



Early Childhood Australia
A voice for young children

EYSAC WORKFORCE INITIATIVE ACTION PLAN



**EYSAC
Workforce
Initiative**



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ABOUT ECA

Early Childhood Australia (ECA) is a not-for-profit, membership-based organisation that was first incorporated in 1938. We work at both the national and local levels, with active State and Territory Committees in each Australian jurisdiction and a National Board of Directors. Our membership includes early childhood professionals, services, schools and organisations that share a commitment to the rights and wellbeing of young children.

Our vision is that every young child is thriving and learning. To achieve this, we champion the rights of young children to thrive and learn at home, in the community, within early learning settings and through the early years of school. Our work builds the capacity of our society and the early childhood sector to realise the potential of every child during the critical early years from birth to the age of eight.

Find out more at: www.earlychildhood.org.au

OUR
VISION:
EVERY
YOUNG
CHILD IS
THRIVING
AND
LEARNING

ACKNOWLEDGMENT OF COUNTRY

We acknowledge the traditional and ongoing custodians of Lutruwita (Tasmania) where we live and work each day. We pay respect to Elders past and present and recognise that Aboriginal peoples have been nurturing and teaching children on this land for thousands of years; we honour and respect that role and the strength of the Aboriginal Communities today.



BACKGROUND

ECA Tasmania is the architect of the original Early Years and School Age Care (EYSAC) Workforce Strategy, reflecting a shared commitment to strengthening, valuing, and sustaining the Tasmanian education and care workforce. The revised strategy has been developed collaboratively by the ECA Tasmania Committee and the EYSAC Workforce Initiative delivered by ECA National. Shaped through comprehensive, meaningful consultation with key stakeholders, and community partners across the whole of Tasmania, the strategy reflects the authentic experiences and aspirations of those working at the heart of our sector. The strategic priorities establish a shared strategic direction for strengthening workforce development across Tasmania.

This document outlines the specific activities, and contributions that will be undertaken by the EYSAC Workforce Initiative to support the delivery of the EYSAC Workforce Strategy and associated workforce outcomes. It outlines the practical steps we will take, guided by evidence, informed by community voice, and grounded in our collective vision for a thriving Tasmanian workforce.

We look forward to working with our partners across the education and care ecosystem to bring this strategy to life and create a future where our workforce is empowered, respected, and positioned for long-term success.

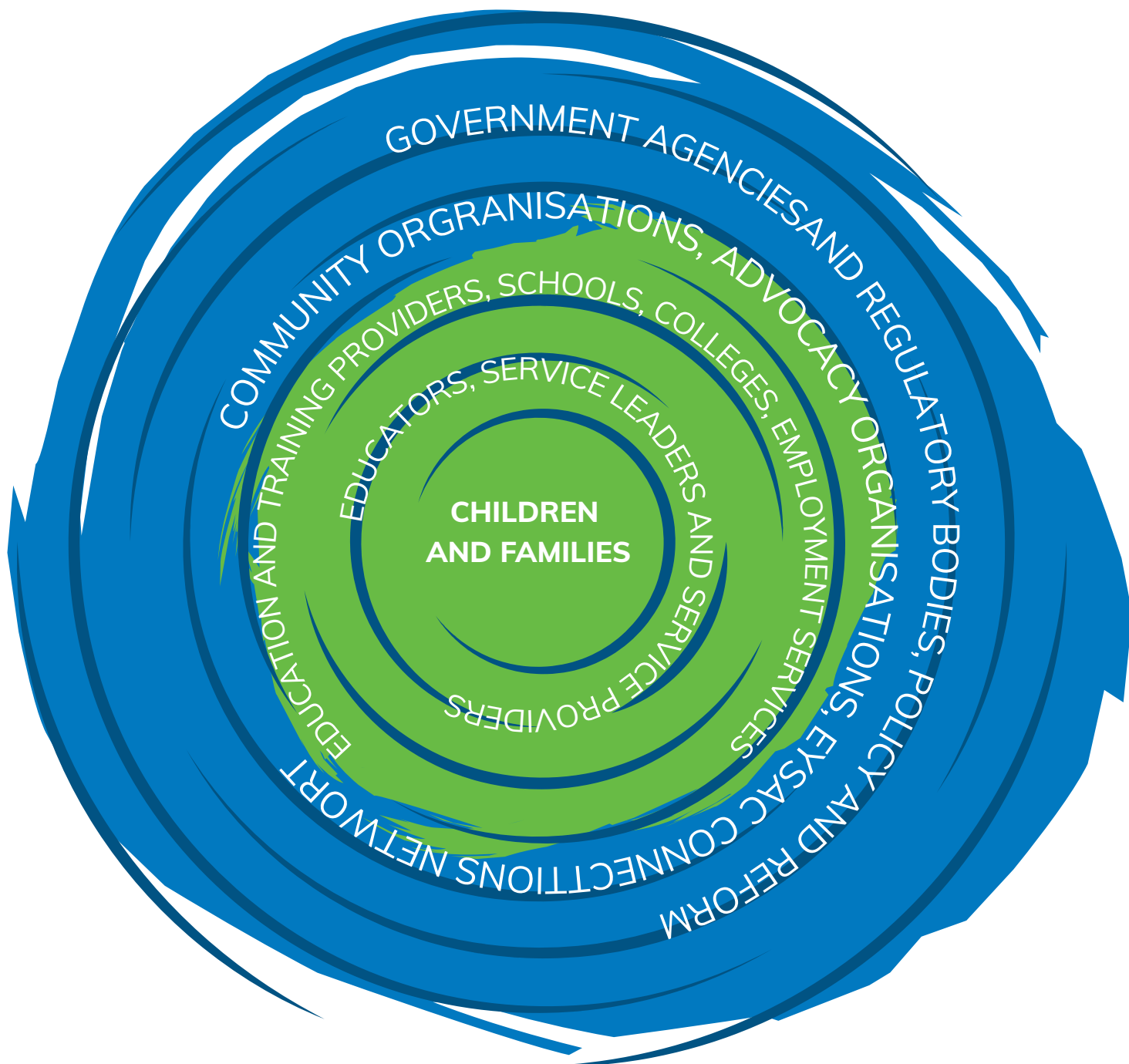
CONTEXT

The education and care workforce is the foundation of a strong and prosperous Tasmania. It supports the wellbeing, learning, and development of our children and young people, while enabling families to participate in the workforce and contribute to the state's economic and social prosperity.

This Action Plan sets out a bold and practical roadmap to grow, retain, and elevate the education and care workforce in Tasmania. It reflects the collective ambition of our sector to ensure that every child, educator, and our community can thrive.

This work is strengthened through genuine partnership across government, service providers, and the broader community, ensuring continued investment in people, stronger services, and a brighter future for Tasmania.

STAKEHOLDERS



This infographic illustrates the broad and interconnected network of stakeholders who shape, support, and benefit from the EYSAC Workforce Initiative. At the heart of the Initiative are children and families, whose wellbeing and development drive every action.

Surrounding them are the educators, sector leaders, and service providers who deliver quality education and care. Their work is supported by government agencies, training organisations, employment services, and broader stakeholders which provide policy direction, funding, and pathways into the workforce.

The Initiative is strengthened by community organisations, advocacy bodies, and the EYSAC Connections Network. Together, these stakeholders form a collaborative ecosystem committed to building a strong, sustainable, and responsive workforce for Tasmania's future.



GOVERNANCE

The current governance of the EYSAC Workforce Initiative is designed to ensure strong leadership, sector alignment, and accountability across all phases of implementation. Delivery of the Action Plan is undertaken within the existing funding of the Workforce Connections Program, ensuring continuity, coordinated effort, and alignment with established workforce priorities.

PROJECT SPONSOR

The Tasmanian Government, Department of State Growth, is the Project Sponsor. As a key government partner, the Department provides funding support to advance workforce development outcomes that contribute to Tasmania's economic and social prosperity. Their sponsorship reflects a whole of government commitment to strengthening the education and care sector.

INDUSTRY SKILLS COMPACT

The Industry Skills Compact is a formal agreement established between Skills Tasmania and the education and care sector to support a sustainable, highly skilled current and future workforce. It provides a collaborative framework for partners to deliver on shared workforce and training priorities, aligning with government strategies and labour market needs, and strengthening industry engagement through joint commitments to planning, training advice, and workforce development initiatives.

PROJECT OWNER

The Project Owner is ECA who is responsible for leading the delivery of the currently funded programs within the EYSAC Workforce Initiative. ECA brings deep expertise in education and care policy, advocacy, and workforce development, and ensures the project is aligned with the Tasmanian context and priorities, as well as national research, evidence and best practice. ECA oversees planning, delivery, stakeholder engagement, reporting, and continuous improvement.

PROJECT PARTNER

The ECA Tasmania Committee provides stewardship of the EYSAC Workforce Strategy, ensuring a strong, sector-led approach to workforce development across Tasmania. The Committee supports the EYSAC Workforce Initiative through subject matter expertise, strategic advice and partnership in shared advocacy efforts. This collaborative approach strengthens the Initiative's ability to respond to workforce challenges, engage the sector, and advance priorities that support a sustainable, capable and valued education and care workforce.



EYSAC CONNECTIONS NETWORK

The EYSAC Connections Network, comprising the Innovation Network and Regional Networks, is a cornerstone of the Action Plan's collaborative, connected and future-focused approach. Grounded in collective impact, co-design and community-led development principles, the Connections Network provides a mechanism for workforce priorities, challenges and opportunities to be identified, explored and progressed in partnership with the sector.

The Network creates meaningful opportunities for educators, leaders, services, organisations and stakeholders to contribute to workforce development, ensuring that activities within the Action Plan are informed by lived experience, local context and emerging sector needs. This approach reflects the values of the education and care sector, recognising the importance of agency, relationships, inclusion, professional expertise and shared responsibility for change.

Through the Innovation Network and Regional Networks, the EYSAC Workforce Initiative supports sector-led collaboration, knowledge sharing and innovation. These networks provide a platform for workforce voices to be heard, strengthen connections across regions and service types, and support the identification of practical responses to workforce challenges.

The Connections Network also enables workforce champions to emerge, drawing on the expertise, experience and commitment that exists across the sector. By fostering strong relationships and collective ownership, the Network supports the development and implementation of responsive and sustainable workforce initiatives shaped by those most directly affected by them. The Connections Network plays a critical role in informing actions, testing ideas, identifying emerging issues and supporting the delivery of workforce development activities across Tasmania. This helps ensure that the Action Plan remains connected, evidence-informed and responsive to the changing needs of the sector.



ABOUT THE CURRENT PROGRAMS

The programs outlined represent existing activity delivered as part of the EYSAC Workforce Initiative, as well as emerging priorities and are subject to ongoing refinement and review. Program scope, delivery mechanisms, and intended outcomes may be adjusted, and expanded and new programs developed in response to evolving sector demand, available funding streams, and shifts in the broader policy environment.

PROJECT MANAGER

As a connector and catalyst for change, the Project Manager plays a pivotal leadership role in driving the success of the EYSAC Workforce Initiative. This role fosters collaboration across all the key stakeholders to design and deliver innovative workforce solutions including the activation and support of sector champions, individuals and organisations who bring lived experience, leadership, and momentum to the strategy's implementation. By enabling these champions and coordinating strategic programs, the Project Manager strengthens the sector's capacity to remain responsive and empowered to shape its own future.

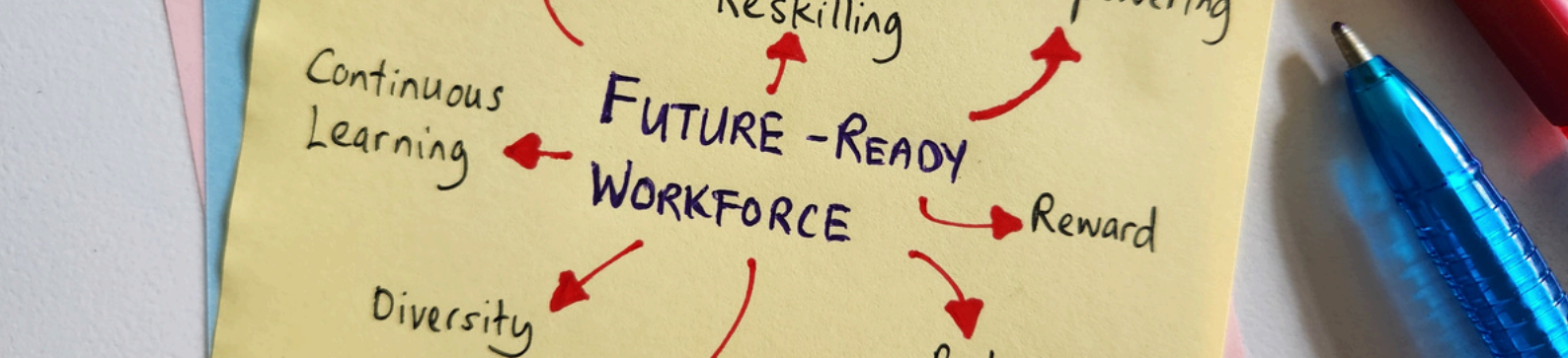
EYSAC ONLINE HUB & MEDIA CHANNELS

Digital tools are central to engaging the sector. They enable the delivery of accessible information, the sharing of innovative practice, and the growth of professional networks and advocacy across the education and care community.

Through a coordinated digital presence, including the EYSAC Online Hub, social media, and communication material, the approach fosters a culture of collaboration and continuous learning. These tools support educators and stakeholders to:

- Access and contribute to evolving resources
- Stay informed about strategic initiatives and opportunities
- Share insights and innovations from practice
- Build connections that strengthen collective action

This integrated approach ensures that communication is not just one way, it's a shared effort. By amplifying voices, showcasing leadership, and supporting champions, digital tools help embed the work into everyday practice and grow the sector's capacity to lead its own transformation.



WORKFORCE CONNECTIONS PROGRAM

The Workforce Connections Program's core purpose is to build leadership capability across the education and care sector, empowering individuals and organisations to actively engage in workforce planning and development.

Through tailored coaching support, collaborative projects, and sector-led engagement, the program strengthens the capability of educators, leaders, and stakeholders. It fosters a culture of shared responsibility and strategic action, enabling participants to grow their networks, deepen their expertise, and contribute meaningfully to Tasmania's workforce transformation.

The program is a key enabler of the Action Plan, building leadership capability and addressing current and future workforce trends through strategic workforce planning and development.

WORKFORCE DEVELOPMENT SCHOLARSHIP PROGRAM

The Workforce Development Scholarship Program aims to strengthen the education and care workforce across Tasmania by supporting up to 200 individuals to undertake qualifications in early childhood certificate III, diploma, and bachelor's and master's degrees. In addition to financial incentives, the program offers wraparound support to participants, including mentoring, professional development, and connection to peer networks, to ensure participants are well equipped to succeed and thrive in the sector.

The program also includes relocation and retention incentives specifically designed to encourage participants to live and work in remote and hard-to-staff areas, such as King Island, Flinders Island, and Tasmania's West Coast.

Together, these programs support the strategic actions outlined in this Plan by:

- Increasing access to formal qualifications and career pathways
- Strengthening regional and remote workforce capacity
- Promoting sector-led innovation and collaboration
- Enhancing qualification completion rates and retention through wrap around support



ABOUT THE ACTION PLAN

This Action Plan is grounded in extensive consultation, collaboration, and connection across Tasmania's education and care sector. It draws on local, state, and national research and evidence, while being shaped by the lived experience, professional expertise, and insights of educators, service leaders, sector representatives, training providers, government partners, and other key stakeholders. Through this approach, the Action Plan reflects both the current realities and future aspirations of the Tasmanian workforce.

Central to the development of this Action Plan has been the EYSAC Connections Network, a sector-led forum established to drive collaboration, innovation, and shared problem solving. The Network has provided a vital mechanism for co-designing priorities, testing ideas, and informing strategic direction across workforce attraction, retention, capability development, and leadership.

Importantly, this Action Plan aligns with, informs, and contributes to the National Children's Education and Care Workforce Strategy (2021-2030), Shaping Our Future. While supporting a coordinated national approach to addressing shared workforce challenges, the Plan is intentionally contextualised for Tasmania, reflecting the state's workforce profile, service delivery environment, and strategic priorities. In doing so, it creates a bridge between national reform efforts and local action, ensuring that Tasmania is both contributing to and benefiting from broader sector-wide workforce development initiatives.



EARLY YEARS AND SCHOOL AGE CARE WORKFORCE STRATEGY

VISION

A thriving, professional, and empowered Tasmanian early years and school age care (EYSAC) workforce, driven by leadership, collaboration, and shared purpose.

The EYSAC Workforce Strategy, developed by the ECA Tasmania Branch, provides the long-term vision and strategic framework for strengthening Tasmania's education and care workforce. This Action Plan has been developed to operationalise that vision, translating the Strategy's focus areas and priorities into practical, measurable actions that can be implemented across the sector.

01

PROFESSIONAL IDENTITY, RECOGNITION AND EMPOWERMENT

Strengthen the visibility, value and professional standing of the education and care workforce across Tasmania.

04

PATHWAYS, PIPELINES AND WORKFORCE ACCESS

Strengthen and diversify workforce entry, participation and progression pathways across Tasmania.

02

WORKFORCE WELLBEING, BELONGING AND SUSTAINABILITY

Create the conditions for educators to thrive through wellbeing, inclusion, connection and psychologically safe workplaces.

05

FUTURE FOCUSED WORKFORCE SYSTEM, COLLABORATION AND INNOVATION

Drive connected, evidence-informed and future ready workforce development across the sector.

03

LEADERSHIP, PRACTICE AND WORKFORCE CAPABILITY

Build contemporary leadership and practice capability across the sector to meet the changing needs of children, families and communities.



EARLY YEARS AND SCHOOL AGE CARE WORKFORCE STRATEGY

EYSAC WORKFORCE INITIATIVE ACTION PLAN

01

PROFESSIONAL IDENTITY, RECOGNITION AND EMPOWERMENT

Strengthen the visibility, value and professional standing of the education and care workforce across Tasmania.

EYSAC WORKFORCE INITIATIVE ACTIONS

- Promote the value and contribution of the education and care workforce, strengthening recognition of its role in supporting strong communities, a healthy economy, and positive outcomes for children and young people.
- Co-design shared advocacy priorities and principles to support a unified and evidence-informed sector voice.
- Promote consistent professional language across the sector, government, media and community to strengthen workforce identity and recognition.
- Support leaders to act as sector advocates and champions, strengthening professional identity and influence across Tasmania.
- Promote workforce confidence, professional identity and career pride by recognising and celebrating the contribution of educators across Tasmania.



EARLY YEARS AND SCHOOL AGE CARE WORKFORCE STRATEGY

EYSAC WORKFORCE INITIATIVE ACTION PLAN

02

WORKFORCE WELLBEING, BELONGING AND SUSTAINABILITY

Create the conditions for educators to thrive through wellbeing, inclusion, connection and psychologically safe workplaces.

EYSAC WORKFORCE INITIATIVE ACTIONS

- Build service capability to embed wellbeing as a core element of workforce planning, leadership and organisational practice, creating the conditions for an engaged, sustainable and thriving workforce.
- Support leaders to foster inclusive and connected workplace cultures that recognise and value diversity, promote belonging, and respond to the unique needs of individuals and teams.
- Develop leaders' capability to create psychologically safe, supportive and high-performing teams.
- Strengthen mentoring, coaching and professional development practices that contribute to workforce wellbeing and sustainability.



EARLY YEARS AND SCHOOL AGE CARE WORKFORCE STRATEGY

EYSAC WORKFORCE INITIATIVE ACTION PLAN

03

LEADERSHIP, PRACTICE AND WORKFORCE CAPABILITY

Build contemporary leadership and practice capability across the sector to meet the changing needs of children, families and communities.

EYSAC WORKFORCE INITIATIVE ACTIONS

- Support the development of leadership capability at all levels, enabling emerging and established leaders to influence, mentor and guide workforce development.
- Identify and support emerging leaders to build leadership capability and strengthen future sector sustainability.
- Strengthen leaders' capability in strategic workforce planning, succession planning and workforce sustainability.
- Build leaders' capability to attract, develop, retain and grow high-quality teams that support quality practice and future workforce needs.



EARLY YEARS AND SCHOOL AGE CARE WORKFORCE STRATEGY

EYSAC WORKFORCE INITIATIVE ACTION PLAN

04

PATHWAYS, PIPELINES AND WORKFORCE ACCESS

Strengthen and diversify workforce entry, participation and progression pathways across Tasmania.

EYSAC WORKFORCE INITIATIVE ACTIONS

- Support career progression pathways that encourage workforce retention, advancement and long-term participation in the sector.
- Promote place-based workforce solutions that address regional and local workforce shortages.
- Support the development of coordinated attraction and pathway initiatives that increase workforce participation and create accessible entry points into the education and care sector.
- Facilitate connections between individuals, employers, training providers and support services to strengthen workforce participation and career pathways.
- Provide targeted opportunities that reduce financial barriers to qualification attainment, career progression and workforce participation.
- Strengthen support systems for learners and trainees to reduce barriers to participation and completion.
- Identify barriers to qualification completion and advocate for system-level solutions that improve access, participation and successful completion of training pathways.



EARLY YEARS AND SCHOOL AGE CARE WORKFORCE STRATEGY

EYSAC WORKFORCE INITIATIVE ACTION PLAN

05

FUTURE-FOCUSED WORKFORCE SYSTEM, COLLABORATION AND INNOVATION

Drive connected, evidence-informed and future-ready workforce development across the sector.

EYSAC WORKFORCE INITIATIVE ACTIONS

- Support a coordinated and evidence-informed approach to workforce advocacy and sector development.
- Build stronger partnerships with government, industry, education and community stakeholders.
- Strengthen strategic workforce planning capability across the sector by supporting leaders to identify and respond to emerging workforce trends, challenges and opportunities.
- Ensure training and professional development opportunities are responsive to changing workforce requirements.
- Support flexible and innovative approaches that strengthen workforce sustainability and future readiness.
- Collect and share workforce insights to inform evidence-based workforce planning, policy development and sector responses.





EVALUATION AND MEASUREMENT

Robust evaluation and measurement are essential to understanding the impact of the Action Plan and ensuring continuous improvement. This Action Plan commits to a transparent and evidence informed approach to tracking progress, identifying challenges, and celebrating success.

Evaluation will focus on both quantitative and qualitative indicators, including:

- Workforce participation, engagement, and retention rates and trends (where available)
- Case studies and testimonials
- Program engagement data
- Completion rates of qualifications and training
- Regional and remote workforce growth
- Stakeholder engagement and satisfaction
- Impact of capability development and sector-led initiatives

While the evaluation will draw on the indicators listed above, the program's network-based activities often generate diverse, organic and emergent outcomes. As such, additional measures may be incorporated to capture the breadth of impact where appropriate.

Regular reporting cycles will be established, with data collected through surveys, program feedback, stakeholder consultations, and sector-wide engagement. The Innovation Network will play a key role in interpreting findings, identifying emerging trends, and informing adaptive responses.

Measuring success in the EYSAC Workforce Initiative and associated Action Plan presents unique challenges. The nature of the work is deeply relational, long-term, and influenced by a wide range of social, economic, and personal factors. Outcomes such as educator retention, professional growth, and improved child development are not always immediately visible or easily quantified. Additionally, the diversity of service types, geographic contexts, and individual journeys means that success may look different across communities. While data and evidence are critical, it is equally important to capture stories of impact, lived experience, and sector feedback to build a holistic understanding of progress. This Action Plan embraces both measurable indicators and qualitative insights to ensure evaluation reflects the complexity and richness of the workforce it seeks to support.



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