Workforce Insights has been developed to inform government skills planning and to support employers and individuals to make informed workforce and skill development decisions.
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About Workforce Insights

At the beginning of 2019, the South Australian government established eight Industry Skills Councils (ISCs) to strengthen industry’s voice in skills and workforce development, and to ensure that funding for skills and training is directly aligned to industry priorities.

Workforce Insights brings together advice from ISCs and their networks, labour market and training data and industry research to explore the latest trends in skills and workforce development. In developing these reports, the Training and Skills Commission has adopted an industry centred approach, so you can be sure the insights have been endorsed by industry leaders. The reports were developed prior to, and in the early stages of, the global outbreak of Coronavirus (COVID-19), and it is evident that significant disruption has since occurred – impacting both industry and the demand for a skilled workforce, as well as the ability of employers to commence and retain apprentices and trainees. The need for further consideration of the impacts relevant to each industry is noted, and work in this regard has commenced.

Workforce Insights has been developed to inform government skills planning and to support employers and individuals to make informed workforce and skill development decisions. Workforce Insights will continue to evolve and be updated as additional research is undertaken and new information becomes available.

Thank you to all those who supported the development of these industry-led, sector-driven documents. Individually and collectively your contribution to the skilling and development of South Australia’s current and future workforce has been immense.

For further information, visit tasc.sa.gov.au/workforce-insights
Community services

Community services are typically provided by government and the not for profit sector, although the for-profit sector is also involved through operations such as aged care facilities.

The community services sector is comprised of a wide range of sub-sectors including adult community education, aged and disability care, residential care, employment services and other interest group services. Community services does include childcare, however that subsector has been included in the Education and Service Sector Industry Skills Council.

Health, disability, aged care and community services provide support and care to the most vulnerable people in society. The complex health needs of consumers mean that services are often multidisciplinary and interrelated, not mutually exclusive.

It is recommended that the care sector Workforce Insights are read in conjunction with each other to improve understanding of the relationship between services and the complexity of service provision.

Increasing numbers of higher skilled workers are needed in the care sector. There are growing expectations that staff can work collaboratively to ensure consumer-centred care that minimises consumer and workforce risk and improves health outcomes. Support is needed to foster and develop a more empathic, agile, multi-skilled, mobile workforce that can work across sub sectors.
Key findings

• The community services sector is expected to grow over the next five years, driven by a combination of the NDIS, government funding, income and donations. NDIS consumer movement between services creates some instability for community service providers.

• For many community cohorts, homogeneous services create barriers and further disadvantage vulnerable people.

• There is potential for the community services sector to move to a more person-centred care model, to offer services tailored to the specific needs of consumers.

• Working conditions, including low wages and casualisation, mean retention is a problem for the sector.

• The community services workforce must reflect the diversity of the community and the consumers that access services.

• The lack of adequate services in regional areas adds to the disadvantage faced by vulnerable people in these locations.

• A reliance on fly in, fly out health and community services workers in regional and remote areas restricts the development of trusting relationships for consumers, and limits the ability of regional communities to build their own workforce.
Industry outlook

The community services sector is expected to grow over the next five years, driven by a combination of government funding, income and donations.1 Many people accessing the support services sector are vulnerable or have long-term disabilities. Community and welfare services are designed to support vulnerable people within a community setting, in line with contemporary legislation and community perspectives.2 Community services can include early intervention services, preventative programs, crisis responses, various types of counselling interventions, children and youth services, and mental health services. Services must reflect and respond to the needs and complexity of individuals and cohorts such as:

- Aboriginal and Torres Strait Islander people and communities
- people of culturally and linguistically diverse (CALD) backgrounds
- people in regional, rural and remote communities
- people identifying as lesbian, gay, bi-sexual, transgender, intersex, queer and asexual (LGBTIQA+)
- young people
- people who are homeless or at risk of becoming homeless
- veterans
- people who are socially and economically disadvantaged
- families and children
- carers.

For these and other community cohorts, homogeneous services create barriers and further disadvantage vulnerable people. There is overlap between many of these cohorts in terms of access and needs, for example, addressing the needs of a young LGBTIQA person who is also Aboriginal and who lives in a remote community.

There is potential for the community services sector to move to a more person-centred care model, as is becoming more prevalent in the aged care and disability sectors, to empower individuals to choose the services and providers that best suit their needs. Should this occur there may be significant implications for the workforce and its training.

The community services sector typically offers relatively low wages, which is an ongoing point of contention for employees and the broader sector.3 Casualisation and high staff turnover affect both the quality of services delivered to consumers and workers’ ability to establish a career pathway, including justifying investing in their professional development.4

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1 | Skills IQ, Direct Client Care and Support Industry Reference Committee Skills Forecast: Direct Client Care and Support (2019), page 18
2 | Ibid, 18
3 | Ibid, 20
4 | Ibid, 20
Skill shortages

Skill shortages includes occupations or skills that have been identified by Industry Skills Councils as currently experiencing a skills shortage.

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Region</th>
<th>Industry</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Art therapist and other alternative therapists</td>
<td>South Australia</td>
<td>Social Assistance Services</td>
<td>Occupation</td>
</tr>
<tr>
<td>Child protection worker</td>
<td>South Australia</td>
<td>Social Assistance Services</td>
<td>Occupation</td>
</tr>
<tr>
<td>Environmental Health Professionals</td>
<td>South Australia</td>
<td>Social Assistance Services</td>
<td>Occupation</td>
</tr>
<tr>
<td>Manager—Community Services</td>
<td>South Australia</td>
<td>Social Assistance Services</td>
<td>Occupation</td>
</tr>
<tr>
<td>Mental Health Nurse</td>
<td>South Australia</td>
<td>Social Assistance Services</td>
<td>Occupation</td>
</tr>
<tr>
<td>Mental Health Worker</td>
<td>South Australia</td>
<td>Social Assistance Services</td>
<td>Occupation</td>
</tr>
<tr>
<td>Nurse</td>
<td>South Australia</td>
<td>Social Assistance Services</td>
<td>Occupation</td>
</tr>
<tr>
<td>Pastoral Worker</td>
<td>South Australia</td>
<td>Social Assistance Services</td>
<td>Occupation</td>
</tr>
<tr>
<td>Pharmacist</td>
<td>Regional</td>
<td>Social Assistance Services</td>
<td>Occupation</td>
</tr>
<tr>
<td>Social Worker</td>
<td>South Australia</td>
<td>Social Assistance Services</td>
<td>Occupation</td>
</tr>
<tr>
<td>Volunteers</td>
<td>South Australia</td>
<td>Social Assistance Services</td>
<td>Occupation</td>
</tr>
<tr>
<td>Welfare Support Worker</td>
<td>South Australia</td>
<td>Social Assistance Services</td>
<td>Occupation</td>
</tr>
<tr>
<td>Youth Worker</td>
<td>South Australia</td>
<td>Social Assistance Services</td>
<td>Occupation</td>
</tr>
<tr>
<td>Digital literacy (basic to advanced)</td>
<td>South Australia</td>
<td>Social Assistance Services</td>
<td>Skill</td>
</tr>
<tr>
<td>Soft, interpersonal and employability skills</td>
<td>South Australia</td>
<td>Social Assistance Services</td>
<td>Skill</td>
</tr>
</tbody>
</table>
Critical occupations

Critical occupations includes occupations or skills that have been identified by Industry Skills Councils and include occupations that are deemed critical to achieving industry growth potential.

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Industry</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mental Health Worker</td>
<td>Social Assistance Services</td>
<td>Occupation</td>
</tr>
<tr>
<td>Occupational and Environmental Health Professionals</td>
<td>Social Assistance Services</td>
<td>Occupation</td>
</tr>
<tr>
<td>Welfare Support Worker</td>
<td>Social Assistance Services</td>
<td>Occupation</td>
</tr>
</tbody>
</table>

Services now require workers with higher levels of qualification with various areas of competency, so the workforce can build capacity, transferability and flexibility to cope with recent and future changes, including cross-skilling of workers between fields within the community services and health industries.5

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5 | Skills IQ, Direct Client Care and Support Industry Reference Committee Skills Forecast: Direct Client Care and Support (2019), 39
Future skill shortages

Future skill shortages include occupations or skills that have been identified by ISCs as being at risk of experiencing a skills shortage over the next five years.

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Industry</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mental Health Nurse</td>
<td>Social Assistance Services</td>
<td>Occupation</td>
</tr>
<tr>
<td>Mental Health Worker</td>
<td>Social Assistance Services</td>
<td>Occupation</td>
</tr>
<tr>
<td>Nurse</td>
<td>Social Assistance Services</td>
<td>Occupation</td>
</tr>
</tbody>
</table>

Recruitment

The community sector workforce must reflect the diversity of the community and the consumers who access services, including groups such as Aboriginal and Torres Strait Islanders, culturally and linguistically diverse people, and individuals from LGBTQIA groups. Consideration needs to be given to the barriers to employment that certain community groups face during the recruitment process to attract and retain a workforce that reflects the communities that it serves.
Skilled migration

The South Australian Designated Area Migration Agreement (DAMA)\(^6\) enables South Australian employers to sponsor skilled overseas workers for positions they are unable to fill with local workers.

The Adelaide Technology and Innovation Advancement DAMA focuses on Adelaide’s high-tech growth industries, including health, technology and advanced manufacturing industries.

According to South Australia’s State Supplementary Skills Occupations List\(^7\) (SNOL)—which lists occupations eligible for state nominations for skilled migration programs such as DAMA—the following occupations are considered to be in demand in South Australia (at August 2019).

<table>
<thead>
<tr>
<th>ANZSCO</th>
<th>Occupation/Job Title</th>
<th>Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>134214</td>
<td>Welfare Centre Manager</td>
<td>Social Assistance Services</td>
</tr>
<tr>
<td>134299</td>
<td>Health and Welfare Services Managers</td>
<td>Social Assistance Services</td>
</tr>
<tr>
<td>272199</td>
<td>Counsellors</td>
<td>Social Assistance Services</td>
</tr>
<tr>
<td>272499</td>
<td>Social Professionals</td>
<td>Social Assistance Services</td>
</tr>
<tr>
<td>272613</td>
<td>Welfare Worker</td>
<td>Social Assistance Services</td>
</tr>
<tr>
<td>411311</td>
<td>Diversional Therapist</td>
<td>Social Assistance Services</td>
</tr>
<tr>
<td>411711</td>
<td>Community Worker</td>
<td>Social Assistance Services</td>
</tr>
<tr>
<td>411713</td>
<td>Family Support Worker</td>
<td>Social Assistance Services</td>
</tr>
<tr>
<td>411716</td>
<td>Youth Worker</td>
<td>Social Assistance Services</td>
</tr>
</tbody>
</table>

\(^6\) Government of South Australia, Department for Immigration, Designated Area Migration Agreements, viewed October, 2019.

\(^7\) Government of South Australia, Department for Immigration, State Supplementary Skills Occupations List, viewed October 2019.
Regional issues

The lack of adequate and equitable choice in regional South Australia is disadvantageous for all consumers, but particularly for those in Aboriginal and Torres Strait Islander (ATS1) and culturally and linguistically diverse (CALD) communities, as they often face higher rates of health and other issues.8

Services for vulnerable people with complex needs must be delivered by a culturally competent workforce.9 A reliance on fly in, fly out health and community services workers in regional areas restricts the development of safe environments and trusting relationships for consumers, limits the ability of regional communities to build their own workforces, and impedes access to services and consumer outcomes.

The ISC has noted the following:

- access to and costs of training in regional areas can limit the development of a regional workforce.
- providers need to be able to deliver flexible, cost-effective training in regional areas.
- the NDIS is triggering the need for better service integration and interface between disability and other service systems such as community services, health and aged care. This is particularly significant for remote and very remote providers aiming to ensure the best outcomes for their consumers.
- access to reliable and convenient transport and the distances that must be travelled in some regional areas can affect both the consumer’s and the workforce’s access to training and employment.
- engagement with services and service continuity can be particularly challenging for consumers in regional and remote areas, especially for transient populations.

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8 | SkillsIQ, Direct Client Care and Support Industry Reference Committee Skills Forecast: Community Sector and Development (2019), 20
9 | SkillsIQ, Direct Client Care and Support Industry Reference Committee Skills Forecast: Direct Client Care and Support (2019), 25
## Plans and major projects

South Australian Government programs and initiatives will create employment opportunities in coming years, with implications for skills and training requirements.

<table>
<thead>
<tr>
<th>Project</th>
<th>Region</th>
<th>Status</th>
<th>Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing—$75 million over five years</td>
<td>Regional</td>
<td>-</td>
<td>Social Assistance Services</td>
</tr>
<tr>
<td>Housing—$42.5 million over two years</td>
<td>South Australia</td>
<td>-</td>
<td>Social Assistance Services</td>
</tr>
<tr>
<td>Remote Housing—$75 million over five years</td>
<td>Regional</td>
<td>-</td>
<td>Social Assistance Services</td>
</tr>
<tr>
<td>Domestic Violence—$383 000 in 2019-2020</td>
<td>South Australia</td>
<td>-</td>
<td>Social Assistance Services</td>
</tr>
<tr>
<td>Child Protection: additional resources</td>
<td>South Australia</td>
<td>-</td>
<td>Social Assistance Services</td>
</tr>
<tr>
<td>—$26.9 million over three years</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Child Protection: intensive family support</td>
<td>Northern</td>
<td></td>
<td>Social Assistance Services</td>
</tr>
<tr>
<td>—$3 million over three years</td>
<td>Adelaide</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Child Protection: Early Intervention</td>
<td>South Australia</td>
<td>-</td>
<td>Social Assistance Services</td>
</tr>
<tr>
<td>—$2.3 million in 2019-2020</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Child Protection: family group conferences</td>
<td>South Australia</td>
<td>-</td>
<td>Social Assistance Services</td>
</tr>
<tr>
<td>—$1.6 million over two years</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project</td>
<td>Region</td>
<td>Status</td>
<td>Industry</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>-----------------</td>
<td>-----------------</td>
<td>-------------------------------</td>
</tr>
<tr>
<td>Mount Gambier Community Hub— $10 million</td>
<td>Mt Gambier</td>
<td>-</td>
<td>Social Assistance Services</td>
</tr>
<tr>
<td>Youth Treatment Orders - $1.8 million over four years</td>
<td>South Australia</td>
<td>-</td>
<td>Social Assistance Services</td>
</tr>
<tr>
<td>Prepare to Care*</td>
<td>Eastern Adelaide</td>
<td>In progress</td>
<td>Social Assistance Services</td>
</tr>
<tr>
<td>ECH Existing Workers Traineeships project*</td>
<td>Western Adelaide</td>
<td>In progress</td>
<td>Social Assistance Services</td>
</tr>
<tr>
<td>Building Business and People*</td>
<td>Southern Adelaide</td>
<td>In progress</td>
<td>Social Assistance Services</td>
</tr>
<tr>
<td>Getting On With Business - Care Sector*</td>
<td>Southern Adelaide</td>
<td>In progress</td>
<td>Social Assistance Services</td>
</tr>
<tr>
<td>Upskilling Existing workers to Diploma - Traineeships Project*</td>
<td>Northern Adelaide</td>
<td>In progress</td>
<td>Social Assistance Services</td>
</tr>
<tr>
<td>Mighty Oak Group - Mental Health*</td>
<td>Southern Adelaide</td>
<td>In progress</td>
<td>Social Assistance Services</td>
</tr>
<tr>
<td>EduCare Childcare Pre-Traineeship Program*</td>
<td>Eastern Adelaide</td>
<td>In progress</td>
<td>Social Assistance Services</td>
</tr>
<tr>
<td>Resthaven Community and Aged Care*</td>
<td>Eastern Adelaide</td>
<td>In progress</td>
<td>Social Assistance Services</td>
</tr>
<tr>
<td>Community Services Pre-Employment Traineeship Program*</td>
<td>Southern Adelaide</td>
<td>In progress</td>
<td>Social Assistance Services</td>
</tr>
</tbody>
</table>

*Skilling South Australia project
Housing
—$75 million over five years$^{10}$

- To address critical housing needs for people in remote communities in partnership, with the Commonwealth Government. The funding will be applied towards maintaining existing service delivery including tenancy management, maintenance and replacement of housing stock at the end of its life.

Remote Housing
—$75 million over five years$^{12}$

- To address critical housing needs for people in remote communities, in partnership with the Commonwealth Government. The funding will maintain existing service delivery, including tenancy management, maintenance and replacement of housing stock at the end of its life.

Housing
—$42.5 million over two years$^{11}$

- Towards a preventative maintenance upgrade and construction program for SA Housing Authority stock. This includes $21.1 million for preventative maintenance on older homes and $21.4 million for building about 90 homes.

Domestic Violence
—$383 000 in 2019-2020$^{13}$

- Additional funding to continue the government’s commitment to combat domestic and family violence. Funding will enable the trial of the state-wide Domestic Violence Disclosure Scheme to continue.

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12 | Ibid.
13 | Ibid.
Child Protection:
additional resources
—$26.9 million over three years\(^{14}\)

- To meet additional costs for children in out-of-home care. The state continues to increase the number of family-based care placements, which should improve outcomes for children and young people in care and reduce service costs.

Child Protection:
intensive family support
—$3 million over three years\(^{15}\)

- For a two-year trial of an intensive family support program to help vulnerable families in Northern Adelaide.

Child Protection:
early intervention
—$2.3 million in 2019-2020\(^{16}\)

- To extend the Child and Family Assessment and Referral Networks (CFARNs) pilots for one year. The CFARN provide children and their families with coordinated and targeted early intervention support to improve their safety, health, development and education outcomes.

Child Protection:
family group conferences
—$1.6 million over two years\(^{17}\)

- To pilot family group conferences convened by the Chief Executive under the Children and Young People (Safety) Act 2017 to provide an opportunity to identify a safe, appropriate family care option for a child or young person identified as at risk.

Mt Gambier Community Hub
—$10 million\(^{18}\)

- Towards the $39.1 million Mount Gambier Regional Community and Recreation Hub, which will be a multi-use recreation facility with conference rooms, six sporting courts, aquatics facilities, crèche, café, offices, and car parking facilities. The Commonwealth Government has committed $15 million towards the project.

Youth Treatment Orders
—$1.8 million over four years\(^{19}\)

- To establish a government-funded legal representation scheme for children subject to a Youth Treatment Order application.

\(^{15}\) Ibid.
\(^{16}\) Ibid.
\(^{17}\) Ibid.
\(^{18}\) Ibid, 16.
Regulatory environment

Many community service providers are non-government organisations (NGOs) accredited under different standards, such as the Australian Council on Healthcare Standards’ Evaluation and Quality Improvement Program\(^\text{20}\) and the International Organisation for Standardisation\(^\text{21}\) (ISO).

A model that makes it easier for consumers to understand the standards and accreditation criteria that apply to their service providers could be beneficial.\(^\text{22}\)


\(^{21}\)  <https://www.iso.org/about-us.html>

\(^{22}\)  Skills IQ, Direct Client Care and Support Industry Reference Committee Skills Forecast: Direct Client Care and Support (2018), 19
### ISC priorities

<table>
<thead>
<tr>
<th>ISC priority</th>
<th>Status</th>
<th>Responsibility</th>
<th>Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Youth Pathways into the Community Sector (Flexible Industry Pathways)</td>
<td>Underway</td>
<td>Department for Education, Government, industry</td>
<td>Social Assistance Services</td>
</tr>
<tr>
<td>Changing perceptions: career promotion to school and tertiary education students</td>
<td>-</td>
<td>Department for Education, Government, industry</td>
<td>Social Assistance Services</td>
</tr>
<tr>
<td>Building capacity: business administration, workplace coaching and new and emerging needs</td>
<td>-</td>
<td>Government, industry</td>
<td>Social Assistance Services</td>
</tr>
<tr>
<td>Address transport barriers to training and employment in the sector</td>
<td>-</td>
<td>Government, industry</td>
<td>Social Assistance Services</td>
</tr>
<tr>
<td>Diversifying the community sector workforce</td>
<td>-</td>
<td>Government, industry</td>
<td>Social Assistance Services</td>
</tr>
<tr>
<td>Recruitment and pre-employment screening program</td>
<td>-</td>
<td>Government, industry</td>
<td>Social Assistance Services</td>
</tr>
<tr>
<td>Educating the community sector industry on the VET system</td>
<td>-</td>
<td>Government, industry</td>
<td>Social Assistance Services</td>
</tr>
<tr>
<td>Contextualised customer service training</td>
<td>-</td>
<td>Government, industry</td>
<td>Social Assistance Services</td>
</tr>
</tbody>
</table>
Youth Pathways into the Care Sector

Increase uptake of school-based traineeships creating pathways (including links to university or professional jobs e.g. occupational therapy and social work) through supporting the Department for Education’s VET for School Students Policy—Flexible Industry Pathways (FiPS).

Changing perceptions: career promotion to school and tertiary education students

Including a specific approach that recommends reinstating hands-on engagement with students such as Projectable.23 Links with Department for Education’s VET for School Students Policy.

Building capacity: business administration, workplace coaching, new and emerging sector needs

• Building the capacity of the sector to succession plan and create business improvements through automation or process improvements that benefit consumer outcomes.
• Evolving and emerging skills are aligned with changing government policy, standards and demographics.
• Build capacity and culture of the community sector to coach employees at all levels, especially entry level positions.
• The introduction of digital technologies is likely to require digital literacy and upskilling in the care/community sectors.
• Training in emerging areas such as resilience training and awareness for community sector staff and business administrators.

Address transport barriers to training and employment in the aged care sector

- Reintroduce learning to drive and gaining learner driver status at school.
- Advocate for changes to P plater regulations to allow employees to drive consumers under some state government contracts.
- Advocate for improved public transport or shared transport solutions in and to regional and remote communities.

Diversifying the community sector workforce

- Develop a strategy to attract, retain and support workers from various cohort groups, specifically ATSI and CALD communities and male workers, especially in regional areas.
- Include cultural competency training and other awareness training for the sector e.g. ATSI, Muslim, LGBTIQ, women.

Recruitment and pre-employment screening program

Develop a screening program to ensure people with the right characteristics/personal traits are recruited and provided with pathways to gain the right skills and knowledge with a focus on the quality of training, including foundation skills.

Strengthen screening, risk assessment procedures and workforce planning and development strategies to improve coordination and information sharing between different care sector providers. This links with the Universal Worker Project in the Aged Care and Disability Workforce Insights and addresses the risk of the wrong people cycling undetected through the care sector system.

Educating the community services sector on the VET system

Educate the care sector, including community service providers to improve the quality of training and to better understand and utilise the VET system to maintain and build a suitable workforce to meet consumer needs.

Contextualised customer service training

VET providers and industry to work together to develop specific training in customer service for workers in the community services sector. This should include training on connection and trust, in order to provide high-quality and safe consumer services.
Disclaimer: The material contained in this document has been developed by the Training and Skills Commission with support and data provided by the Department for Innovation and Skills and others. The views and recommendations do not necessarily reflect the views of the Government of South Australia or the Department for Innovation and Skills, or indicate any commitment to a particular course of action.

The information contained in this document is provided in good faith and all reasonable care has been taken in its preparation. The Training and Skills Commission recommends users exercise care in interpreting this document and carefully evaluate the relevance of the material for their purpose and where necessary obtain appropriate advice specific to their particular circumstances.

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