

Employment Strategy

Creating Pathways | Supporting People | Powering Regional Potential.

2025 – 2035

Prepared By



On behalf of

TASMAN COUNCIL

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We respectfully acknowledge the original traditional custodians of this land, the Pydarerme people of the Paredarerme language group.

We respectfully acknowledge the Tasmanian Aboriginal Communities and Elders past, present and emerging.

Purpose & Strategic Context

The Tasman Council 10-Year Employment Strategy (2025–2035) sets a clear and coordinated pathway toward stronger, more inclusive employment outcomes, tailored to the Tasman region’s unique strengths, challenges and aspirations.

Building on the priorities identified in the **Tasman Region Economic Development Strategy 2025**, this Employment Strategy draws from a range of sources including targeted community surveys, community and employer forums, previous strategic reports, stakeholder engagement, tapping into the lived experiences of those who live, work, employ and seek opportunity in the region. While survey participation levels were modest, the combination of forums, direct engagement and supporting research has helped shape a strategy that is both place-based and forward-looking.

The Tasman Council recognises that achieving lasting employment outcomes requires collaboration and collective effort. In alignment with the Economic Development Strategy, this plan defines the Council’s role as Advocate, Facilitator, Planner and Provider, working in partnership with the community, business, regional stakeholders and all levels of government to realise the full employment potential of the Tasman region.



Vision

A resilient, inclusive and opportunity-rich Tasman region, where people of all ages and backgrounds can access meaningful local employment and thrive.

This vision reflects the Council's commitment to fostering a dynamic local economy that supports the aspirations of the entire community. It recognises the importance of not only creating jobs but also building pathways to meaningful, secure and future-ready employment that enables individuals, families and businesses to flourish.

By focusing on resilience, inclusivity and opportunity, the strategy aims to strengthen the region's social fabric, retain and attract a skilled workforce and ensure that employment growth contributes to the long-term sustainability and vibrancy of the Tasman region.

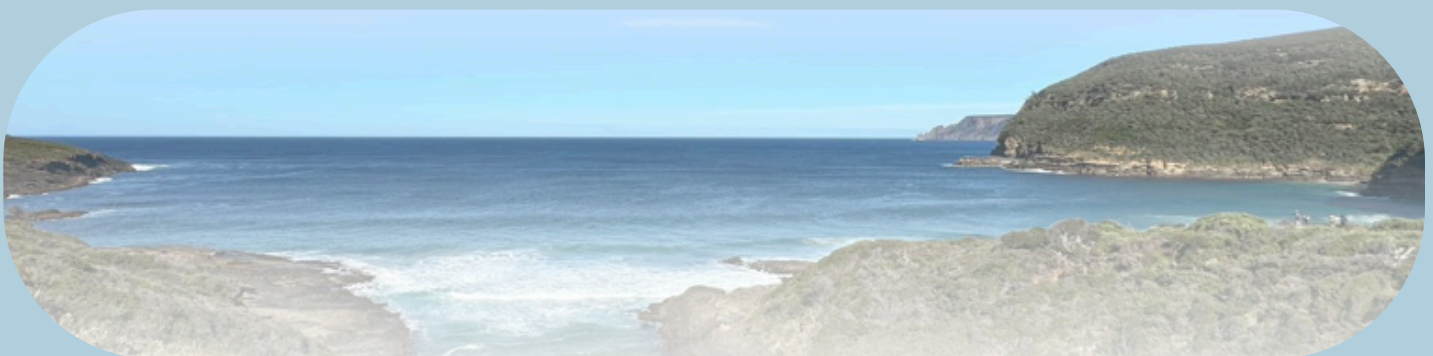


Image Source: Tasman Region (Adaptable HR)

Strategic Employment Objectives



Image Source: Tasman Region (Adaptable HR)

Over the next ten years, the Tasman Council aims to:

- **Enhance local workforce participation**, with a particular focus on young people, mature-age residents and underrepresented groups.
- **Support local businesses** to attract, develop and retain staff, strengthening long-term workforce stability and resilience.
- **Expand access to job pathways, skills training and work experience** programs that are closely aligned with the needs of local industries.
- **Attract and retain talent** by supporting improvements in liveability factors such as housing, transport, childcare and digital connectivity.
- **Embed employment planning** into long-term regional development, ensuring job creation is a core consideration in growth, investment and infrastructure decisions.

Guiding Pillars

While employment is a vital driver of regional prosperity, this strategy recognises that meaningful participation in work is shaped by more than just the number of available jobs. Taking a holistic approach, the five guiding pillars reflect the many interconnected factors that enable people to access, sustain and thrive in work. They acknowledge that employment outcomes are influenced by personal, social and structural conditions and that building a strong, inclusive and resilient workforce requires coordinated effort across multiple domains.

This strategy is guided by five pillars, which provide the foundation for its focus and actions. Through community engagement activities, participants were invited to assess how they currently rate the region's performance across each pillar. The average ratings attributed to each pillar are illustrated in Appendix D, providing insight into perceived strengths and areas for improvement.

The Five Guiding Pillars are:



1. LIVEABILITY

The overall quality of life in the region, considering factors that make it desirable to live and work in the Tasman region.



2. PEOPLE & CONNECTION

The availability of essential and lifestyle-enhancing facilities that support daily living, and the sense of belonging and integration that employees and their families feel within the local community.



3. JOBS & SKILLS

The ability for employees to grow professionally and develop their skills over time, aligned with the evolving needs of the local economy.



4. WORKPLACE CONDITIONS

The experience employees have within their jobs, including fairness, security, opportunity, and overall satisfaction.



5. SUSTAINABILITY & RESILIENCE

The strength and sustainability of the local economy, including its ability to support residents and encourage reinvestment for long-term prosperity.

Stakeholder Engagement | Summary

To inform the development of this Employment Strategy, a series of engagement activities were conducted with over **60** participants, including employers, job seekers, and members of the broader community. These activities included in-person and virtual forums, employer surveys, and job seeker/community surveys, designed to capture a broad range of perspectives from across the Tasman municipality.

All feedback was collected anonymously and analysed with care to ensure participant privacy. Responses were themed around the Strategy's five guiding pillars, helping shape practical, relevant and community-informed initiatives.

Figure 1 summarises the key themes that emerged across all groups, highlighting shared challenges and opportunities that have directly influenced the Strategy's direction.

A detailed analysis of the stakeholder engagement findings can be found in **Appendix B-D**.



Figure 1

Strategic Road Map

The Strategic Roadmap sets out a structured and scalable plan for implementing the Tasman Council 10-Year Employment Strategy (2025–2035). It provides a clear pathway for action across three interconnected horizons, each focused on a different timeframe but designed to operate in parallel.

While some initiatives address immediate workforce challenges, others lay the foundations for long-term resilience and inclusive employment systems. The horizons are not strictly linear; rather, they work alongside one another to ensure short-term actions are underpinned by the infrastructure, planning and systems needed to sustain them. There is little value in creating new job opportunities, for example, if housing, transport or childcare are unavailable to enable people to take them up.

This integrated approach enables the Council and its partners to act now while also preparing for future needs and growth. The initiatives across all three horizons are grounded in the specific challenges and opportunities facing the Tasman region and have been shaped by insights from community members, employers and regional stakeholders.

Council's contribution across the horizons aligns with the core roles outlined in the Economic Development Strategy:



Planner

Shaping strategic direction through policy, frameworks and land use planning.



Provider

Delivering or investing in services and infrastructure that improve access to jobs and training.



Facilitator

Enabling collaboration, building partnerships, and supporting local capacity.



Advocate

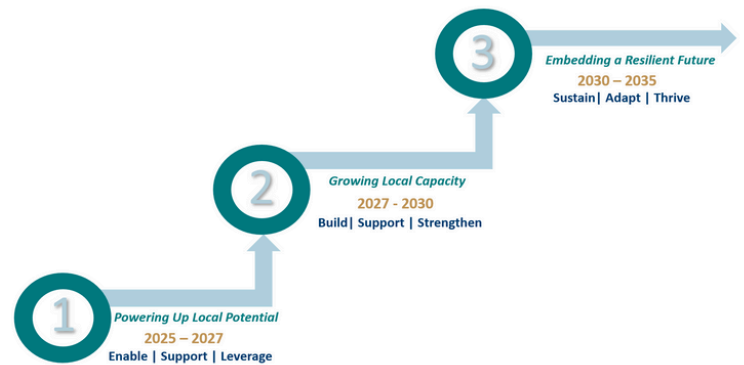
Representing the needs of the Tasman region to state and federal governments and other decision-makers.

Together, these horizons ensure that Council's efforts are well-sequenced, community-informed, and both responsive and forward-looking, supporting stronger employment outcomes now and into the future.

Strategic Roadmap | Horizons View

The Tasman Council's Employment Strategy is structured in three horizons, each building on the last to strengthen the region's workforce.

Beginning with immediate actions to unlock local potential (2025–2027), the strategy moves to growing long-term capacity (2027–2030) and culminates in embedding resilient, future-ready employment systems (2030–2035). Further detail is illustrated below.



1

Powering Up Local Potential (2025–2027)

Enable | Support | Leverage

Focus: Remove immediate barriers to employment by supporting local employers, improving access to training and connecting residents to available jobs.

This horizon focuses on activating local potential through practical, high-impact initiatives that address the most immediate barriers to employment. Initiatives include fast-tracked job readiness training, targeted youth employment pathways, improved employer-community connections and better promotion of existing opportunities. Programs in this phase are designed to be low-cost, community-informed and quickly deployable to build momentum. The Council's ongoing partnership with Business and Employment Southeast Tasmania Inc. (BEST) is critical to the success of this horizon.

2

Growing Local Capacity (2027–2030)

Build | Support | Strengthen

Focus: Develop local talent pipelines, grow business capability and strengthen the foundations for long-term, stable employment across the region.

This horizon focuses on building depth, expanding access to childcare, reskilling adult workers, strengthening small business capacity, and enhancing employer collaboration. These initiatives require greater planning, advocacy and coordination, but are critical for translating short-term improvements into sustained employment outcomes. Many actions in Horizon 2 will build directly on the groundwork laid in Horizon 1. The Council's ongoing partnerships with Destination Southern Tasmania (DST) and the Tasman Business and Tourism Association (TBTA) are vitally important to the successful delivery of this horizon.

3

Embedding a Resilient Future (2030–2035)

Sustain | Adapt | Thrive

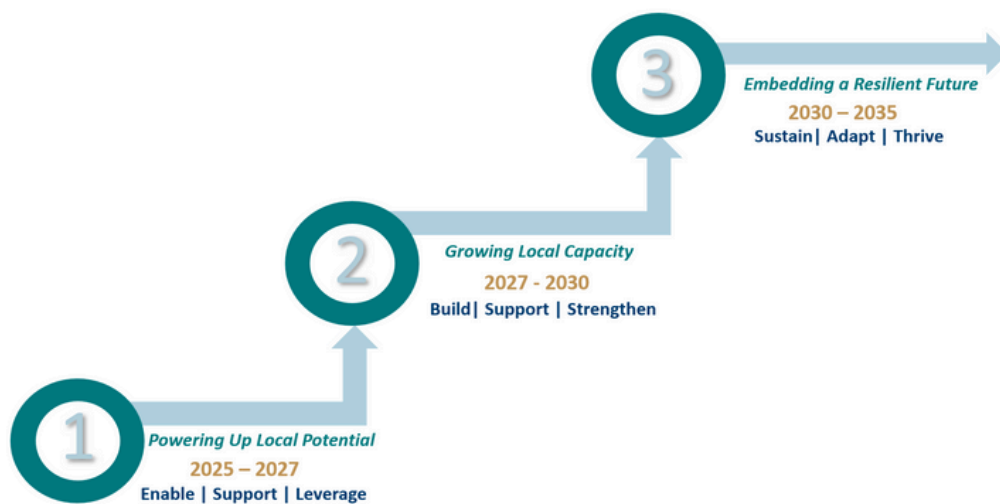
Focus: Embed long-term systems that support inclusive, adaptable and future-ready employment.

This horizon focuses on systemic change, embedding employment and workforce development into land use planning, infrastructure investment, regional data sharing and governance frameworks. It includes formalising regional partnerships, strengthening collective voice and preparing for future trends such as automation, demographic shifts and climate adaptation. These efforts ensure that the Employment Strategy not only delivers results today but also evolves to meet the needs of the future.

Strategic Initiatives Across Horizons

Building on the structured approach set out in the Horizons Strategic Roadmap, a series of targeted initiatives have been developed to drive action across each horizon. These initiatives are designed to address the unique challenges and opportunities facing the Tasman region, ensuring that immediate needs are met while laying the foundations for long-term, inclusive employment growth.

Each initiative aligns with the Council's core roles as Planner, Provider, Facilitator and Advocate. Collectively, they create a clear, actionable pathway to achieving the vision and objectives of the Tasman Council 10-Year Employment Strategy (2025–2035). Initiatives have been sequenced across the three horizons to ensure they are coordinated, community-informed and scalable over time.



Further details of the initiatives can be found in pages 9 – 11 of this document.

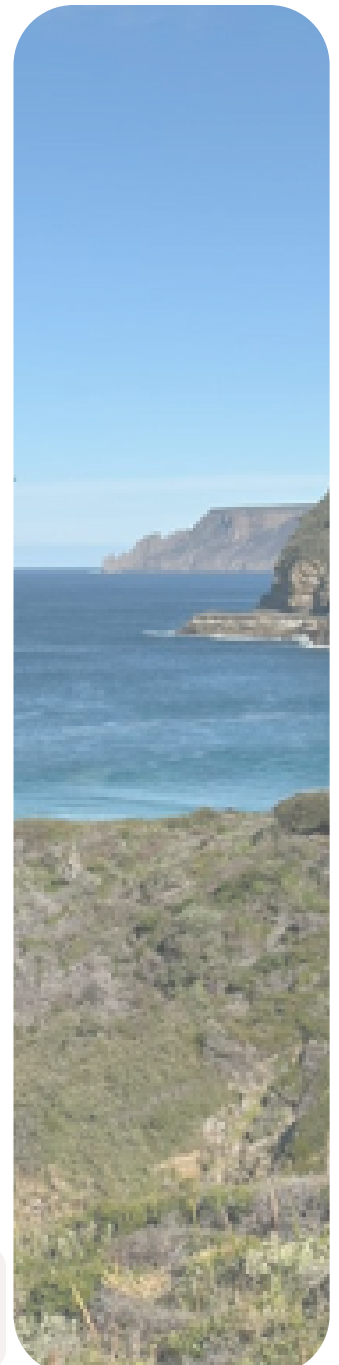


Image Source: Tasman Region (Adaptable HR)

HORIZON 1 INITIATIVES

Powering Up Local Potential (2025-2027)

In Horizon 1, the focus is on activating immediate opportunities to connect residents with available jobs, improve local workforce readiness and support employers in overcoming short-term barriers. Initiatives in this phase are designed to be practical, low-cost and community-informed, helping to build momentum and strengthen the foundations for longer-term workforce growth. The Councils partnership with BEST (Business & Employment Southeast Tasmania) is critical to strategy success.

Ref	Strategic Initiative Name	Strategic Initiative Purpose	Community / Feedback / Insight	EDS Insight	Guiding Pillar	Councils Role
1.01	Youth Employment & Skills Launchpad	Strengthens youth retention and workforce readiness by connecting secondary and vocational students to real work exposure across key sectors. Integrates mentoring, work placements and job-ready training into a coordinated local program.	Young people need clear pathways, exposure to local jobs, and mentoring support.	Low labour market participation and youth disengagement.	Jobs & Skills	Facilitator / Advocate (In partnership with BEST)
1.02	Workforce Participation Barriers & Enablers	Builds a comprehensive understanding of the full range of barriers preventing workforce participation across different community groups, including parents, mature-aged residents, carers, migrants and people with disability. Based on these insights, design tailored actions that address key obstacles, whether they relate to transport, skills, confidence, flexibility, childcare or workplace culture and create targeted initiatives to support increased workforce engagement across the Tasman region.	Flexible work options are needed to support different life stages (parents, mature-aged).	Underemployment and flexible work needs are increasing.	Workplace Conditions	Advocate / Facilitator (In partnership with BEST & Neighbourhood House)
1.03	Employer and Community Activation Forums	Builds stronger local employment networks by connecting employers, educators, community groups and job seekers through regular forums. The forums facilitate the alignment of workforce initiatives, promote the exchange of goals and strategies and support the coordinated monitoring of regional progress.	Employers and community members want stronger collaboration.	Need for stronger cross sector and local collaboration between employers and educators.	People & Connection	Facilitator (In partnership with BEST & TBTA)
1.04	Local Employment Visibility Hub	Increases access to local employment and training opportunities through a dedicated digital and physical jobs platform. Makes it easier for residents to find work and skills pathways close to home.	Limited awareness of local job opportunities and training among residents.	Difficulty connecting local skills to available local jobs.	Jobs & Skills	Provider / Facilitator
1.05	Small Business Workforce Toolkit	Support new and established small businesses with recruitment and retention by providing practical tools, guides, startup resources and access to workforce incentives. Supports local employers in building sustainable teams and growing the regional economy.	Small businesses struggle with attracting and retaining the local workforce along with business development	Small business capacity building is critical for employment growth.	Jobs & Skills	Facilitator / Advocate (In partnership with BEST & TBTA & Business Tasmania)
1.06	Community Transport Access Pilot	Reduces transport barriers to employment by piloting a local shuttle or rideshare service connecting residents to work, training and essential services. Boosts workforce participation, particularly for those without access to private transport.	Transport access limits employment participation for residents without private vehicles.	Limited public transport affects workforce mobility.	Liveability	Facilitator / Advocate (In partnership with Tasman Voice for Health & Area Connect)
1.07	Jobs Stabilisation Project	Creates stable, year-round employment pathways in the tourism sector by planning for seasonality and developing cross-sector roles. Makes tourism a more sustainable career option for Tasman residents.	The region tourism sector jobs are seasonal and unstable, needing year-round solutions.	Tourism dependency without stable employment pathways.	Sustainability & Resilience	Facilitator / Advocate (In partnership with BEST, TBTA , DST & THA)
1.08	Job Skills Discovery Micro courses	Fast-tracks local skills development by delivering short, flexible micro courses aligned to emerging industry needs. Supports career transitions and helps residents adapt to a changing job market.	Short courses and micro credentials are valued to build local workforce skills rapidly.	Emerging need for flexible, short-cycle skills development.	Jobs & Skills	Facilitator / Advocate (In partnership with BEST, TBTA , TASTAFE & DST)

HORIZON 2 INITIATIVES

Growing Local Capacity (2027-2030)

Horizon 2 focuses on deepening the region's workforce capacity by building sustainable employment pathways, strengthening small business and entrepreneurship and expanding the services and supports that enable long-term workforce participation. Initiatives in this phase require greater coordination, investment and advocacy to embed resilience into the local employment system.

Ref	Strategic Initiative Name	Strategic Initiative Purpose	Community / Feedback / Insight	EDS Insight	Guiding Pillar	Councils Role
2.01	Expanded Childcare & Access Support	Improves access to childcare and support services to remove barriers to employment, particularly for families and caregivers. Strengthens the region's ability to retain and attract a broader workforce.	Lack of accessible childcare and support services restricts workforce participation.	Childcare access is critical for workforce growth and liveability.	Liveability	Advocate / Facilitator (In partnership with BEST & DST & State Government)
2.02	Adult Reskilling & Career Transitions	Supports mature-age workers and career changers with flexible reskilling options aligned to local industries. Builds adaptability and employment resilience across the workforce.	Mature workers and job seekers want pathways to reskill for changing industries.	Need for adult workforce reskilling to support economic transition.	Jobs & Skills	Facilitator / Advocate (In partnership with TASTAFE & BEST)
2.03	Shared Apprenticeships & Entry Pathways	Establishes shared apprenticeship models and supported pathways for young and emerging workers, offering more flexible options for employers and job seekers.	Young people need clearer, supported entry points into local industries.	Difficulty creating sustainable pathways for youth employment.	Jobs & Skills	Facilitator (In partnership with BEST & Industry Organisations)
2.04	Sustainable Business & Youth Enterprise Fund	Provides support and seed funding for youth-led enterprises and sustainability-focused businesses. Encourages local entrepreneurship and new business creation.	Young people want opportunities to innovate and build their own businesses.	The entrepreneurial ecosystem is underdeveloped in regional areas.	Sustainability & Resilience	Facilitator / Provider (In partnership with BEST)
2.05	Local Business Attraction Program	Attracts new service-based businesses to the region to diversify employment opportunities, especially in growth sectors aligned with regional needs.	Limited employment variety and professional services in the region.	Business attraction is essential to diversify the local economy.	Jobs & Skills	Advocate / Facilitator (In partnership with BEST & DST)
2.06	Digital Nomads & Remote Work Promotion	Positions Tasman as a lifestyle-based destination for remote workers and digital nomads. Supports the local economy through increased population and skills attraction.	The region is seen as attractive for remote work, but opportunities need promotion.	Remote work growth is an opportunity for regional economic development.	Liveability	Advocate / Facilitator
2.07	Regional Infrastructure for Liveability	Advocates for critical infrastructure investments that enhance housing, transport, digital access and community wellbeing, strengthening Tasman's attractiveness as a place to live and work.	Infrastructure gaps are seen as limiting workforce retention and regional growth.	Infrastructure investment is critical to improving liveability and workforce access.	Liveability	Planner / Advocate
2.08	Seasonal & Migrant Workforce Access	Advocates for Tasman's inclusion in seasonal workforce visa programs support improved access to seasonal and migrant workers for key local sectors.	Seasonal labour shortages are impacting local industries such as agriculture and tourism.	Secure access to seasonal and migrant workers is critical for key industries.	Jobs & Skills	Advocate

HORIZON 3 INITIATIVES

Embedding a Resilient Future (2030-2035)

Horizon 3 shifts focus to embedding workforce development into the region's long-term planning, infrastructure, and economic frameworks. The initiatives aim to future-proof the Tasman workforce by strengthening data-driven decision-making, supporting industry diversification, and preparing for emerging workforce trends such as automation, climate change adaptation, and global mobility.

Ref	Strategic Initiative Name	Strategic Initiative Purpose	Community / Feedback / Insight	EDS Insight	Guiding Pillar	Councils Role
3.01	Workforce-Integrated Planning & Land Use	Embeds employment and workforce access considerations into local planning schemes, zoning policies and residential growth frameworks. Aligns land use decisions with workforce needs to support sustainable economic growth.	Concern that employment access is not sufficiently integrated into regional planning.	Integration of workforce needs into future land use and infrastructure planning.	Jobs & Skills	Planner / Advocate (In partnership with Development Services)
3.02	Future of Work White Paper	Commissions a strategic paper to explore future employment trends, emerging industries and workforce training needs in Tasman. Prepares the region for future workforce demands.	Recognition that future employment trends need proactive planning.	Future-proofing needed to sustain employment and economic competitiveness.	Jobs & Skills	Planner / Advocate
3.03	Industry Diversification Framework	Enable the growth of future-oriented industries, including green technology, aquaculture, health services and creative sectors. It diversifies the region's economic base to enhance long-term resilience.	Desire for more diverse employment opportunities beyond traditional industries.	Industry diversification is essential for future economic security.	Sustainability & Resilience	Facilitator / Advocate
3.04	Inclusive Jobs & Workforce Diversity Program	Promotes employment inclusion initiatives that support participation by underrepresented groups, including people with disability, Aboriginal and Torres Strait Islander peoples, migrants, refugees and multicultural communities. Strengthens workforce diversity to drive sustainable economic growth and create a more inclusive regional economy.	Barriers to employment remain for people from diverse backgrounds.	Inclusion and diversity are key to sustainable economic growth.	Workplace Conditions	Advocate / Facilitator
3.05	Activate Community Spaces for Enterprise	Repurposes underused community spaces to support local training, coworking and microenterprise development. Encourages grassroots economic activity and skills-building.	Need for local spaces that support enterprise, training, and innovation.	Activation of spaces can strengthen regional economic participation.	People & Connection	Provider / Facilitator

Implementation Approach

The successful implementation of the Tasman Council 10-Year Employment Strategy (2025–2035) will rely on a structured and collaborative approach.

The following outlines the four key components that will guide delivery—all working together to ensure the strategy remains action-focused, adaptable and impactful.



Leadership & Coordination

The successful implementation of the Tasman Council 10-Year Employment Strategy (2025–2035) will be driven through structured initiative-level planning, coordinated project management, active stakeholder partnerships and ongoing performance monitoring.



Initiative Level Implementation Plans

Each strategic initiative within the three Horizons will be supported by an Initiative Implementation Plan. Each plan will clearly define:

- The strategic goal and scope of the initiative
- Specific objectives and deliverables
- Key milestones and timelines
- Roles and responsibilities (RASCI framework)
- Identified risks and mitigation strategies
- Stakeholder engagement approach
- Performance indicators and success measures

This approach ensures that every initiative is action-oriented, accountable and adapted to local needs.



Project Management and Monitoring

All initiatives will be consolidated into a central Employment Strategy Project Plan. This plan will:

- Track the status, progress, and interdependencies of all initiatives
- Support proactive risk identification and management
- Enable early detection of delivery challenges
- Guide internal reporting and adjustments as required

The Council's Economic & Business Development Officer will coordinate ongoing monitoring through scheduled internal project reviews.



Resource Commitment

While Council will lead coordination, successful delivery will depend on active partnership and resource alignment. Council will:

- Leverage existing programs and initiatives
- Advocate for additional funding through State and Federal programs
- Facilitate strategic partnerships to support implementation

This shared commitment will ensure the Strategy remains scalable, sustainable and capable of delivering lasting employment outcomes for the Tasman region.

Appendix A: Employment Context Tasman

The Tasman region has a distinct employment landscape shaped by its aging population, seasonal economy, narrow industry base, and infrastructure limitations. Understanding the region's workforce profile and employment trends is critical to designing meaningful interventions that grow local jobs, attract and retain talent, and build a more inclusive economy.

Tasman Demographic Profile & Employment Trends

The Tasman region presents a unique demographic and employment profile. As of 2022¹, the population was **2,676**, with a median age of **57** years, significantly higher than Tasmania's (42) and Australia's (38).

Around 32.5% of residents are aged 65 and over, and over half the population is aged 45 or older, indicating an aging population and a smaller available workforce.

Only 43% (person >15 years of age) participate in the labour force, compared to 58.2% statewide. This reflects both the region's older age profile and structural barriers that limit workforce engagement such as access to Childcare. The unemployment rate in 2021 Census at 7%, being above the state average and labour participation among younger cohorts (25–44) is notably underrepresented².

Key barriers^{3,4} affecting employment include:

- **Housing** affordability and availability, particularly for working families or incoming workers.
- Limited access to **childcare**, impacting the participation of parents (especially women).
- Inadequate public **transport**, restricting job access for non-drivers or shift workers.
- Digital infrastructure challenges
- Training and education access, with few local vocational options and reliance on external providers.

The region's job market is characterised by part-time, casual, and seasonal work, particularly in tourism and hospitality, with limited full-time, year-round opportunities.



2,676
Population



57
Average Age



43%
Labour Workforce
Participation



Housing
Affordability



Digital
Infrastructure
access



Seasonal Work

Future Employment Opportunities and Industry Trends

The Tasman region holds strong potential for employment growth across several emerging and expanding industries. Based on insights from the Skills Tasmania Employment Projections Dashboard (2024-2027)⁵ and regional demographic data for Hobart and the Southeast region, sectors such as health care, tourism, construction, and education are expected to experience continued growth over the next five years.

The Health Care and Social Assistance sector is projected to grow by approximately 8.9% between 2024 and 2027, reflecting Tasman's aging population and the increasing need for aged care, disability support and home-based services. The Accommodation and Food Services sector is expected to grow by around 4.6% between the same period, continuing to drive employment through visitor accommodation, hospitality and tourism-related roles—Tasman's most visible and seasonal industry.

Construction is forecast to grow by 3.3%, fuelled by residential and infrastructure development across the region. This presents opportunities for tradespeople, apprentices, and general labourers, particularly if local training and housing access can be improved. The Education and Training sector is projected to grow by approximately 5.6%, with increasing demand for early childhood educators, VET trainers and lifelong learning pathways that support upskilling and workforce participation across age groups.

The Agriculture, Forestry and Fishing sector is projected to remain stable, but continues to offer reliable employment, especially in aquaculture and seasonal production, which are prominent in Tasman's economy.

Beyond traditional industries, there is growing potential in entrepreneurship, digital work, and micro-businesses, especially those tied to remote service delivery, creative industries and local produce. These pathways offer flexibility and resilience, enabling income diversification beyond seasonal patterns.

These projections reinforce the importance of tailoring local employment strategies to match future industry demand while addressing known structural barriers such as training access, transport and housing.



8.9%
Anticipated Health
Care sector growth.



3.3%
Forecasted
construction
growth



5.6%
Education and
Training Sector
Growth



Stability in
Agriculture, Forestry
and Fishing sector



Increase in
remote work

Other Observations and Trends

In addition to broader trends and industry projections, several region-specific insights emerged through demographic analysis^{1,2} and community feedback^{3,4,6} that provide important context for the employment landscape in Tasman. These observations help highlight both challenges and underutilised opportunities that could inform targeted interventions over the next ten years:



Young Working Families

The 25 to 44-year-old cohort is underrepresented² in the Tasman region, limiting the potential for dual-income households and long-term population renewal. Community feedback identified several barriers for young families seeking to relocate or remain in the region, including high housing costs, limited childcare availability and a narrow range of local employment options for both partners. While the lifestyle benefits of the region are seen as attractive, the current lack of family-friendly infrastructure and job diversity makes it difficult for this demographic to settle permanently. These challenges are reflected in regional demographic data, with labour force participation significantly lower than state and national averages.

Tasman has one of the oldest populations in Tasmania, with 32.5% of residents aged 65 and over. This presents an opportunity to better engage older adults as part of the local workforce. There is strong potential to support mature-age employment through targeted strategies such as local retraining and community-based job readiness programs.



Mature Workers



Transport Impacts Employment Access

Transport remains a significant barrier to employment access in the region, particularly for residents without a driver's licence or private vehicle. Insights from the Tasman Community Transport Survey (2024)⁵ indicate that 14.86% of respondents rely on a vehicle to access work opportunities and many reported turning down interviews or jobs due to limited public transport, fuel costs, or poorly timed services. These challenges are particularly acute for shift-based workers and younger jobseekers, highlighting a clear need for more flexible and integrated transport solutions that support workforce mobility.

Appendix B: Stakeholder Feedback

Engagement Approach

To inform the development of this Employment Strategy, a series of community and stakeholder engagement activities were undertaken. These activities were designed to capture a broad and diverse range of perspectives from across the Tasman municipality.



Community

Three in-person and online forums were held, bringing together over 40 participants—including employers, employees, students, business owners, community members and partner organisations such as BEST (Business & Employment Southeast Tasmania), TasTAFE and representatives from the business sector. These sessions provided valuable insights into current strengths, employment challenges and local ideas for improving job access and workforce development.



Employers

A targeted survey was completed by 8 local employers to explore workforce needs, recruitment gaps, business constraints and preferred forms of support. Most respondents represented small businesses with fewer than five employees, primarily from the tourism and hospitality, construction and trades, and agriculture, forestry and fishing sectors.



Job Seekers

More than 20 individuals contributed their perspectives on employment barriers, training access, and opportunities for local economic growth. Respondents included jobseekers, as well as current employees from various businesses and sectors.

All survey responses and forum contributions were collected anonymously. The data has been interpreted carefully, with full respect for the privacy and confidentiality of participants. These insights have directly informed the development of the proposed strategy initiatives and reflect the voices and priorities of the Tasman community.



Community

Community Forums | Feedback Summary

What is working well

Community Spirit and Connection
Natural Environment and Lifestyle Appeal
Public Sector and Local Job Stability
Tourism and Small Business Growth

Limited Workforce Availability and Reliability
Lack of Housing and Accommodation
Poor Access to Services and Infrastructure
Limited Childcare and Family Support

Challenges

Opportunities

More Local Training and Upskilling
Support for Small Business & Entrepreneurship
Childcare and Family-Friendly Investment
Improved Transport and Digital Connectivity



Community

Community Forums | Detailed Feedback

What is working well

Community Spirit & Connection

There's a strong appreciation for the close-knit nature of the region, with quotes like "everyone knows everyone" and "great community spirit."

Natural Environment & Lifestyle Appeal

The scenic beauty and relaxed lifestyle are highly valued, reflected in comments such as "beautiful environment," "beaches" and "peaceful way of life."

Public Sector and Local Job Stability

Access to nearby, stable jobs—particularly in the public sector—is praised, with phrases like "good local employment" and "secure council jobs."

Tourism and Small Business Growth

Tourism and emerging entrepreneurship are seen as strengths, with comments like "strong tourism industry", "new businesses starting" and "good for local economy."

Challenges

Limited Workforce Availability and Reliability

Many businesses struggle to find and retain staff, especially for seasonal roles, with several noting "no one wants to work" or "hard to find people willing to commit."

Lack of Housing and Accommodation

A shortage of housing, especially affordable or short-term worker accommodation, is a barrier, with comments "no accommodation for seasonal workers" and "need more rental options."

Poor Access to Services and Infrastructure

Long travel times, unreliable mobile/internet coverage, and minimal public transport were often cited, including quotes like "no public transport," "terrible phone signal" and "healthcare is far away."

Limited Childcare and Family Support

Lack of childcare was a repeated concern, expressed as "no childcare," "hard for parents to work" and "need more support for working families."

Opportunities

More Local Training and Upskilling

Suggestions to expand vocational training, youth pathways, and trade certifications were common, with phrases like "more TAFE and skills programs" and "courses delivered locally."

Support for Small Business & Entrepreneurship

Calls for mentorship, grants, and rate relief for new or small businesses appeared often, including "support for startups" and "encourage more local business."

Childcare and Family-Friendly Investment

Investing in childcare, after-school programs, and flexible work support was suggested frequently, with comments like "we need a childcare centre" and "help parents stay in the workforce."

Improved Transport & Digital Connectivity

Better transport links and faster internet were seen as essential, with remarks like "we need proper internet to work from home" and "a bus service between towns would help."





Employers

Employer Survey | Feedback Summary

What is working well

Community Connection & Support

Natural Environment & Lifestyle

Major Employers & Stable Jobs

Work-Life Balance

Workforce Shortages

Lack of Housing & Accommodation

Limited Public Transport & Service Access

Training Gaps & Skill Shortages

Challenges

Opportunities

Local Training & Education Expansion

Worker Housing Solutions

Infrastructure Upgrades

Economic Diversification & Innovation



Employers

Employer Survey | Detailed Feedback

What is working well

Community Connection & Support

A strong sense of local pride, close relationships, and helpfulness among community members are seen as key strengths.

Natural Environment & Lifestyle

Clean air, beaches, scenic landscapes, and a relaxed lifestyle make Tasman attractive for living and working.

Major Employers & Stable Jobs

Major employers like Tassal, Port Arthur Historic Site, and the Council provide consistent job opportunities and local employment.

Work-Life Balance

Short commutes, flexible schedules, and small teams support a better quality of life and employee wellbeing

Challenges

Workforce Shortages

Many businesses struggle to find reliable staff, especially for seasonal, casual, or trade roles.

Lack of Housing & Accommodation

A shortage of affordable rental or short-term accommodation is a major barrier for workers.

Limited Public Transport & Service Access

Poor connectivity and long travel distances reduce access to jobs and essential services.

Training Gaps & Skill Shortages

Gaps in local training and trades, IT, administration and hospitality skills limit workforce development.

Opportunities

Local Training & Education Expansion

Deliver more on-the-ground or flexible training options tailored to local industry needs.

Worker Housing Solutions

Develop affordable housing or short-stay options to attract and retain workers across industries.

Infrastructure Upgrades

Improve digital connectivity, transport, and service access to support workforce growth and liveability.

Economic Diversification & Innovation

Support small business, entrepreneurship, and emerging industries beyond tourism and agriculture



Job Seekers

Job Seeker Survey | Feedback Summary

What is working well

Natural Environment & Lifestyle

Strong Community Feel

Work-Life Balance & Proximity

Major Employers & Job Security

Limited Job Diversity & Career Growth

Access to Childcare, Health & Transport

Digital Connectivity Issues

Low Pay & Job Insecurity

Challenges

Opportunities

Expand Local Training & Education

Improve Infrastructure & Digital Access

Attract Diverse Industries

Enable Remote & Flexible Work



Job Seekers

Job Seeker Survey | Detailed Feedback

What is working well

Natural Environment & Lifestyle

Tasman's peaceful surroundings and natural beauty are highly valued by locals.

Strong Community Feel

A close-knit, friendly, and supportive community creates a positive living and working environment.

Work-Life Balance & Proximity

Short commutes and being able to live and work locally support wellbeing and lifestyle balance.

Major Employers & Job Security

Organisations like Tassal, Port Arthur, Historic Site and the Council provide stable jobs and career entry points.

Challenges

Limited Job Diversity & Career Growth

A narrow job market, focused on tourism and casual roles, limits long-term career pathways.

Access to Childcare, Health & Transport

A Lack of local services makes it harder to participate fully in the workforce.

Digital Connectivity Issues

Poor internet and mobile coverage impact remote work, training and basic access.

Low Pay & Job Insecurity

Wages are often lower than metro areas and many roles are seasonal or part-time.

Opportunities

Expand Local Training & Education

Offer more relevant, accessible skills programs and pathways for locals to upskill and work locally.

Improve Infrastructure & Digital Access

Strengthen transport, mobile service and internet to enable remote work and better access to jobs.

Attract Diverse Industries

Encourage growth in Health Care, trades and other non-tourism sectors to boost employment variety.

Enable Remote & Flexible Work

Support more residents to work from home or part-time through hybrid and remote opportunities.

Appendix C: Stakeholder Feedback | By Guiding Pillar



1. LIVEABILITY

The overall quality of life in the region, considering factors that make it desirable to live and work in the Tasman region.

Collective Sentiment

“The region’s natural beauty and peaceful lifestyle are highly valued, but liveability is increasingly undermined by housing shortages, service gaps and rising costs”

Employer

“Strong positive sentiment about the natural environment, lifestyle appeal, and low crime. However, major concerns include housing shortages, cost of living and lack of infrastructure (e.g. gym, healthcare, transport).”

Job Seekers

“Highly value the peaceful environment, short commutes, and community feel. Negative sentiment revolves around affordability, healthcare access, limited housing and service gaps (like child care or public transport).”

Community

“Strong pride in lifestyle, nature, and safety. However, significant concern about housing availability, development pressure and isolation from major service.”



2. PEOPLE & CONNECTION

The availability of essential and lifestyle-enhancing facilities that support daily living, and the sense of belonging and integration that employees and their families feel within the local community.

Collective Sentiment

“A strong sense of community and belonging exists, yet digital access, social infrastructure and inclusive support for new residents and families need improvement.”

Employer

“Community spirit and connectedness are seen as major assets. However, concerns include the lack of childcare, patchy digital access and limited support services for new residents.”

Job Seekers

“Value close-knit community and familiarity, but some note the difficulty in maintaining professional boundaries in small communities. Lack of youth activities, health services and digital connectivity impacts this pillar.”

Community

“Strong emphasis on neighbourly connection, cultural identity and social cohesion. Suggestions focused on better integration of new residents, more inclusive events and community health infrastructure.”



3. JOBS & SKILLS

The ability for employees to grow professionally and develop their skills over time.

Collective Sentiment

“ While job availability exists in key sectors, limited local training, career diversity and clear development pathways are constraining long-term workforce growth. ”

Employer

“ Significant concern over skills shortages in trades, tourism and admin. Positives include the availability of jobs in tourism/agriculture and some local training options, but more tailored programs are needed. ”

Job Seekers

“ Mixed experience – some note strong on-the-job training and pathways; others report very limited career progression, especially in non-tourism fields. Calls for more localised and flexible training. ”

Community

“ Skills gaps and lack of accredited local training are consistent themes. There's strong support for improved vocational education, better promotion of existing roles and business-school partnerships. ”



4. WORKPLACE CONDITIONS

The experience employees have within their jobs, including fairness, security and overall satisfaction.

Collective Sentiment

“ Small teams and flexible roles contribute to positive experiences, but low wages, seasonal work and retention challenges persist across many industries. ”

Employer

“ Flexibility, small team dynamics, and work-life balance are viewed as positives. However, wage competitiveness, retention and casual work reliance remain issues. ”

Job Seekers

“ Positive reflections on job flexibility and team culture, especially in council/government roles. Challenges include seasonal instability, limited job opportunities and pay inequity. ”

Community

“ Work-life balance and secure government roles were mentioned positively. Seasonal instability, short-term contracts and limited permanent roles were flagged as problems. ”



5. SUSTAINABILITY & RESILIENCE

The strength and sustainability of the local economy, including how well it supports residents and encourages reinvestment.

Collective Sentiment

“There is shared recognition of the need to diversify the economy, strengthen local spending and build long-term resilience beyond tourism dependency.”

Employer

“Recognise the need to diversify beyond tourism and agriculture. There is a desire to keep local spending within the region and encourage circular economy practices.”

Job Seekers

“Sustainability is tied to the presence of anchor employers and potential for remote work, but also to challenges around youth retention and economic diversity.”

Community

“Strong focus on economic diversification, environmental preservation and reducing dependency on seasonal industries. Calls for local spending initiatives and business development support.”

Appendix D: Stakeholder Engagement | Collective Trends & Insights

This section provides a summary of the collective feedback gathered through stakeholder engagement activities, including community consultation sessions and surveys with employers, job seekers and community members. It presents the aggregated ratings shared by participants on the Tasman region’s current performance across the five guiding pillars: **Liveability, People and Connection, Jobs and Skills, Workplace Conditions and Sustainability and Resilience**. In addition to these ratings, the section includes collectively themed insights that reflect the most frequently mentioned challenges, strengths, and opportunities related to employment and the guiding pillars. Together, these insights have shaped the development of the employment strategy and the supporting initiatives outlined in this document.

Chart A presents the aggregated average ratings from employers, job seekers, and community members on how they perceive the Tasman region’s current performance across each of the five guiding pillars, scored out of 10.

The results highlight People & Connection as the lowest-rated pillar at 5.2, suggesting a need to strengthen community ties, belonging and access to social infrastructure. In contrast, Workplace Conditions and Liveability received the highest ratings at 6.0, indicating relative strengths in work environments and quality of life.

Despite these differences, all pillars were rated at 6.0 or below, signalling that while some areas are perceived more positively, there remains room for improvement across all pillars to better support sustainable, inclusive employment outcomes in the region.



Chart A

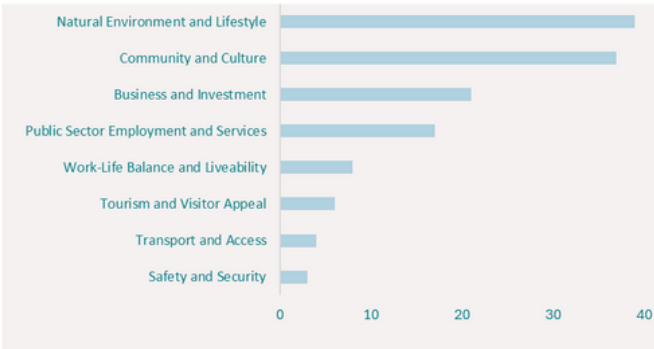


Chart B

Chart B highlights the most frequently reported strengths of the Tasman region, based on feedback from community members, job seekers and employers.

The top strengths identified include the region’s natural environment and lifestyle, a strong sense of community and culture and the presence of emerging opportunities for business growth and investment.

These areas were consistently acknowledged as key assets that contribute positively to the region’s appeal as a place to live, work and do business.

Chart C presents the most frequently reported challenges facing the Tasman region, drawn from collective feedback provided by community members, job seekers and employers.

The top challenges identified include transport and connectivity, training and skills development and limited access to jobs and workforce participation.

Other commonly mentioned issues relate to childcare availability, housing affordability and seasonal employment instability, all of which impact the region’s ability to attract, retain, and support a sustainable local workforce.

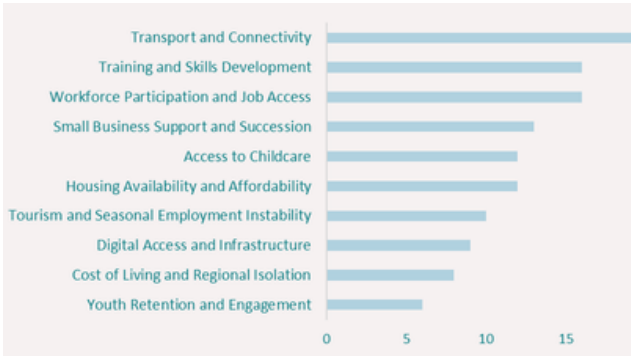


Chart C



Chart D

Chart D highlights the most frequently reported opportunities for the Tasman region, as identified through feedback from community members, job seekers and employers.

The leading opportunities include local business development, employment and workforce growth, and education and skills training. Other areas identified for potential improvement and investment include community infrastructure, tourism expansion and transport and accessibility.

These insights reflect a strong interest in initiatives that build local capacity, create jobs, and support long-term regional resilience.



Appendix E: Key Performance Indicator Score Card

No	Key Performance Indicator (KPI)	Indicator Type	Suggested Data Source	Frequency
1	Workforce participation rate (priority groups) Young people, mature-aged, and underrepresented groups	Outcome	ABS Census, Jobs Tasmania data, local survey	Annual
2	% of employers reporting improved attraction and retention	Perception	Council-administered employer survey	Annual
3	# of residents completing job readiness, training or work experience	Output	Program and RTO records, partner reports	Quarterly / Annual
4	Community satisfaction with liveability enablers (e.g. housing, transport, childcare, digital)	Perception	Biennial community survey	Biennial
5	Unemployment rate (Tasman LGA)	Contextual / Outcome	Jobs and Skills Australia – SALM data	Quarterly

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Further Information



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