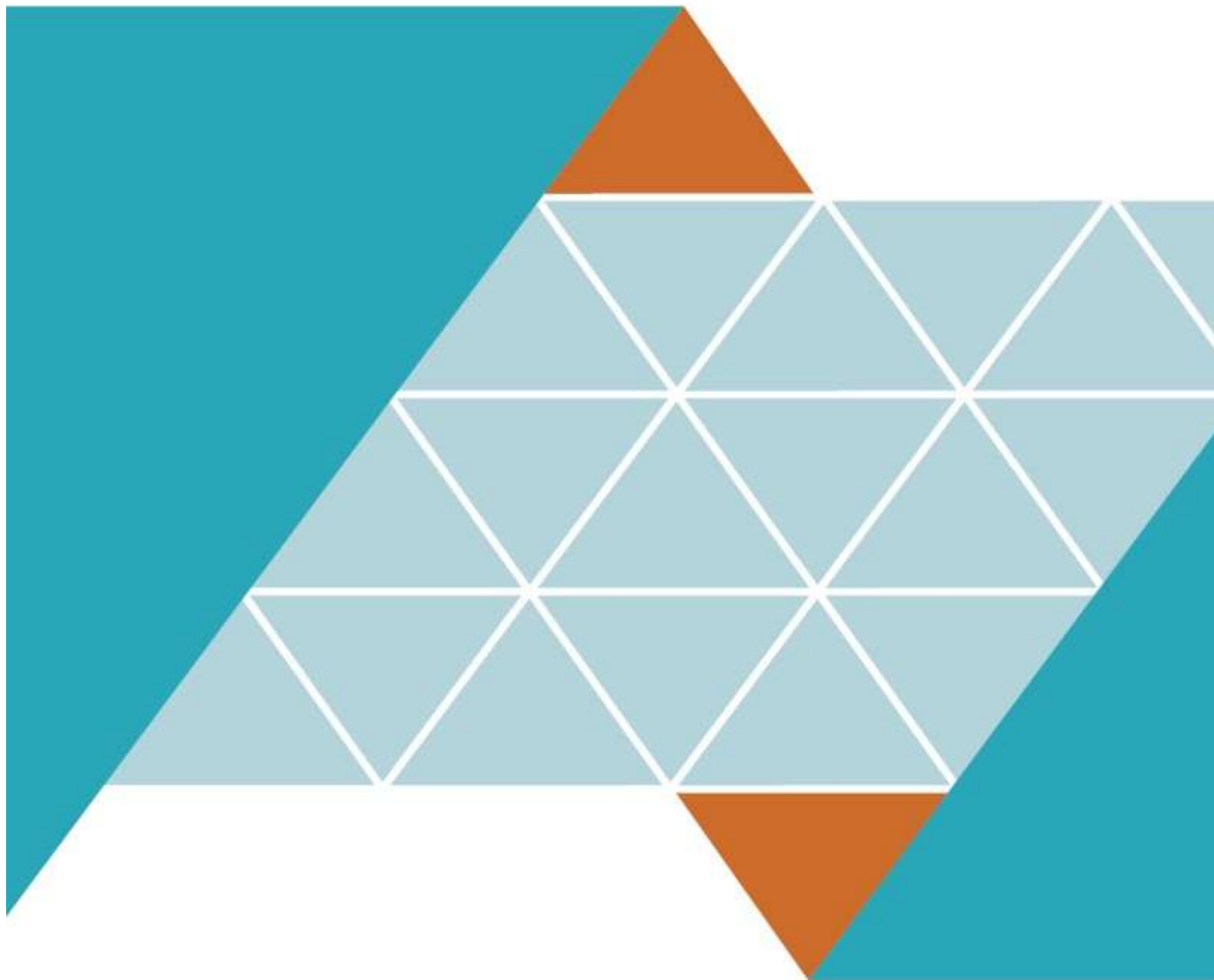


# Industry Skills Compact

Aged Services



# Industry Skills Compact – Aged Services

## Date

This *Industry Skills Compact* is dated 24 June 2026.

## Parties

This *Industry Skills Compact* is made between the following Parties, as members of the Tasmanian Aged Services industry:

Ageing Australia

Tasmanian Government

## Purpose

This *Industry Skills Compact* sets out a framework for the Parties to work collaboratively to deliver a sustainable and highly skilled current and future workforce in Tasmania.

## Context

The Minister for Skills and Jobs sets priorities for the training and workforce development system which are outlined in the Tasmanian Skills Plan 2024-2028. The Tasmanian Skills Plan aligns with the object (section 3) of the *Training and Workforce Development Act 2013* and supports the Tasmanian Government's vision for a high-quality training and workforce development system that is accessible, job-focussed and responsive to the needs of industry, employers, training providers and learners.

The Industry Skills Compacts bring a refreshed approach to industry engagement in Tasmania and focus on supporting stronger collaborative partnerships between participants in the training and workforce development system, while recognising that both Government and industry have areas of strength and responsibility for the system.

This *Industry Skills Compact* is a statement of commitment by the signatories, the Tasmanian Government and Ageing Australia, to actively deliver on our respective areas of strength and responsibility.

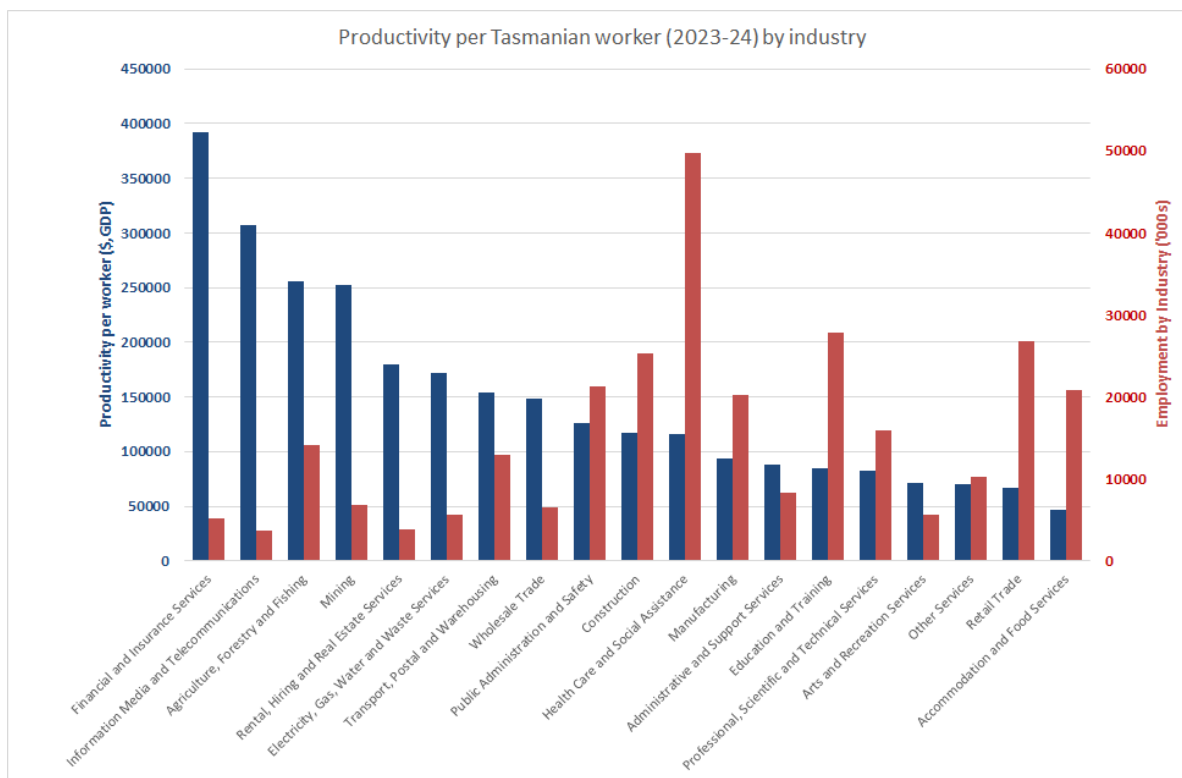
## Tasmania's Labour Market

The labour market is a vital component of the state's economy, ensuring that industry has the workers and skills needed to remain strong and resilient. The estimated unemployment rate in Tasmania was 4.5 per cent in January 2026, up 0.1 of a percentage point from the previous month, and 0.5 of a percentage point above the level of one year earlier. The unemployment rate has been at historically low levels for Tasmania over the last two years. There were 13,200 unemployed Tasmanians and 280,600 employed Tasmanians.

The participation rate, reflecting the proportion of the working-aged population that is currently employed, was 60.5 per cent in January 2026 (in trend terms). Tasmania has a lower participation rate than other jurisdictions due to its older population. Increasing participation is critical to maintaining workforce growth.

Tasmania's economy is made up of diverse industry sectors with different workforce requirements for skills and training. Each industry contributes differently to the Tasmanian economy.

Figure 1.



The 19 industry sectors (as identified by the Australian Bureau of Statistics) vary widely in their relative productivity as measured by the output per worker (Figure 1). Higher output per worker is generally associated with capital intensive sectors, such as mining and electricity.

In Tasmania, the higher productivity per worker sectors represent a relatively small proportion of the overall workforce, the exception being the Agriculture, Forestry and Fishing sector (including aquaculture) which employs relatively high numbers of Tasmanians and has an above average productivity per worker. This reflects Tasmania's relative economic advantage.

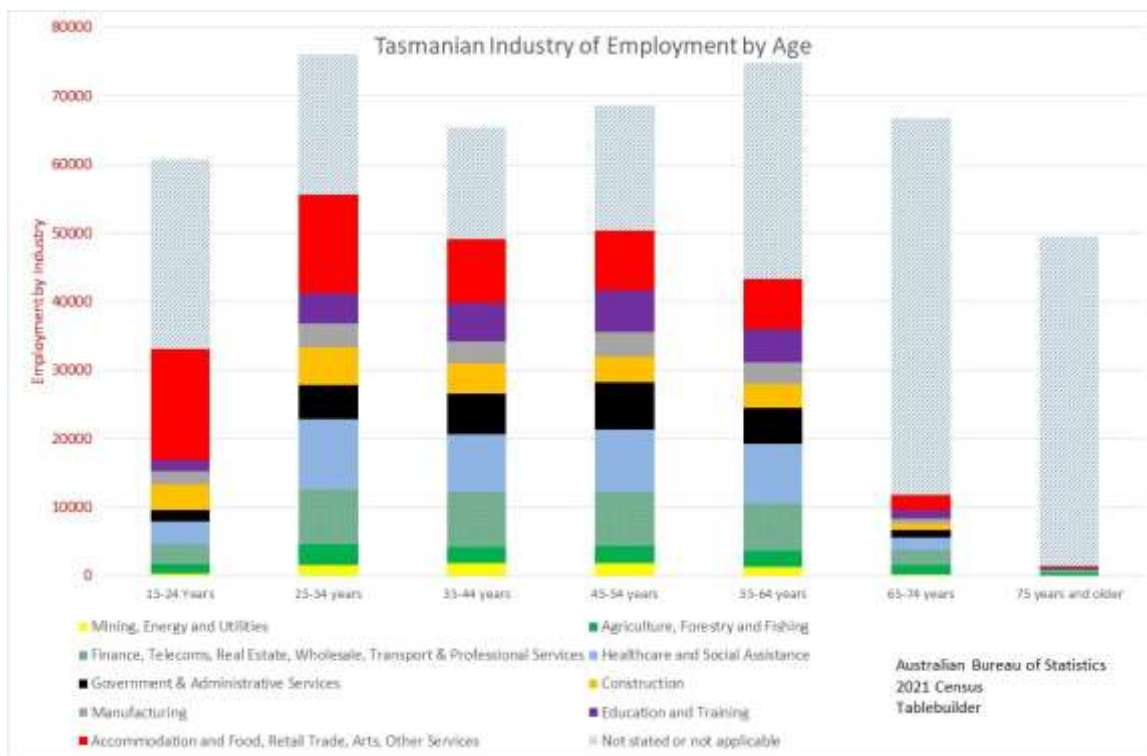
Healthcare and social assistance is the largest industry by employment in Tasmania. This size of the sector reflects Tasmania's demographics and relatively older population. Economic output, and therefore the relative productivity for public services, including health and education, is measured differently to the private sector (as there is generally no profit or return on capital) so the productivity per worker measure should not be considered meaningful for public services.

Construction and manufacturing are both large private sector employers in Tasmania and have productivity per worker that is close to the Tasmanian average (\$119,342 per worker). Accommodation and food services has a low productivity per worker (similar to other service industries) but is a significant employer and is a pathway into employment for many Tasmanians.

Where labour markets are constrained and there are limited workers available, economic pressures, but also economic optimisation will tend to drive workers from lower productivity sectors towards higher productivity sector. This will be through wages and other conditions. This trend will increase the overall productivity of the Tasmanian economy, as people will be employed where they can add the most value. This also creates other opportunities for un- (and under-) employed Tasmanians.

Higher productivity sectors will also derive significant private benefit from their workers and have a high capacity to pay or invest in training, which will reduce the need for public subsidy.

Figure 2.



Looking at employment across Tasmania's working age population (Figure 2), it is evident that Tasmania has a bimodal population distribution with higher numbers of younger workers aged 25-34 years (significantly increased by migration) and older workers aged 55-64 years.

This chart shows the challenges and opportunities for Tasmanian industry as they attract, develop and retain their workforce. In particular it can be seen that the relatively lower productivity sectors of Accommodation and Food Services, Retail Trade and Arts employ a significant number of younger Tasmanians (although Construction is also an important employer of Tasmanians under 25).

The population identified as 'not applicable' includes those that are studying and not working, retirees and carers that are not engaged in the workforce, as well as the unemployed. There is therefore continued potential to increase the workforce by increasing participation for older workers, ensuring employment is compatible with caring and supporting carers back into the workforce, and opportunities for young people to combine work and study, such as traineeships, apprenticeships and cadetships.

Noting the relative size of the retiring population cohort of 55-64 years (around 75,000), and the workforce entering cohort aged 15-24 years (almost 61,000), it can be expected that the overall workforce will decline without continued migration and/or continued effort to increase participation and retain older workers. This includes helping potential workers of all ages to overcome barriers to employment, including work fitness, numeracy and literacy, and discrimination.

Each of Tasmania's industries and industry groupings has a distinct mix of occupations (Figure 3), and this in turn drives the industries training and workforce development requirements and is reflected in the public investment in training. Industries that employ large numbers of Professionals, such as Education and Training, and Health and Social Assistance, have a high proportion of their workers qualified with Higher Education (bachelor's degree or higher).

Construction, conversely, has a high proportion of technicians and trades workers, many of which require or hold a Certificate III, IV or Diploma. This is also true for mining, energy and utilities, and

manufacturing, although the workforce in this occupation group is smaller. Many Community and Service Workers (which are a significant part of the Health and Social Assistance workforce) also require a Certificate III, IV or Diploma, including the Certificate III in Individual Support (the largest qualification delivered in Tasmania by number of enrolments). Most qualifications in the Early Childhood Education and Care sector are at Certificate III and Diploma level.

## **Principles**

Under this Industry Skills Compact, the Parties agree to be guided by the following principles.

- a) *Shared responsibility* - Both industry and government have collective responsibility for building the workforce development and training system that Tasmania wants and needs.
- b) *Collaboration* - will create value, identify opportunities, support innovation, and deliver better outcomes for all of Tasmania. Each of the signatories will make genuine effort to meet their respective roles and responsibilities under this Compact
- c) *Accountability* - Each of the signatories agrees to the publication of this Compact and any reported actions under the Compact.

## **Commitments**

The Parties agree to work collaboratively to:

- a) continue to build and maintain a skilled workforce that will support productivity and employment growth across our key industry sectors by increasing sustainability, resilience, quality and efficiency;
- b) raise capacity, capability and career opportunities across both the industry and government sector through increased skills development, and support for diversity;
- c) actively deliver on our respective areas of strength and responsibility for training and workforce development.

## **Ageing Australia, on behalf of the Aged Services industry, commits to:**

### **1. Inform government investment decisions:**

- a) Provide, on an annual basis, clear and specific advice on current and emerging industry-wide skills and training needs to inform training delivery, workforce development activity and the Skills Tasmania program framework.
- b) Support the collection of relevant industry data, including workforce, occupations and the verification of skills and labour shortages.
- c) Identify and support innovative responses to workforce challenges including engagement with regional jobs hubs and support for emerging sub-sectors.
- d) Encourage member organisations to co-invest in training alongside government, particularly where training benefits the employing business.

### **2. Engage with the training system:**

- a) Ensure that employers, particularly small businesses, are aware of relevant training providers and apprenticeship network organisations and are assisted to access support for training.
- b) Actively work with training providers, including TasTAFE, to ensure training delivery meets the needs of industry and employers.
- c) Where possible, enable access to the latest industry equipment and technology to support the delivery of training.
- d) Provide industry input into development of VET training products through participating in the national training package development system and working with Skills Tasmania.
- e) Support strategies that will increase the delivery of nationally accredited training and improve completion rates including promoting the use of GTOs where appropriate.

### **3. Promote training and workforce development:**

- a) Work collaboratively with all industry stakeholders on a state-wide approach for the promotion of VET that reinforces the value, opportunity and visibility of the VET system for individuals, employers and industry.
- b) Promote the industry to prospective learners, noting that prospective learners might come from schools, adults who are transitioning to new careers, and non-traditional cohorts.
- c) Actively engage with employers to foster a learning environment that encourages and values VET and supports skills development for individuals over their working life, including opportunities to become supervisors and trainers.
- d) Work alongside Government to promote modern apprenticeships and best practice within the industry, to support apprentice/trainee and employer outcomes
- e) Work with Government to provide age-appropriate opportunities for school-aged learners.
- f) Encourage membership to celebrate excellence and diversity in our training and workforce development system through recognition events, including the Tasmanian Training Awards and the Employer of Choice program.

### **4. Collaborate on skills and workforce development matters:**

- a) Participate in the Australian Government's Jobs and Skills Council and advocate to the Australian Government for sustainable funding allocation to meet local needs.
- b) Participate in and promote industry engagement meetings to ensure the effectiveness of this Industry Skills Compact.
- c) Continue to work with Government, industry stakeholders and training providers to deliver the Aged Services Industry Priority Action Plan attached to this compact at Schedule 1.

### **The Tasmanian Government commits to:**

#### **1. Invest in training and workforce development:**

- a) Deliver an accessible pipeline of funding opportunities for skills and training aligned with industry priorities and workforce needs, including a strengthened apprenticeship and traineeship system and a target towards unemployed and underemployed Tasmanians.
- b) Provide evidence-based research and data to industry, to ensure we have a shared knowledge base that supports industry's workforce planning, enables decisions that address emerging industry VET needs, and maximises opportunities for employment and industry growth.
- c) Listen to and consider information and advice provided by industry when making decisions about policy, programs and investments, and report back on how this input has been considered or used.

#### **2. Enable employment:**

- a) Support Migration Tasmania to connect with industry, to identify and access information regarding Australian Government migration programs and services and deliver advice in relation to Tasmania's Skilled Migration State Nomination Program.
- b) Support Jobs Tasmania to work with governments, communities and businesses to increase employment outcomes, workforce participation and re-engagement with work or training for all Tasmanians.
- c) Implement the Small Business Growth Strategy 2026 that identifies priorities for a thriving business sector and complements the work of the industry support teams within Building Tasmania.

#### **3. Support the training system:**

- a) Assist industry peaks and relevant organisations in understanding and navigating the national training system and associated government processes.



- b) Continue to support training providers, including TasTAFE, to become future-focused, market-aligned and responsive to the needs and expectations of Tasmanian learners, employers and industries.
- c) Establish clear guidelines for industry in providing age-appropriate training for school-aged learners.
- d) Work collaboratively (DECYP and Education Authorities) to ensure learning through Years 9 to 12 is aligned with industry workforce needs, while placing learners at the centre.
- e) Ensure industry is provided with knowledge and advice on the national training package development system to enable effective engagement in the product review process.
- f) Engage with employers, industry, training providers and other community experts to build capability in the training system to support greater participation by diverse cohorts and Tasmanians facing disadvantage.
- g) Work collaboratively with all industry stakeholders on a state-wide approach for the promotion of VET that reinforces the value, opportunity and visibility of the VET system for individuals, employers and industry.

#### **4. Collaborate on skills and workforce development matters:**

- a) Work with the Australian Government to advocate for Tasmanian training and workforce development priorities and assist Tasmanian industry input into national training package development processes.
- b) Work with industry bodies to support the implementation of Industry Skills Compacts and associated Industry Priority Action Plans.

#### **Implementation/ Governance**

- a) The Tasmanian Government will establish a refreshed approach to industry engagement and will focus on supporting stronger, more collaborative partnerships between system participants. Better engagement with industry also means improving the flow of information and insights from industry through to the policy, programs and projects funded by Skills Tasmania. This ensures that the decisions being made have had appropriate industry and sector input.
- b) The Parties will share information and advice on matters relating to workforce development, training and training pathways in the Aged Services industry in Tasmania, consistent with the commitments outlined in this Compact.
- c) Building Tasmania (Skills Tasmania) is the key agency responsible for oversight of the Government's commitments under this Compact and will report through the Secretary to the Minister for Skills and Jobs.
- d) The Parties will address the actions as nominated in the attached Priority Action Plan and report annually on the progress of the Industry Compact's implementation.

This *Industry Skills Compact* does not, and is not intended to, create legally enforceable obligations on the part of the Parties.

This *Industry Skills Compact* is a statement of intent and does not seek to limit the operational independence of the Parties.

#### **Funding**

Unless otherwise agreed by the Parties, anything a Party will do under this *Industry Skills Compact* will be done at that Party's cost.

**Term and review of the Industry Skills Compact**

This *Industry Skills Compact* will commence on the date of execution and will be reviewed annually or as otherwise agreed between the Parties.

**Contact officers**

The contact officers for this *Industry Skills Compact* will be the Senior Director, Industry, Insights and Workforce of Skills Tasmania on behalf of the Tasmanian Government, and the nominated Executive of other Parties.



## Schedule 1 – Priority Action Plan

| Aged Services Industry Skills Compact<br>Priority Action Plan |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                    |
|---------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| Category                                                      | Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Key Party                                                                                                          |
| Introduction                                                  | <p>Ageing Australia is the national association and largest Tasmanian Peak for providers of residential aged care, home and community care, retirement living, and related services.</p> <p>Ageing Australia combines extensive knowledge and experience in delivering programs and activities which improve service delivery for older Australians. This includes significant experience in successfully delivering grant-funded agreements at both state and national levels.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                    |
| Professional & Activated Workforce (Advocacy)                 | <p>Work towards changing the narrative and raising the profile of the aged and community services sector includes:</p> <ul style="list-style-type: none"> <li>• Focus on current and emerging sector specific issues and provide dedicated industry representation for support and advocacy.</li> <li>• Developing an awareness of the aged services sector in Australia, including available career opportunities.</li> <li>• Understanding behavioural attributes and role expectations of individual support workers so the potential workforce is able to identify whether they might be the 'right fit'.</li> <li>• Promotion of good news stories through digital media and our <i>Humans of Aged Care</i> Campaign.</li> </ul> <p>Continued engagement in labour mobility scheme discussions to support the future pipeline of workers for the sector and provide practical advice and supports to providers and their workers. This includes PALM, the Aged Care Industry Labour Agreement, and discussions with other bodies such as AusTrade.</p> | <p>Ageing Australia State Engagement Team</p> <p>Relevant Sector Stakeholders</p> <p>DECYP</p>                     |
| Collaboration                                                 | <p>Work collaboratively with registered care and educational providers to co-design and engage a range of program partners to deliver quality workforce outcomes that will assist and support employers to rethink their employment practices and grow a more diverse, localised workforce.</p> <p>Engage and collaborate with providers and local stakeholders, relevant industry and government experts who provide workforce knowledge of care settings in each region.</p> <p>Apply understanding that each region is unique and requires a bespoke engagement approach that is non formulaic but may include some of the following connection strategies:</p> <ul style="list-style-type: none"> <li>• A Tasmanian wide engagement strategy which is replicable and will consider specific regional requirements.</li> </ul>                                                                                                                                                                                                                           | <p>Ageing Australia State Engagement Team</p> <p>Relevant Sector Stakeholders</p> <p>Other Government Agencies</p> |

## Aged Services Industry Skills Compact Priority Action Plan

| Category                       | Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Key Party                                                                                                                                                                                                                                                                                |
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|                                | <ul style="list-style-type: none"> <li>Targeted outreach via meetings undertaken with care providers to understand their workforce needs, preferences and challenges.</li> <li>State and regional stakeholder groups</li> <li>Continue to utilise Ageing Australia's Workforce Innovation Network, which provides a collaborative approach for stakeholders to explore opportunities for building the capacity and capability of the sector's workforce in their region.</li> </ul> <p>Progress other key workforce topics with the support of Ageing Australia's extensive partnership base. Ageing Australia is working with a variety of researchers, consumer advocates, providers and partners to develop strong frameworks for leadership (including emerging leaders), governance and support for diverse workers.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                          |
| Ageing Australia Website (HUB) | <p>Maintain the Ageing Australia Workforce Hub as a valuable resource for the aged care and support sector, offering a comprehensive range of services to support recruitment, retention, and ongoing development of the workforce. This "one-stop-shop" provides access to a variety of complimentary programs, including up-to-date information, resources, a comprehensive list of workforce programs, career resources, and training opportunities. The Hub also offers helpful connections for both job seekers and employers to make informed career decisions and promote inclusive work environments.</p> <p>The Workforce Hub consists of:</p> <ul style="list-style-type: none"> <li>Marketing campaigns designed to raise awareness of the significant and varied opportunities which are available in aged, disability and community care settings. i.e., provision of a comprehensive orientation to the aged care environment, campaigns to promote aged and community care careers and highlight the opportunities for varied careers and rapid career escalation.</li> <li>A resource directory (workforce programs, career resources, training opportunities, toolkits, factsheets, attraction campaign).</li> <li>Ageing Australia to source funds for the HUB to support connections to others (Community of Practice, mentoring program, consultancy services, training etc).</li> </ul> | <p>Stakeholders include:</p> <p>Aged care providers</p> <p>Individuals currently working in the sector.</p> <p>Individuals interested in working in the sector.</p> <p>Registered Training Organisations (RTOs)</p> <p>Government at all levels</p> <p>Employment Services Providers</p> |

## Aged Services Industry Skills Compact Priority Action Plan

| Category              | Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Key Party                                                                                                                             |
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| Training & Assessment | <p>Support and advocate for training through the resource library on Ageing Australia's HUB which includes a repository for training opportunities available and where potential candidates can access more resources about working in aged care.</p> <p>Activities include:</p> <ul style="list-style-type: none"> <li>• Engage with Providers to obtain support for new traineeships.</li> <li>• Provide support to RTOs, employment services agencies and other related services to influence streamlined processing of job seekers into the sector.</li> <li>• Support RTO's, to enable new potential recruits and existing workers complete either Nationally Accredited Micro Credentials or Certificate III or IV qualifications.</li> <li>• Actively engage with boosting the local care workforce and local jobs program to provide a pathway for jobseekers.</li> <li>• Assist the understanding of what a Centre of Excellence model may require aligning training offerings with the needs of the Tasmanian community.</li> </ul> <p>Projects include:</p> <p><u>Home Care Workforce Support Program:</u> The Home Care Workforce Support Program (HCWSP) is an Australian Government initiative with a focus on strengthening the home care workforce, ultimately helping older people live at home for longer.</p> <p>Funded by the Australian Government, the Home Care Workforce Support Program will provide targeted support in Victoria and Tasmania to assist the aged care sector to increase the size of the personal care workforce by 13,000 people.</p> <p><u>Aged Care Transition to Practice Nursing Program:</u> Recognising the importance of investing in the future of the industry and the need to develop first-class clinicians and leaders, the Ageing Australia Transition to Practice Programs provide Organisations with 3 cohorts of nurse applicants:</p> <p>Graduate Registered Nurse (&lt;2 years, first year of practice)</p> <p>Graduate Enrolled Nurse (&lt;2 years, first year of practice)</p> <p>Transitioning Registered Nurses (&gt;2 years, first year of practice in Aged and Community)</p> | <p>HumanAbility</p> <p>Educational Providers &amp; RTO's</p> <p>Employers</p> <p>Skills Tasmania</p> <p>Other Government Agencies</p> |

## Aged Services Industry Skills Compact Priority Action Plan

| Category                                                   | Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Key Party                                                                                                                                                                                                              |
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| Workforce recruitment and retention (Pipelines & Pathways) | <p>Supports member and non-member providers to implement locally focused and led workforce planning and initiatives.</p> <p>Partner with business and Government to implement new approaches to attract and retain workers.</p> <p>Promote resources for employees and employers: providing resources within Ageing Australia's existing Workforce Hub i.e., a 'Right fit' tool kit for employers; orientation modules and more.</p> <ol style="list-style-type: none"> <li>1. Employment register platform<br/>Source funding for further development of an online employment register platform which will provide and support the employee pipeline for the sector. This will include features like candidate attraction, registration of candidates, pre-screening, and onboarding preparation. These platforms will leverage Ageing Australia's existing Workforce Hub and will further develop a purpose-built Tasmanian recruitment solution that consists of a hybrid place-based and online platform.</li> <li>2. Learning and Development Training Products, Resources and Tools i.e.:<br/>Promote uptake of customised tools and resources for Migrant Non-English-Speaking Background workforce, Aboriginal Engagement, Recruitment and Retention Toolkit<br/>Induction and Onboarding Resource/package for new entrants.</li> </ol> <p>Put forward a proposal to access support/funds for ongoing planned initiatives which includes:</p> <ul style="list-style-type: none"> <li>• Workforce competency training plan</li> <li>• Aged Care Provider Business Health Checks - Skills Audit</li> <li>• Mentoring and Peer support mechanisms</li> <li>• Training guides or related educational material and associated workshops developed ready for providers to access.</li> </ul> | <p>Aged Care Providers</p> <p>Job seekers</p> <p>Jobs Hubs</p> <p>DECYP</p> <p>Relevant Sector Stakeholders</p> <p>Multicultural Council of Tasmania</p> <p>Volunteering Tasmania</p> <p>Other Government Agencies</p> |

## Signatures

SIGNED for and on behalf of the Crown in  
right of Tasmania by The Hon Felix Ellis  
MP  
Minister for Skills and Jobs

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)  
)  


SIGNED for and on behalf of Ageing  
Australia by Jeremy Irvine, State  
Director Vic/Tas

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)  
)  
)  




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