

# Tasmanian Youth Sector Workforce Development Project

Phase Two: Identifying Sector Workforce Needs



## About YNOT

The Youth Network of Tasmania (YNOT) is the peak body representing young people aged 12-25 years, and the Tasmanian youth sector. YNOT is a member based not-for-profit organisation that works collaboratively with young people, the Tasmanian youth sector, the community and all levels of Government to ensure that the voices of our stakeholders are heard.

We advocate on issues affecting our stakeholders, provide advice to government and decision makers on youth affairs, and directly consult with young people and the youth sector to ensure YNOT's positions are accurate and informed.

*YNOT Vision:* A Tasmania where young people are actively engaged in community life and have access to the resources needed to develop their potential.

*YNOT Mission:* To work with young people, the Tasmanian Youth Sector, the community and all levels of government to increase the participation and contribution of young people in the state.

YNOT is funded through the Department of Communities Tasmania, Communities, Sport and Recreation Division.

Further information about YNOT policies, submissions, and projects are available on the YNOT website: [www.ynot.org.au](http://www.ynot.org.au).

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## Summary of Recommendations

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## Introduction

The Tasmanian youth sector workforce development project (this project) is an initiative of YNOT and the first of its kind to be conducted for the Tasmanian youth sector. This three-year project aims to identify key stakeholders in the Tasmanian youth sector, workforce characteristics and professional development needs.

This project comprises of three distinct phases:

Phase One: Scoping of the Tasmanian youth sector and survey of the workforce to create a profile of youth sector characteristics,

Phase Two: Identifying sector workforce professional development needs (this report), and

Phase Three: To be negotiated based on recommendations from this report.

The objectives of this report are twofold: to profile the current youth sector workforce and identify training and professional development needs, and to provide recommendations to build capacity of the Tasmanian youth sector.

## Defining the Tasmanian youth sector

The Tasmanian youth sector is vast. For this project, the sector was defined as organisations that receive core funding to deliver youth specific programs and services to young people aged 12-25 years; including: local councils, government and community sector organisations.

The youth sector services were categorised as:

- Social and community
- Youth development
- Youth justice and child safety
- Health (physical, sexual, mental)
- Housing and homelessness
- Alcohol and other drugs
- Counselling and psychology
- Disability and young carers
- Education
- Employment

## Methodology

This project was informed by conducting three separate stages of consultations. Consultations were initially broad to create a general snapshot of the youth sector workforce, followed by targeted focus groups and interviews. These were conducted to understand opportunities and challenges impacting the youth sector, as well as identify potential solutions to meet the needs of the workforce.

Consultations occurred from January 2019 through March 2020 including:

1. Online surveys,
2. Regional focus groups, and
3. Targeted interviews with stakeholders.

The initial scoping of the youth sector identified 130 youth service providers operating in Tasmania (see: Annex A). This phase was guided by a steering group, comprising of youth sector stakeholders with an interest or experience in workforce development. Two online surveys were developed, one for youth workers and one for managers, and tested in consultation with the steering group before being distributed widely through existing networks.

The youth worker survey was used to identify youth sector demographics, qualifications and experience, as well as professional development needs. Barriers to accessing professional development opportunities were also identified. The second survey was designed for managers to better understand organisational challenges and opportunities, particularly issues impacting on organisational sustainability and capacity building efforts. In total, 219 surveys were completed. Survey responses were received from 166 youth workers and 53 managers, statewide.

Regional focus groups were formed to discuss results from the online surveys, with an emphasis on training and professional development needs. Invitations to participate were sent to those who completed the online survey, YNOT members and via regional youth sector committees. A total of 16 people participated in focus group consultations held in the North-West, North and South regions.

Finally, individual interviews were undertaken to discuss training and professional development opportunities and needs, workplace culture, and to identify potential risks to sector sustainability. Interviews were conducted with managers and stakeholders working in government, local government and non-government youth services. Interviews were also conducted with employees working in the education and training industry including program co-ordinators at the University of Tasmania (UTAS), University College (UC) and TasTAFE to better understand formal qualifications and educational pathways into the youth sector.

## Limitations

Despite efforts to ensure all members of the Tasmanian youth sector were identified and surveyed, there were limitations to this project. The organisational survey identified approximately 950 youth sector workers within just 30 organisations. However, this should be viewed cautiously as managers may have included staff that work in their organisations but do not support the delivery of youth services.

Consultations and interviews supported key findings from the initial survey, however improving engagement with the youth sector was discussed. Barriers to engagement include workers with competing priorities and high work demands, youth workers siloed within larger generalist organisations or programs, a lack of personal investment in sector development initiatives, and information not being passed through existing networks or internally within organisations.



## Survey Findings

This report presents the key findings gathered during the two online surveys. This information was used to profile the Tasmanian youth sector. It is important to note that these results are based on a subset of the entire youth sector and should be interpreted carefully. The full survey analysis has been previously reported in detail: *Youth Network of Tasmania (2019) Tasmanian Youth Sector Workforce Characteristics Report*.

### *Who is the average Tasmanian youth sector worker?*

The average Tasmanian youth sector worker is female, aged 40-49 years, working in southern Tasmania delivering face-to-face services and holds a Diploma or Certificate IV level qualification.

## Workforce characteristics

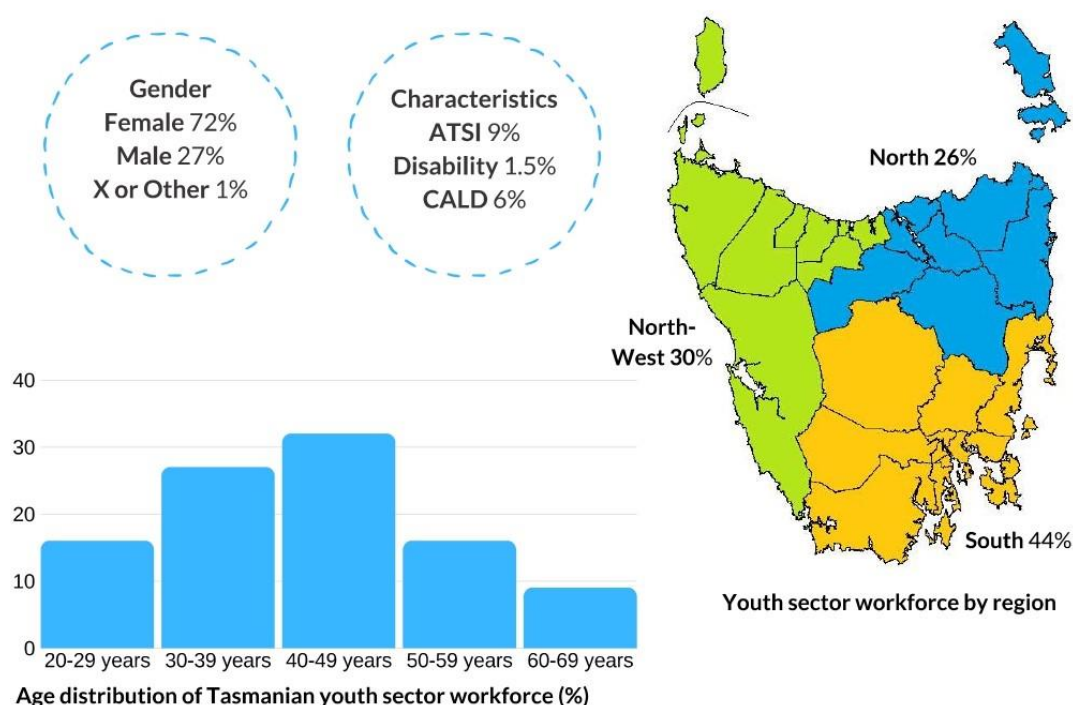


Figure 1. Snapshot of Tasmanian youth sector workforce demographics.

### Demographics

Over two thirds of the youth sector identified as female. The most common age range of workers was 40-49 years, with 75% of the total workforce under 50 years of age. The distribution of the workforce identified 44% of youth workers operating within the southern regions. This was attributed to an overall larger population in the Greater Hobart area, as well as a higher proportion of statewide services operating in this region. The northern region recorded fewer youth workers than the north-west region, however it is important to note that some workers reported operating between both regions, while others were outreach workers based in the north and delivering services to the north-west (Figure 1).

Diversity indicators showed 9% of workers identified as Aboriginal or Torres Strait Islander (ATSI), 1.5% living with a disability and 6% from culturally and linguistically diverse (CALD) backgrounds. These



diversity indicators are representative of the broader Tasmanian population, with 4.6% identifying as ATSI and 6.5% identifying CALD backgrounds.<sup>1</sup> However, 27% of the total Tasmanian population are reported living with a disability, which is significantly higher than workers sampled in this report.<sup>2</sup>

### **Experience and motivations**

Youth workers have extensive experience, with 72% of the workforce having worked for 10 or more years, and 37% specifically working within the youth sector for this time. Approximately 39% of the workforce had less than 5 years' experience working with young people.

Three in four workers reported altruistic motivations for working with young people and within the Tasmanian youth sector. These included wanting to make a positive contribution to their communities and help young people, as well as having positive lived experiences accessing youth services.

Workers stated their desires to remain in the youth sector were driven by personal values of believing their duties are essential, having a level of autonomy, feeling personally rewarded by helping young people and enjoying the challenging nature of working with young people.

While only 9% of the workforce were 60 years or over, 20% of workers planned to retire or cease employment altogether within the next 10 years. Of those planning to continue working, 25% aim to leave the youth sector within 5 years and 57% within the next 10 years. The most common reasons workers stated for leaving the sector were to progress their careers and seek competitive salaries or remuneration packages, poor management within their organisation, having limited advancement opportunities and stressful work environments coupled with unrealistic work demands.

### **Education and training**

The majority of youth workers (86%) held a Certificate IV or Diploma level qualification or higher, but less than half of these qualifications (41%) were considered to be directly relevant to the youth sector. Workers reported that their formal qualifications provided generalist and transferrable skills, but 21% of workers stated that their qualification was not relevant and did not provide transferrable skills to the youth sector.

Most workers (95%) regularly accessed professional development and training opportunities, however 25% of workers requested greater access to timely and appropriate training for the youth sector. Only 12% of the workforce were undertaking formal training, either higher education or short courses to upskill for their current role or career prospects, but a further 41% of workers planned to commence further formal training within the next 24 months.

Workers indicated a preference for training and professional development delivery models including short courses and workshops, conferences, seminars and forums, on the job training and online courses. Formal qualification (higher education training) was identified as a need, however workers noted significant barriers to accessing these opportunities in Tasmania including identifying appropriate courses for career progression, course fees and limited or non-existent leave entitlements from their employers.

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<sup>1</sup> Australian Bureau of Statistics (2016) Census data. Accessed 20/4/20

<sup>2</sup> Australian Bureau of Statistics (2020) Disability, Ageing and Carers, Australia. Accessed 20/4/20

Youth workers also noted barriers to accessing general training and professional development opportunities, some which were relevant to the entire sector, while others were situational specific. These included:

- Contracted employees being unable to access opportunities outside of their core duties for the duration of their employment,
- Organisational funding cycles impacting long-term professional development goals,
- Limited professional development funds resulting in workers having to prioritise needs between client focused training and career progression opportunities,
- Short-term contracted employment and funding cycles negatively impacting workers' ability to access opportunities,
- Inadequate support from employers or managers; and
- Difficulties justifying external opportunities to management.

### Professional development and training

Professional development and training needs were identified by the youth sector. Needs were prioritised by both youth workers and managers to improve service delivery to their clients, as well as upskilling in areas for career progression (Table 1).

Table 1. Top five youth sector training and professional development priorities identified by youth workers and managers.

Youth workers		
Personal		Organisational
Conflict management and managing challenging behaviours		Conflict management and managing challenging behaviours
Trauma informed practice		Trauma informed practice
Leadership and management		Youth ethics
Youth ethics		Mental health
Alcohol and other drugs		Leadership and management
Managers		
Youth workers	Personal	Organisational
Applying evidence-based practice	Strategic thinking	Conflict management and managing challenging behaviours
Program development, delivery and measuring outcomes	Leadership skills	Trauma informed practice
Forming positive workplace relationships and behaviours	Building and formalising network partnerships	Mental health
Early intervention practices	Managing and responding to organisational change	Family and domestic violence
Providing peer to peer support	Human resources management	Alcohol and other drugs

## Youth sector profile

The Tasmanian youth sector comprises of 949 workers and is reliant on approximately 1000 volunteers. This is a conservative estimation due to the broad description of the youth sector and does not specifically refer to youth workers solely working in direct service delivery. 28% of organisations provide direct services to young people only, while the majority of organisations provide dedicated services or programs to young people in addition to other age cohorts.

### Service provision

Tasmanian youth sector service provision has been summarised in Table 2. Less than 10% of organisations deliver a single service to young people, while most youth organisations deliver multiple services, either as specialty or as an additional support. The most common additional services were alcohol and other drugs support, counselling and psychology services, education and employment support, recreation and social support, and community services (Table 2).

Workers were asked to identify their main duties within their roles, which were diverse and varied significantly based on their primary service provision. The most common duties of youth workers were community engagement and outreach, program management, direct service delivery and case management.

### Employment and remuneration

Organisational structures varied significantly across the youth sector, but on average the general staffing complement consisted of 29% in supervisory or managerial roles, 24% in support roles (including administration, finance and human resources), and 47% providing direct services to young people.

Employment arrangements were dependent on funding, program types and organisational capacity. On average, managers reported their workforce comprised of 39% full-time, 41% part time and 20% casual staff positions. One third of the youth sector (34%) were employed on fixed-term contracts. Approximately half of these contracts were for 12 months or less.

Sector remuneration was dominated by the Social, Community, Home Care and Disability Services (SCHADS) Industry Award (54%), followed by Federal, State and Local Government based Awards (17%) and the Health and Professionals and Support Services Award (12%). Salaries varied significantly across the youth sector due to varying employment arrangements and funding. Managers reported baseline salaries offered by their organisations, with the majority of workers receiving between \$40,000 and \$70,000 annually based on full time equivalent (FTE) positions (Figure 2).

Employee benefits varied significantly and were dependent on their organisational type (government or non-government) however, many youth workers reported being offered time off in lieu (TOIL) instead of paid overtime for additional hours worked. In addition, 60% of workers reported working up to an additional 10 hours per week without any remuneration. Workers identified several reasons for this, including high work demands and unrealistic performance expectations, being contacted out of hours by young people either in crisis or seeking support and monitoring social media and communication platforms used by young people.



Figure 2. Baseline salaries of Tasmanian youth sector organisations based on full time equivalent positions.

### Sector funding

The youth sector is highly dependent on government funding, with 98% of all services receiving Local, State or Federal core funding (or a combination of multiple government sources). State Government was the single largest funding source, providing 42% of the sector's funding. Organisations reported a high reliance on secondary funding sources, including private donations and government grants to deliver additional services or programs.

Half of all organisations within the youth sector (49%) have fixed-term funding contracts of 3 years or less. Almost 4 in 5 managers stated that they require their current core funding for their organisation to remain operational, regardless of additional funding sources.

### Recruitment and retention

1 in 5 managers reported staff turnover and recruitment as problematic. Factors influencing staff turnover included high and stressful workloads, unrealistic expectations placed on staff, and individuals leaving to find permanent, ongoing employment.

Staff recruitment took 4-6 weeks for staff and 4-12 weeks for management. The most common recruitment barriers reported were difficulties in attracting applicants with relevant skills, experience or qualifications, the perceived challenging nature of youth work and less stable employment opportunities due to limited organisational or program funding cycles.

Table 2. Summary of the Tasmanian youth sector service provisions.

Service type	Youth Workers (n=139)			Managers (n=47)		
	Primary service (% respondents)	Average number of additional services	Offered as additional service by workers	Primary service (% respondents)	Average number of additional services	Offered as additional service by organisations
Alcohol and other drugs	1%	3.0	27%	6%	4.3	32%
Child safety	14%	1.5	2%	2%	4.0	9%
Counselling & psychology	2%	4.0	30%	2%	5.0	34%
Disability & carer support	0	-	9%	0	-	6%
Education support	5%	2.7	36%	6%	4.0	38%
Employment support	1%	2.0	28%	-	-	38%
Health	6%	3.0	23%	4%	4.5	30%
Housing & accommodation	9%	3.5	17%	13%	4.8	26%
Mental health	14%	4.2	26%	11%	3.8	26%
Recreation & social support	3%	3.8	34%	4%	1.5	48%
Social & community services	21%	3.9	40%	34%	3.9	47%
Youth development	22%	2.6	27%	17%	3.4	34%
Youth justice	1%	10.5	7%	0	-	6%
Other	1%	1.0	6%	0	-	15%
	<i>No other services</i>		7%	<i>No other services</i>		9%

Explanatory Note: 'Primary service' refers to the main service of their organisation, these are represented as the proportion of total responses received for each survey. Participants were asked to identify the other services they deliver either in a speciality or generalist support role. Discrepancies between the average number of additional services reported between workers and managers was attributed to interpretation of survey questions and sample sizes. Some workers reported additional services offered by their organisation while others reported services or areas of support they provide in their current role.

## Discussion: Key Findings

The findings presented in this report are collated based on all consultation methods (see: Methodology). There is limited contemporary workforce development research available for the youth sector, however some overlap has been identified with the broader community services industry. These include the Tasmanian Council of Community Services (TasCOSS) *10-year Industry Development Plan* (report not released), Mental Health Council of Tasmania (MHCT) 2019 *Peer Workforce Development Strategy*, the Alcohol, Tobacco and other Drug Council (ATDC) 2018 *Workforce Survey*, and Shelter Tasmania Inc. 2015 *Specialist Homelessness Services Workforce Development Strategy*.

Overall, this project has identified a highly skilled, committed, and passionate workforce that has strong altruistic motivations to work with young people. The youth sector is reliant on diversity of backgrounds, qualifications, skills, training, and experience to deliver the sheer breadth of services required to support young people (Table 2). Regardless of employment type, many youth workers provide prevention and early intervention services to young people such as health promotion or program/service referrals. This requires workers to have solid networks within the youth sector and a good understanding of organisations, services and programs.

The complexity of youth work should also not be underestimated, and this poses a unique challenge when identifying the training and professional development needs of a sector specialising across many programs/ service types. For the purposes of workforce development, consideration needs to be given to two clear streams of workers:

1. **Youth workers:** Generalist workers delivering youth development, recreational and community services, health promotion and prevention and early intervention services; and
2. **Specialist youth workers:** Youth workers with specialised service provision skills and/or qualifications.

This report outlines three key priority areas that emerged throughout consultations with the sector to address short-term, medium-term and long-term needs. These include:

1. Addressing the current training and professional development needs of the sector,
2. Professionalisation of the youth sector workforce, and
3. Building capacity of the youth sector to respond to future needs

## Addressing current youth sector training and professional development needs

Priority professional development needs vary for workers and managers, and for organisations (Table 1). Existing training opportunities are often tailored to an organisation or specific industry. In the absence of youth-specific training, workers are relying on prior knowledge and experience to inform their practice with young people.

Workers reported increasing challenges in responding to the needs of young people and their families that present with complex issues, challenging behaviours and comorbidities. Specialist youth services reported routinely operating at capacity, resulting in extensive waiting periods for young people to access services. Consequently, youth workers identified the need to train and upskill in early intervention practices, particularly in the areas of mental health and alcohol and other drug use, to support young people while they wait to access these services. Workers also stressed the need for trauma informed practice and conflict management training to better respond to more challenging cases.

Significant barriers to accessing training and professional development opportunities were identified by youth workers. They reported training opportunities that did not align with their needs or the requirements of their roles, resulting in some workers receiving training that was not appropriate for their skillset or work type. Managers identified this as a significant risk as workers may be receiving training in a specialist area without the experience or support to deliver specialist services.

There are currently no formal youth work qualifications offered in Tasmania. This was identified as a gap by the sector as there are no alternative formal youth training opportunities available or minimum standards that apply to the youth sector.

Although formal youth qualifications were previously offered, these were discontinued due to low student uptake, lack of specialist youth work trainers and difficulty sourcing appropriate student placements within the sector. However, education and training, and community services industry stakeholders stated that more generalist social and community services qualifications provide broader career opportunities within Tasmania due to the smaller size of the youth sector compared to other States.

This was supported by workers who identified preferences for higher educational qualifications in Community Services, Social Work and Social Sciences. However, qualifications varied significantly for specialist roles and specific programs, including Health Sciences, Business and Economics, Education and Training, Fine Arts and Trades.

Establishing a youth specific formal accredited qualification in Tasmania requires buy-in from industry leaders including the education and training sector. However, it appears that it is not financially viable to offer formal youth specific qualifications in Tasmania largely due to the size of the sector. Furthermore, it was acknowledged by managers and industry stakeholders that specific youth qualifications would restrict career pathways throughout the broader community sector. However, it is apparent that tailored, evidence-based training to generalist and specialist youth workers is required.



In the absence of youth qualifications, formal youth ethics training was identified as a key priority for youth workers particularly understanding ethical and legal responsibilities when working with young people. The youth sector was broadly aware of the *Youth Ethics Framework for Tasmania* (YNOT, 2012), however its use by organisations and individual youth workers varied significantly.

Some managers reported incorporating the Youth Ethics Framework into operational policies but had no mechanisms in place to measure the efficacy of their policy and compliance by workers. Many youth workers reported using the Youth Ethics Framework as a reference to guide their work in the absence of youth policies and guidelines within their organisation.

It was reported that employers highly value workers with lived experience, previous youth work experience, and specialised skill sets to work with marginalised, vulnerable, and at-risk young people, regardless of formal qualifications. The main exception are industry specific roles filled by health and allied health professionals. As an indirect result, approximately 1 in 10 youth workers do not hold a formal higher educational qualification.

Interestingly, there has been a shift in recent years to incorporate minimum formal qualifications into organisational policy in youth sector organisations. Whilst this supports the professionalisation of the sector, it is important that workers without formal qualifications are supported to upskill and remain in the workforce if they wish to do so.

**Recommendation 1.** Support a review of the Tasmanian Youth Ethics Framework and invest in youth ethics training for Tasmanian youth sector workers.

**Recommendation 2.** Invest in the delivery of tailored, evidence-based training to Tasmanian youth sector workers to ensure workers are equipped to effectively respond to the complex needs of young Tasmanians.

## Professionalisation of the youth sector

Professionalisation of the Tasmanian youth sector was identified by managers as a key priority to address workforce needs and build sector capacity. Youth workers generally supported this view, with workers reporting higher levels of workplace satisfaction when their organisations had clear strategic directions and capacity building goals.

While most of the workforce hold a formal higher education qualification, 2 in 5 workers reported that their qualification was not directly relevant to the youth sector. There is a significant proportion of workers without a community services or social work qualification or training in desirable skills needed for youth sector work. Workers without this training potentially lack key knowledge or skills that should be used to inform their practice when working with young people. This observation is supported by consultations with managers and workers who identified gaps in key skill sets including case management, applying evidence-based practice and strengths-based approaches, and understanding their ethical and legal responsibilities when working with young people.

Some workers reported high levels of support from their employers incorporating the Tasmanian Youth Ethics Framework (YNOT, 2012) along with stringent policies and procedures to guide workers without formal qualifications to work with young people safely. However, this was organisational-based and workers from smaller organisations and programs reported lacking policies and procedures in youth work. This issue was reported by both government and non-government organisations and has resulted in some youth workers feeling highly vulnerable and fearful of legal ramifications for not adhering to legal requirements.

As an alternative to offering formal youth work qualifications, it was suggested that Tasmania should establish and implement a minimum set of skills for youth workers, based on contemporary evidence and research, and in consultation with the youth sector and industry leaders. This would support professionalisation of the sector by providing clear guidance and minimum standards to all workers, irrespective of their role and existing training. Minimum standards coupled with youth ethics and adolescent development training would support the consistent delivery of services to young Tasmanians. Importantly, this would need to be measured and reviewed to ensure the training is meeting the needs of both the workforce and young people.

Peak bodies were identified as key stakeholders to link youth workers with sector specific, client focused training and professional development opportunities. Yet, there needs to be greater opportunities for sharing knowledge and skills throughout the broader community services industry. These include offering conferences and workshops, student placements, job sharing and mentoring opportunities, as well as greater investment in formal and informal training opportunities.

Managers identified a reluctance by some organisations to work collaboratively to achieve mutual outcomes. This was largely attributed to competitive tendering and a desire by some organisations to be youth specialists and the 'lead' organisation in particular areas. Whilst this was not experienced by all, a lack of information sharing has contributed to fragmentation and silos within sector. Formalising partnerships across the community services sector will greatly enhance opportunities for youth sector capacity building and support the sector to more rapidly respond to the changing needs of young people. Furthermore, the sector can be better supported to receive best-practice and evidence-based training by identifying workforce needs as they arise.

**Recommendation 3.** Explore the development of a minimum set of skills for the Tasmanian youth sector workforce to ensure all workers are equipped with relevant knowledge and skills to deliver age appropriate services to young people.

**Recommendation 4.** Increase access to professional networking opportunities for the Tasmanian youth sector.

**Recommendation 5.** Develop workforce resources that promote professional development and training opportunities.

## Planning for future workforce and sector needs

Building the capacity of the Tasmanian youth sector was identified as a key priority for the sector to remain viable and sustainable, and to plan for future service delivery.

A long-term, youth sector workforce development strategy is clearly needed to identify capacity building measures that would achieve this goal.

Building sector capacity will support the professionalisation of the Tasmanian youth sector and will assist in the delivery of diverse, effective, and timely youth service provision in metro, regional and remote areas of Tasmania.

This Strategy would aim to

- understand future workforce needs, including skills, qualifications, and capabilities,
- plan for changes in service provisions and respond to skill shortages,
- provide overarching guidance for organisational strategies and operations,
- achieve outcomes for overarching government strategies and action plans, and
- plan for supporting greater diversity of services to meet service demands.

A strategic and coordinated response requires investment from a range of stakeholders including youth service providers, youth peak bodies and industries. A workforce strategy will ensure that the youth sector receives best-practice evidence-based training to respond to the complex and evolving needs of young Tasmanians.

**Recommendation 6.** Develop a Tasmanian Youth Sector Workforce Development Strategy.

## Acknowledgements

Alcohol, Tobacco and Other Drugs Council (ATDC)  
Burnie City Council  
Circular Head Christian School  
City of Hobart  
City of Launceston  
City Mission  
Colony 47  
Cornerstone Youth Services  
Derwent Valley Youth Future Action Team  
Department of Education, Tasmania  
headspace  
Impact Communities  
Karinya House  
The Link  
Mission Australia  
Migrant Resource Centre, Tasmania  
North West Action for Youth  
Northern Youth Coordinating Committee  
Northern Midlands Council  
Pulse Youth Health  
Smithton High School  
Statewide Youth Collaborative Group  
TasTAFE  
University Colleges, UTAS  
Youth, Family and Community Connections Inc.  
Youth Action Priorities

## Annex A: Youth sector stakeholders

This stakeholder list identifies government and non-government organisations that deliver core services to young people as of January 2019, either by the entire organisation, within specific departments or select youth programs. This list was used to contact youth sector service providers for the purposes of distributing the survey and undertaking consultation. Following the scoping phase of this project, some identified organisations have discontinued operation within Tasmania, have changed service model delivery, or discontinued youth-specific programs.

### Local Councils

- Burnie City Council
- Clarence City Council
- Circular Head Council
- Derwent Valley Council
- Devonport City Council
- Flinders Council
- George Town Council
- Glenorchy City Council
- City of Hobart
- Huon Valley Council
- Kentish Council
- Kingborough Council
- Latrobe Council
- Meander Valley Council
- Northern Midlands Council
- Southern Midlands Council
- Waratah Wynyard Council
- West Tamar Council

### Non-Government Organisations

- Anglicare Tasmania Inc
- Anglican Camping Tasmania
- Australian Red Cross
- Australian Defence Force Cadets
- Babymum Australia
- Baptcare
- BIGhart
- Blueline
- Beacon Foundation
- Camp Clayton
- Camps Tasmania
- Carers Tasmania
- CatholicCare Tasmania
- CanTeen
- Circular Head Aboriginal Corporation

### Department of Human Services

- Child and Mental Health Services
- Child Health and Parenting Services
- Family Violence Counselling and Support Service
- Children and Young Person's Program
- North West Development Unit – Children's Therapy Service
- Statewide and Mental Health Services
- Community Youth Justice Tasmania
- Ashley Youth Detention Centre

### Other Government Departments

- Department of Education
- Department of Premier and Cabinet
- Department of Police, Fire and Emergency Management

- Choose Life Services
- Colony 47
- Cornerstone Youth Services
- CREATE Foundation
- CVGT Australia - Jobactive
- Devonport Chaplaincy
- Devonfield Enterprises
- Door of Hope
- Edge Radio
- Family Planning Tasmania
- Family Relationships Centre
- Giant Steps Tasmania
- Girl Guides Tasmania
- Glenhaven
- Hobart City Mission

Hobart Women's Shelter  
Holyoake  
Hub 4 Health  
Huon Domestic Violence Service  
Impact Communities  
Insight Mindfulness Education  
Jireh House Association Inc  
Karadi Aboriginal Corporation  
Karinya Young Women's Service  
Kennerley Kids  
Launceston City Mission  
Launceston Benevolent Society  
Laurel House  
Life Without Barriers  
Li-Ve Tasmania  
Make.Runs.Maxi  
Migrant Resource Centre  
Mission Australia  
National Job Link  
Neighbourhood Houses Tasmania  
NOSS Tasmania  
PCYC Tasmania  
Positive Solutions Inc  
Possibility  
Pulse Youth Health  
Relationships Australia, Tasmania  
Richmond Fellowship Tasmania  
Road Trauma Support Tasmania  
Rural Health Tasmania  
Rural Tasmanian Youth  
Save the Children Tasmania

Scout Association of Australia  
Scripture Union  
Salvation Army  
Sexual Assault Support Service  
Shelter Tasmania  
SHE Support, Help, empowerment  
Speak Out Association of Tasmania  
Speak Up Stay ChatTY  
St Giles  
St John's Cadets  
St Michaels Launceston  
St Vincent De Paul  
TasCare Society for Children  
Tassie Teen  
Tasmanian Aboriginal Centre  
Tasmanian Youth Government Association  
The Link Youth Health Service  
Uniting Care Tasmania  
Volunteering Tasmania  
Warrawee Women's Shelter  
Wellways  
Whitelion  
Windeward Bound  
Working it Out  
Workskills  
Wonderland Retreat  
YMCA - Young Men's Christian Association  
Youth, Family and Community Connections  
Youth Futures Inc  
Youth Network of Tasmania



