

Regional Workforce Planning

Circular Head Education and Training
Consultative Committee and
Circular Head Council

Headlines and action plan
29 September 2021



Introduction

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

Background

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

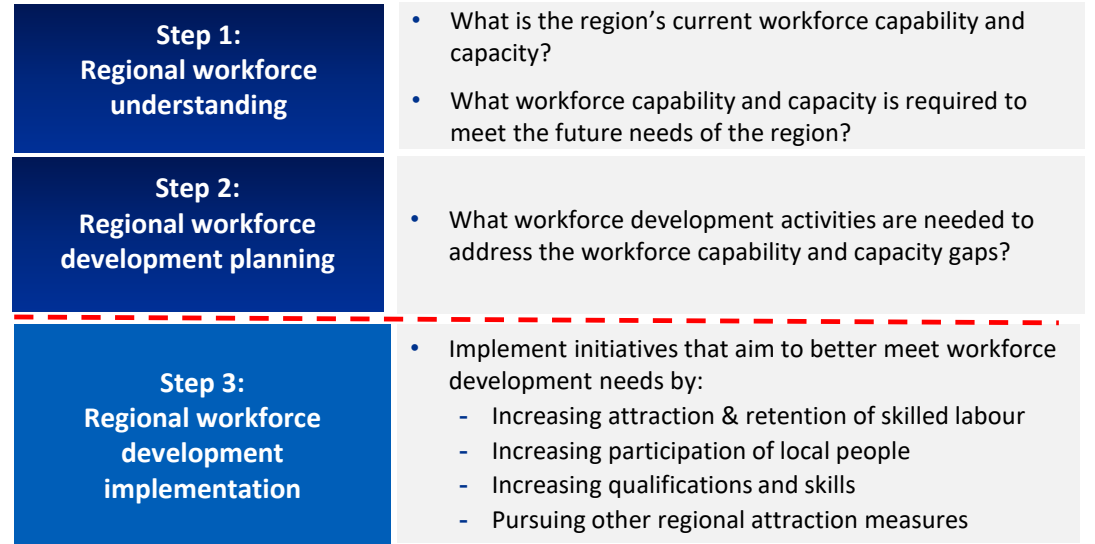
Many other local government areas around Tasmania have undertaken workforce planning for their regions. On the strength of those precedents and the formation of Jobs Tasmania, the **Circular Head Council** and its key stakeholders in industry, education and training – the Circular Head Education and Training Consultative Committee is committed to advance workforce planning for the region.

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.

The study worked through a structured process with high levels of stakeholder engagement in order to address Steps 1 and 2 of the approach shown.



Industries in focus

The study has focussed on industries of key significance to Circular Head and Tasmania more broadly. A broad consultative process was undertaken to understand their current workforce challenges and growth prospects.

Structure of reports

The study has developed three reports in order to meet the differing needs of those who have an interest in regional workforce planning.



Provides a high level summary and action plan

This report



Provides a more detailed report and summary of the research

Volume 1



Provides the detailed data and comments from the consultations

Volume 2

Step 3 will now require collective community effort to advance the proposals in this Action Plan.

Headlines

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



Circular Head's social and economic indicators point to some strengths, weakness, opportunities and threats. Key concerns are an ageing and stable population of around 8,000, under employment and lower participation. Many younger people leave the region to pursue education, jobs and lifestyle opportunities.



Some of the strengths include low unemployment, many workers living and working in the region and some signs of improving trends in education attainment. Output has grown over the last 20 years and the region is well served by its schools, trade training centres and a new Study Centre.



Around 3,900 workers is the starting point for this study. Labour force estimates and consultations indicate there is a serious shortage of up to 300 or more workers both now and over the next few years. Workforce challenges exist across all the key growth sectors, especially ageing workers, low core employability skills and access to training.



Circular Head is not alone with many other regions experiencing shortages in occupations such as nursing and care, most trades (plumbers, electricians etc.), plant operators and cookery. Many employers indicated they would consider anyone with a 'work ethic' and train them on the job.



There are also some broader regional challenges facing Circular Head. Housing supply is a key issue, along with access to child care, health care and community services. These issues are affecting workforce attraction to the region, and so some innovative responses will be needed that go beyond the usual remit of a Jobs Hub.



Four broad themes have emerged that require attention by a wide range of stakeholders across industry, education and government. The new Jobs Hub can play a lead role but can't succeed without widespread support. Circular Head has the opportunity to be a strong voice at the table.

Headlines

There are many forces 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 have been a brake on economic recovery. The RBA Board in August notes that the global economy had continued to recover from the largest contraction in decades, supported by a substantial fiscal and monetary policy response.



Governments' COVID-19 stimulus is supporting jobs and economies through a range of reforms and packages. The VET sector has been in focus, with many Federal and State Government reforms seeking to boost the uptake of vocational training to meet workforce shortages.



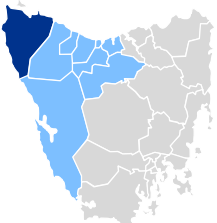
Tasmania's economy has fared better than most jurisdictions by minimising COVID-19 outbreaks and stimulating local spending, but risks remain while borders are closed and labour mobility is constrained. Tasmanian has remained ahead of, or on par with the other jurisdictions on many measures.



Weakness in the traditional education and industry pathways, and job matching processes has seen local jobs focussed solutions form across many regions in Tasmania. These new models with additional local resources have been delivering results and have inspired the idea to create more structured and consistent models across Tasmania.



Jobs Tasmania was identified as a key reform in PESRAC. It has now been created to oversee the establishment of common governance and operating models across jobs hubs in Tasmania, designed to deliver tailored solutions to the local problems. A Manager for the North West region has been recently appointed to guide activities in that area.



A North West Jobs hub is now taking shape. This is most likely to be based around the existing Burnie Works collective impact initiative. Circular Head can play a lead role in influencing its jobs priorities and agenda as part of that broader North West group.

Findings and actions

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 recruitment 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.

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.

Headline strategies

- 1.1. Focus on pre-employment training and related support services that address barriers
- 1.2. Activate local job matching services to meet immediate needs
- 1.3. Pursue grants & incentives available to support job seekers and employers
- 1.4. Unlock the resources in the long term unemployed and under employed cohorts
- 1.5. 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'



Higher priority to advance as soon as possible


















Moderate priority



Lower priority that can take longer to advance


























Theme #1: Pursue skill development and job recruitment initiatives

1.1. Focus on pre-employment training and related support services that address barriers

| Rationale | Actions | Priority | Industry | Educators | Intermediaries | Council | Hub/ Other |
|--|---|---|----------|---|---|---|---|
| <p>The Circular Head region has a labour supply shortage, a lower participation rate and a higher level of economic disadvantage.</p> <p>The study has found that many school leavers and job seekers do not possess the required core/ foundational employability skills such as, but not limited to personal presentation, acceptance of attendance requirements, basic digital literacy.</p> <p>Other more systemic barriers exist for job seekers such as access to transport and wrap around services to address other issues such as mental health, substance abuse, family issues and trauma.</p> | 1. Apply for the next round of 26TEN communities funding, in order to appoint a 26TEN community coordinator to work with industry, job seekers across the community to increase awareness about and connection to literacy support services |  | | |  | |  |
| | 2. Implement programs that provide tailored support and other wrap around support for the target cohorts that have special needs |  | | |  | |  |
| | 3. Aim to grow the pool of volunteers to resource the LLAP and Driver Mentoring Programs to continue to address the transport barriers for job seekers |  | | |  | |  |
| | 4. Optimise an ongoing role for the Library, TasTAFE and similar services to deliver pre-employment/ core skills programs such as, but not limited to computer literacy |  | | |  | |  |
| | 5. Connect with the activities being undertaken by the TasTAFE and the Beacon Foundation, including its Vocation Placement Pilot Program (VPPP) |  | |  | |  | |
























Theme #1: Pursue skill development and job recruitment initiatives

1.2. Activate local job recruiting and training strategies services to meet immediate needs

| Rationale | Actions | Priority | Industry | Educators | Intermediaries | Council | Hub/ Other | |
|---|---|---|---|---|---|---|---|---|
| <p>Though the Job Actives, Transition to Work providers and other intermediaries play some role in matching prospective workers with employers, many do not have a dedicated presence in Circular Head, which suggests that some job matching opportunities may be falling between the cracks.</p> <p>The SERDA model has demonstrated the immediate value of having an additional resource, dedicated to a region who knows the system, establishes relationship with employers, can source local job seekers and facilitate the matching.</p> | 1. Resource a solution to identify a central point for job-seekers & employers to connect. |  |  | |  | |  | |
| | 2. Look to implement an 'employment Pledge' initiative, for job-seekers. |  | | |  | |  | |
| | 3. Develop a co-ordinated regional approach to identification and delivery of basic skills training and business management 101. |  |  |  | | |  | |
| | 4. Consider a Jobs Fair to showcase jobs and career opportunities. |  |  |  |  |  |  | |
| | 5. Look to use the Study Centre as a key point of contact for listing upcoming training courses/ local careers pathways that may be attractive to many businesses. |  | | | | |  | |
| | 6. Explore options for community service orders being worked off in Smithton to allowing people a chance to re-engage with the workforce. Restricted licenses to keep a person employed could also be investigated. |  | | | |  |  |  |
| | 7. Work with the Jobs Hub to identify and appoint a resource to augment existing systems and provide the 'glue' that has been found to be missing between the more typical silos within the job support system. |  | | | | | |  |















Theme #1: Pursue skill development and job recruitment initiatives

1.3. Unlock the resources in the long term unemployed and under employed cohorts

| Rationale | Actions | Priority | Industry | Educators | Intermediaries | Council | Hub/Other |
|--|---|---|---|---|---|---|---|
| <p>The Circular Head region has a labour supply shortage, a lower participation rate and a higher level of economic disadvantage.</p> <p>Those in the community who are longer unemployed or under-employed need to be given every opportunity to become meaningful contributors to the region.</p> <p>Several existing services/ programs target these cohorts and should continue to be supported in parallel with the Jobs Hub.</p> | 1. Develop and test locally sited models to unlock underemployed and unemployed cohorts. |  | | |  | |  |
| | 2. Maintain a close connection the intermediaries with Job Actives, Transition to Work and other NGOs in the Circular Head region providing employment and wrap around service. |  |  | |  | |  |
| | 3. Monitor the Federal programs that target these potential workers for new and ongoing opportunities to unlock these resources. |  |  | |  | |  |
| | 4. Source the support and wrap around services needed by job seekers to overcome barriers to gaining employment. |  | | |  | |  |
| | 5. Promote the need for more volunteers to offer transport support services to assist potential job seekers to obtain a driver's license or source community/ public transport. |  | | | |  |  |
| | 6. Provide other ancillary support services to job seekers such as coaching, CV preparation support. Ie. Jobs Hub |  | | | |  |  |
| | 7. Investigate opportunities to attract/ establish a dedicated disability enterprise in the region. For example look to https://www.selfhelp.com.au |  | |  | | |  |














Theme #1: Pursue skill development and job recruitment initiatives

1.4. Pursue grants & incentives available to support job seekers and employers

| Rationale | Actions | Priority | Industry | Educators | Intermediaries | Council | Hub/ Other |
|---|--|---|---|-----------|---|---|---|
| <p>The study has found there to be many grant funds and other incentives available to employers, but there is not a central point where these funding opportunities can be readily found.</p> <p>In addition, there have not been resources consistently committed to scanning for these opportunities and completing and lodging the applications. Challenging for a small district to have resources for these.</p> <p>Industry seldom has the time to commit to these opportunities, especially when many businesses in Circular Head are owner operators.</p> | 1. Monitor and pursue the wide range of grants available from Federal Government, Skills Tasmania and Jobs Tasmania, Tasmanian Community and other programs that emerge. |  | | | | |  |
| | 2. Promote the incentives, benefits and subsidies available to employers to hire apprentices. |  |  | |  | |  |
| | 3. Connect with the Cradle Coast Authority grant funding finder resources, which was launched during COVID-19 - www.cradlecoast.com/funding-finder/ |  |  | |  |  |  |
| | 4. Source a place-based conduit to support grant applications and delivery. |  | | |  | |  |


























Theme #1: Pursue skill development and job recruitment initiatives

1.5. Look to immigration programs to augment the local workforce

| Rationale | Actions | Priority | Industry | Educators | Intermediaries | Council | Hub/ Other | |
|--|---|---|---|---|---|---|---|---|
| <p>It is clear that there is little surplus capacity in the Circular Head workforce, and therefore additional labour and skills needed to be attracted to the region through immigration programs.</p> <p>Circular Head already has experience sourcing these resources and this will need to remain as a short term strategy to 'plug' immediate needs.</p> <p>Effort should also be invested into exploring long term immigration based solutions that are more sustainable.</p> | 1. Pursue Seasonal Worker and Pacific Island Labour scheme opportunities to augment seasonal worker needs in the short term. |  |  | | |  |  | |
| | 2. Keep abreast of the new Agri-Visa program that was announced in July 2022 in terms of opportunities that may unlock for securing workers to the region. |  |  | | | | | |
| | 3. Engage with Federal and State Government agencies with responsibility for immigration to explore options available to Circular Head. |  | | | | |  | |
| | 4. Investigate the opportunities to position Circular Head as a 'safe haven' or more permanent destination for larger groups of international immigrants on humanitarian visas. |  | | | | |  | |
| | 5. Engage with the MRC North to understand their client base and showcase Circular Head as a destination for settlement. |  | | | | |  | |
| | 6. Look to establish support for settlement of new arrivals to the region. |  | |  | | |  |  |
| | 7. Social support from agencies/ government for immigration programs to support workforce needs. |  | | | |  |  |  |
| | 8. Explore/ develop an induction & training program for migrant workers. |  | |  |  | | | |
| | 9. Identify social needs to support community & residents in building migrant workforce. |  | | | |  |  |  |




























Theme # 2: Strengthen links between industry needs & educational pathways

2.1. Continue to develop partnerships between the education sector and industries in the region

| Rationale | Actions | Priority | Industry | Educators | Intermediaries | Council | Hub/ Other |
|---|---|---|---|---|---|---------|---|
| <p>The study has heard that despite best endeavours and the initiatives already being undertaken to connect the region's educators with its businesses, opportunities still exist for further work to be done.</p> <p>These proposals aim to build on the current arrangements to provide even greater connection between educational outcomes and the needs of employers in Circular Head.</p> | 1. Promote the success stories for young local workers back into schools as role models. |  |  |  | | |  |
| | 2. Foster short-term traineeships and work-experience to allow students to 'taste' careers and develop on-the-job skills. Explore programs such as Work inspirations, VET stream. |  |  |  | | |  |
| | 3. Optimise the investments made in the Trade Training Centre and Study Centre to deliver VET programs that meet the needs of industry. |  |  |  | | |  |
| | 4. Make part-time/ entry level positions more visible . |  |  | |  | |  |
| | 5. Determine & develop VET pathways for education inline with industry requirements. |  |  |  | | |  |
| | 6. Increase the profile and take-up of Australian School Based Apprenticeships as an accepted pathway for students in years 9-12. |  |  |  |  | |  |

Theme # 2: Strengthen links between industry needs & educational pathways

2.2. Influence educational pathways to meet current needs and future work direction

| Rationale | Actions | Priority | Industry | Educators | Intermediaries | Council | Hub/ Other | |
|---|--|---|---|---|---|---------|---|---|
| <p>The key providers of teaching and learning in the region, are to a large degree, governed by requirements to deliver established curriculum mandated by higher authorities, with limited time and autonomy to depart from those requirements.</p> <p>Notwithstanding, Circular Head should continue to advocate and influence to the fullest extent possible to ensure the region receives tailored education services that best match the region's education and training needs,</p> <p>This will also require the region to build and maintain relationships with key educational institutions to keep abreast of their programs and showcase their options to students and employers in the region.</p> | 1. Advocate and pursue additional resourcing for career and pathway planning for students, mainly in years 9-12. |  |  |  | | | | |
| | 2. Look to Future Work and IR4 as a direction to which jobs will change in the future – robotics, IoT, M2M etc. |  |  |  | | | | |
| | 3. Continue to roll-out training experiences that utilise new technologies such as Virtual Reality etc. |  |  |  | | | | |
| | 4. Strengthen the prominence of Tasmania's post secondary institutions – UTAS and TasTAFE – in Circular Head. |  | | |  | |  | |
| | 5. Support the UTAS Regional Partnership initiative to ensure Circular Head is at the forefront of UTAS' investment in this endeavour. |  | | |  | |  | |
| | 6. Monitor the reforms of TasTAFE, noting an evolving strategy to boost on-line delivery of courses. |  | | |  | |  | |
| | 7. Influence reforms to traditional courses and pathways from high school through further education and training to jobs. |  | |  |  | | |  |
| | 8. Explore education for kinaesthetic learners & support recruitment strategies for first-year teachers. |  | | |  | | | |
| | 9. Industry exposure/ onsite tours for local schools – students/ teachers and industry. |  | |  |  | | | |

Theme #3: Pursue broader economic development measures

3.1 Progress a broad based settlement strategy to address key community development and growth priorities for Circular Head, with a focus on housing

| Rationale | Actions | Priority | Industry | Educators | Intermediaries | Council | Hub/ Other |
|---|--|----------|----------|-----------|----------------|---------|------------|
| <p>The availability and affordability of housing has emerged as a key issue for the region and a genuine barrier to growing the workforce in the region. The Settlement Strategy Survey amplified this as a key weakness, along with gaps in the other foundational elements required for a strong local economy.</p> <p>The Survey is just the starting point to inform the development of a Settlement Strategy that provides the direction for the region to close its gaps and respond to the barriers impacting workforce development.</p> | <p>1. Develop targeted housing supply initiatives to reduce housing as a barrier to workforce attraction. These will likely include key planning scheme, infrastructure planning and development incentive initiatives as appropriate to guide the location, form and affordability of housing supply. Refer to Volume 1 for a series of options for Council to consider in order to address the region’s housing supply challenges.</p> | ● | ✓ | | | ✓ | ✓ |
| | <p>2. Develop targeted responses to address availability and perception of child care, health and education service offerings to Circular Head residents.</p> | ● | | | | ✓ | ✓ |




























Theme #3: Pursue broader economic development measures

3.2. Continue to implement economic and social development initiatives to drive growth in sectors of comparative advantage

| Rationale | Actions | Priority | Industry | Educators | Intermediaries | Council | Hub/ Other |
|---|---|----------|----------|-----------|----------------|---------|------------|
| <p>Circular Head can be a significant player in broader regional planning initiatives. In parallel to pursuing tactical level initiatives more within the Circular Head municipal boundaries, Circular Head should ensure it remains connected to other strategic planning frameworks and amplifies its voice at the table.</p> <p>Those with carriage of those plans need to be accountable for delivery, especially where Circular Head can be a beneficiary when it comes to workforce expansion and development.</p> <p>In parallel, Circular Head should ensure that livability and related concerns are addressed in the upcoming settlement strategy so as to retain and attract younger workers from outside the region to reside and call Circular Head home.</p> | <p>1. Focus on the development of local initiatives that align within the broader Cradle Coast Regional Futures Plan, including enabling infrastructure, technology and industry governance initiatives.</p> | ● | | | | ✓ | ✓ |
| | <p>2. Work with Circular Head’s neighbouring councils and communities to advance the strategies set out in the Sustainable-Murchison-Community-Plan-Regional-Framework.</p> | ● | | | | ✓ | ✓ |
| | <p>3. Seek funding opportunities to create a strong and engaging Circular Head brand campaign, (e.g. similar to: West Coast, which may include elements such as, but not limited to;</p> <ul style="list-style-type: none"> • Seek funding for development of beautification plan/ strategy • Establishment of a council grants program for funding beautification projects / private building maintenance projects which impact the ‘look and feel’ of the towns in the region. • Establishment of council grants program for new business opportunities. | ● | | | | ✓ | |











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

4.1. Establish and position Circular Head within the context of a North West Jobs Tasmania Network

| Rationale | Actions | Priority | Industry | Educators | Intermediaries | Council | Hub/ Other |
|--|--|---|---|---|---|---|---|
| <p>The Jobs Tasmania Local Network is a key PESRAC recommendation, now being implemented by the formation of Jobs Tasmania within the Department of State Growth.</p> <p>All indications are that these networks will be based around regions of councils, such as SCS and SERDA.</p> <p>Jobs Tasmania has indicated the likelihood that a similar regional approach will be adopted for council areas in the North West.</p> <p>Circular Head therefore needs to ensure it asserts its position as an important member of a broader regional Jobs Tasmania hub.</p> | 1. Assess and consider the Jobs Hub proposal as we look for solutions for a place-based design for workforce needs. |  | | | |  |  |
| | 2. Determine the Circular Head position towards the new Jobs Hub model for the North West region. |  | | | |  |  |
| | 3. Review the purpose, role and structure of CHETCC to align with the Jobs Hub. |  |  |  | |  | |
| | 4. Consider local representation on the new Jobs Hub Board and maybe Reference Group. |  |  |  | |  |  |
| | 5. Connect with, and learn from other Jobs Hubs to inform positioning, governance and operations. |  | | | |  |  |
| | 6. Amplify to the Jobs Hub, the workforce challenges facing Circular Head – ageing, workforce shortages and core skill deficiencies etc. |  |  | | | | |
| | 7. Articulate any disconnections between the education system and needs of employers. |  |  | |  | | |
| | 8. Articulate the specific needs of target prospective worker cohorts to provide focus for the Jobs Hub (e.g. long term unemployed, unemployed youth, people with ethnic backgrounds, language barriers or disability disadvantage). |  |  |  | |  | |

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

4.2. Engage with employers and industry bodies to continuously understand their workforce needs

| Rationale | Actions | Priority | Industry | Educators | Intermediaries | Council | Hub/ Other |
|---|---|---|---|-----------|---|---------|---|
| <p>Many industry peak bodies and their members have their own sector workforce development plans and have put initiatives in place to help meet their own workforce needs.</p> <p>These are being progressed to varying degrees, but should remain on the watch-list to ensure alignment between the industry initiatives and those that will be pursued by Circular Head and its Jobs Hub.</p> | 1. Establish a regular dialogue between the Jobs Hub and industry peak bodies – TICT, Keystone, ACST, TFGA etc. to align the activities of the Jobs Hub with those of the key sectors in Circular Head. |  |  | | | |  |
| | 2. Promote existing industry employment hubs/ jobs portals for such industry sectors to provide another avenue for employers and job seekers to meet and match their requirements. |  |  | |  | |  |
| | 3. Continually monitor industry sector specific government strategies and workforce development plans and align those strategies and action into those that are of relevance to the Circular Head region. |  |  | | | |  |

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

4.3. Solidify the Jobs Hub's role in the training and employment 'system'

| Rationale | Actions | Priority | Industry | Educators | Intermediaries | Council | Hub/ Other |
|---|--|----------|----------|-----------|----------------|---------|------------|
| <p>The early incarnations of Jobs Hubs in other parts of Tasmania are delivering immediate results, linking job seekers with employers and providing other supports for job seekers that have not previously been adequately offered.</p> <p>The Jobs Hub can be the missing link in Circular Head, given the necessary governance and operating models and a focus on ensuring that that Circular Head gets its fair share of the Jobs Hub effort and attention.</p> | 1. Bed down the Jobs Hub with appropriate governance and operating resources. | | | | | | |
| | 2. Garner the support of leading political figures and policy makers to maximise the profile of the Jobs Hub. | | | | | | |
| | 3. Promote success stories that emerge since its inception to showcase the achievements of the Jobs Hub. | | | | | | |
| | 4. Evaluate the strategies, service delivery model and outcomes of the Jobs Hub to continuously improve the services provided. | | | | | | |

