



National Disability Services

TASMANIA

## Tasmanian Disability Industry

# Workforce Development and Skills Plan:

2013-2018

Supported by:



NDS Tasmania  
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June 2013



National Disability Services (NDS) is Australia's peak body for non-government disability service organisations. Collectively, over 900 NDS members operate several thousand services for Australians with all types of disability. Members range in size from small support groups to large multi-service organisations.

#### **Purpose**

NDS's purpose is to promote quality service provision and life opportunities for Australians with disability. This is achieved by influencing governments at all levels and providing members with information and advice, networking opportunities and business support.

NDS Tasmania represents organisations receiving over 90% of state-based funding for disability service provision in Tasmania. Its members are drawn from disability services in all regions of the state. It also serves a number of individual and associate members. Collectively, NDS Tasmania members provide services to thousands of Tasmanians with a disability and their families and carers. Our members range in size from small support groups to large multi-service organisations and are located across the state.

#### **Acknowledgments**

The development of this Plan has been sponsored by Skills Tasmania, overseen by the Workforce Development Sub-Committee of National Disability Services Tasmania, and facilitated by RDS Partners Pty Ltd.

The project team wishes to acknowledge the support and input of the following advisory group members:

- Paul Byrne (Chair)
- Darryleen Wiggins
- Glenn Joyce
- Alex Yong
- Linda Seaborn

**RDS Partners** is a multi-disciplinary team dedicated to facilitating positive social, economic and environmental outcomes in rural and regional Australia.

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## List of Abbreviations

CSHISC	Community Services and Health Industry Skills Council
DHHS	Department of Health and Human Services
FaHCSIA	Commonwealth Department of Families, Housing, Community Services and Indigenous Affairs
IR	Industrial Relations
NDIS	National Disability Insurance Scheme
NDS	National Disability Services
VET	Vocational Education Training

## Disclaimer

The information contained in this document has been sourced from various consultations, publications and websites.

NDS Tasmania and its subcontractors accept no responsibility for the accuracy or completeness of the information gained from these sources and recommends that readers exercise their own skill and care with respect to its use.

# Foreword

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The disability industry in Australia is undergoing a period of transition and reform that will dramatically change the landscape of disability care. It is an exciting time for consumers and the industry, with an expansion of consumer-directed care and support likely to lead to significant growth of services and supports.

In Tasmania, the introduction of the national disability insurance scheme, DisabilityCare, and the move to a managed market environment will present a significant and unique set of challenges and opportunities for disability and mainstream systems to address.

Workforce development and planning is important to the delivery of quality services and places the interests of the consumer as its goal. It is a critical industry function that will set the foundations of our capacity to respond proactively and innovatively to the emerging environment.

The introduction and preparation for the national disability insurance scheme sharpens this focus considerably. Those who invest now will be best equipped to successfully navigate the period of transition and best placed to serve consumers in the future.

This Plan complements work occurring at the national level yet reflects the specific priorities of the Tasmanian industry. NDS Tasmania looks forward to working with our members and other stakeholders to meet the challenges and opportunities ahead, and work toward building a workforce that is equipped to respond to the changing needs of disability care in the future.



David Clements  
State Manager, NDS Tasmania



I am pleased to introduce the Workforce Development and Skills Plan - Tasmanian Disability Industry: 2013-2018.

The disability industry is facing profound changes due to the implementation of the national disability insurance scheme – DisabilityCare. The required workforce is predicted to double, service delivery will focus even more on being consumer-centred, and the business structure of the organisations will change, requiring new skills in management.

With the implementation of DisabilityCare there will be opportunities for skilling the existing and future workforce in the disability industry. This plan maps the currently known activity and brings it together into a cohesive plan, and positions Tasmania to maximise the opportunities by working in a coordinated fashion.

The plan is a valuable tool for the industry and the individual services in preparing to achieve their service delivery goals. It also informs Skills Tasmania about where it is useful to undertake further project activity with this industry. The disability services industry and the community services more widely, are important strategic partners to Skills Tasmania in our objective of advancing workforce development in the state.

Skills Tasmania looks forward to working with the disability industry in the implementation of the plan. I highly commend this plan, and the strategic vision it portrays: I encourage the disability industry leaders and all associated partners to use it to guide workforce development and skills planning over the coming years.

I believe the quality and strategic insight embodied in this plan will guide the future growth of the disability workforce and prepare it to meet the challenges facing the industry.

I extend my congratulations to all of those involved in the development of this plan.



Dr Chrissie Berryman  
General Manager, Skills Tasmania



## Background to this Plan

NDS Tasmania and its industry members have long prioritised workforce planning and development as an important investment in ensuring service users receive high quality services.

In 2009, the then Disability Services Sector Guiding Network identified a set of priority actions to position the disability industry as an industry of choice. Since that time a series of National and State based reforms have renewed the interest and importance of workforce planning and development for the Tasmanian disability industry.

The disability industry is set to change dramatically over the coming five years, marked by three significant, overarching trends:

- projected growth in demand for services and expected investment in increased services;
- a move towards greater levels of self-directed funding and care arrangements for service users; and
- a rapidly ageing and shrinking workforce.

State and Federal Governments have committed to the introduction of the National Disability Insurance Scheme, with Tasmania to become a launch site for the scheme from 1 July 2013 for eligible 15-24 year olds, and full implementation of the scheme for other eligible Tasmanians to be in place by July 2019. As evidence of the importance placed on these reforms, the Australian Government has committed \$122.6 million nationally over four years specifically for sector development activity to commence in 2012-13. In addition, Skills Tasmania is working proactively with the disability industry to support workforce development.

Strategic investment in workforce development and planning, at industry-wide and organisational levels, is required from the industry and funders to meet the challenges and realise the opportunities in this environment.

In this context, Skills Tasmania and NDS Tasmania have partnered to sponsor the development of this Industry Workforce and Skills Plan 2013-2016.

## The National Perspective

Workforce planning and development continues as a national priority across most industry sectors in Australia. Its growth in importance is related to both the productivity and participation policy agendas for the Federal Government. The national focus also responds to the rapidly ageing population, the changing face of Australia's economic makeup and the attendant workforce shortages experienced increasingly across all sectors.

Nationally, the age profile of the current workforce in the disability industry shows a high proportion of people aged 40-59 years, with estimates indicating up to 20% of the workforce is expected to retire within the next decade<sup>1</sup>. Workforce shortages are expected to intensify across Australia, with NDS predicting that nationally the disability industry will need over 300,000 additional workers by 2015. Competition from other industries, including sectors within community services, will remain strong, particularly from the resources sector.

Legal requirements together with community and funder expectations for high standards of corporate governance, accountabilities and strategic leadership have grown across the disability and community services sector. The introduction of the Australian Charities and Not-for-profits

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<sup>1</sup> National Disability Services, April 2013, *Submission to CS&HISC 2013 Environmental Scan*, viewed 22 April 2013, <[www.nds.org.au](http://www.nds.org.au)>

Commission is likely to continue to raise the benchmark for governance and strategic performance of not-for-profit disability service providers.

In addition to industry growth, significant turnover of the current workforce is expected in the context of transition and reform, placing further pressure on the disability industry to identify workforce attraction, retention and up-skilling strategies over the coming five years<sup>2</sup>. This will affect all 'levels' within organisations from disability support workers and allied health professionals, to middle managers, to senior executives and Boards.

## The Tasmanian Perspective

Tasmania has the highest rate of disability in Australia with 22.7% of the population identifying some form of disability (compared to the national average of 18.5%)<sup>3</sup>. This represents an estimated population of 118,000 Tasmanians with disability (as at June 2011)<sup>4</sup> of which 35,350 are defined to have severe or profound disability and 83,650 people with other activity limitation. Department of Health and Human Services (DHHS) figures indicate the current number of people with disability accessing specialist services is approximately 6,000. This indicates that approximately 17% of people with a severe or profound disability currently receive funding through the state specialist service system. Further, it is estimated that disability employment services support approximately 500 individuals in supported employment.

The disability industry in Tasmania employs approximately 4,500 individuals in paid work with a further 500 individuals engaged in unpaid work and comprises approximately 50% of the State-funded disability and community services workforce. In addition to the social value created by disability services organisations, the disability industry contributes significantly to the Tasmanian economy.

In 2012-13 the combined state and federal investment in the industry was approximately \$175m. NDS estimates using the REMPLAN Input/Output model indicate that creation of a job in the disability industry has flow on effects to create another 1.5 jobs in other sectors. Conservatively, NDS estimates that for every 100 jobs created in the disability industry as a result of national reforms, a further 100 jobs will be created through flow on industrial and consumption effects<sup>5</sup>.

The disability industry is complex and diverse and supports many areas of an individual's life. In helping to meet and support the holistic needs of a person with disability and their family and carers providers offer support services across a range of support types including personal care, accommodation, employment, education, therapy, sport, recreation, advocacy and lifecycle planning.

In 2010, Tasmania alongside other Australian states and territories, committed to a framework for service provision<sup>6</sup> that focuses on:

- early intervention and prevention;
- lifelong planning and increasing independence; and
- social participation strategies.

Embedded within this framework are person-centred approaches focused on tailoring personalised support and services to individuals, their families and carers.

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<sup>2</sup> Community Sector and Health Industry Skills Council (2012) *'Environmental Scan 2012'*: Canberra: CSHISC: [www.isc.org.au](http://www.isc.org.au)

<sup>3</sup> Australian Bureau of Statistics, *Disability, Ageing and Carers, Australia*, 2009, Canberra.

<sup>4</sup> ABS 2011, Census data, Canberra

<sup>5</sup> NDS April 2013 Unpublished communication

<sup>6</sup> National Disability Strategy 2010-2020 Report to COAG 2012

The profile of people living with disability in Tasmania is expected to change over the next five years. The proportion of consumers with complex health needs is expected to increase, as are the numbers of people developing age-related disability and those with multiple and complex needs<sup>7</sup>.

The current shortage in allied health therapists and specialised registered nurses is likely to become a significant issue for the disability industry.

The disability industry in Tasmania faces competition for new workforce entrants from a range of industries in Tasmania. Industries such as primary industry, aged care, resources and tourism are working hard to attract new workforce entrants at all career levels, and addressing industry conditions in preparation for increasing competition to retain skilled workers. However, demographic trends for Tasmania indicate strongly there will be fewer young workforce entrants and increased numbers of close-to-retiring age employees seeking to 'stage out' of employment.

In the past the Tasmanian Department of Health and Human Services (DHHS) has played an important role in funding and collaborating with the disability industry on workforce planning and development. NDS expects this collaboration to continue through the life of this Plan, with the DHHS expected to continue to play a role in industry development and reform, and as a partner in workforce development and planning.

Anecdotal information indicates that some members of the disability workforce are employed across disability and aged care services. Future workforce planning will seek to collaborate with the aged care sector for mutual benefit. Similarly, the Community Services Workforce Plan (2012), which addresses the priorities of several specialist community service sectors, identified a range of similar trends and priorities to the disability industry.

At the same time, nationally driven reform is informing specific requirements and tailored approaches for the disability industry in Tasmania. Nevertheless, NDS Tasmania will seek to participate in broader community sector workforce development activity where that aligns with the needs of the disability sector.

Strategic action on workforce development and planning in this context is critical to the implementation of DisabilityCare and a sustainable industry to serve people with disability, their families and carers.

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<sup>7</sup> AIHW (2011) 'Australia's Welfare 2011': Canberra: AIHW: [www.aihw.gov.au](http://www.aihw.gov.au)

## The development of this Plan

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This Plan was developed through a consultative process with NDS Tasmania members and other industry stakeholders.

A consultation paper was distributed by NDS to members in February 2013. Members and other industry stakeholders were invited to provide input via an online survey, submit written input or through a series of consultation workshops (see the following Table for detail).

<b>Participating stakeholder</b>	<b>Date</b>
Industry service providers (Burnie)	25 February 2013
Industry service providers (Launceston)	26 February 2013
Industry service providers (Hobart)	28 February 2013
Disability Industry Supporting Stakeholders	25 March 2013
NDS HR Managers Network	9 April 2013
Disability Apprenticeships Working Group	10 April 2013

A draft of this Plan was then distributed to NDS Tasmania members and other industry stakeholders for feedback in late April 2013.

The process was overseen by an NDS Advisory Group, comprising members of the NDS State Committee and Workforce Development Sub-Committee and the Skills Tasmania Industry Liaison Officer.

## Scope of this Plan

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For the purposes of this Plan, the term 'disability industry' refers to those not-for-profit organisations delivering specialised support services to people with disability, their families and carers.

Service types range from residential services, in-home personal care, day programs, supported employment, individualised support and disability employment providers. This group comprises organisations ranging from small groups to large multi-service organisations.

This Plan addresses the workforce development and planning needs of this group. NDS Tasmania understands there are service providers from the broader community services that work with people with disability. NDS recognises that those service providers will have an interest in workforce development and planning over the duration of this Plan. NDS also recognises that given the industry reforms expected to result from the implementation of DisabilityCare, a mid-Plan review point (mid-2015), and a specific action have been included to engage with the specialist sectors that also serve people with disability as a pathway to broadening the scope of this Plan.



## Overview of the existing workforce

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As with other industries within the community care sector, the absence of detailed workforce data for the disability workforce continues to pose a challenge to policy, planning and industry development<sup>8</sup>.

A census of the industry conducted in 2012 by the Tasmanian Department of Health and Human Services identified the total figure of approximately 5000 staff (4500 paid/ 500 unpaid) across the state<sup>9</sup>.

Within what can be identified from available data sources<sup>10</sup>, some key characteristics of the disability workforce continue<sup>11</sup> to stand out:

- high levels of female participation (over 85%);
- high levels of part-time and casual participation<sup>12</sup> (74%); and
- over 45% aged 44-55 years.

These features point to some important risks to service quality for the industry to address, principal amongst these are establishing secure employment opportunities for individual workers, and ensuring investment in professional development and training.

Nationally, non-degree qualified/VET sector-qualified workers were estimated to represent approximately 62% of full-time equivalent workers for roles such as personal carer, home care worker, community care worker and disability and residential support worker. For the Tasmanian workforce, this would represent approximately 3100 full-time equivalent workers.

With demand for services expected to double over the next five years, implementing aggressive workforce attraction strategies is a critical industry factor that must be prioritised by industry members, people with disability, their families and carers, and investors alike.

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<sup>8</sup> Martin and Moskos (2006) 'What we can and can't know about the community sector workforce from existing data'

<sup>9</sup> Tasmanian Department of Health and Human Services, *Community Sector Profile*, May 2013, Hobart, viewed 31 May 2013, <[www.dhhs.tas.gov.au](http://www.dhhs.tas.gov.au)>

<sup>10</sup> ABS 2011 Census data, Canberra

<sup>11</sup> Compared to 2006 Census data and related analyses: AIHW (2006) 'Health and Community Services Labour Force 2006' [www.aihw.gov.au](http://www.aihw.gov.au); NILS (2010) Martin and Healy 2010 'Who works in Community Services?' [www.flinders.edu.au](http://www.flinders.edu.au)

<sup>12</sup> Survey of Community Services Offices or Outlets 2009

# Challenges and opportunities for the Tasmanian disability industry

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The consultations identified a range of issues that fall from the combination of projected growth in service demand and investment and industry reform driven by the NDIS and its underlying premises. The implications of these changes create opportunities as well as challenges with respect to workforce development and planning.

## Opportunities

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- *Attracting new workforce demographics to a values driven career*

The NDIS reforms are increasing attention on the person-centred and rights-based nature of disability support. Increasingly, new workforce entrants and 'career changers' are seeking the rewards of working in a values-driven industry.

- *Career changers with professional management and leadership skills*

Labour force demographic projections have identified an increasing trend in "career changers" as professional, experienced managers, from a range of industries, seek greater values satisfaction through a switch to human services and related values-driven industries.

This trend is an important opportunity for the disability industry at this time of transition as change management, innovation, commercial and forward-looking leadership skills are critical for navigating the changes ahead.

- *Reunification of the Tasmanian state-funded VET training institutions*

As the Polytechnic and Skills Institute reunify in 2013, opportunities for improving

engagement with the VET training sector will be created, to better focus on continual improvement in quality and relevance of training and qualifications

- *Innovation in service models to build client-centred focus*

The NDIS and associated reforms are driving an ever-increasing focus on supporting whole-of-life planning and aspiration. The opportunities for innovation can be inspiring and motivating for organisations and workforces productively engaged in this direction.

- *Increased diversity of roles required for whole-of-life service provision*

As outlined above, whole-of-life planning and self-directed funding arrangements will provide opportunities for innovation in the delivery of support. This is likely to lead to changes in the structure and organisation of work roles.

On this basis, the industry has even greater potential than previously to be promoted as an interesting and rewarding career option, attracting new workforce entrants and career changers alike, as well as those from established disciplines/professions (e.g. allied health).

## Challenges

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Alongside these opportunities, the consultations identified the following concerns.

- *Change to the industrial landscape*

The nature of consumer-directed funding will demand greater flexibility from service providers. This combined with levels of unpredictability in service demand will drive industry reform and restructuring that will need to take into account the emergence of new roles and changing contractual environments.

Additionally, in responding to the need for flexibility, service providers may seek to further casualise an already highly casualised workforce, presenting a risk to quality and the capacity of organisations to invest in skills and continual development.

- *Workforce appetite for provision of individualised support*

Individualised support requires high levels of flexibility, autonomy and self-management on the part of support workers and associated job roles. This is likely to be a point of greater attraction to people not currently working in or considering the industry as a career option.

However, service providers reported consistently that many within the current workforce already struggle with the requirements of flexibility and self-management.

Supporting a culture change within the existing workforce to embrace the transition ahead will require specific long-term attention, and excellence in leadership and management skills.

- *Maintaining high quality service provision*

Reforms under the NDIS are expected to usher in high numbers of people with disability, their carers and families, with many managing the purchase of services directly and a corresponding contraction of core funding for current models of specialist service provision.

Service providers stressed the risks associated with this change related to access to high quality services. Investment in quality standards, safeguards and risk management, continual quality improvement and training and professional development are regarded as critical costs of service provision within the current model of service provision that is structured around core funding – a model already stretched by rising costs and increasing

compliance. Service providers expressed concern that a ‘managed market’ environment will reduce organisational capacity to invest in such functions<sup>13</sup>.

- *Training costs and cultural barriers to up-skilling the current workforce*

Establishing a minimum qualification for core job roles remains important to service providers in Tasmania, notwithstanding concerns noted above regarding viability and professional development responsibilities.

Emerging core job roles under industry reform will broaden the focus of this work, which will also be driven to some degree by the implementing of national quality standards for disability care.

A critical challenge for service providers is the impact of training and out of service costs underlying an introduction of minimum qualification and the imperative to up-skill the existing workforce in the face of the transition to the NDIS.

Further, addressing cultural resistance to ‘up-skilling’ and/or ‘re-skilling’ in Tasmania remains a significant concern for service providers and will demand high levels of management and leadership skills.

- *Literacy and numeracy within current workforce*

Service providers voiced concern about the low levels of functional literacy and numeracy within the current workforce. Reflecting the low literacy levels more broadly, many within the Tasmanian disability industry will struggle with increasing accountability and compliance responsibilities under the NDIS reforms. Improving functional literacy and numeracy is a priority for the industry now.

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<sup>13</sup> See Cortis, Meagher, Chan, Davidson and Fattore (2013) ‘Building an Industry of Choice: Service Quality, Workforce Capacity and Consumer-Centered funding in Disability Care’, SPRC, UNSW [www.sprc.unsw.edu.au](http://www.sprc.unsw.edu.au) for discussion.

# Priorities for action

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In addition to the opportunities and concerns, several 'themes' emerged from these consultations. This workforce development and industry skills plan has been organised around these themes as priorities for workforce development and planning for the next five years.

## ***Priority 1: Industry capacity and capability for workforce development and planning***

**Outcome sought: A strategic and integrated approach to workforce development and planning as a foundation for navigating the transition to greater emphasis on self-directed funding and a 'managed market' environment.**

NDS Tasmania comprises a small local staff underwritten by strong national resources. Nationally, workforce development and planning is a priority, focused on equipping the industry for the transition and industry restructure. A number of the action priorities identified in this Plan sit logically with the industry association supported through its robust structure of working groups and advisory committees.

NDS Tasmania, as the industry association, will require investment focused on ensuring:

- industry engagement in the implementation of the strategic approach captured in this Plan; and,
- access to resources and strategies for Tasmania providers.

## ***Priority 2: Management and leadership skills***

**Outcome sought: Current and emerging leaders and managers are skilled in adaptive management and leadership, and able to effectively and innovatively navigate the transition to a managed market environment.**

The period of transition and industry reform ahead will demand greater innovation and high level management and leadership skills across Boards, executive management and cascading right through organisations.

Opportunities and challenges are signalled ahead, and the ability of management and leadership teams to adapt and lead adaptation will determine each organisation's capacity to serve consumers, their families and carers into the future.

## ***Priority 3: Attracting and retaining a workforce for the future***

**Outcome: An industry of choice characterised by a growing and diverse workforce that is inspired and rewarded by working with people with disability to live as they wish.**

Given projections of growth in demand for services and high numbers of the current workforce expected to retire over the coming period, driving reform that creates an attractive career option and promoting the industry to a wide range of workforce demographics will be critical to managing the impact of demographic change on the disability industry.

## ***Priority 4: Skilling the workforce for the future***

**Outcome: A workforce that is committed to continual skills development; that has the competency and capability that support new ways of working with consumers and their families and carers; and a responsive VET system that offers best quality training and support for the current and emerging workforce.**

Industry reform is driving changes to service delivery and increasing demands for accountability, flexibility and diversity from the disability services workforce. Ensuring the VET sector is responsive and offering high quality options, addressing professional development options and investment, and improving functional literacy and numeracy will remain critical priorities for industry investment and action.

**Priority area 1 Industry capacity and capability for workforce development and planning**

**Outcome:**

A strategic and integrated approach to workforce development and planning as a foundation for navigating the transition to greater emphasis on client-directed funding and a 'managed market' environment.

	<b>Planned action detail</b>	<b>Responsible person/body</b>	<b>Timeframe</b>	<b>Potential partners</b>	<b>Required funding</b>
1	Establish a workforce development and planning officer within NDS Tasmania	NDS Tasmania	Short term Initiated immediately, supported for period of transition to full implementation of NDIS in Tasmania, 2013	Department Health & Human Services DisabilityCare Australia FaHCSIA Skills Tasmania	\$115k per annum
2	Engage carer and consumer peaks and relevant unions in strategic/industry-level workforce development and planning	NDS Tasmania	Short term By December 2013	Department Health & Human Services DisabilityCare Australia FaHCSIA CarersTas, Unions Mental Health Council Tasmania People with Disability Tasmania	\$5k

3	Engage with non-specialist disability providers to identify implications of NDIS and associated industry reform	NDS Tasmania	Short term Commence by December 2013	DisabilityCare Australia Department Health & Human Services TasCOSS Relevant specialist peaks	\$5k
4	Review this Plan in two years' time to ensure relevance to changing service delivery and contractual environment	Industry members, led by NDS	Medium term By June 2015	Skills Tasmania	\$25k

**Priority area 2: Management and leadership skills**

**Outcome:**

Current and emerging leaders and managers are skilled in adaptive management and leadership, and able to effectively and innovatively navigate the transition to a managed market environment.

	<b>Planned action detail</b>	<b>Stakeholders &amp; Responsible person/body</b>	<b>Timeframe</b>	<b>Potential partners</b>	<b>Required funding</b>
5	Continued information and capacity building workshops on NDIS implications for governance, leadership and risk management	NDIS Launch Transition Agency Sector Development Fund	Medium term	DisabilityCare Australia Department Health & Human Services NDS network	\$60k
6	Identify, develop and facilitate access to opportunities for Board development	NDS in partnership with relevant providers and stakeholders	Short - medium term (established by Dec 2014)	Australian Institute of Company Directors; TasCOSS; NDS network	\$20k
7	Induction and information sessions for management professionals that assists smooth transition into disability industry	NDS Tasmania Workforce Development and Planning Officer	Medium – long term (June 2015 - June 2018)	DisabilityCare Australia	To be determined

<b>Priority area 3: Attracting and retaining our workforce</b>					
<b>Outcome:</b>					
An industry of choice characterised by a growing and diverse workforce that is inspired and rewarded by working with people living with disability to live as they wish					
	<b>Planned action detail</b>	<b>Stakeholders &amp; Responsible person/body</b>	<b>Timeframe</b>	<b>Potential partners</b>	<b>Required funding</b>
8	Develop and invest in career pathways within the industry	NDS Tasmania in partnership with an identified IR specialist and relevant unions	Medium – long term (June 2015 - June 2018)	DisabilityCare Australia Department Health & Human Services Skills Tasmania NDS network	To be determined
9	Develop diverse and flexible entry pathways to a career in disability services	NDS Tasmania to facilitate industry leadership on this action	Medium – long term (June 2015 - June 2018)	DisabilityCare Australia TasCOSS and relevant specialist sectors NDS network	To be determined
10	Promote the industry as a rewarding career of choice	NDS Tasmania to facilitate industry leadership on this action	Medium – long term (June 2015 - June 2018)	DisabilityCare Australia TasCOSS and relevant specialist sectors NDS network	Organisations to provide in-kind support through industry working groups



**Priority area 4: Skilling the workforce for the future**

**Outcome:**

A workforce that is committed to continual skills development that has the competency and capability to support new ways of working with consumers and their families and carers; and a responsive VET system that offers best quality training and support for the current and emerging workforce

	<b>Planned action detail</b>	<b>Stakeholders &amp; Responsible person/body</b>	<b>Timeframe</b>	<b>Potential partners</b>	<b>Required funding</b>
11	Implementation of an industry-led roundtable with education and training sector and consumer advocates	NDS Tasmania	Immediate commencement	Skills Tasmania TasCOSS	\$15k (p.a. for five years)

# Skills development priorities

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The following are the priority skills for investment identified by the Tasmanian disability industry through this planning process combined with skills priorities determined through other, primarily national, industry workforce planning and development. The industry will work with the training and education sectors to focus investment on these priorities. These priorities will require revision at the mid-Plan review point in late 2015.

## Functional literacy and numeracy

The industry continues to voice concern about basic literacy and numeracy within the workforce. Indicators for functional literacy and numeracy in Tasmania continue to be amongst the lowest in the country, with the disability industry, as with others, reflecting those challenges. Demand for good literacy and numeracy will continue to grow as support work becomes more autonomous and responsible for planning and reporting.

## Management and leadership

- Attracting and maintaining business from self-managing consumers;
- Adapting to emerging trends, leading adaptation;
- Consumer need analysis;
- Consumer engagement in service design;
- Competing on quality and effectiveness;
- Innovating for and adapting to changing consumer interests and needs; and,
- Transparency and accountability that builds consumer confidence.

## Change management/adaptive management and leadership:

- Determining assets and barriers, innovating, testing and confirming new practices, integrating new practices and aligning people;
- Cultural change within organisations and working productively with continual change;
- Adaptation to new business models;
- Adaptation to new work practices and skills needs; and,
- Supporting consumers, their families and carers to understand and adapt to change.

## Business management skills:

- Contracting a diversity of roles;
- Contracting for flexibility in combination with rewarding conditions and quality overheads;
- Coordination of a variety of contractors to meet person's goals (if person is not self-managing);
- Collaborative service models through networks of providers/associates;
- Offering specific roles/ services to self-managing person – maybe a tiny slice of the person's overall plan and approach; and,
- Capacity to innovate and respond to consumer need and interests and organisation's corresponding ability to compete in a market environment.

## Support work:

- Behaviour management – skills and knowledge in working sensitively and effectively with a range of behaviours is a continuing skills gap within the workforce. Demand for high level skills, knowledge and experience of behaviour management will grow as the NDIS rolls out and support work takes place more and more in community or home settings;
- Community development – working to increase access in general community settings;
- Person-centred practice – ensuring choice and control, together with consumer aspirations and wishes are at the centre of support work;
- Flexibility and autonomy – professional qualities that enable support workers to thrive on flexibility, working autonomously and with continual change;
- Complex health care and planning; and,
- Rights-based, enabling practice.

## Social care professionals:

New professional roles are expected to emerge that support individualised funding:

- Rights-based, enabling decision-making practice for consumers, their families and carers - allocation of resources; access; risk identification and planning; safeguards and ensuring quality services; contracting and problem solving;
- High-level person-centred facilitation and research skills;
- Facilitation of whole-of-life planning and supported need self-assessment; and,
- Ensuring choice and control.

## Collaboration:

- Interdisciplinary practice and management;
- Generalist roles in intake, assessment, case planning and management; and,
- Skill sets crossing traditional occupational boundaries.

# Implementing this Plan

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## Governance - NDS Tasmania

NDS Tasmania, as the industry association, has an established and robust governance and accountability structure. This comprises specific working groups and advisory groups of members, with strong links to the national NDS agenda and resources.

Through this structure, NDS Tasmania has sponsored the development of this Plan and will oversee and monitor the implementation of the priorities identified through this process.

## Collaborative effort

With investment, NDS Tasmania is the appropriate body to facilitate the implementation of this Plan and maintain industry accountability to the Plan's priorities.

NDS Tasmania can take responsibility for driving and maintaining focus on this Plan through annual reporting and engaging members through working groups and advisory processes.

As part of a national industry association, NDS Tasmania is a conduit for nationally focused approaches. It also operates as part of a national network with dedicated workforce development and planning resources and approaches in other states and territories. NDS will be drawing on the expertise best practice and resources already developed relevant to this Plan.

Responsibility for achieving the goals of this Plan however will rely on action and commitment from industry members (service providers); collaboration with supporting stakeholders (e.g. DisabilityCare Australia, Skills Tasmania, DHHS, Registered Training Organisations, TasCOSS), and engaging with consumers, their families and carers.

This Plan identifies potential funding sources and partners with whom industry members must engage to bring this Plan to life and get critical developments in place to support a sustainable and vibrant industry for the future.

ENDS