

TASMANIAN DISABILITY WORKFORCE STRATEGY AND ACTION PLAN

National Disability Services
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Acknowledgements

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About National Disability Services

National Disability Services is the peak body for non-government disability services. Its purpose is to promote quality service provision and life opportunities for people with disability. NDS's Australia-wide membership includes more than 1050 non-government organisations, which support people with all forms of disability. NDS provides information and networking opportunities to its members and policy advice to state, territory and federal governments.

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General background

The National Disability Insurance Scheme (NDIS) is intended to help people who have a significant and permanent disability and need assistance with everyday activities. This includes people with intellectual, cognitive, neurological or sensory disability, a physical impairment or a psychiatric condition. Unlike funding arrangements under prior federal/state agreements which were largely block-funded, the NDIS is intended to provide more choice and control and deliver a lifelong, individualised funding approach to support. Individuals seeking access to the NDIS are assessed according to a common set of criteria. Those who are deemed eligible participate in an individualised planning process to identify the reasonable and necessary supports they need to achieve their goals. Participants will also receive an individualised package of funding to purchase the supports as identified in their plan.

NDIS participants may choose to either keep their current support arrangements once they move across to the NDIS, or change them, provided they are consistent with NDIS

¹
legislation.

Tasmania is nearing the end of the trial phase of the NDIS, which will see 1003 people between the ages of 15 and 25 receive an approved plan. At the time of writing, the bilateral agreement between the State and Federal Government has just been agreed, including a more detailed implementation schedule.

Through our role within the Disability Workforce Innovation Network project (funded by Department of Employment). NDS has been charged with developing a regional workforce plan for providers. During consultation it was considered important that in Tasmania, the plan covered the whole state. It builds upon previous work undertaken by NDS through the Tasmanian Disability Industry Workforce Development and Skills Plan 2013 – 2018, sponsored by Skills Tasmania.

This plan provides practical actions for the entire state to help the sector get ready for the implementation milestones of the NDIS.

Regional background

Tasmania has a distributed population with 60% of people living outside of the capital city. The State Government has developed a Population Growth Strategy, which aims to increase the population from 515 000 currently to 650 000 by 2050. The strategy recognises the contribution of the health care and social assistance sector, which makes up a larger percentage of the Gross State Product than in the rest of Australia. The anticipated growth in the disability sector as a result of the implementation of the NDIS may be seen as providing strong opportunities for employment.

The percentage of Tasmanian adults (20 to 64 years) who have completed Year 12 or a Certificate II qualification or above is the lowest in Australia. Tasmania also has relatively

¹ Australian Institute of Health and Welfare. (2015). *Disability support services: Services provided under the National Disability Agreement 2013 – 2014*. Retrieved from <http://www.aihw.gov.au/WorkArea/DownloadAsset.aspx?id=60129551423>

low rates of numeracy and literacy among adults, especially among women who had the lowest rate of any Australian state/territory for literacy and second lowest after Western Australia for numeracy in 2011-12.

Additionally, Tasmania has the highest rates of disability of any state or territory for people aged 64 years and under. The overall disability rate for Tasmanian men and women in this age group is 5-6 percentage points higher than the Australian population as a whole².

NDIS implementation schedule

The NDIS implementation schedule is perhaps the most pertinent information to this plan.

- 1 July 2016 - young people aged 12-14
- 1 January 2017 - adults aged 25-28
- 1 July 2017 - children aged 4-11
- 1 January 2018 - adults aged 29-34
- 1 July 2018 - children aged 0-3 and adults aged 35-49
- 1 January 2019 - all remaining adults aged 50-64

Scope of plan

The plan will be a living document that is updated regularly and made available on the NDS website for stakeholders. The data presented and actions devised are relevant at the time the plan was developed, however these will need to be amended to reflect the workforce changes taking place over the period of NDIS implementation. In terms of data presented, this version of the plan is a starting point and will be updated as new and relevant data is identified.

The workforce strategy and action plan addresses the disability sector throughout Tasmania, assuming a high level view but providing actions that can be applied by service providers at an organisational level. The term 'workforce' in this plan refers to all people who are involved in the business of providing services for people with disability. This extends to all positions within a disability service provider organisation including board members, management and support workers.

The plan addresses workforce issues raised by disability service providers, which are registered under the NDIS, and other key stakeholders. These issues have been considered in terms of workforce capability, utilisation and supply as well as by job family.

The plan does not attempt to address the workforce requirements of mainstream service systems such as emergency services, health and justice. However, through the consultation process NDS recognised there is work to be done to enhance the supports offered to children with disability during their schooling so they have the opportunity to leave school already on a path toward their independence goals. While NDS considers this outside the scope of our current operations, we will seek to engage with appropriate parties to ensure that strengthening the education sector that supports young people with disability remains a priority.

² NDS. (2014) *National disability workforce strategy project: Tasmanian trial site profile and findings*. Retrieved from <http://www.nds.org.au/publications?s=TAS&c=23>

Aims of the plan

The workforce strategy and action plan aims to support the sector to:

- Develop existing workforces to meet the needs of participants under the NDIS (capability)
- Apply organisational efficiencies in the management of workforces to operate sustainably under the NDIS (utilisation)
- Attract and retain workers to meet increasing demand for services for people with disability under the NDIS (supply)

Stakeholders & engagement

Consultation for this plan commenced with the mid-term review of the existing [Tasmanian Disability Workforce Development and Skills Plan](#). The review process produced [a report](#), which presented a range of issues stakeholders felt need to be addressed in this plan.

Between the end of August and early October 2015, NDS engaged extensively with a range of stakeholders through forums and individual meetings. Separate forums were conducted for each of the following groups while organisations not able to attend were consulted individually.

- Service providers and government stakeholders – full day workshop in Campbell Town
- Education and training providers – full day workshop in Campbell Town
- Employment service providers including JobActives, DESs and AACNs – two hour sessions in Hobart and Launceston
- Providers of allied health services and government stakeholders – full day workshop in Campbell Town

Other organisations were consulted individually. This was an opportunity extended to organisations invited to all forums as well as targeted organisations such as other community sector peak bodies.

Importantly, participant groups will also be consulted on completion of the draft and the plan will be updated accordingly. This will include representatives from Speak Out membership and Carers Australia.

The following organisations have contributed to the development of this plan by participating in these forums.

Individual consultations

Aged Care Services Tasmania
Blue Line Employment
Early Childhood Australia
Eskleigh Homes
Guide Dogs Tasmania
HACSU
Mental Health Council
Occupational Therapy Australia
Primary Health Tasmania
Regional Development Australia
Speak Out Advocacy

Star Cosmos

TasCOSS
DHHS
TasTAFE
State Enterprise Training
Veranto

Employment services forum

APM Employment Services
Blueline Employment Services
LINC
ORS Group

Allied health forum

Australian Association of Social Workers
Baptcare
Child Protection Services
Disability and Community Services
Independent Living Centre
National Disability Insurance Agency
Northwest Coast Family & Child Health
North West Residential Support Services
Primary Health Tasmania
St Giles
The ORS group
Youth Justice South

Education and training forum

Association for Children with Disability
Campbell Page
Department of Education, Tasmania
Devonfield Training Services
MEGT
TasTAFE
University of Tasmania
Work and Training

Service provider and government stakeholders forum

Able Australia
Advocacy Tasmania
APM
Blueline Employment Services
Coastal Residential Services
Department of Health and Human Services, Tasmania
Department of Social Services
Devonfield Enterprises Inc.
Epilepsy Tasmania
Eskleigh Foundation
Family Based Care Association North West
Health Recruitment Plus
Hobart City Mission
Langford Support Services
Liviende Inc.
Montague Community Living
MS Society Tasmania
National Disability Insurance Agency
Nexus Inc
Oak Tasmania
Office of Hon Jacque Petrusma MP
Possability
Richmond Fellowship Tasmania
Self Help Workplace
Skills Tasmania, Department of State Growth
The Parkside Foundation



Disability services profile

There are currently two sources of funding for providing services for people with disability available in Tasmania, the NDIS and the National Disability Agreement (NDA)³, which encompasses DHHS funded services. Data collection is based on each of these separately.

NDIS agency data

By contrast, there are 216 agencies registered to deliver services under the NDIS in Tasmania⁴. This reflects a change in the way the scheme supports people with disability. Mainstream community services and businesses can register with the NDIA if they will be paid by funding from the scheme. For example taxi services, local governments and fitness centres are listed as providers.

Support Clusters	Support Clusters	Support Clusters	Support Clusters
Participate Community	55 Assist-Travel/Transport	37	Other Innovative Supports 24
Development-Life Skills	54 Training-Travel Independence	35	Equip Special Assess Setup 22
Therapeutic Supports	51 Daily Tasks/Shared Living	33	Behaviour Support 21
Assist-Life Stage, Transition	49 Assistive Equip-Recreation	29	Early Childhood Supports 16
Assess-Skill, Ability, Needs	48 Household Tasks	28	Accommodation/Tenancy 14
Assist-Personal Activities	Assist Access/Maintain Employ	27	Plan Management 11
Assist Prod-Pers Care/Safety	9 Physical Wellbeing	9	Personal Mobility Equipment 8
Comms & Info Equipment	5 Assistive Prod-Household Tas	5	Community Nursing Care 4
Vehicle modifications	5 Vision Equipment	2	Home Modification 4
Interpret/Translate	1		

Table 1 Number of providers registered for each service delivery cluster⁵

³ The NDA continues to fund people with disability until they transition to the NDIS.

⁴ NDIS website, December 2015

⁵ NDIS website, January 2016

NDA agency data

Under the NDA there were 114 disability specialist organisations funded in 2013 – 2014 through both state and federal programs. The following table indicates the number of outlets offering support services. Note that one service may have several outlets.

Service type	Number of outlets
Accommodation support	110
Community support	21
Community access	59
Respite	39
Advocacy, information/referral and alternative formats of communication	28
Other support	4
Open employment	47
Supported employment	12
TOTAL	320

Table 2 Number of outlets by service type⁶

The actions in this plan are largely focused on the workforce employed by specialist disability service providers, which is more accurately represented in the NDA data.

Demand for services

The demands placed on the workforce will reflect the demand for service from the NDIS.

Data from the 2011 census indicates that there were 7846 people between the ages of 0 and 64 who required assistance with core activities.

At present there are 1003 people between the ages of 15 and 24 with approved plans in the following life domains⁷.

Life domain	Number of approved plans
Economic participation	479
Education	359
Health and wellbeing	313
Independence	333
Living arrangements	333
Social participation	637

Table 2 Number of plans in Tasmania containing activity for each life domain

It is anticipated that at full scheme implementation, at the end of 2019, there will be approximately 10500 people eligible to receive funding for activities related to their individualised plans.

⁶ AIHW Disability support services Appendix 2013-2014

⁷ NDIA (2015) *NDIA 9th Quarterly Report to COAG Disability Reform Council*

Disability workforce profile

The Australian Bureau of Statistics industry classification system splits the disability workforce into two classifications that includes several other organisations unrelated to disability⁸. As a result, it is difficult to provide accurate information about the workforce in this sector.

The following information has been sourced from data from the last two censuses and adjusted to reflect an estimated percentage of the number of people likely to be working in the disability sector.

	2006	2011	Variation	2016 predicted	2021 predicted
Allied Health Welfare Professionals	369	442	+20%	530	636
Nursing	85	67	-22%		
Community Welfare Workers	412	347	-15%		
Support Workers	1528	2345	+53%	3588	5490

Table 3 Estimated variation in disability workforce size in five year period 2006 - 2011⁹

The above table indicates a trend toward growth in both the allied health professional and support worker roles, which is in keeping with observations of demand as services recruit to meet the needs of their NDIS funded clients. Assuming the rate of growth in both professions continues at the same rate, the workforce will need to grow by approximately 2000 support workers and 160 allied health professionals.

It should be noted these are estimates based on past growth and cannot account for the market demands that may result from NDIS. Further, these numbers are extrapolated from census data that is inherently indefinite.

⁸ NDS and Windsor and Associates. (2014). *Roadmap to a sustainable workforce: Improving the quality of disability workforce data*. Unpublished.

⁹ Ibid

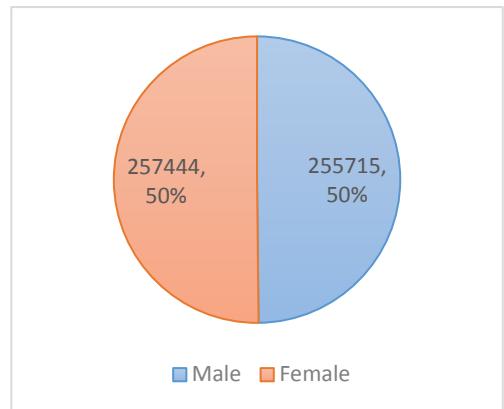
Regional population data

Tasmania has a population of 513,159 people with 240,400 people in the workforce.

The median age is 41.2 compared with the national median age of 37.3.

4.5% of the population speaks a language other than English at home.

4% of the population identifies as Aboriginal or Torres Strait Islander.¹⁰



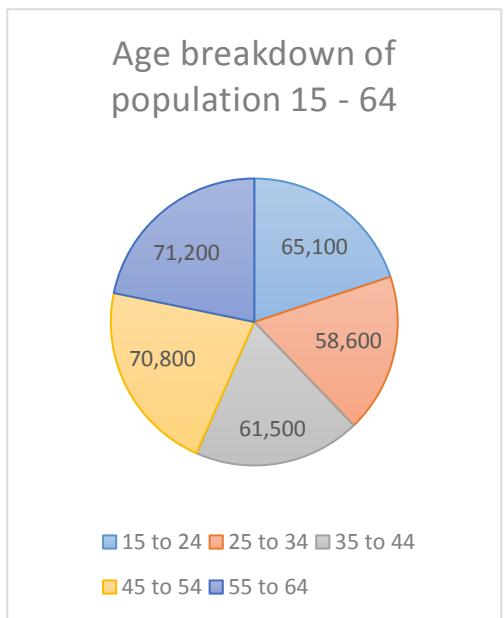
Regional labour force data

The participation rate is currently 61%, which is slightly lower than the national rate of 65%. It follows therefore that the seasonally adjusted unemployment rate of 6.5% is higher than the national equivalent of 5.9%. A total of 16,200 people are reportedly unemployed.

Total employed females 112,300
of these almost 50% are part time workers

Total employed males 128,100
of these 18% are part time workers¹¹

Age breakdown of population 15 - 64



¹⁰ ABS website, December 2015

¹¹ ABS website, December 2015

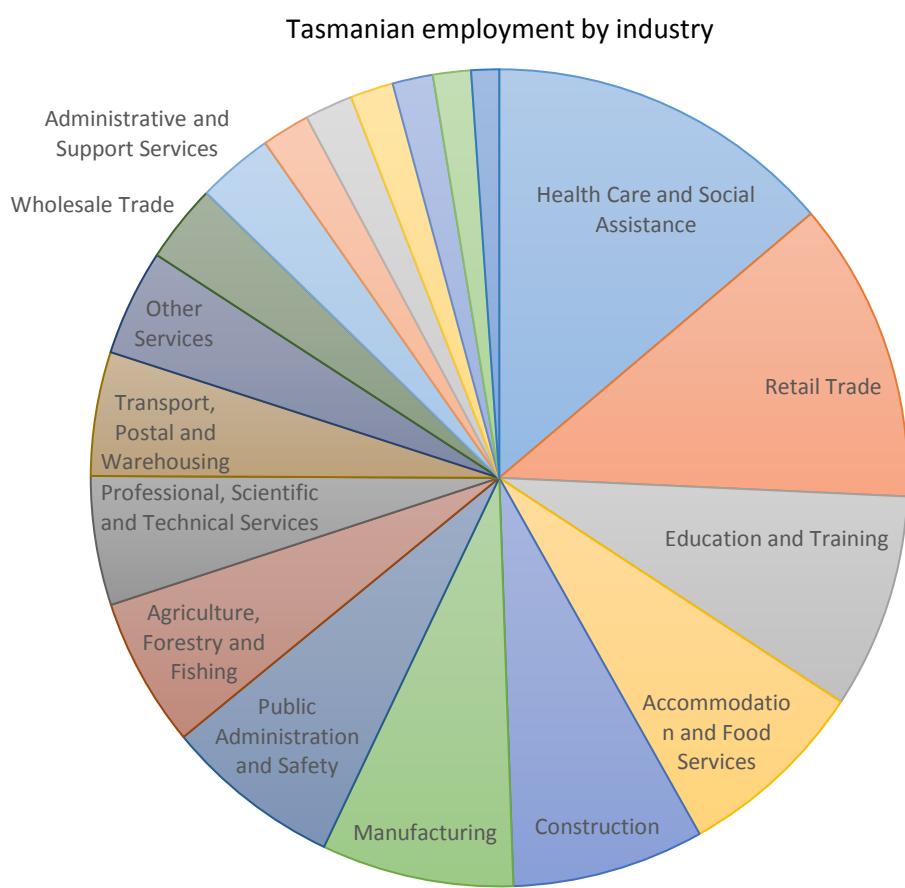


Table 4 Employment by industry

Industry	% workforce
Health Care and Social Assistance	13.8
Retail Trade	11.9
Education and Training	8.5
Accommodation and Food Services	7.6
Construction	7.6
Manufacturing	7.6
Public Administration and Safety	7.0
Agriculture, Forestry and Fishing	5.9
Professional, Scientific and Technical Services	5.1
Transport, Postal and Warehousing	4.9
Other Services	4.2
Wholesale Trade	3.1
Administrative and Support Services	3.0
Arts and Recreation Services	1.9
Financial and Insurance Services	1.9
Electricity, Gas, Water and Waste Services	1.7
Rental, Hiring and Real Estate Services	1.6
Information Media and Telecommunications	1.5
Mining	1.1

Service provider self-assessment of NDIS readiness in terms of people and capability

In 2014 and 2015, NDS members were invited to complete the organisational readiness toolkit and report back with their findings, which were then benchmarked against other services nationally. In Tasmania, 17 services responded to this request and their data is summarised below. The table indicates the percentage of services that consider themselves NDIS ready against the indicated focus areas.

From the data, it is evident that services will have an appetite to engage in strengthening HR strategy and workforce planning.

Focus area	Tasmania	Other than Tasmania
Learning and development	41%	54%
Employee performance planning and support	71%	67%
HR strategy and workforce planning	24%	22%
HR systems, policy and procedures	53%	48%
Staff leadership	53%	60%
Staffing and recruitment	50%	56%

Table 5 NDIS readiness in terms of people and capability

Other data about workforce from service providers

In 2014 and 2015, NDS members were invited to participate in a comprehensive Business Confidence Survey. This assisted them to see their overall organisational performance compared with other services nationally. Following is some of the workforce data that was collected as part of the survey.

Focus area	2015				2014			
	Tasmania		Other than Tasmania		Tasmania		Other than Tasmania	
Staffing levels - Increased/decreased	↑	↓	↑	↓	↑	↓	↑	↓
Leaders and managers	11%	21%	22%	13%	8%	8%	27%	10%
Permanent allied health staff	8%	15%	28%	8%	NA	NA	NA	NA
Permanent direct support staff	29%	25%	33%	11%	NA	NA	NA	NA
Casual staff	50%	9%	50%	12%	29%	24%	36%	14%
Volunteers	33%	6%	29%	12%	25%	25%	18%	19%
Trustees, directors and management committee members	30%	15%	15%	13%	25%	13%	18%	11%
Over the next 6 months, do you believe the overall level of staff in your organisation will increase, decrease or remain the same?	61%	14%	48%	11%	NA	NA	NA	NA

Table 6 Service provider feedback indicating staffing level movements

The data overleaf is also taken from the Business Confidence Survey conducted by NDS. It indicates that services overall are more concerned about recruiting staff than they are about retention. In particular these concerns relate to management and leadership positions.

Focus area	2015		2014	
	Tasmania	Other than Tasmania	Tasmania	Other than Tasmania
Difficulty in recruiting	Responses indicating 'very difficult' or 'difficult' are presented			
Leaders and managers	60%	61%	64%	68%
Permanent allied health staff	50%	68%	NA	NA
Permanent direct support staff	44%	54%	NA	NA
Casual staff	35%	45%	53&	57%
Volunteers	45%	56%	36%	65%
Trustees, directors and management committee members	47%	54%	56%	55%
Over the next six months, how difficult, if at all, do you believe it will be to recruit staff?	58%	66%	NA	NA
Difficulty in retaining				
Leaders and managers	27%	21%	9%	23%
Permanent allied health staff	9%	28%	NA	NA
Permanent direct support staff	9%	25%	NA	NA
Casual staff	21%	28%	35%	37%
Volunteers	33%	38%	25%	38%
Trustees, directors and management committee members	18%	28%	16%	22%
Over the next six months, how difficult, if at all, do you believe it will be to recruit staff?	31%	41%	NA	NA

Table 7 Service provider feedback indicating recruitment and retention difficulty

Strategies and actions

Throughout the following tables, an asterisk in the timeline column denotes a dependence on funding.

Priority Area 1	Supply
Desired Outcome / Goal	Assist the sector to build a sustainable and diverse workforce to meet the needs of people with disability in Tasmania
Strategies	
1.1 Support the sector to build a sustainable and diverse workforce	
1.2 Support the sector to build an allied health workforce with disability expertise	
1.3 Increase the ability of mainstream community services to support people with disability	
1.4 Support remote and regional communities to strengthen and grow their disability workforces	

Strategy 1.1	Support the sector to build a sustainable and diverse workforce			
Desired Outcome / Goal	Tasmania's large disability workforce embodies diversity in terms of age, gender and cultural background to meet the needs of the NDIS roll out.			
Actions	Timeline	Key stakeholders	Performance Indicators	
A. Develop a state-wide communication and marketing plan which includes a media advertising campaign. The strategy will include actions to attract people to the sector, especially allied health and support workers.	Relies on funding	NDS Tasmania NDIA DHHS SpeakOut	The Plan is produced within three months of being funded	
B. Implement Carecareers national roll out strategy in Tasmania.	*March 2016	NDS National Service providers		
C. Implement ProjectAble national roll out strategy in Tasmania.	*March 2016	NDS National DoE and schools		
D. Establish an industry awards program including Workplace Ambassadors.	Jan 2016 and ongoing	NDS Tasmania HESTAA SpeakOut	Annual awards are held each year and services report benefit	
E. Promote opportunities for work experience placements for school students in a breadth of roles across the sector.	*March 2016 and ongoing	NDS Tasmania DoE and schools Service providers	At least 15 students per year across the state complete work experience with disability services	
F. Promote opportunities to increase and strengthen the use of traineeships for school leavers.	*Jan 2017 and ongoing	NDS Tasmania DoE AASN Service providers	There is demonstrable growth in the number of school leavers entering into traineeships in the sector each year	

G. Compile information for service providers to explain the services available when employing people with disability and connect service providers with DESs.	*March 2016 and ongoing	NDS Tasmania DESs Ticket to Work NDCO Service providers	Employers report they have increased the representation of people with disability in their workforce.
H. Support the running of the Gearing Up Expo.	*March 2016 and ongoing	NDIA NDCO NDS Tasmania Other partners	Gearing Up is run in 2017 and 2019.

Strategy 1.2	Support the sector to build an allied health workforce with disability expertise			
Desired Outcome / Goal	Overcome the current and projected shortage of allied health workers as the NDIS rolls out.			
	Actions	Timeline	Key stakeholders	Performance Indicators
	<p>Work with stakeholders to develop and implement a comprehensive disability sector allied health strategy that may include the following potential solutions:</p> <ul style="list-style-type: none"> • University of Tasmania offers component(s) of disability-relevant allied health courses in Tasmania, partnering with other universities for full qualifications • Government-provided bursaries and travel support are provided for early career allied health professionals working in Tasmania to ensure access to continuing professional development opportunities • Develop a shared clinical placement and professional support 	*March 2016 – Nov 2016	NDS Tasmania DHHS Uni of Tas OT Australia Specialist services Service providers	<p>The strategy is produced within six months of being funded</p> <p>This plan is updated with actions from the strategy on completion</p>

<p>program where Tasmanian therapy services work together to attract and supervise student placements from mainland universities, and develop joint retention initiatives such as professional buddy systems and study hubs</p> <ul style="list-style-type: none"> • Support networking to enable shared employment of regionally located therapists between disability services, and between disability and other services, where insufficient hours are available in one organisation or sector • In regional areas, develop models to connect therapists new to a region with local community supports and social networks • Make documented models of remote service provision using technology in innovative ways available to service providers and LACs. 			
<p>A. Work with stakeholders to develop and implement tools to promote occupational therapy and speech pathology as careers of choice through the state-wide communication and marketing plan. Links with Action 1.1.A.</p>	<p>*March 2016 – Dec 2019</p>	<p>NDS Tasmania OT Australia DoE and schools Other AH peaks</p>	<p>There is a measurable increase in the number of Tasmanians studying OT and SP. Baseline data needs to be collected to inform this measure.</p>

Strategy 1.3	Increase the ability of mainstream community services to support people with disability		
Desired Outcome / Goal	Expand the number of workforces available to provide services to people with disability.		
Actions	Timeline	Key stakeholders	Performance Indicators
A. Work with broader community services and private providers to promote opportunities available for them to register with NDIS to deliver services.	Jan 2016 – Dec 2017	NDS Tasmania, NDIA, TasCOSS, MHCT, RTOs	The organisations registered to deliver under the NDIS reflects diversity.
B. Identify/develop and broker a skillset training program for broader community services workforces to learn about working with people with disability.	Jan 2016 ongoing	NDS Tasmania	Training is offered around the state and subsequently, attendees report they have applied learnings to their workplace.

Strategy 1.4	Support remote and regional communities to strengthen and grow their disability workforces			
Desired Outcome / Goal	People with disability living in remote and regional communities can access high quality support and therapy services.			
Actions	Timeline	Key stakeholders	Performance Indicators	
A. Map service delivery and models of delivery in regional, rural and remote communities	May 2016	NDS, NDIA, DHHS LGAs, RDA, Service providers	A document is produced within three months of being funded and informs Strategy 1.4.B	
B. Liaise with communities on the east and west coasts to develop and implement a plan of action to strengthen the disability workforce in each region.	*July 2016 – Dec 2016	NDS Tasmania, NDIA, LGAs, MHCT, TasCOSS, RTOs, LINCs, Service providers, Skills Tas, DSOs	A Local Action Plan (LAP) is produced for each community engaged within six months of being funded. Community stakeholders report they have been actively involved and support the LAP, the plan is updated with appropriate actions.	

Priority Area 2	Utilisation
Desired Outcome / Goal	Encourage innovative and efficient use of the workforce
Strategies	
2.1 Strengthen the ability to lead and innovate in an NDIS market	
2.2 Support greater uptake of IT solutions in business operations	
2.3 Support the increased use of allied health assistants within the sector	
2.4 Support the sector to consolidate employment and minimise fragmentation of the workforce	
2.5 Implement strategies to support an ageing workforce	
2.6 Establish a research group to document and promote evidence-based practice	

Strategy 2.1	Strengthen leaders' ability to innovate in an NDIS market			
Desired Outcome / Goal	Senior leaders in the sector are exposed to innovative business models and become more skilled in the process of innovating			
Actions	Timeline	Key stakeholders	Performance Indicators	
A. Run a business innovation forum showcasing innovative solutions to working in an environment of individualised funding. Include a focus on the process of innovating.	Feb 2016	NDS Tasmania Quartz Consulting Service providers	Attendees report the event was beneficial and they have applied learnings to their workplace.	
B. Same as Action 3.3.F. Establish an innovation leadership network for senior managers. Format may take the form of bi-monthly meetings with a focus on a specific topic such as industrial relations and provide opportunities to share ideas and experiences as determined during the forum. Links with Action 2.1.A.	Mar 2016 - ongoing	NDS Tasmania Service providers	Members report engagement was beneficial and they have applied learnings to their workplace.	
C. Facilitate connections between Tasmanian services and those from other trial sites as well as with organisations that can provide specialist advice.	*July 2016	NDS Tasmania Service providers Jobs Australia	Opportunistic linking of services is exploited where appropriate.	

Strategy 2.2	Support greater uptake of IT solutions in business operations		
Desired Outcome / Goal	Enable efficiencies to be adopted by services through the use technology based solutions.		
Actions	Timeline	Key stakeholders	Performance Indicators
A. Roll out Improve-IT-4-NDIS project	Jan – Jun 2016	NDS National Service providers	
B. Facilitate the establishment of experimental projects with interested services to trial low-cost, innovative IT solutions to support reporting and supervision efficiencies. Document the results and share broadly with other services.	*May 2016 – Jun 2017	NDS Tasmania Tas ICT Service providers	At least five services participate and report benefit. At least three solutions are written up and disseminated to other services.
C. Work with services to trial models of allied health service delivery using technology to support hub-and-spoke outreach with allied health assistants and/or support workers. Links with Action 1.2.A.	*Jan 2017 - 2019	NDS Tasmania Service providers OT Australia SP Australia	At least three services participate and report benefit. Findings are written up and shared with other services.
D. Develop a train-the-trainer program guide for services to train workers internally in the use of IT systems.	*May - Dec 2016	NDS Tasmania Service providers	Services report benefit from using the guide.

Strategy 2.3	Support the increased use of allied health assistants within the sector		
Desired Outcome / Goal	People with disability have access to allied health services across the state within reasonable wait times.		
Actions	Timeline	Key stakeholders	Performance Indicators
<p>A. Research and examine models of practice to support the increased use of allied health assistants within the disability sector. Activity may include identification and/or development of:</p> <ul style="list-style-type: none"> • A supervision and delegation framework • A high quality training model with contextualisation in disability partnering with specialised RTOs from other states <p>Links with Actions 1.1.A, 1.1.B, 1.1.E, 1.1.F, 1.2.A and 2.2.C.</p>	*June 2016 – Dec 2017	NDS Tasmania DHHS OT Australia Service providers RTOs Specialist services Consumers	A measurable increase in the allied health assistant workforce is identified. Services report this as beneficial to service provision.

Strategy 2.4	Support the sector to consolidate employment and minimise fragmentation of the workforce		
Desired Outcome / Goal	The support worker workforce is strengthened in regional areas to meet demand under the NDIS. Support workers are offered consolidated employment opportunities.		
Actions	Timeline	Stakeholders/ partners	Performance Indicators
A. Establish a shared labour pool with seed funding to service regional areas of Tasmania.	*Jun 2016 – Dec 2019	NDS Tasmania ICT Tasmania Service providers	A labour pool project is established providing services to at least six services in regional areas. Services and employees report satisfaction with the service. Project establishes a viable business.

Strategy 2.5	Assist employers to support an ageing workforce			
Desired Outcome / Goal	Employers provide a targeted program to support the older members of their workforce.			
Actions	Timeline	Stakeholders/partners	Performance Indicators	
<p>A. Provide information to disability services to understand effective ways to support older employees. Activity may include:</p> <ul style="list-style-type: none"> • Research and dissemination of information • Conducting webinars • Focus topic at RoundTable meetings links with Action 3.2.A <p>Links with Action 3.3.B.</p>	*Feb 2016 – Jun 2017	NDS Tasmania Service providers	Services report that employees over 50 years of age record high levels of engagement with their workplace.	

Strategy 2.6	Establish a research group to document and promote evidence-based practice			
Desired Outcome / Goal	The practices employed in the delivery of services for people with disability are evidence-based and innovations to strengthen practice seek to contribute to this body of knowledge.			
Actions	Timeline	Stakeholders/partners	Performance Indicators	
<p>A. Establish a practice-based research group meeting quarterly to:</p> <ul style="list-style-type: none"> • Share and discuss new and existing research • Create and document safe-to-fail research trials • Encourage research to be undertaken in Tasmania. 	*Jun 2016 and ongoing	CADR DHHS University of Tas. RTOs Service providers	<p>A group comprising services and researchers is established and members report benefit for their workplace from participation in activity.</p> <p>At least three small research trials are established and documented. Findings are disseminated across the sector.</p> <p>Services involved report practice is strengthened as a result of participation.</p>	

Priority Area 3	Capability
Desired Outcome / Goal	Development of the skills and knowledge of service providers to support the NDIS
Strategies	
3.1 Strengthen board and senior leadership capability	
3.2 Strengthen human resource management practices	
3.3 Strengthen management and leadership capability	
3.4 Strengthen support services capability	
3.5 Support the training sector to provide high quality training in disability work	
3.6 Support development of the peer advocacy workforce	

Strategy 3.1	Strengthen board and senior leadership capability			
Desired Outcome / Goal	Senior managers and board members are knowledgeable and skilled in the governing of a NFP organisation delivering services for people with disability.			
Actions	Timeline	Stakeholders/partners	Performance Indicators	
A. Conduct workshops based on the organisational readiness toolkit.	*May – Oct 2016	NDS Tasmania MHCT Service providers	Present to at least 20 providers across the State and they report benefit from the engagement.	
B. Provide face-to-face individual consultations for services to engage with a consultant.	*July 2016 – Mar 2017	NDS Tasmania MHCT Service providers	Work with at least 12 providers across the State and they report benefit from the engagement.	
C. Update materials and offer ‘Leading the Way’ information sessions for board members across the state.	*March - May 2016	NDS Tasmania MHCT Service providers	Delivery in 3 locations with attendance by predominantly board members	
D. Broker governance training for board members.	*March – June 2016	NDS Tasmania Service providers	At least 12 members of boards of disability service providers engage in training and report strengthening relevant skills and knowledge.	
E. Communicate value of organisational metrics tracking tools and engage senior leaders in participating: Business Confidence Survey, Provider toolkit, Employee Engagement Tool and Workforce Wizard.	*March 2016 – March 2017	NDS Tasmania NDS National	A measurable increase in Tasmanian providers engaging with these tools is recorded.	
F. Establish or connect with a mentoring program for board members and senior management from within and outside of the sector. May link to Action 2.1.C.	*March 2016 – March 2017	NDS Tasmania Skills Tasmania	Work with at least five service providers	
G. Source or develop, and promote an induction tool for board members and senior managers new to the sector. This may include information about working with people with disability, the history of the sector, links to informing documents, and information about governance timelines and responsibilities.	*March 2016 – March 2017	NDS Tasmania MHCT TasCOSS SpeakOut	Board members report the tool is beneficial to understanding their role.	

Strategy 3.2	Strengthen human resource management practices			
Desired Outcome / Goal	The sector is recognised as an industry of choice on the basis of strong people and culture management.			
Actions	Timeline	Key stakeholders	Performance Indicators	
A. Same as Action 3.3.A. Continue coordination of the Disability Industry Roundtable with a focus on leadership and HRM practice and supported by a regular news update and opportunity to engage in webinars between meetings.	Ongoing	NDS Tasmania, Service providers, RTOs, Skills Tas	Members report benefit in terms of strengthening HRM and leadership skills and knowledge.	
B. Broker accredited training in workforce planning that sees the output as a workforce plan for the service.	*Mar – Dec 2016	NDS Tasmania, MHCT, RTOs, Service providers	At least eight services complete a workforce plan as part of the training program.	
C. Offer a training program on values based recruitment involving participants, workers and management. Activities may include: Research and dissemination of information; training sessions; focus topic for RoundTable; access to consultants; supply of templates, sample policies and procedures.	*July 2016 – Dec 2018	NDS National NDS Tasmania Service providers Advocacy orgs	Participants report they have implemented a VBR process and are satisfied with the program.	
D. Offer a program to service providers enabling them to implement policies and procedures for inductions, structured supervision and mentoring, performance appraisal and performance management . Activity may include: research and dissemination of information; training sessions (webinars); focus topic at RoundTable meetings links with Action 3.2.A; access to consultants; supply of templates and sample policies and procedures.	*July 2016 – Dec 2018	NDS National NDS Tasmania Skills Tasmania Service providers	Participants report they have strengthened their procedures as a result of engagement in this program	

E. Provide information to services to support implementation of wellbeing program . Activity may include: research and dissemination of information (including Work Ability); connection with an Employee Assistance Program; training sessions (webinars); focus topics at RoundTable meetings. Links with Action 3.2.A, 2.2.B and 2.5.A.	*May 2016 – Dec 2018	NDS Tasmania Service providers	Services report increases in their workforce's wellbeing and engagement using measures such as the Work Ability Index.
F. Promote the uptake of the Skills Tasmania Employer of Choice program. Links with Action 3.1.F.	*Feb 2016 – Dec 2018	NDS Tasmania Skills Tasmania Service providers	A measurable growth in the number of services recognised as EoCs.
G. Provide information to services to support the creation of traineeships for young people entering the sector. Consider working with GTOs to provide full-time opportunities across multiple services if necessary.	*Feb 2017 – Dec 2019	NDS Tasmania Skills Tasmania AASNs and GTOs RTOs Service providers	A measurable growth in people under 25 taking up and completing full-time traineeships in the sector.

Strategy 3.3	Strengthen management and leadership capability			
Desired Outcome / Goal	Services are able to measure improvements in their leadership capability in terms of employee engagement.			
	Actions	Timeline	Stakeholders/partners	Performance Indicators
A. Same as Action 3.2.A. Continue coordination of the Disability Industry Roundtable with a focus on leadership and HRM practice, supported by a regular news update and opportunities to engage in webinars between meetings.	Ongoing		NDS Tasmania Service providers RTOs Skills Tasmania	Members report benefit in terms of strengthening HRM and leadership skills and knowledge.
B. Provide information to services to support implementation of a staff engagement program . Activity may include: linking to the NDS employee engagement tool, research and dissemination of information; training sessions (webinars); focus topics at RoundTable meetings. Links with Action 3.2.A, 2.2.B and 2.5.A.	*July 2016 – Dec 2019		NDS National NDS Tasmania	Services have a good understanding of the level of their employees' engagement.

C. Develop and broker a leadership training program at Certificate IV level for existing staff comprising skillsets. Topics may include: mentoring work teams, upward communication, structured supervision and encouraging innovation. This should complement the work being undertaken by services engaged in Action 3.2.D.	*March 2016 – Dec 2019	NDS Tasmania Skills Tasmania RTOs	At least four skillset training programs are developed and attended by at least 10 services that report benefit has been gained.
D. Develop and broker a 12 month emerging leaders program for existing support workers working toward a Certificate IV outcome. The program should be practice-based and engage people in a social collaborative learning space. Competencies should be drawn from foundation skills (literacy, numeracy, digital literacy and oral communication); leadership and management; and disability qualifications. The program will have strong links with the peer leadership program Links with Action 3.6.A	*March 2016 – Dec 2019	NDS Tasmania Skills Tasmania 26TEN RTOs	Each year, a group of at least 15 support workers commence the program and at least 10 complete the program and report they have learned new skills they can apply.
E. Develop and broker a skillset training program on leading a diverse workforce . Activity may include: Research and dissemination of information; Training sessions (face-to-face and webinars); Focus topics at RoundTable meetings links with Action 3.2.A.	*March 2016 – Dec 2019	NDS Tasmania Skills Tasmania	At least 20 services in three locations participate in the training and report benefit from their attendance.
F. Same as Action 2.1.B. Establish an innovation leadership network for senior managers. Format may take the form of bi-monthly meetings with a focus on a specific topic and opportunity to share ideas and experiences or as determined during the forum. Links with Action 2.1.A.	Mar 2016 - ongoing	NDS Tasmania TasCOSS Service providers	A group is established and members report they use information shared to tangibly strengthen their leadership capability.
G. Identify higher education offerings to support career development pathways into higher levels of management	*Jul 2016 – ongoing	NDS Tasmania Uni of Tas	A pathway is identified and shared with the sector.

Strategy 3.4	Strengthen support services capability		
Desired Outcome / Goal	People with disability have the opportunity to choose their supports from a breadth of high quality services		
Actions	Timeline	Key stakeholders	Performance Indicators
<p>A. Promote training in administration of medication and PEG feeding to ensure all support workers are qualified to do the work they are tasked with. Activities will include:</p> <ul style="list-style-type: none"> • Establish and disseminate a training calendar with training opportunities • Develop and distribute materials for 'Maths for Medications' workshops to focus on foundation skills prior to enrolling in medication training. Links with Action 3.5.B. 	*Jan 2016 - ongoing	NDS Tasmania Skills Tasmania DHHS RTOs 26TEN Service providers	Employers report that all staff are qualified to perform their duties.
<p>B. Continue workplace literacy project and identify opportunities for extension. Activities may include:</p> <ul style="list-style-type: none"> • 1:1 or small group foundation skills training for all roles • Supervisor training to support team members' foundation skills learning • Provide tools to conduct a foundation skills assessment • Ensure foundation skills training is adequately integrated into vocational training. Link with Action 3.1.A. 	Ongoing – May 2016 *May 2016 - ongoing	NDS Tasmania Skills Tasmania 26TEN RTOs Service providers	Services involved in the project report demonstrable benefit from the project. Employees involved in the project report they are able to apply learnings in carrying out their duties.
<p>C. Implement the Action Learning Network project developed in the ACT to prepare the workforce for person-centred service delivery. Activities will include:</p> <ul style="list-style-type: none"> • Establish a network of services to act as demonstration projects • Use the Helen Sanderson and Associates 'Working Together for Change' 8 step process within each organisation • Embed high performance work practices into emerging models 	*Jan 2016 – Dec 2017	NDS National NDS Tasmania Service providers	Five to seven services participate in the network and continue the change process after the end of the program. A pool of coaches and mentors is available to support other services. The resources, tools, case studies and learnings are shared across

<ul style="list-style-type: none"> • Disseminate the results for application in other services • Participants in the Network are available as coaches and mentors to other services. 			the sector.
D. Extend brokerage of accredited and non-accredited short course training to include (but not necessarily limited to): case management, head trauma, epilepsy, autism, working with young people with disability, working with older people with disability, specific to individual participant needs, working with behaviour management plans (including documentation requirements), allied health assistant skill sets.	Jan 2016 - ongoing	NDS Tasmania DHHS Skills Tasmania RTOs Consumers Specialist services	A training calendar is established to provide opportunities for employees around the state to participate in a range of short courses. Attendees report they have applied learnings in their workplace.
E. Strengthening organisational capability to support people with behaviours of concern . Activities will include: <ul style="list-style-type: none"> • A forum targeting senior staff and board members • Develop a process chart of a good practice planning process • Non-accredited training for teams of service provision ensuring evidence-based practice (work in teams through the organisation rather than by level). Include topics on: plan writing, understanding disability, interpreting, implementing and monitoring plans, ‘how to get the support plan out of the bottom drawer of the filing cabinet’ (SA). Links with Actions 2.6.A and 3.4.C • Ongoing networking opportunities for support workers and supervisors to focus on this area of practice • Training in documentation requirements for support workers, supervisors and case managers. Links to Action 3.4.B • Training in quality and safeguarding framework and use of restrictive practices • Training for RTO trainers and assessors to ensure inclusion in delivery of Certificate III Individual Support (Disability). Links to Action 3.5.A. 	*Jan 2016 – Dec 2019	DHHS NDS Tasmania NDS Zero Tolerance project SpeakOut Skills Tasmania RTOs 26TEN Service providers Specialist services	The senior practitioner (or equivalent) is able to demonstrate a decrease in the number of incidents involving participants identified as having behaviours of concern over the duration of the project. During evaluation, compare the project from 3.4.C with this one to identify strengths and weaknesses. One organisation may participate in both projects with the same group.

<p>F. Broker training to strengthen skills in supporting people with mental health conditions. Activity will include:</p> <ul style="list-style-type: none"> • Mental Health First Aid training for support workers • Provide subsidised opportunity for support workers to study Cert IV Mental Health. 	<p>* Jan 2016 – Dec 2019</p>	<p>NDS Tasmania MHCT Skills Tasmania RTOs Service Providers</p>	<p>Services and support workers report a strengthened capability to support people with disability who have mental health conditions.</p>
<p>G. Conduct a chronic disease prevention project in partnership with PHT. Strengthen the disability workforce to support people with disability to manage and prevent chronic disease. Activities may include:</p> <ul style="list-style-type: none"> • Engagement forums with support worker workforce • Development of learning resources: Encouraging a healthy lifestyle. Links with Action 3.5.B • Training program for support workers and the people they support • At home toolkit with menu cards, activity suggestions and planning templates. 	<p>*Dec 2016 – Sep 2017</p>	<p>PHT NDS Tasmania Service providers</p>	<p>Services and support workers involved in the project report a strengthened capability to encourage the people they support to choose a healthy lifestyle. Interested services have at least one training team that can deliver in-house training. The project is considered repeatable with appropriate funding.</p>

Strategy 3.5	Support the training sector to provide high quality training in disability work			
Desired Outcome / Goal	Accredited training is highly valued by service providers and is seen as a key way to strengthen the disability workforce			
Actions	Timeline	Stakeholders/ partners	Performance Indicators	
<p>A. Establish a Training Quality Network that meets quarterly. Activities include:</p> <ul style="list-style-type: none"> • Validation and moderation • Information sharing • Resource evaluation and development (reference group for 3.5.B) • Peer validation of assessor competence <p>Links with Action 3.4.E.</p>	*Ongoing	NDS Tasmania Skills Tasmania Service providers RTOs Advocacy orgs	Members value the role of the TQN in the work they do. Services recognise accredited training as important to workforce development efforts state-wide.	
<p>B. Complete the teaching and learning resource development project. Investigate the need (and opportunities) to develop more resources for other courses or topics. Links with Actions 3.5.A, 3.4.G, 3.4.E.</p>	Ongoing – June 2016	NDS Tasmania NDS NSW Skills Tasmania ACDT TQN (above) PHT Service providers Specialist services	A series of 10 resources are made available to employers and RTOs. The resources are used to complement accredited training and inform in-house training.	

Strategy 3.6	Support the development of the peer advocacy workforce			
Desired Outcome / Goal	The advocacy workforce is strengthened with more people with disability trained in leadership			
Actions	Timeline	Stakeholders/ partners	Performance Indicators	
A. Work collaboratively with the advocacy organisations to develop a peer leadership program that has strong connections with the emerging leaders program. Links with Actions 3.3.D	Ongoing – June 2016	NDS Tasmania Skills Tasmania SpeakOut ACDT Advocacy Tas	A combined leadership program is developed. Each year, a group of at least 15 people with disability commence the program and at least 10 complete the program and report they have learned new skills they can apply as an advocate.	

Using the WSAP: A summary for disability service providers

What's in it for me?

The actions in the Plan can help your organisation prepare for the NDIS.

It will assist you to:

- Develop a workforce plan
- Implement your workforce plan
- Measure the effectiveness of your workforce development and planning action
- Contribute to development of the sector

What can we do to support the Plan's success?

- Engage in training and other workforce development activities
- Engage with data collection activities
- Actively engage in the networks and action groups
- Contribute feedback to NDS submissions
- Take work experience and work placement students
- Look at traineeships differently
- Be prepared to innovate and share your successes and failures

What's in the Plan?

Networks and Action Groups

- Disability Industry Round Table
- Leadership Innovation Network
- Training Quality Network
- Practice-based Research Group
- Low-cost IT Innovation Hub
- Person-centred Active Support Action Learning Network

Projects

- Attracting new workers to the sector and strengthening the allied health workforce
- Becoming the sector of choice through the Employer of Choice program
- Exploring Higher Education opportunities to support sector capability
- Leadership buddy program – connecting with senior managers in other states
- Improve IT-4-NDIS
- Growing the role of allied health assistants
- Shared labour pool
- Supporting an ageing workforce
- Employee wellbeing program toolkit
- Strengthening staff engagement
- Induction toolkit for board members
- Reducing lifestyle risk factors to manage and prevent chronic illness

Learning and development programs

The following information will be available in a regular training calendar bringing together events from across the sector.

Topic	Who is it for?	Tell me about it
Emerging leaders	Support workers, key workers, team leaders	This certificate IV program will run over 12 months to prepare employees for a leadership role.
Employing values based recruitment	HR personnel	A two-day workshop and resource kit to learn how to successfully implement a recruitment on the basis of client, employee and organisational values
Governance	Board members	We are working to find a suitable professionally accredited program
Leadership skills	Managers, key workers and team leaders	Skillset training includes: mentoring, communication, structured supervision, performance management, enabling innovation, etc.
Leading the Way	Board members	A 2 hour snap-shot of the things senior leaders should have their eye on during NDIS implementation
Mental Health First Aid	Anyone	12 hour program to learn how to provide initial support to people who are developing or experiencing mental illness.
Peer advocate leadership program	People with intellectual disability	This 12 month program will strengthen the leadership skills of peer advocates
Short courses	Anyone	Shorter programs on specific topics such as: supporting young people; supporting older people; understanding autism, epilepsy, head trauma; writing in plain English; writing behaviour management plans, allied health assistant skillsets, case management, etc.
Supporting people with behaviours of concern	Case managers, key workers, operations managers, support workers, team leaders	Training in the evidence based practice; documentation requirements; and quality and safeguarding framework and the use of restrictive interventions
Train the trainer	Anyone	A non-accredited program to strengthen training skills of staff to conduct in-house training on the use of IT. Approximately 2 days.
Workforce planning	Senior management responsible for this area	With a supportive training program you will develop a workforce plan for your organisation over 6 months.
Workplace literacy	Anyone	Tutors are available to visit your workplace and work with anyone in the organisation to strengthen reading, writing, numeracy and oral communication at any level

