glenorchy City Council has also now secured funding to establish its own Jobs Hub.

A Jobs Hub for Circular Head...and the North West

The Premier's Economic and Social Recovery Advisory Council has Jobs Hubs becoming a central part of the education, training and employment landscape.

Recommendation 22: Jobs Tasmania Local Networks should:

- be governed by local boards with oversight of the performance of employees and ultimate accountability for service delivery, as well as supporting coordination with government, education, industry and the community sector;
- have well-defined funding objectives and performance reporting requirements;
- have autonomy to design and deliver solutions for unique place-based conditions;
- be given support for local leadership development from the State Government if required; and
- be based on boundaries that align with geographic workforce catchments and industry clusters,
- be small enough for boards and staff to develop strong industry relationships and ensure moderate caseloads.



Recommendation 23: Tasmania Local Networks should be appropriately funded to:

- engage with employers;
- commission public and community services to remove barriers to work and improve employability for individuals;
- assist in coordinating job services within a local region;
- undertake job matching, coaching and referral services;
- address the needs of the recently out-of-work and under-employed, as priority target groups, and young (under 25) job seekers as capacity provides;
- collaborate with Business Enterprise Centres and industry chambers to support small business capabilities;
- support employer engagement with local schools;
- engage with Trade Training Centres, TasTAFE and other education and training providers to optimise services and use of local facilities; and
- engage with community and collective impact networks to provide networks for job seekers through a link into local industry.

Jobs Tasmania (along side Skills Tasmania) is looking to develop a Jobs Hub for the North West region, centred in Burnie, but with satellites to the neighbouring local government areas. The details of the model are still being developed and Circular Head will need to establish its position within the context of these reforms.

A high level overview of the North West Jobs Hub

Burnie Works has emerged as a pivotal element of the job support system in the North West. It has been chosen by Jobs Tasmania as the 'hub' for the model in the North West, with 'spokes' out to Circular Head, and the remainder of the North - West Region. Overall, Burnie Works is confident that Circular Head will have a strong say in setting its own agenda as an important partner in the Jobs Hub.

Burnie Works is a collective impact initiative and whole of community response that uses high levels of collaboration between education, industry, Job Actives and NGOs to respond to Burnie's broader community and employment challenges. Burnie Works received five years funding from the Commonwealth Department of Social Service through until June 2024. Burnie Works has six staff and six Working Groups dedicated to specific community issues. Modelling sourced by Burnie Works suggests the North West coast will need as many as 20,000 additional workers over the next five years, with a focus on agriculture, renewable energy and aged care and disability support.

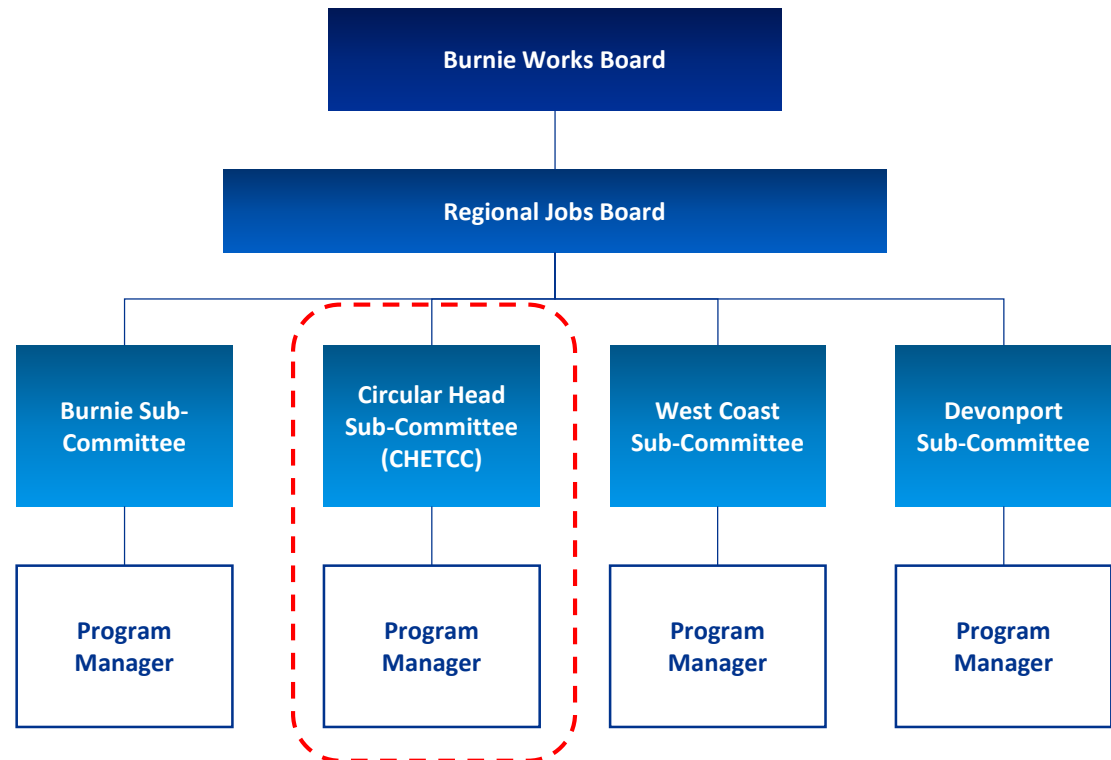
The proposed Jobs Hub model will utilise Burnie Works as the organisation to govern the operations that aim to deliver the jobs around the West and North West Coast. The governance model and structural arrangements are currently being considered and no conclusions have yet been made.

At this stage, a new Regional Jobs Board would be formed under Burnie Works. This would be the body to be provided with the pool of funding for the region. There would then be a sub-committee for each region to advise the Regional Jobs Hub Board of the issues and challenges each region is facing and what they require to rectify the issues. A body such as CHETCC could play that role for Circular Head.

The Regional Jobs Board will have a representative from each sub-committee to advocate for their region and work on regional solutions to regional problems where appropriate.

The Jobs Hub on the North West coast may differ in focus from the SERDA model, where that region was under serviced by the Job Actives and needed a dedicated resource to be on the ground linking job seekers with employers. At this early stage, the Jobs Actives in the North West are suggesting they could place workers in Circular Head if there was accommodation. The North West Regional Jobs Board may therefore have a more strategic focus on impediments such as accommodation, transport, mental health support and other wrap around services that need to be concurrently in place to support job seekers. Circular Head can be a strong voice at the table to influence the focus areas for its municipal area.

The Burnie Region is receiving significant support with the Tasmanian Community fund, a Youth Pathways Project to provide supported PaTH Internships, and a Youth Navigator to support school leavers in the North West. The region has also benefited from Local Employment funding.



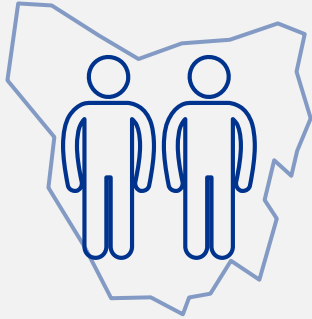
4. The Circular Head region

A photograph of a farmer in a yellow jacket and green boots feeding cows in a barn. The farmer is bent over, holding a pitchfork, and is feeding a row of cows in a metal stall. The cows are black and white. The barn has a high ceiling with a grid of metal beams and skylights. The text "4. The Circular Head region" is overlaid on the left side of the image in a blue, sans-serif font.

4.1 Region overview



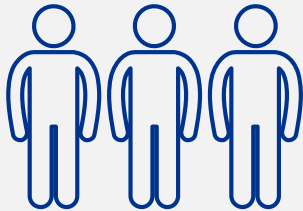
Population profile



The population profile of Circular Head is similar to Tasmania

- According to ABS data, the Circular Head region in general shares a similar population profile to rest of Tasmania. The median age in Circular Head is 41.60 compared to Tasmania's 42.60.
- Approximately 50% of Circular Head's population are aged between 25-65 – the same as Tasmania as a state.
- 32% of Circular Head's population are over 65 – compared to Tasmania's 30%.
- 18% of Circular Head's population are under 24 – compared to Tasmania's 20%.

Please see Vol:2, page 9-10 for more information



Circular Head's population projections point to a static population outlook

- Based on projections from the Department of Treasury and Finance, based on factors including historical data, age profile of the population and fertility rates, all things remaining equal, the population is forecast to decline between now and 2042 in Circular Head by around 0.63% as a compound annual loss.
- These projections are comparable to what was reported in the 2021 Intergenerational Report release by the Federal Treasury in July, 2021.
- These projections do not take into account of periodic interventions such as seasonal workers that are flown in from overseas, or projects that may go ahead in the region, such as the proposed Western Plains wind farm development or Salmon farms.

Please see Vol:2, page 10 for more information



Circular Head has lower unemployment and the residents largely also work in the region

- Circular Head has one of the highest job containment numbers in Tasmania, ABS census data shows that around 9 in 10 residents both live and work in the region.
- The region also has lower unemployment when compared to the rest of the state and has been lower since 2012.
- Youth unemployment is also lower in Circular Head than Tasmania's, with youth unemployment at 16.7% vs 19.8% for Tasmania.
- The region has a lower reliance on government support payments compared to the rest of the state.

Please see Vol:2, page 16 and 17 for more information

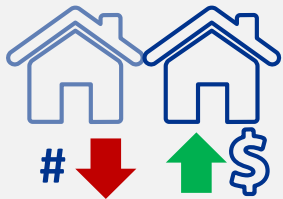
The Housing Market



The housing prices in Circular Head have grown at a strong rate

- Housing in the Circular Head region has become more expensive, rising by 32% between 2015 and 2021.
- Housing is also spending less time on the market in Circular Head with a sharp decline from 2018 to 2021, these two trends suggest the housing market in the region is more competitive now than it has been in previous years.
- The same trends are also seen in neighbouring councils in the North West.
- 2020 saw a surge in home sales in Smithton, selling 112 homes, almost double 2019 sales in the area.
- The REIT quarterly report confirms this, reporting home values in the North West centres to have risen 19.4% over the past year.

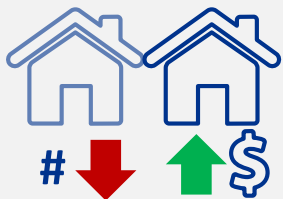
Please see Vol:2, page 12 for more information



Rental homes are becoming more expensive with less supply available

- Similar trends can be seen in the rental market across the North West Coast. The median rent price for a home in Circular Head has risen 34% from 2015 to 2021.
- As the prices have risen, the number of homes available to rent has declined by 65% over the same period.
- The combination of reduced number of rentals available per year and the increase in cost suggests that there is a housing shortage in Circular Head, as well as the North West Coast more broadly.
- The REIT quarterly report confirms this, stating that rental vacancy rates are currently at an historical low at 1.7% in the North West.

Please see Vol:2, page 13 for more information



Rental units have become more expensive despite less of a decline in supply

- Similar to homes in the region, the median rent price for a unit in Circular Head has risen 40% between 2015 and 2021.
- The number of units available to rent has also decreased in the region, however not as significantly as houses over the same period.
- Waratah-Wynyard and Burnie have experienced more severe reduction in available units, however whilst the median rent for a unit has risen, it has not risen at the same rate as Circular Head.

Please see Vol:2, page 14 for more information

Socio-Economic Index's for Circular Head

Circular Head's IRSAD and IEO rankings indicates that Circular Head experiences greater socio-economic disadvantages and possess comparatively fewer qualified and skilled workforce.

Advantage/Disadvantage Index Rank (IRSAD)

Circular Head is in the 47th percentile for Tasmania for the Advantages and Disadvantage Index Rank and in the 12th percentile Nationally.

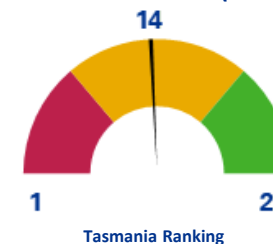
The Circular Head region is in the lower quadrant of the Nation, indicating the area is exposed to lower advantages /opportunities and higher disadvantages when compared to other regions in Australia.

Education and Occupation Index Rank (IEO)

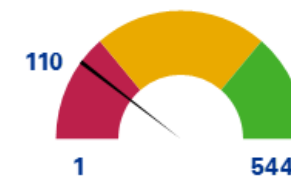
The Circular Head is in the 21st percentile for Tasmania for the Education and Occupation Index Rank, and in the 12th percentile nationally.

The Circular Head region is in lower quadrant half of the Nation. This indicates that individuals within the region are less qualified and skilled in comparison to other regions in Australia.

Circular Head IRSAD (2016)



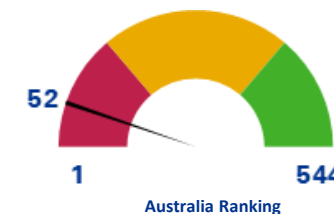
Circular Head IRSAD (2016)



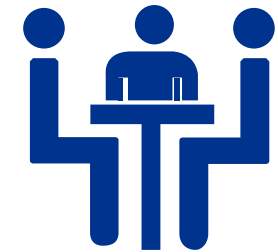
Circular Head IEO (2016)



Circular Head IEO (2016)



Region overview... what people are saying



The study engaged with many stakeholders through a variety of approaches including workshops, a survey and other one-on-one meetings. Several key themes emerged from those discussions...

THEME #1: Regional attraction

Lack of **appeal for workers to move permanently** to the area to fill vacancies, due to challenges / lack of appeal in living in regional area.

Shared services with other councils in neighbouring regions seem to **not benefit Circular Head**, with a feeling that the region gets the '**crumbs**'.

Remote regions have **undertaken campaigns to promote the opportunities** of living in those locations. e.g. 'See You in the NT'. Circular Head could do more to raise its profile as a destination to live and work.

The Tarkine Coast Progress Group has been working on a plan to **promote economic development** in the region. A draft is currently with the Circular Head Council for consideration.

THEME #2: Housing

There is a **housing affordability and supply issue** in the region, making it difficult to attract workers from outside of the region and retain workers.

There **used to be more farm house accommodation** available but the corporatisation of farms, the sub-division of farming properties and the decline in the forestry sector, which also offered housing options, has impacted on affordable housing choices.

The Education Department still offers **low cost shared accommodation** to attract and support teachers to move to the region.

THEME #3: Other regional services and amenity

There is a **lack of allied health services** available locally in the region, making it difficult to attract people into the region.

There is **no local public transport** in the region, placing heavy reliance on drivers licenses and own method of transport, creating a barrier into the workforce.

Industry is working to attract and retain young and new entrants to dairying...attracting them specifically to Circular Head...**will ultimately fall on non-dairy related factors such as housing, education, recreational facilities, health etc.** Industry has a role to play but the whole of community needs to take responsibility for the broader picture.

The **child care services** in Circular Head are inadequate. There aren't enough places available to meet demand and there is a shortage of carers.

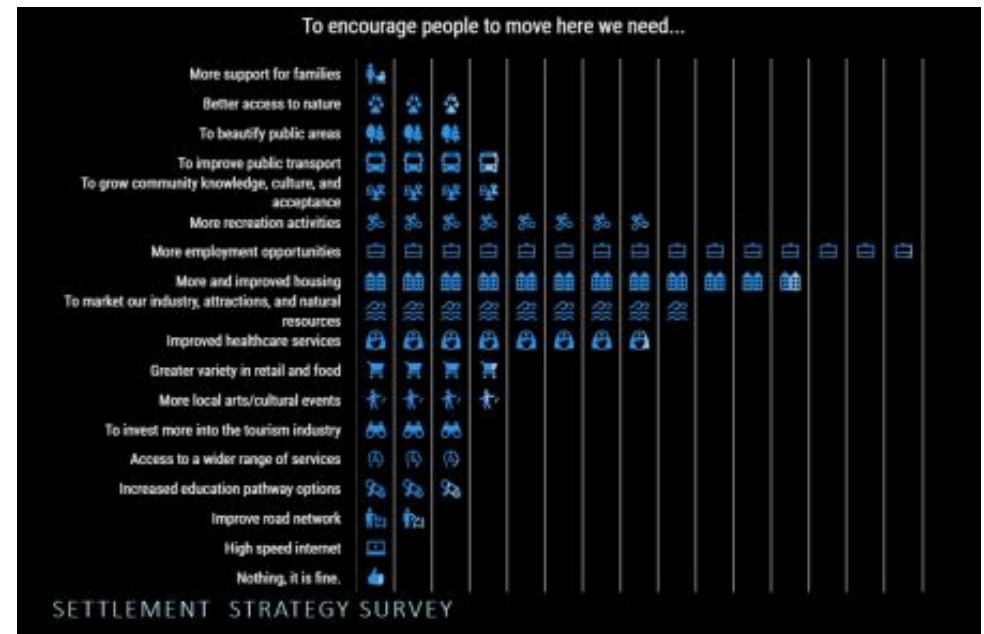
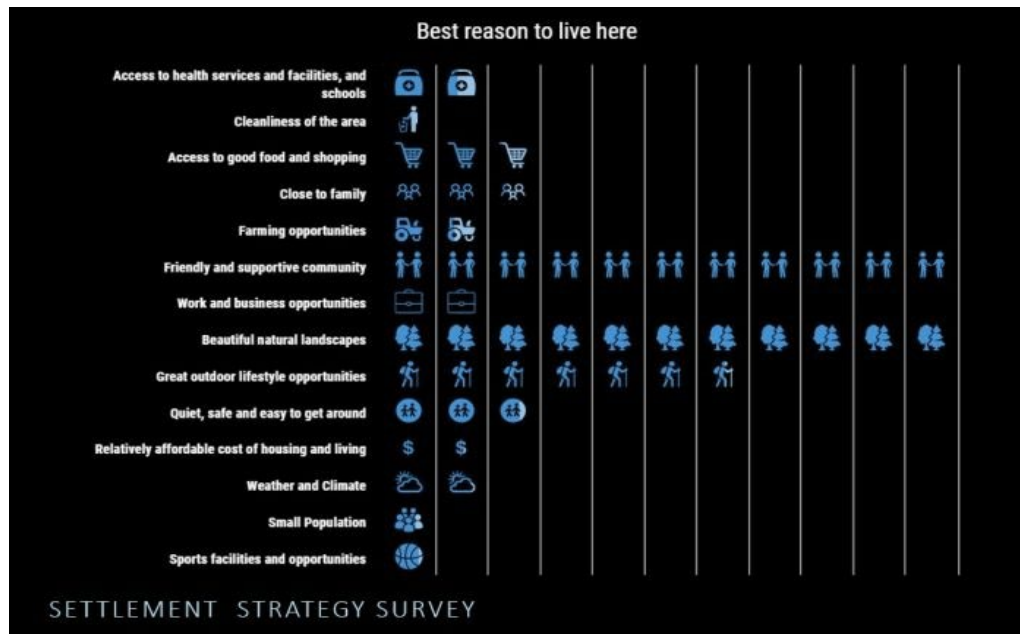
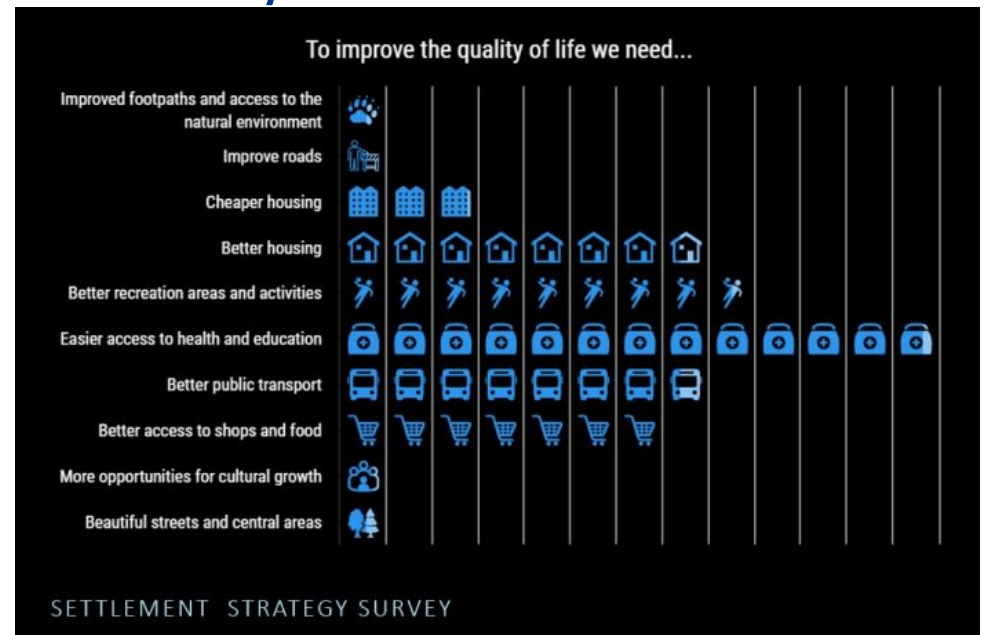
Region overview... what the community thinks

Council has undertaken to develop a Settlement Strategy in 2021. In order to inform that work, and as a prelude to a more expansive consultation process with the community, a short survey over the 5 weeks leading to Christmas 2020 was undertaken. The survey was seeking early input from the community about their thoughts on living in Circular Head, important issues, and opinions on growth. There was great participation with 174 surveys completed. This means that about 1 in every 45 people in Circular Head completed it.

The images below illustrate the strengths of the regions below and the issues that need to be addressed, to the right. In summary, these indicate:

- The natural landscape, supportive community and headline strengths
- Access to health, education, transport, housing and recreation will improve quality of life
- More employment opportunities and more and improved housing are most needed to encourage people to move to the region.

This illustrates the obvious nexus between broader economic development strategies and regional workforce development.

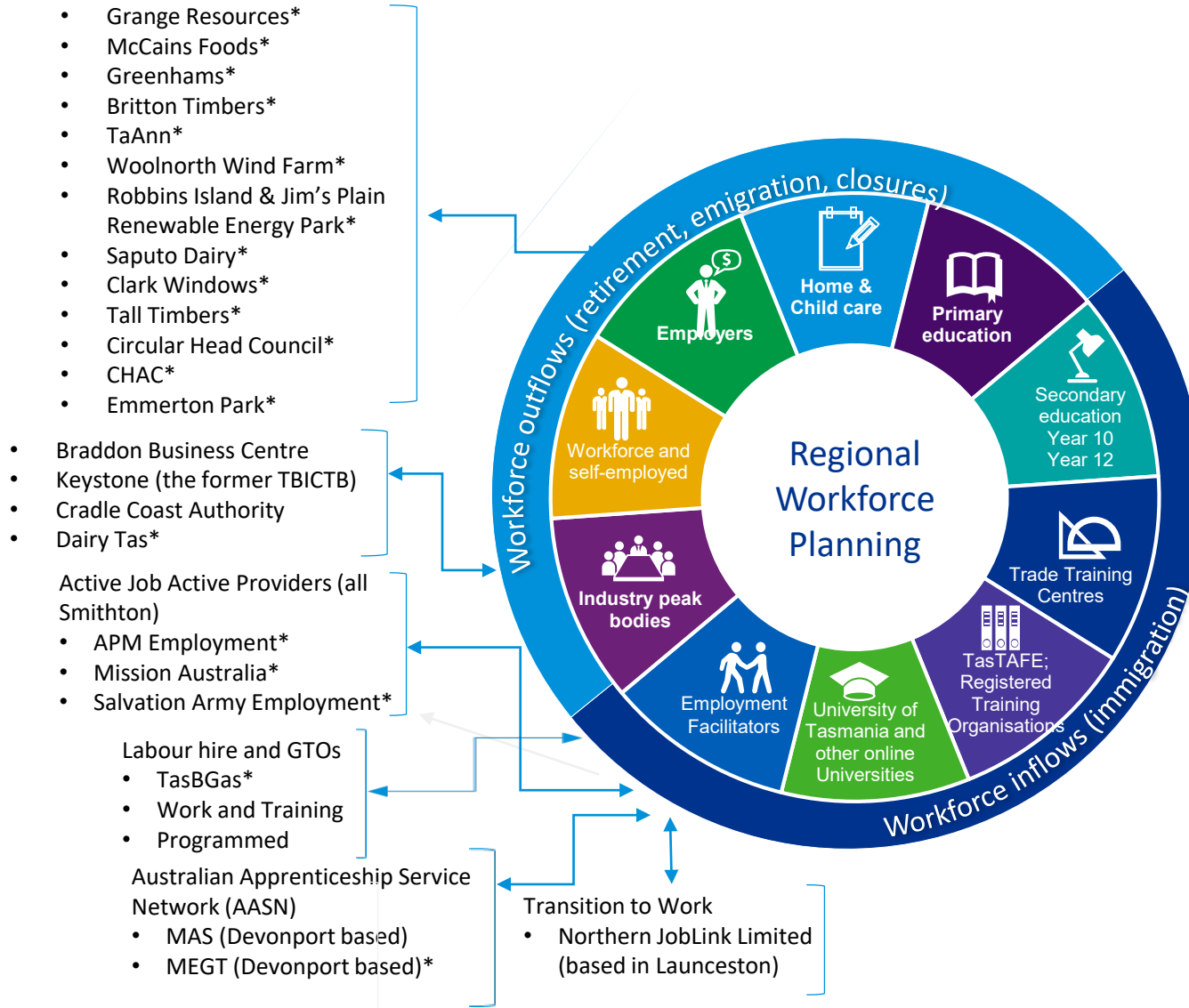




4.2 Jobs and Industries

Jobs and industries. . .key participants in the system in Circular Head

Circular Head employs around 3,900 workers, some in larger organisations, but many more in small business. The employment intermediaries operating in Circular Head aim to connect up school leavers and job seekers with work opportunities.



In the jobs and industries, along with the employment intermediaries segments of the system, the Circular Head region has several major employer, example of which are shown. This is not exhaustive but illustrative only.

The business count data, presented later in this report confirms that in addition to these major employers, there are almost 900 very small sole trader businesses.

The Circular Head workforce is also supported by a range of employment facilitators that develop and link job seekers with employers through a range of business models and incentives, such as apprenticeships, labour hire, GTOs and Job Actives. Most of these services are not based in Circular Head, instead offered out of Burnie, Devonport or Launceston with an 'outreach' to Circular Head.

The study has consulted with a good range of participants on this 'side of the system'. The insights captured are summarised later in this report, and in Volume 2.

* Indicates those who have participated in the consultation processes

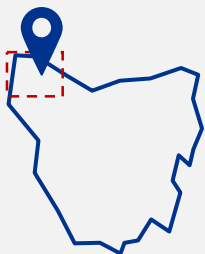
Jobs and Industries...what the data says



The region has experienced some industries growing, but also some declining

- Since 2015, many industries jobs numbers have declined, but a few industries have grown.
- By total employment Agriculture, Forestry and Fishing grew 14.9%, Construction grew 8.9% and Arts and Recreation Services grew 6.7%.
- By total employment Manufacturing declined by -29.5% and Education and Training declined -17.9%.

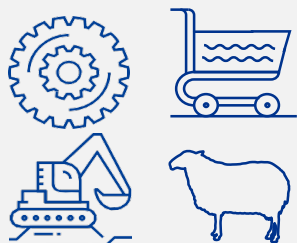
Please see page 33 for more information



Circular Head and the North West worker availability is almost tapped out

- According to ABS NEIR data in 2020, the Circular Head region has a high job ratio (0.97) meaning there is almost the same amount of people employed as there is jobs, based on workforce projections and the available working population. This is consistent with that we heard at the workshops.
- Neighbouring regions Burnie and the West Coast also have high job ratios (1.4 and 1.35) meaning that the workforce supply issues are apparent not just in Circular Head, but the North West Coast more broadly.

Please see Vol:2, page 18 for more information



There is not enough workers locally for key industries

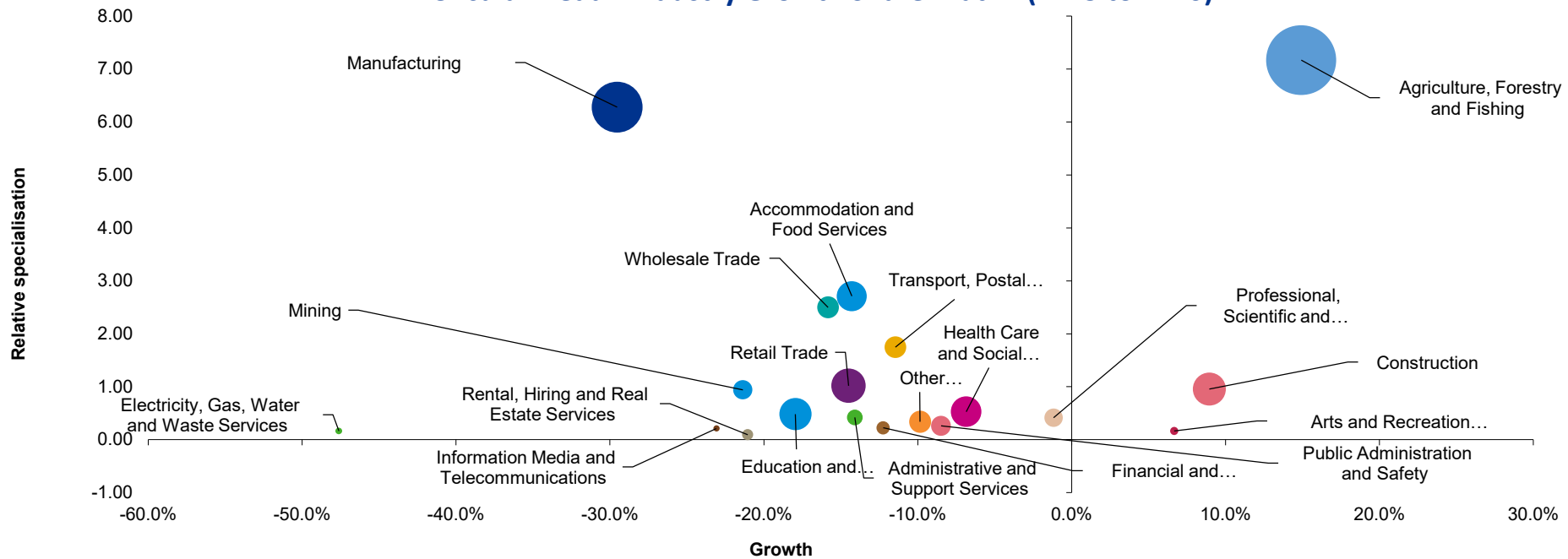
- Key industries for the region have some of the higher job ratios by industry, meaning that the industries that are crucial to the economic output of the region may not be able to find enough people to fill their needs.
- Agriculture, the region's largest industry has a job ratio of 0.97, suggesting the local resources of workers in the region are exhausted. This is the same for Burnie (1.18) meaning that labour resources in the North West for Agriculture are scarce.
- Manufacturing, Construction, Accommodation and Food Services and Health Care and Social Assistances also have high job ratios of close to 1 or over 1 in both Burnie and Circular Head, indicating these key industries may not be able to get a sufficient number of workers.

Please see Vol:2, page 19-21 for more information

Industry Profile

The Agriculture, Forestry and Fishing and Construction industries have been Circular Head’s fastest growing from 2015 to 2019. Agriculture, Forestry and Fishing remains Circular Head’s largest industry.

Circular Head : Industry Growth Share Matrix (FY15 to FY20)



- Circular Head’s largest industry by workforce and its most specialised – Agriculture, Forestry and Fishing – experienced growth in job numbers (14.9%) over the 2015-2020 period.
- The Construction industry has been Circular Head’s second fastest growing industry in terms of generating jobs, increasing by 22 (8.9%) over the 2015-2020 period.
- Manufacturing had the largest decline in jobs by numbers over the 2015 to 2020 period, declining by 267.

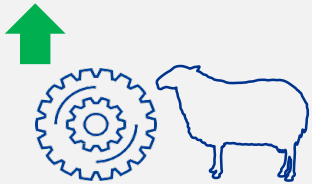
Jobs and Industries...what the data says



Circular Head overall output has grown over the last 20 years

- Circular Head's Headline Gross Regional Product (GRP) has experienced fluctuating growth from 2010 through until 2019, with a sharp decline of -5.44% in 2020. This decline is likely due to the economic impact of Covid-19. Tasmania still recorded positive growth of 0.84% in that year.
- Overall, Circular Head's GRP has grown at an average rate of 1.55% p.a. since 2001, compared to the state average of 2.33% over the same period.
- Based on increased output in the region in key industries, the GRP may see increased growth in the coming years.
- The NEIR economic forecast model estimates that COVID-19 cost the region around \$8.2M between September 2019 and September 2020.

Please see Vol:2, page 11 for more information



Key industries in the region are on the rise

- Agriculture, Forestry and Fishing is the largest employment sector in the region. NIEIR data estimates that almost half (49.7%) of Circular Head's economic output is produced from the sector.
- Removing the COVID-19 effect, the industry has seen strong output growth since 2015, as well as increased employment over the same period (14.9%).
- Whilst it has declined in the long term, Manufacturing has had a strong increase over the past year in economic output, increasing 23.3% between 2018/2019 and 2019/2020.

Please see Vol:2, page 26, 27, 28 and 29 for more information

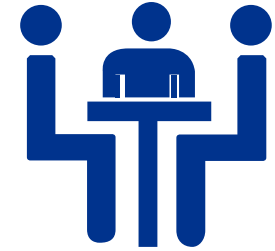


Local jobs have remained steady in the region despite high fluctuations

- The number of local jobs has been subject to high fluctuations over the last 20 years, with both periods of increase and decline.
- NIEIR data shows that there were an estimated 3,990 local jobs in 2001 and at the end of 2020 there was an estimated 3,908 local jobs. The decline in local jobs is proportionate with the decline in population over the same period.

Please see Vol:2, page 22 for more information

Jobs and industries... what people are saying...



The study engaged with many stakeholders through a variety of approaches including workshops, a survey and other one-on-one meetings. In respect to jobs and industries, Several key themes emerged from those discussions...

THEME #1: Job readiness and work ethic

Workers are often **not 'job ready'**, lacking soft skills and core capabilities required by employers in the region.

Reliability and **commitment and work ethic** is a common theme across employers of all sectors....not just dairy.

THEME #2: Labour supply

There is a **supply shortage of people** in the region and business are struggling to employ enough staff for their current output.

The Australian Dairy Plan was released in 2020...“Commitment 2 We will attract and support new people and investment to build our industry” indicates that the **workplace challenges we face in Circular Head are reflected nationally.**

Jobs Pledge initiatives such as ‘100 jobs in a hundred days’ or ‘30 jobs in 30 days’ have been used elsewhere to give a boost to local employment.

The **dormant or under-utilised resources** residing in indigenous community and people with disability needs to be unlocked and harnessed.

THEME #2: Industry and business structures

Key issue for Circular Head is **the lack of scale in many industries** and therefore the difficulty of attracting even small numbers of workers to employers...there is no reserve/ contingency workforce.

Many **local micro-businesses** are good at their trade, but do not have basic business skills and foundational essentials (computer, ABN, pricing schedule etc.) and many don't want to take that step.

Other local business that have grown are too busy on their trade and have limited administration and poor customer service - lost work, no waiting list, no one to answer calls etc. Industries need to be better at **telling the education sector what they need.** Some industry workforce plans are not being actively managed and advanced.

Employers need to be more willing to engage with the schools and job seekers through lower risk opportunities such as internships, work experience and volunteering opportunities.

It is **more difficult now for young people** to get a start after school now that businesses such as McCain and Murray Goulburn have less intake for apprentices. Closure of former major employers has reduced options available for job seekers.

THEME #4: Workforce structure

Constant push to increase the values of the sector and the service we deliver. Over time the **increased expectation of the community**, residents, the agency etc. etc. will erode our workforce. Unless the wages increase in conjunction with the increased expectations, **working in aged care will not be an attractive option.**

Younger **people leave the region for job /study and broader lifestyle opportunities**. This is more so for younger people with drive, independence and ambition and so the region tends to lose some of its most capable younger people.



4.3 Education and Training

Education and training...key elements of the system in Circular Head

Circular Head aims to offer its residents a full suite of child care, education and training options in the region. Notwithstanding those options are available and there are some strengths, there remain some gaps and weaknesses that need further work...

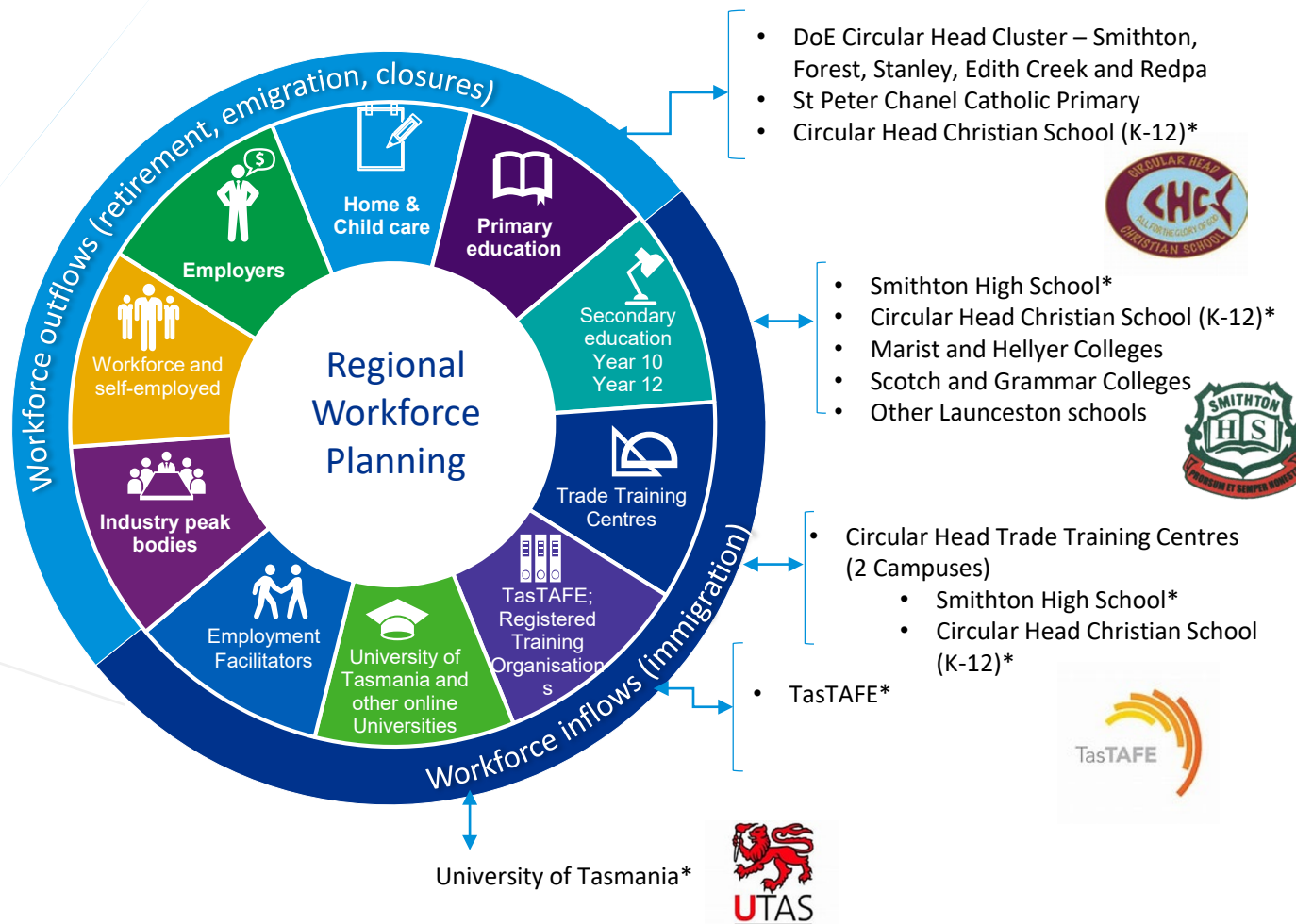
The education and training side of the system points to the region offering access to a wide range of education and training options across Circular Head and into neighbouring LGAs.

The study has undertaken some high level analysis of data as summarised on the next page. Overall the region is performing quite well on many education related metrics, despite the higher socio-economic disadvantage. For example, 66% Smithton High students are in the bottom ICSEA quartiles.

In terms of facilities the region is quite well served by infrastructure such as the Trade Training Centres (Smithton High and Circular Head Christian School), the newly formed Study Centre and the Library, which offers some pre-vocational training and a safe space to study.

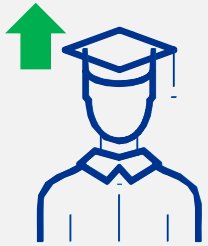
The region also leaks some students to Hellyer College at Burnie to undertake year 11-12. Around 50% of Smithton High's student choose that pathway.

TasTAFE and UTAS service the region by sending in training resources and other promotional activities to showcase those pathways. Their campuses in Burnie are accessible for students, albeit an hour's drive, which can be a barrier.



* Indicates those who have participated in the consultation processes

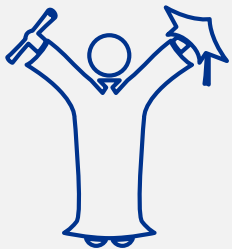
Education and Training. . .what the data says



Qualifications have generally increased in Circular Head

- According to Australian Census, more Circular Head workers have attained a formal qualification than the previous Census.
- From the prior Census, there was a 10.4% increase in Certificate Level III and IV in Circular Head.
- The number of people holding a Bachelor or Higher degree and Advanced Diploma or Diploma also increased in Circular Head.
- According to NCVET data, Certificate III is the most popular qualification level in Circular Head, making up 44% of enrolments and 32% of total completions over the 2018-2020 period.
- Certificate II was the second most popular qualification level, representing 25% of enrolments and 30% of completions.
- The number of apprentices and trainees in the region has trended upwards, increasing by 19% between 2016- 2020, 19 years old and under makes up the largest proportion of apprentices and trainees (32%). All age groups have increase from their 2016.

Please see Vol:2, page 32-37 for more information



Australian School based Apprenticeships (ASbA) are an important option for the students in Circular Head

- Data from Skills Tasmania (for the public school system only) shows that Circular Head businesses that take on an ASbA see 45% of students successfully complete the contract. This was below the average state competition rate of 65%. Non completions can occur for a variety of reasons including relocation etc..
- 55 businesses within Circular Head took an ASbA in the 2010-2020 period, with the average commencement rate being 3.7 students per year across the period.
- Agriculture, Fishing and Forestry (9 students) was the predominate industry bracket for Circular Head students undertaking the ASbA program over the period, followed by Manufacturing (6). Agriculture (22%), Business (12%) and Automotive Bodyworks (7%) were the three most popular certificates undertaken by Circular Head ASbAs (irrespective of certificate level).
- Smithton High School has indicated that it has 15 students currently enrolled on an ASbA. ASbAs are promoted as a good option for some students.
- ASbAs at the Circular Head Christian School are also promoted as a pathway for students. The school has six students currently progressing through an ASbA and a further five scheduled to commence next year.

Please see Vol:2, page 38 -41 for more information

Education and Training. . .some of what people are saying



The study engaged with many stakeholders through a variety of approaches including workshops, a survey and other one-on-one meetings. In respect to education and training, several key themes emerged from those discussions...

THEME #1: Core employability skills/ job readiness

Low literacy and numeracy levels has been identified previously by CHETCC and the education sector and can be a limiting factor to the growth of some industries and the employability of some people.

The Library tries to provide *language training to migrants* but it is neither resourced nor trained to do so and does the best it can

THEME #2: Coordination and access to basic skills training

There is *no one central place to go to anymore* for things such as first aid/forklift courses being run. Many years ago, CHETCC had a training portal but it was never really maintained with any useful information.

Sourcing and coordinating basic training for multiple employers who all need their workers to have these skills e.g. first aid, manual handling etc. There are plenty of good venues for training, but there needs to be a more regional approach to the coordination of training that will benefit many employers.

THEME #3: Training infrastructure

Circular Head is *well equipped for infrastructure* in this space with three purpose built training facilities.

The new *Study Centre* has good potential, once it overcomes the 'history' of the site as a 'white- elephant' and is embraced by the community.

THEME #3: Disconnect between education and industry needs

There seems to be disconnect in the *clarity of the pathway between school and into the workforce.*

A 2IC/Farm Manager course funded by the Tasmanian State Government delivered to nearly 100 participants across the state in 2020 and 2021. This addressed the increasing need for farm managers and a unique skill set that *current education options do not provide for this cohort of people.*

Industry relevant training that meets the expectations and requirements of employers has been inadequate across both public and private providers in this space.

Current RTO's are not in line with the skill sets required in the region for the industry's that are the largest employers.

The *Vocational Placement Pilot Program (VPPP)* was launched in 2020. It's an initiative by the Beacon Foundation and the Department of Education. The program works with employers to host work placements for years 11 and 12 students. It also works with years 9 and 10 students to provide work exposure opportunities.

THEME #5: Sourcing trainers

The *Trade Training Centre* could be even more utilised if more trainers could be attracted away from their trades to pursue teaching. WWVP requirements can be a barrier to combining student and adult learners.

TasTAFE has historically not been flexible and willing to meet the training needs of industry in the region. Some parts of TasTAFE have been better than others. Those who deliver chainsaw training have been excellent...

The *low numbers of potential attendees at training sessions* can increase the unit cost of training to levels that deter employers and participants, especially where training does not qualify for subsidy.

Burnie Industry Training Hub is a Federally funded pilot program, being the first of 10 around the country, with 7 now established. It has been operating for 17 months and is due to conclude in December 2021. The role aims to provide a link between industry and schools, with a focus on VET pathways and especially where barriers exist e.g. *facilitating 2 x 15 person programs in Cert 4 in Training and Assessment; Program to attract yr. 10 and 11 girls in the mining; augmented welding training to attract people into that trade.*













4.4 Workforce skills and requirements



Common workforce issues prevail

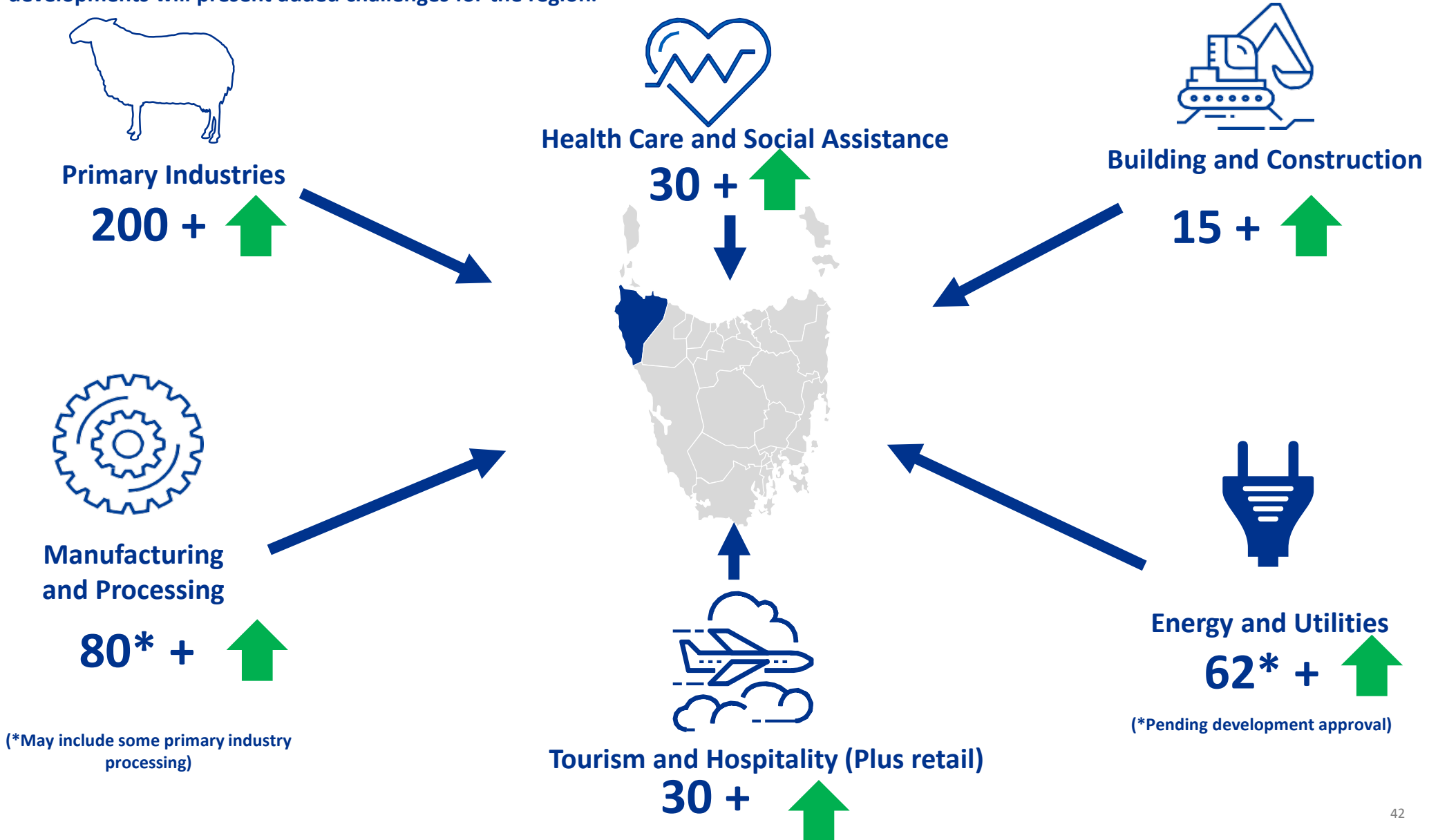
Common current issues across the industry sectors have been found in Circular Head, like other regions...



Common Workforce Issues	Tourism and hospitality 	Building and construction 	Health Care and Social Services 	Primary industries 	Manufacturing 	Energy and utilities 
High demand for industry outputs	✓	✓	✓			✓
Ageing workforce	✓	✓	✓	✓	✓	
Low employability skills			✓	✓	✓	
Low industry attractiveness as a career	✓		✓	✓		
Low attractiveness for higher skilled labour	✓			✓		
Seasonality of demand for labour	✓			✓		
Training/ development pathways/ programs not suitable	✓	✓		✓		
High reliance on part-time & casual labour	✓		✓			
High reliance on locally-based workers			✓	✓		✓
Gender focus of workers limits supply of workers						







Workforce Needs

Using a combination of official labour force estimates and consultations with employers, the Circular Head region could use an additional 300 – 400 workers almost immediately or over the next three years. Sourcing up to 350 construction workers for major renewables developments will present added challenges for the region.



Skills shortages

The National Skills Commission, an arm of the Australian Government released in June 2021, its most recently Skills Priority List. Many of the industries in Circular Head have known labour market shortages in specific occupations in Tasmania, with strong future demand. The issues facing Circular Head are common across Tasmania.

Key strategic growth industries...		Occupations with labour market shortages and strong future demand	Occupations with labour market shortages and moderate future demand
	Health care and social assistance	Enrolled nurse, Aged or Disability Carer, Child Care Worker	General Practitioner
	Building and construction	Electrician	Bricklayer, Carpenter and Joiner, Glazier, Plumber
	Tourism and hospitality (plus retail)	Baker, pastry cook, chef , cook	
	Manufacturing and processing	Electrician, Metal Fabricator	
	Primary Industries	Agricultural and Horticultural Mobile Plant Operator, Electrician, Agricultural Consultant, Agricultural Scientist	Agricultural Technician, Plumber, Fitter and Turner
	Energy and Utilities	Electrician	Plumber, Fitter and Turner

5. Industry focus areas



Health Care and Social Services



The Industry

- Tasmania has a comparatively ageing population to that of other states and territories, so more employees will be required in aged care in the future.
- Based on population projections for 2020, the median age for Tasmania is 42.4 years which is the oldest median age of any state or territory.
- The state has now rolled out the NDIS, covering over 10,500 Tasmanian's with disability. The NDIS supports people who have a permanent and significant disability which requires assistance with every day activities. The implementation of the NDIS will mean that more disability workers will be required.
- Similar to the state, Circular Head has an ageing population and workforce, so the sector's growth will be important for the region for the future, particularly aged care.
- Emmerton Park, a major employer in the sector, is currently undertaking expansion of a new wing to care for a broader range of the community.
- Other major employers in the sector include Wyndarra Centre Inc., Circular Head Aboriginal Corporation and Rural Health Tasmania.



The Numbers

- The industry in Circular Head's output is \$31M in 2020
- The industry's output has stayed steady from 2015/2016 onwards with no real movement from its 2020 output
- The largest sector in the industry is Residential Care Services, which is responsible for \$11.7M of the \$31M output.
- NEIR data shows that Medical and Other Health Care Services is under resourced with a job ratio of 1.14.
- The second largest sector is Social Assistance Services, responsible for \$8.6M of the region's output.
- The Health Care and Social Assistance industry employed 5.9% of the workforce in Circular Head in 2020.
- Emmerton Park are currently seeking more staff to both fill vacancies as well as allow them to expand into more social services. Emmerton Park employs over 100 people already at present.



Current challenges

- An ageing population is likely to increase strain on the Health Care and Social Services industry in coming years.
- We heard that the workforce in this sector, like many in the region is ageing and could be facing a considerable labour shortage in the coming years as people retire and leave the workforce.
- Additionally, we heard that some of the younger employees coming into the sector are lacking in soft skills and work ethic. We also heard that some get their training and then leave, putting significant labour and financial strain on the business.
- We heard that the roll out of a mandatory COVID vaccines in this industry is forecasted to cost some jobs as some employees will not want the vaccine – this could potentially act as a barrier for prospective employees also.

Building and Construction



The Industry

- The construction industry provides 10.4% of Tasmania's fulltime workforce. It provides the essential infrastructure that allows other industries to operate.
- In 2020 the industry employed 18,651 FTE, representing a 14% increase on 2015 FTE numbers.
- Of the 18,651 FTE, it is predicted that 2,840 FTE will be employed in Heavy and Civil Engineering Construction.
- If it goes ahead, the proposed wind farm development in Circular Head would require a significant number of construction workers for development, and also ongoing.
- Clark Windows is a major employer in this industry, employing 55 people in Smithton.



The Numbers

- According to NIEIR data, the building and construction industry had an output of \$96.2M in 2020, which represents around 7.4% of the output of the region.
- Out of the sub-categories in building and construction, construction services, makes up around 50% of the economic output of the industry
- The output for the construction industry in Circular Head increased by 22.46% from 2019 to 2020
- In 2020, construction employed 245 FTE's in the Circular Head region, which represents approximately 7.3% of the workforce in the region



Current challenges

- Training is difficult to access locally, requiring travel to get adequate qualifications. Clark Windows mentioned that there is no glazing training in the north of the state, requiring trainees to travel to Hobart for 2 weeks.
- Lack of workers accommodation and housing creates a barrier to attract people into the region.
- We heard that some people will start their trade locally, but move away leaving the region.

Tourism, Hospitality and Retail



The Industry



The Numbers



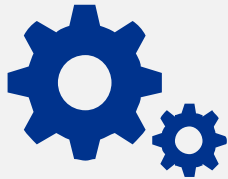
Current challenges

- Prior to COVID-19, the industry was experiencing sustained growth and record numbers of visitors and spending.
- These trends for high growth were projected to continue and increase (from 31 March 2020) by an additional 890,000 visitors by the year 2030 up to 2,200,000 visitors.
- Tasmania's tourism industry (as at Aug-2019) is made up of around 2,100 separate businesses which directly and indirectly support around 42,000 jobs in Tasmania or about 17.2% of total Tasmanian employment.
- Some of the major employers in the tourism industry include The Stanley Hotel & Co, Tall Timbers Tasmania.
- 2020 saw a comparable number of visitor nights to prior years, with only domestic visitors being able to travel to the region.
- The Circular Head region has a number of tourist attractions, including the Tarkine Drive, Tall Timbers Adventure Tours and The Nut.
- As nature based tourism increases, Circular Head is in a strong position to lean on its natural landscape and wilderness to attract more tourists into the region.

- Accommodation and food services generated \$23M of output in 2020 for the Circular Head region.
- In 2020, Circular Head had 261,232 visitor nights to the region, due to COVID-19, these were all domestic.
- Retail generated \$42.1M of output in 2020, growing from \$36.5M the prior year.
- The industry lost an estimated 102 jobs due COVID-19. Pleasingly, the majority of these workers are back in the workforce and the region has bounced back strongly.
- The industry in Circular Head employed over 500 workers in 2020, which represents 13.1% of the Circular Head total workforce.
- In terms of gender, around 80% of the employees in this sector are female.

- Like most employers we spoke to in the region, this industry (particularly accommodation and food services) are struggling for staff.
- Many younger people appear to not want to work on weekends.
- We heard that it was difficult to find staff and if staff were found, common themes were that staff were often not 'job ready'.
- Common phrases were "poor work ethic", "poor presentation skills", "inadequate soft skills" and "not turning up to work"
- We heard that employers only need general skills for the most part, however some employers require specifically skilled staff, such as chefs.
- Accommodation was heard as a barrier to attract people into the region to work.
- We heard retaining youth in the region is an issue for these industries.
- Based on our conversations with employers in the region, this sector currently needs more employees immediately, and will continue to need more in the coming years.

Manufacturing and processing



The Industry

- The Tasmanian manufacturing sector is robust but will slowly grow.
- Advanced manufacturers utilise continuous improvement, enhanced skills, new technologies, and design and systems integration in order to drive innovation and growth throughout the value chain.
- The Tasmanian Advanced Manufacturing Action Plan 2024 outlines opportunities such as the National Ship Building Plan, Battery of the Nation, the UTAS, OEM Facility in Burnie and TasTAFEs Trades and Water CoE and the TMEC.
- McCains, Greenham and TOPfish are some of the major employers in the manufacturing industry in Circular Head.
- Food Product manufacturing is the largest manufacturing sector within the industry.
- Manufacturing in the Circular Head region is stronger than other areas in the North West and West Coast, looking to expand in the coming years as output increases.
- Proposed fish farms in the area may also drive growth in the food manufacturing sector if they were to go ahead.



The Numbers

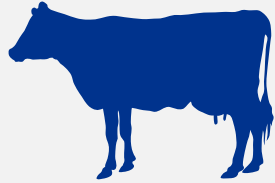
- In 2020, Manufacturing had an output of \$238.2M, which represents approximately 18.4% of Circular Head's output for the year.
- Of the \$238.2M, \$182.5M was generated by the food product manufacturing industry.
- The output of \$238.2M was up from 2018/2019 output of \$215M.
- In 2020, Manufacturing and processing had a job ratio of 0.98, suggesting the local workers supply is depleted.
- The industry employed 539 FTE in Circular Head as of 2020, which represents 16.2% of the workforce in Circular Head and 637 workers total.
- 438 of these workers are in the food product manufacturing sector.
- Discussions in our work shop suggest that key employers in this sector are not able to employ an adequate amount of people for what they need.



Current challenges

- We heard that attrition is a key issue in this sector as the work is quite difficult and takes a physical toll on the body, meaning that many workers do not stay in the workplace for a long period.
- The industry is already struggling to find an adequate number of staff at current output. If output increases further, this will make finding enough suitable employees difficult for the industry.
- Discussions in our work shop suggest that key employers in this sector are not able to employ an adequate amount of people for what they need right now.

Agriculture, Forestry and Fishing



The Industry

- The Tasmanian Agriculture, Forestry and Fishing sector is forecasted to grow in the West and North West Coast.
- The industry is responsible for over \$5B of output for the State, which represents approximately 8.7% of Tasmania's total output.
- The major employers in the Agriculture, Forestry and Fishing include Saputo Dairy, Britton Timbers, Dutch Mill Tasmanian Seafoods.
- There are approximately 465 registered businesses in Circular Head that operate in the industry, which represents over half the total businesses in the region.
- The industry in the region is forecast to grow in the coming years as the corporatisation of the dairy industry occurs.



The Numbers

- In 2020 Circular Head had 465 registered businesses operating in the Agriculture, Forestry and Fishing industry.
- Agriculture, Forestry and Fishing is the largest employing industry in the region, employing over 30% of the total workforce and 38.2% of the FTE workforce.
- The sector generates \$643M of the region's output/total sales (\$m) as of 2020, which is approximately 49.7% of Circular Head's total industry output
- The job ratio in the sector broadly indicates a strain on the amount of people compared to jobs in the industry in the region.
- Based on our conversations with employers in the region, the sector and in particular the dairy industry, currently needs more employees immediately, and will continue to need more in the coming years.



Current challenges

- Upskilling staff into skilled management positions that will be required with the corporatisation of dairy farming in the industry
- Promoting primary industries as a long term career option. For many locally, we heard that workers will enter the workforce but not always stay.
- We heard a number of employers across the associated industries comment that attendance is an issue in their labour force, with employers offering a "turn up" bonus for staff.
- The agriculture businesses struggle to get enough staff to cover seasonal demand, relying on overseas workers to fill the shortage in supply.
- Low literacy and numeracy rates limit the employability of people in that region who are required to fill gaps in the labour market.
- Insufficient available and affordable accommodation options in the region.

Energy and Utilities



The Industry

- In December 2020 the Department of State Growth released the Tasmanian Renewable Energy Action Plan, highlighting that Tasmania has some of the best renewable energy resources in the world.
- The Government has put ambitious targets in place to double their 2022 renewable energy figures by 2040.
- In addition, the Government has stated it will continue to support and progress major renewable energy projects – however the Government recognises community support for such developments is necessary.
- Woolnorth Wind Farm operate in this industry in Circular Head and hire around 14 FTE as employees and regularly hire 14 contractors who are utilised regularly.



The Numbers

- According to NEIR data Electricity, Gas, Water and Waste Services had an output of \$3.8M for 2020.
- Renewable energy in Circular Head may become a larger employer in the region pending some development outcomes.
- UPC say they would require around 60 staff on an ongoing basis requiring predominately mechanical and electrical skill sets.
- UPC say there would be an additional 350 construction jobs over a 5 year period if their development application is approved.



Current challenges

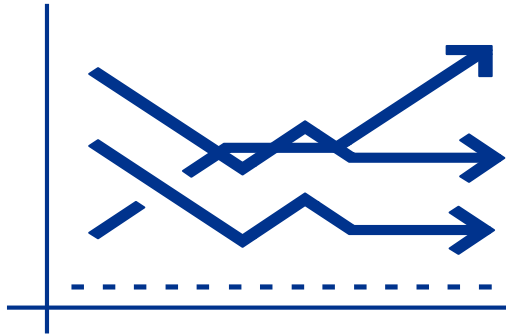
- Community concern in the region is prominent against certain potential developments in the renewable energy sector.
- There are already insufficient construction workers available locally in the region, meaning they would have to bring people into the region.
- We heard it can be difficult to get contractors in this region to get through the ‘red tape’ associated with contracting services to a large company and a lack of business acumen.
- If the UPC development goes ahead, there is not sufficient housing available, meaning workers will be unlikely to be living in the Circular Head region.
- The industry is mindful of not luring employees with incentives, to the detriment of other local businesses.

6. Conclusions and proposals



Conclusions

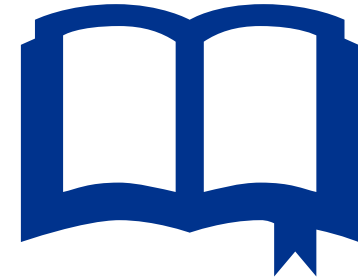
At a headline level, the following conclusions have emerged from this study...



Circular Head's social and economic indicators point to some strengths, weakness, opportunities and threats...see next page for details...



The State's COVID-19 recovery has been strong, but COVID remains a risk with new variants and closed borders affecting some industries.



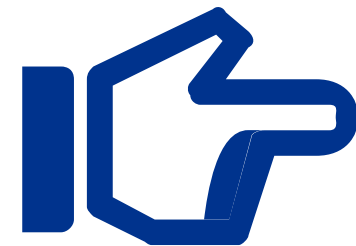
Workforce challenges exist across all the sectors, especially ageing workers, low core employability skills and a serious shortage of workers...here and now!!!



The Jobs Tasmania reforms outlined in PESRAC are coming and Circular Head will need to be part of those reforms...



...and there are some bigger picture regional and systemic challenges in Circular Head that also need some innovative responses.



Four broad themes have emerged that require attention by a wide range of stakeholders...

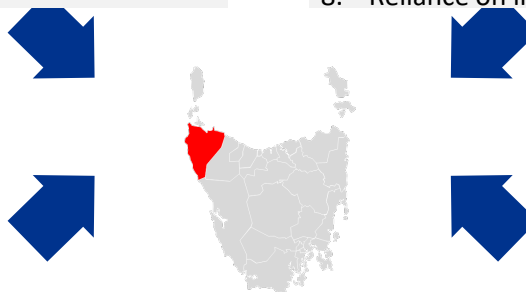
Conclusions...summary regional workforce SWOT

Strengths

1. A resilient and closely connected community
2. Some natural comparative advantages as a region – clean air, water supply, agricultural land, wind to power renewables
3. Lower reliance on social security compared to Tasmanian average
4. Some favourable trends in tertiary education outcome indicators
5. A breadth of public and private (Christian school) options from K-12
6. Infrastructure assets in the two Trade Training Centre campuses and the new Study Centre
7. Projected growth across key industry focus areas and a strong economic outlook

Weaknesses

1. A dire shortage of workers of all skills across many industry sectors
2. A high job ratio – local labour supply is almost tapped out
3. Signs of continual deficiencies in core employability, literacy and numeracy
4. Limited public transport and supports available for learner drivers to get to training and work
5. Some gaps in core necessary services to attract families – health care, child care
6. Lack of a central point of coordination for businesses seeking training for their staff and training options available in the region
7. Projected population decline, all else being equal
8. Reliance on imported labour for seasonable and more permanent roles



Opportunities

1. Tasmania has seen as a safe haven, and comparatively affordable and Circular Head has some natural advantages in this regard
2. Leverage the region's comparative natural advantages to continue to grow industries - wind, climate etc.
3. Jobs Tasmania reforms likely to inject additional resources and funding into the region to address workforce issues
4. An abundance of initiatives and funding options already in the region that will benefit from higher degrees of transparency and coordination
5. Investment by TasTAFE and UTAS in industry liaison and regional partnership programs

Threats

1. Inadequate supply of housing to accommodate the needs of current and future workforce growth
2. An ageing population and declining workforce in the 15-65 age bracket, all else being equal
3. Ongoing loss of younger people from the region to seek education, work and lifestyle opportunities
4. Prolonged border restrictions and limitations on visitor numbers and immigration
5. Regional inertia and resistance to change and embrace new cultures
6. Slow to prepare the region's learners and workforce for the changing nature of Future Work

Key themes

The workforce planning study has found that four broad themes have emerged that all require attention, both short and longer term. These themes extend beyond previous workforce planning studies to include other elements of broader economic development that have presented as barriers to meeting the region's workforce needs.

Theme #1: Pursue skill development & job creation initiatives

Theme #2: Strengthen the link between industry needs & education pathways

Theme #3: Pursue broader economic development measures

Theme #4: Embrace and embed a Jobs Hub into the Jobs Tasmania network

Rationale

The Circular Head region is facing a range of immediate workforce shortage challenges and skill deficiencies across many industries that require urgent attention. Circular Head should focus on these initiatives, in collaboration with the Jobs Hub.

The disconnect between the outputs of the education system and the needs of employers is a common issue across Tasmania. Further work is therefore required across government and with stakeholders to close those gaps.

The Circular Head region, like many others in Tasmania, is facing a wide and complex range of broader demographic, social and economic development challenges. These will also need to be addressed in order to attract and retain a sustainable workforce.







A Jobs Tasmanian local network will inevitably be formed in the North West with a link to Circular Head, and so the region should be prepared for a Jobs Hub to become an integral part of the region's workforce support system.

Each of these four themes gives rise to a range of strategies and actions as outlined in the Headlines Report and Action Plan, which need to be pursued concurrently by a range of stakeholders - Council, CHETCC, other Federal and State Government key stakeholders, NGOs and a wide range of other participants in the broader workforce planning and development 'system'.



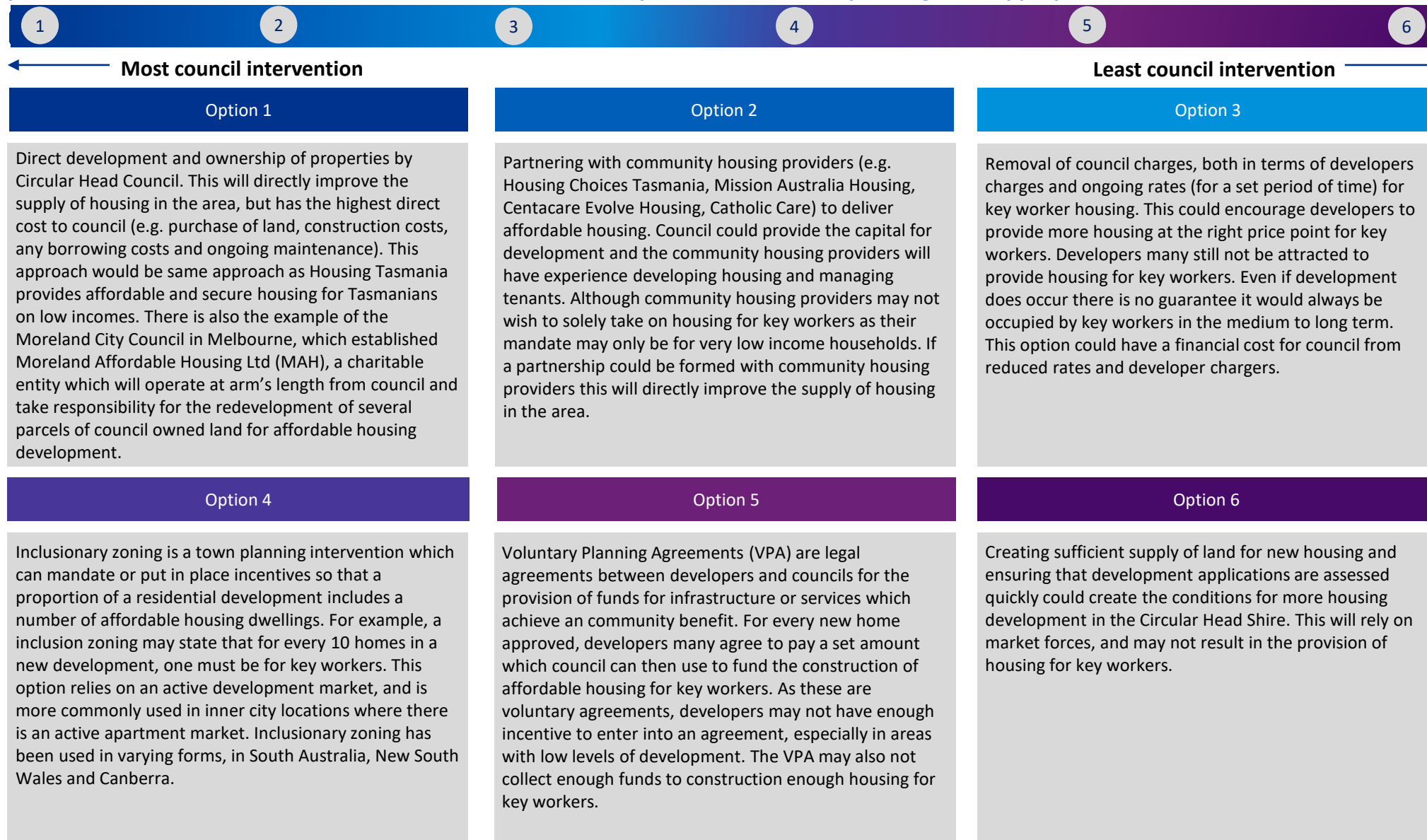
6. Strategies and proposals

In addition to the broader suite of strategies and proposals set out in the headlines and action plan, outlined below are examples of more targeted actions that each industry sector can pursue. Many of these sectors have their own industry workforce development plans, which may be led by the peak industry body for each sector. The various businesses in Circular Head should remain engaged with those sector specific initiatives.

Key strategic growth industries...		Proposals
	Health care and social assistance	<ol style="list-style-type: none"> 1. Seek to raise the profile and optimise the aged care jobs hub portal. 2. Establish/ maintain a regular dialogue between the Jobs Hub and ACST, with a focus on workforce planning and development.
	Building and construction	<ol style="list-style-type: none"> 1. Establish a regular dialogue between the Jobs Hub and Keystone, with a focus on workforce planning and development, and work with the peak body to implement sector specific initiatives.
	Tourism and hospitality (plus retail)	<ol style="list-style-type: none"> 1. Maintain dialogue with the TasTAFE Drysdale CoE, and the THA/ TICT as it develops and expands its own industry training organisation. 2. Contribute to the West by North West tourism icon attraction study. 3. Promote ASbAs and the streamlined RTO capabilities of the 'fast food chains' to develop core employability skills.
	Manufacturing and processing	<ol style="list-style-type: none"> 1. Consider the opportunities and workforce implications of Tasmania's Advanced Manufacturing Action Plan and work with the peak body to implement sector specific initiatives.
	Primary Industries	<ol style="list-style-type: none"> 1. Establish a regular dialogue between the Jobs Hub and Dairy Tas, tailoring the national strategy to the local context. 2. Leverage the strong ties with Dairy Tas and Dairy Australia to adopt specific sector workforce initiatives that are relevant to Circular Head.
	Energy and Utilities	<ol style="list-style-type: none"> 1. Monitor the potential developments in the renewable energy sector and undertake planning to meet likely workforce needs of the future. 2. Monitor developments in the hydrogen space, noting that Bell Bay may be an area of initial focus, but reach into areas such as Port Latta may also be under consideration

Housing strategies/ options

There are a number of options open to Circular Head Council to increase the supply and affordability of housing for workers. Some options require direct investment from Council, but would ensure improved housing outcomes. Other options could be implemented via planning polices which would come at no cost to Council, but would rely on the ‘market’ responding in an appropriate manner.





Appendix 1: Participants in the consultations

Attendees at workshops

Tuesday 13 July		
Session	Attendees	Business/ Organisation
CHETCC Workshop	John Dabner	Tall Timbers
	Sharalyn Walters	Smithton High – CH Trade Training Centre
	Anne Shepherd	Smithton Library/ Libraries Tasmania
	Stuart Gale	Britton Timbers
	Cr Kate Ettlín	CHETCC Chair/ Councillor
	Lee Sermon	Salvation Army Plus
	Angelique Korpershoek	Dairy Tas
	Ara Popowski	Circular Head Christian School
	Chris Hyde	Emmertón Park
Workshop #1	Matthew Saward	CHC – Director
	Denese Ferguson	Wyndarra Centre
	Darren French	UPC
	Stuart Gale	Britton Timbers
	John Dabner	Tall Timbers
	Lee Sermon	Salvation Army Employment Plus
	Sharalyn Walters	Smithton High – CH Trade Training Centre
	Nakore Townsend	CHCS - CH Trade Training Centre
	Troy Robbins	TasTAFE
	Robert Howard	APM
	Justin Merriell	Meat Processors Workforce
Councillors workshop	Scott Riley	CHC General Manager
	Cr. Ashley Popowski	CHC Councillor
	Cr. Darryl Quilliam	CHC Mayor
	Cr. Gerard Blizzard	CHC Councillor
	Cr. Stafford Heres-Ives	CHC Councillor
	Cr. Norman Berechree	CHC Councillor
	Cr. Kathleen Ettlín	CHC Councillor

Wednesday 14 July		
Session	Attendees	Business/ Organisation
Workshop #2		
	Tracey and Julian Jacobs	Stanley Hotel +
	Sally Stanley	Smithton Library/ Libraries Tasmania
	Jamie Hite	Ta Ann
	Brady Chatwin	Saputo
	Lynette Dunlop	Circular Head Children's Services
	Leonie Holland	Brumby Hill Aboriginal Corporation
	Meshelle Gallaher	CHC
	Cheryl Sharrock	Time Out on Emmett
	Jack Saward	Greenham
	Grant Bramich	Grange Resources
	Jacki Hine- Magee	Dairy Tas
	Marg Radford	IGA Smithton
	Paul Arnold	Dutch Mill
	Angelique Korpershoek	Dairy Tas/ Dairy Farmer
	Cr. Kathleen Ettlín	CHC Councillor
	Quate Lockett	Irrigation and Dairy Solutions

Other one-on-one meetings

Name	Organisation
Chris Hyde	Emmerton Park Aged Care
Jessica Overend	Mission Australia
Sandra & Craig Clark	Clark Windows
Alexis Wadley and Bill Duhig	Skills Tasmania
Damian Peirce	Burnie Industry Training Hub
Adam Mullins	Woolnorth Wind Farm
Rodney Green	Burnie Works
Jessica Jones	Skills Tasmania
Clarissa Foster and Richard Ingram	UTAS
Ella Dixon	Migrant Resource Centre (North)
Claudette Buxton and Carmen Walpole	MEGT
Jessica Virgona and Leah Mcrae	McCain
Nikki Clark and Tim Dunham	Smithton High School
Darren French	UPC Renewables
Suzy Levy	Salvation Army
Nakore Townsend and Ara Popowski	Circular Head Christian School
Renee Woodhouse	Department of State Growth – Global Education and Migration
Nicky Bolt	Circular Head Study Centre
David Fagan and Adam Haywood	TasBgas

