



COVID-19 RESPONSE



PREMIER'S ECONOMIC & SOCIAL
RECOVERY ADVISORY COUNCIL

Workshop 8

Community Development & Civic Society



Introduction

We are living in uncertain times.

Looking ahead and planning for our future is more difficult than ever before.

Understanding the complex health, economic and social challenges Tasmania might face over the next five years requires new approaches and bold thinking. Faced with circumstances few of us imagined possible, we need to think differently and plan for multiple possibilities.

PESRAC has undertaken broad consultation, drawing on the knowledge and ideas of experts, business people, community leaders and everyday Tasmanians in planning for our future.

PESRAC has developed two potential future scenarios to get Tasmanians thinking. The scenarios are stories of how COVID-19 might play out over the next three years for use as a tool for creative thinking. They are not predictions, or expected outcomes. (Attachment 3 - the scenarios used in the workshops)

The scenarios were used as part of a process to gather ideas from Tasmanians about potential economic and social recovery strategies in the context of a very uncertain future.

This process involved nine workshops across the State to facilitate creative thinking around potential:

- consequences and constraints of COVID 19 over the next 3 years; and
- recovery opportunities that could be implemented and delivered within the next 5 years.

Workshop Participation

Peak bodies and networks were approached and asked to suggest people to participate in the workshop. They were asked to nominate people that have relevant expertise and knowledge, are creative thinkers, and do not normally have the ear of government.

The participants who attended this workshop are detailed in Attachment 4.

Key Purpose of Workshops

The participants were informed that the key purpose of the workshop was to identify potential recovery opportunities that could be implemented and delivered within the next 5 years by governments, businesses and the community - noting that recovery is a community responsibility not just a responsibility of governments.

Workshop Methodology

The workshops were held over a three hour period, and were based on a 'creative thinking' methodology developed by the University of Tasmania, referred to as "Stretch Thinking".

The methodology has been applied for considering COVID recovery in Western Australia and nationally, and in a range of disaster recovery and resilience applications by the public and private sectors. More information on the process is available on the PESRAC website.

Participants were provided with briefing information prior to the workshops to enable the workshops to quickly move into the "Stretch Thinking" process. A key foundational piece was the two scenarios (these are detailed in Attachment 3).

A facilitator guided groups of participants through the 'Stretch Thinking' process that involved identifying potential consequences, constraints, and opportunities associated with the two scenarios. Attachment 2 captures this discussion by participants during the workshop.

Having identified a range of potential opportunities under two scenarios, the groups of participants were asked to identify the 'best' or 'key' opportunities their workgroups identified, and these were presented to the whole workshop.

The last task was for all participants to individually identify which of the entire set of opportunities identified within the workshop were the 'best' opportunities (they were entitled to vote for as many opportunities as they liked).

Attachment 1 provides a summary of the key potential opportunities identified in the workshop. Those opportunities do not reflect the views of PESRAC or the Secretariat, rather, they give a 'sense of the room' from participants as to what opportunities are considered of a higher priority from all of those identified in the workshop.

Attachment 1: Summary of Key Recovery Opportunities

Building the Community

- Place-based and community-led groups that are supported by neighbourhood governance models to enable communities to come together to support themselves. Current models are very hierarchical throughout - we need to allow much greater agency/opportunity to connect those that need support with those who can provide it. This model increases social connectedness, emotional wellbeing and enhances community resilience.
- Volunteering is powerful, but needs a 'safety net' of government to enable it to happen, which could be provided by the Government assuming the role of an insurer to deal with COVID-related risks.
- Government can look at synergies between different regions - make approaches 'cause-based'. A great example of this can be seen in the "Child Friendly Leeds" program in the UK - overarching government goals, with local communities determining the nature of the initiatives that will deliver the outcomes. Communities had flexibility on how to reach the end point so it worked best for their community. There was a community governance model at the local level, which was supported by an overarching governance framework at the government level.
- Community Centres could be built and opened across the State - particularly within walking distance of disadvantaged areas. These centres could offer programs that children in these areas often have difficulty accessing, such as ballet, karate, piano, etc. The centres could provide cross-portfolio services to address local needs and bring together diverse age groups from the very young to the elderly.
- Tasmania's ageing population means we have a wealth of skills and expertise in the retired population that we can/should tap into and leverage off. Also, we need to consider how we can care for each other differently. For example, in some instances grandparents could be funded to care for children as opposed to funding child care providers. Allowing granny flats to be built in backyards could also support family structures looking after themselves.
- We are social beings - volunteering is a way of protecting and strengthening our emotional well-being and mental health. We need to drive opportunities to re-institute all of the things that people did organically in the face-to-face setting prior to COVID-19 - get people to "get out and reconnect".
- There is an opportunity to promote communities to come together to support themselves in meeting their own needs, resulting in less reliance on governments.
- Providing purpose for people is as important as providing access to the basics. Grassroots community provides the opportunity to create this.

- Disaster in our face provides an ongoing impetus for reform - we can't keep doing the same thing, so many more things are thrown in the air. Remove layers of bureaucracy to empower communities to solve their own problems. Structures of organisations will change - they will become more self-organised. How volunteering works will change, becoming more 'cause-based' with more 'community governance' rather than organisational governance.
- Government could underwrite the cost of insurance for community organisations. This will allow place-based community connectedness, allowing us to change the way we think about community connectedness, support more vulnerable people and attract involvement through cause-based, community-led models without financial barriers like insurance. This model will support skills development and give people agency.
- Make the most of existing public infrastructure for the community - e.g. access to schools and their equipment outside school hours for the community's benefit.

Access to the Basics

- A self-reliant Tasmanian-focussed economy could help us look after and care for each other. Part of this approach could involve a focus on growing food (and teaching people how to grow food), selling food locally, and providing local food relief.
- We need a Housing Policy. The Policy needs to be comprehensive and consider the old, young, rich and poor. For example, there are currently many elderly households with more bedrooms than they need and these large houses can be difficult to maintain. These households may downsize if they had appropriate accommodation to buy and move into. There is a lack of appropriate housing for people wanting to downsize. There could also be housing options for lonely people living alone - creative house-sharing models could be explored, including assessing the potential use of surplus building stock as share houses. Also small houses/granny-flats may be manufactured and installed on residential properties to help overcome the housing shortage issue. (Progressing some of these opportunities may, in part, be subject to legislative constraints.)
- Technology is now a 'basic' and an essential service. Increase access to digital literacy resources and IT facilities (low or no cost), and use social/community initiatives to deliver assistance to those that need training (i.e. tap into the skill set that already exists in the community and deliver through volunteering opportunities to minimise costs and build social capital). Increase access to the basics - vulnerable people. Use the community sector to repurpose older tech and make available to the community. By involving the community, a sense of purpose can be generated. There are many opportunities for young people to 'step up' and assist older generations in a variety of ways.

Cooperation

- Like-organisations need to share resources - break down the silos and achieve more through co-operation rather than competition. There are many organisations doing similar things on their own - how can they add value by working together? Break down the silos, remove unnecessary bureaucracy, get them connected and integrated at a community level and connected to place, to respond to their community's needs.
- Silos across and within sectors need to be broken down, with a focus on stimulating collaboration for the greater good. For example, sporting organisations compete within and across different codes. A new model could be explored that aims to maximise participation and engagement in community sport across all codes. This model could also consider how to engage families more broadly - i.e. leveraging off the participation of one family member. (Need to identify barriers/obstacles and support a collaborative model going forward).

Mental and Physical Health

- Improve our mental health - telling stories where people's coping strategies have been effective - celebrating successes. Safe and effective story telling through community centres and place to share their experiences.
- Take the opportunity for a mindset change - (this will need to be supported by the media, and it's not certain this will be the case). We need to change the language and stop trying to 'return' to the past - recognise that will not happen - rather we need to look forward to future opportunities and get back to the basics of what's important - change the channel from the negatives to the positives. It's a mindset change, and the media needs to get on board. Opportunity to change the narrative to the positive stories that are emerging from COVID - what's good about it, and not make people to feel guilty if they are not adversely impacted.
- Decentralised health services – this empowers grass root service provision (e.g. mental health/addiction) and with a focus on long term preventative outcomes can have benefits for individuals, families, communities.

Driving Social Outcomes

- Need a 'New Deal' - new social obligations for getting access to government funding, unlike current arrangements. We need to drive community outcomes through arrangements that are typically considered 'simply commercial transactions', such as using government contracts to lever paths from unemployment to employment for people in the community (e.g. a requirement to employ a prescribed number of unemployed people if a contract is awarded). Another example is that in awarding funding for a sports-ground development, that work must be progressed by the community, rather than simply tendered to a corporate operator - as a way of driving community connection. This could extend to a 'New Deal' in the mutual obligation requirements for income support, such as

a requirement to undertake certain amounts of local work/community work as a 'return' for the welfare support provided.

Education Delivery

- We can explore new ways of providing education, particularly for those that have been disengaged by the pandemic. Mixed schooling methods need to be considered (ranging from class base, online, home schooling, and outdoor experience) with the aim of providing services that meet the needs of individuals and encourage ongoing engagement.

Avoiding an Insular Approach

- We can be part of a bigger community across the country and around the world because of technology.
- There is now the demonstrated opportunity for young people (and others) to attend global events via on-line channels - this provides the opportunity for young people to participate with/in global movements that connect directly to their sense of purpose, and energise their participation in local opportunities.
- Seize the opportunity for greater reach for local events - hybrid technology and face-to-face, which could be particularly powerful for smaller regional locations. There are examples already in action - children on Tasmania's NW Coast are doing a joint exhibition with children in Alaska.

New Business Opportunities

- Local manufacturing, with a focus on import substitution, could create business and job opportunities. Local manufacturing could range from carpets to crafts. In this context, we could attract people and skills with a focus on using local content. This concept could be delivered in many different ways, for example we could attract fashion designers from around the globe to do a residency and use all local commodities and products.

Attachment 2: Outcomes from the Workshop

Scenario A

Workshop discussion about 'consequences' of scenario A

- Tasmania is an attractive place to live (it is safe and isolated) and people will move here. The population will increase.
- People who move here will be able to continue working with their employers on the mainland/overseas - having adapted to the 'working from home' model during COVID. Based on learnings during COVID, many Tasmanian businesses have and will continue to recruit specialist expertise from the mainland and around the globe. Physical co-location will not be seen as a critical workplace practice going forward. Parts of the workforce may experience 'brain drain' due to the loss of older workers, who have significant corporate knowledge.
- With population growth, house prices and rents will increase and we will return to our housing crisis situation.
- Disadvantaged children in particular may not re-engaging with school. There will be a sustained level of lower school participation/engagement - this may in part be due to teenagers having babies and disengaging.
- Disadvantaged children may be further disadvantaged with poor health outcomes, due to a variety of reasons including lack of access to healthy food.
- Service clubs (such as Lions, Rotary and faith-based) are important to the community and will continue to be, under this scenario, although membership will be challenged. They are currently losing members, and this will increase with Tasmania's shifting age demographic. The capacity of these organisations to support recovery will be important, but their capacity to do so will be reducing. The people that are exiting these organisations are not being replaced by 'new entrants' because the volunteering models on which they are founded are not keeping pace with contemporary preferences of the form of volunteering people are seeking.
- During the peak of the Tasmanian COVID-19 experience, there was around a 70% stand down in volunteers, but under this scenario, we could expect a V-shaped recovery. There is a potential for different people to enter the sector as COVID fear subsides and concerns about health outcomes are diminished. Research is showing a consistent small rate of decline in volunteering over time, and this structural change is expected to continue, and the 'shock' in participation arising from COVID is expected to be broadly reversed. As the economy rebounds, propensity to volunteer will increase.
- Younger people are not attracted to 'traditional volunteering' - if organisations don't change, they will become unviable. Need different approaches that enable younger people to participate in the ways they are wanting to - much more short-

term contributions of opting-in and out (rather than years-long memberships), and much more focussed on the 'doing' of activity, rather than organising activity. A strong alignment between organisational purpose and participant values is required.

- Current and emerging government responses for mental health through the period to 2023 will lead to structural improvements in the approach of handling mental health issues.
- Current (and ongoing) suppression measures are impacting on some cultural norms in the community and these may become structural (e.g. the way some migrant communities approach hospital visitation has had to shift because of restrictions in visiting arrangements), which may lead to increased anxiety in communities.
- Improvements in work opportunities might impact on propensity to volunteer - paid work, and people choosing to have families, will take over from volunteering - people will return to being 'very busy' and having less time for volunteering opportunities.
- The majority of the Tasmanian population are likely to emerge through 2023 with relatively low impacts from the COVID-19 pandemic, but there will be deep and material impacts on some in the community – 15%-20% will feel more isolated than ever. Some of these will be new to 'struggle', and may not have the inbuilt resilience to cope with such a dramatic shift in their circumstances, and inexperience with dealing with the support networks that are available, potentially leading to a 'new vulnerable' group that may be forgotten.
- Supports made available for a period of time (during the peak of the crisis) from both within the community and governments (e.g. JobKeeper) will be removed or reduced over time, resulting in a greater cohort moving onto JobSeeker.

Workshop discussion about 'constraints' of scenario A

- Internet access is a constraint on individuals, households, and businesses going forward. The spread of internet infrastructure across the State is not adequate and the literacy levels of many people is a constraint to digital engagement/innovation/creativity.
- There will be inadequate levels of affordable housing and public transport access will need to reconsider its service delivery model and routes.
- An unhealthy population will constrain the State. We have some of the worst health outcomes such as: obesity; diabetes; suicide; mental health; etc. Some of these outcomes are due to lack of access to healthy foods, and some are legislative constraints (which do not allow for prohibiting the marketing or sale of certain unhealthy food products.)

- There is a lack of ability/will to strategically plan our towns/cities and social/community/public areas. The demographic mix of regions/towns impacts on the level of community engagement and job opportunities.
- Lack of well-considered public space for: providing safe community play space within walking distance; and providing alternative school delivery models outside in public space/class-room.
- Lack of capacity/ability within public sector to rapidly adapt to changing needs/technology - for example the health system in the peak of COVID.
- Aged care system is not working. We currently can't provide adequate and affordable accommodation and this will get worse not better. Further, aged care is not equipped to deal with disease and public health issues.
- Pressure on government budgets will mean that current levels of support for businesses and individuals can't be maintained. While under this scenario, the overall economy performs well, there will still be some sectors and businesses that will continue to struggle, and governments' capacity to support these will be tested.
- There will be a post-COVID-19 lag of a lack of confidence, from both business and individuals.
- Workforce constraints will re-emerge - prior to COVID-19, there was already a lack skilled people, and a V-shaped recovery will see these constraints become binding.
- Learning online will have some practical positive legacy for the workplace as people's fluency in using on-line systems is strengthened.
- With disruptions in education through the COVID-19 period, particularly education that has practical elements that couldn't be undertaken, there will be disruptions in the 'pipeline' of people and skills entering the workforce - right across the education space - high-school, VET and University.
- There will be a generational impact as younger people with less experience will be 'crowded out' of opportunities as the market is flooded with skilled job seekers over the medium term. Young people will be forced to take 'any job', and this may impact on their ability to achieve their underlying aspirations.

Workshop discussion about 'opportunities' of scenario A

- Revival of the 'corner store' and local markets could provide employment opportunities, bartering opportunities, sale opportunities, and access to local food for many Tasmanians. There may be opportunities to provide incentivised self-employment programs, SME grants, or to revise planning schemes (Red Tape) to allow 'corner stores' to open up in residential and other zones.
- A self-reliant Tasmanian focussed economy could help us look after and care for each other. Part of this approach could involve a focus on growing food (and teaching people how to grow food), selling food locally, and providing local food relief.
- Local manufacturing, with a focus on import substitution, could create business and job opportunities. Local manufacturing could range from carpets to crafts. In this context, we could attract people and skills with a focus on using local content. This concept could be delivered in many different ways, for example we could attract fashion designers from around the globe to do a residency and use all local commodities and products.
- Community Centres could be built and opened across the State - particularly within walking distance of disadvantaged areas. These centres could offer programs that children in these areas often have difficulty accessing, such as ballet, karate, piano, etc. The centres could provide cross-portfolio services to address local needs and bring together diverse age groups from the very young to the elderly.
- Tasmania's ageing population means we have a wealth of skills and expertise in the retired population that we can/should tap into and leverage off. Also, we need to consider how we can care for each other differently. For example, in some instances grandparents could be funded to care for children as opposed to funding child care providers. Allowing granny flats to be built in backyards could also support family structures looking after themselves.
- Silos across and within sectors need to be broken down, with a focus on stimulating collaboration for the greater good. For example, sporting organisations compete within and across different codes. A new model could be explored that aims to maximise participation and engagement in community sport across all codes. This model could also consider how to engage families more broadly - i.e. leveraging off the participation of one family member. (Need to identify barriers/obstacles and support a collaborative model going forward).
- There could be opportunities to offer deluxe high-end rehabilitation services/facilities in clean/safe/natural Tasmanian settings. These expensive services could then subsidise the same service for locals.
- We need a Housing Policy. The Policy needs to be comprehensive and consider the old, young, rich and poor. For example, there are currently many elderly households with more bedrooms than they need and these large houses can be

difficult maintain. These households may downsize if they had appropriate accommodation to buy and move into. There is a lack of appropriate housing for people wanting to downsize. There could also be housing options for lonely people living alone - creative house-sharing models could be explored, including assessing the potential use of surplus building stock as share houses. Also small houses/granny-flats may be manufactured and installed on residential properties to help overcome the housing shortage issue. (Progressing some of these opportunities may, in part, be subject to legislative constraints.)

- We can explore new ways of providing education, particularly for those that have been disengaged by the pandemic. Mixed schooling methods need to be considered (ranging from class base, online, home schooling, and outdoor experience) with the aim of providing services that meet the needs of individuals and encourage on going engagement.
- Decentralised health services – this empowers grass root service provision (e.g. mental health/addiction) and with a focus on long term preventative outcomes, can have benefits for individuals, families, communities.
- There are a range of opportunities for boutique agriculture operators - for instance we can build on and promote our boutique farms as 'tourist learning adventures'. For example, farms could provide a learning experience around the use of succulents - which are edible and can be distilled into spirits such as tequila.
- Encourage organisation to innovate – COVID-19 drove rapid change, and we need to maintain that change momentum (e.g. Op Shops that previously required fixed time commitments from volunteers have switched to operating on-line, with different requirements from volunteers). Use technology to shift the way in which services are delivered and better connect volunteering opportunities with those that are willing to volunteer.
- More events - reconnecting people and be with people. Volunteering events to attract the younger generation to come back together. Meet people and connect. While online connection is a good 'fall-back', humans are social beings and need to interact face-to-face.
- We are social beings - volunteering is a way of protecting and strengthening our emotional well-being and mental health. We need to drive opportunities to re-institute all of the things that people did organically in the face-to-face setting prior to COVID-19 - get people to "get out and reconnect".
- Opportunity to change models of delivery to actually address the community's needs (e.g. the vulnerable and those with mental health needs). Volunteering can be used as a mechanism to support mental health and wellbeing through encouraging people to be part of their communities.
- All organisations (government, business and community-based groups) need to 'rethink' historic ways/practices. Think past 'it's the way we've always done it' and

eliminate items that 'just don't need to be done'. This will free up capacity in organisations.

- Like-organisations need to share resources - break down the silos and achieve more through co-operation rather than competition. There are many organisations doing similar things on their own - how can they add value by working together? Breaks down the silos, remove unnecessary bureaucracy, get them connected and integrated at a community level and connected to place to respond to their community's needs.
- WH&S risks have placed layers of admin over the top of service delivery for business and community groups alike - we need to modify and become more efficient.
- Continue the newly-discovered benefits (flexibility, access and cost) in running services on-line (e.g. telehealth), take the service enhancement benefits, and where costs savings emerge, reinvest to increase service levels.
- Increase access to digital literacy resources and IT facilities (low or no cost), and use social/community initiatives to deliver assistance to those that need training (i.e. tap into the skill set that already exists in the community and deliver through volunteering opportunities to minimise costs and build social capital). Technology is now a 'basic' and an essential service. Increase access to the basics - vulnerable people. Use the community sector to repurpose older tech and make available to the community. By involving the community, a sense of purpose can be generated. There are many opportunities for young people to 'step up' and assist older generations in a variety of ways.
- More flexible service delivery models, such as telehealth could also result in financial benefits to the way services are provided.
- We can be part of a bigger community across the country and around the world.
 - There is now the demonstrated opportunity for young people (and others) to attend global events via on-line channels - this provide the opportunity for young people to participate with/in global movements that connect directly to their sense of purpose, and energise their participation in local opportunities.
 - Seize the opportunity for greater reach for local events - hybrid technology and face-to-face, which could be particularly powerful for smaller regional locations. There are examples already in action - children on Tasmania's NW Coast are doing a joint exhibition with children in Alaska.

Scenario B

Workshop discussion about 'consequences' of scenario B

- Population decline, no inwards migration because borders quite constrained.
- Increased substance misuse - a principal driver of substance abuse is self-medication for dealing with trauma, and trauma will be on the increase, and perhaps access to therapeutic approaches will be constrained (leaving self-medication the only option). Depending on supply lines, the nature of substance abuse may change (this was already evident during 2020), meaning that the nature of some of the social consequences of substance abuse could also change.
- Increase in crime, related to changes in substance abuse and economic opportunities.
- Ongoing drain on people's mental health reserves with attendant impacts on family conflict, the need for mediation services.
- Even stronger pressure on utilities and councils to become 'affordable' as incomes come under pressure. This will lead to increases in hardship arrangements, and consequential impacts on the revenues of governments and utilities, with consequential impacts on their ability to invest in required infrastructure.
- Population impacts from deferment of people having children.
- There is likely to be declines in physical activity because organised sport will be much more difficult with this scenario. There will be ongoing consequences for health generally from reduced physical activity
- Increasing differential outcomes for the 'haves' versus the 'have nots'.
- Young people employed in vulnerable jobs in vulnerable sectors (e.g. tourism) will be disproportionately impacted.
- Those with limited financial reserves (e.g. young people that have bought houses in previously-tight housing markets) will come under financial strain and have limited/no financial resilience.
- There will be an increase in the rate of school drop-outs (particularly from those that are already vulnerable) as a result of opening and closing of schools. There will be a greater cohort not engaged in education.
- Budget pressures will mean there is less capacity within government for additional investments in health services and infrastructure (affordable housing, restricted health services relative to demand). Government funding priorities will change and they will need to make harsh decisions - some services will have to be not funded, projects that would otherwise be of benefit to the community will not be able to be progressed. All 'non-essential' government services will be cut. Local government cuts in particular will have direct impacts on communities.

- Fewer events, less trust, less congregation of people generally, fear of large group sizes becoming a barrier to participation for some people.
- There will be potential for poor decision making at government level - it is likely that there will be unintended consequences from suppression measures, as was observed in the first COVID period (e.g. shutting reserves - shifted and concentrated gatherings in smaller and fewer places, increasing risks, but no articulation of how being spread out in reserves would have been even more risky).
- Lack of confidence in government - the community will increasingly look to governments for solutions, but they will not be able to meet the needs because of competing priorities, limited resources to meet new needs, and fatigue will be apparent across agencies and political leadership.
- On the positive side, with closed borders, Tasmanians will get to enjoy what is 'ours' without it being over-crowded by tourism.
- We will all become 'Zoom experts', because of the need to deliver through IT. Opens up the world - makes the world a smaller place. Over 3 years, people have had to learn new technology skills and ways of communicating.
- Rents will be fluctuating as the economy opens and closes.
- There may be new ways of making it safe to walk and cycle - this was observed during the first COVID phase
- More people growing their own food (as was seen in the first COVID phase)
- Increased family connection (kids seeing their parents more as they work from home, or are out of work). Can be downsides for 'unhealthy' families - another case of differences between the 'haves' and 'have nots'.
- Home schooling will suit some kids, and family set-ups, and there may be positive education dividends. Mixed methods (face-to-face and on-line) could be beneficial for some students.
- Highly likely that for a large proportion of the working population that have to balance home school supervision and work, there will be material increases in stress levels - this is a very difficult balance to achieve for many.
- More time to 'slow down' because of the change of life, delivering enhanced contentment.
- During the first phase of COVID, people learned to be more frugal and narrow their focus to what's really important in life. There may be longer-term dividends from this change in focus.
- Environmental benefits - less resource use.
- For vulnerable people, access to housing and food will become a real problem, and the longer the COVID impacts continue, the higher will be the increasing pressure. For example, school breakfasts stopped when schools stopped, and

these are key for some parts of the community with vulnerable children. Another example is the potential for families under financial strain to switch from higher-cost fresh and better nutritional food to lower cost, lower- nutrition food.

- Preventative health will slow down, leading to structural poorer long-term health outcomes. Increase in waitlists, leading to poorer health outcomes, plus a more stretched health system. Particularly an issue with the elderly, and some are still in that mindset.
- Demotivation and disengagement will increase where Government support measures deliver a better lifestyle. The question will be how to keep motivation in light of social payments and lack of opportunities. The concern is that (required and appropriate) better income support will drive an 'entitlement' mentality, and coupled with the absence of a pathway out of unemployment (because of the lack of jobs), demotivation and disengagement will increase.
- Retirement incomes will come under pressure for self-funded retirees - there will be both wealth impacts for these individuals, driving economic outcomes, together with shift towards government benefits (providing additional budget pressure for the Australian Government).
- On-off nature of international borders will likely mean that international labour may be highly constrained, driving production constraints for those sectors that rely on overseas labour (e.g. agricultural sector).
- Employment models will change, resulting in reduced job opportunities
- People will remain in 'crisis' longer than usually experienced after disasters (normally around 12 months). There will also be resource implications for support services in managing these longer crisis periods.
- There will be reduced fundraising opportunities for community organisations which they rely heavily on government to fund their services and supports. This will impact their ability to provide these services.
- Organisations will become very risk averse. This will impact organisations' resources, they will lose members, may no longer be able to provide the same services to the same level (e.g. 'learn to swim' programs run by community groups won't be provided).
- Businesses won't take risks due to the lack of revenue. This will have flow on effects on employment, particularly for vulnerable community members like temporary visa holders.
- Individuals won't invest, with less financial security.
- When emergencies do occur (fires, floods etc.), the impacts on communities will be even worse as they are already vulnerable, as are organisations that typically manage and support responses to these emergencies.

- Civil leadership in our community will change. Communities will expect strong direction and as a result, leadership could become more authoritarian.
- At least 25% of community organisations will shut down. This will mean communities won't be able to connect through things like aged care and sporting programs. This will have an ongoing impact on health and mental health. Programs that support community development such as adult literacy programs will stop. There will be emotional impacts on individuals who experience displacement through loss of volunteering or involvement in the above.
- There will be a reduction in social capital. Where people have no work or their mental health is impacted, people could experience PTSD.
- There will be a lack of skills across the community as a result of no or limited workplace training, people leaving the state for work, or highly skilled people becoming displaced and a 'new vulnerable' group as they are disconnected from previous roles.
- International students won't be able to financially support themselves, joining the 'new vulnerable' group.
- Tasmania will become more 'insular' and 'localised'. Lack of technology will make that worse.

Workshop discussion about 'constraints' of scenario B

- The economic downturn will result in a lack of resources for organisations.
- There will be a lack of social capital. Lockdowns or other COVID-19 restrictions will constrain communities.
- There will be impacts on individuals and business as investment returns diminish and economic impacts increase (e.g. superannuation will diminish limiting people's financial position).
- There will be a cascading effect of complex issues as the social and economic challenges conflate.
- Lack of capacity of governments to fund the ever growing demands for services must reach some limit - governments can't keep running huge deficits.
- Migration, family connections and tourism will be constrained by the lack of international travel.
- Less ability to respond to natural disasters - government and community 'reserves' (financial, leadership, general resilience) will have been depleted.
- Wealth impacts will be disproportionately large for those with limited financial capacity. The ability of individuals to absorb impacts is a constraint - will increase 'haves' and 'have nots'. Under scenario B, by 2023, buffers will have been exhausted for many (a great many more than the first round of COVID, because of the 'stock' of resilience that was available at the commencement of the

pandemic. There will be a sense that 'you are on your own - you have to provide for yourself and for your family', because others around are in a similar depleted-resilience state. The same is true for business - financial resilience will have been exhausted - all the cards will have been played.

- Misinformation will be a constraint for generating the 'correct'/'appropriate' community action to manage the pandemic - there were already many examples during 2020, and the situation will be compounded over 3 years of pandemic. Particularly problematic for 'localised' information is that the concentration and spread of 'local misinformation' will be quick. Lack of trust in authority and trust in information, and compliance with 'the rules'. Tribalisation. Lack of confidence in government will lead to distrust and malignment. (Jared Diamond book).
- More extremism, fuelled by the internet. Could be good if it's doubling-down on good things, such as own food production.
- Increasing demands and decreasing financial capacity may see more 'protectionist' policies emerging within government - the Australian Government not looking after temporary visa holders is a practical example - this could become more widespread (e.g. impacts on propensity for foreign aid/disaster relief in other countries).
- Low health and financial literacy is a constraint on the ability of people to adjust to a 'new world order'.
- Frequent change in government - political instability/churning - short-term focus, lots of churn in policy settings.

Workshop discussion about 'opportunities' of scenario B

- There will be an increase in faith-based volunteers.
- There will be an opportunity to create a 'community core' which will support people to support others.
- There will be a higher awareness of communities and their needs and the impacts on them. This can create a sense of purpose, develop higher levels of resilience, opportunities to connect and rely on each other and an increase in community trust.
- Mental health challenges will be normalised.
- More people will have more time to connect to community. This will allow community-led approaches that build stronger communities and networks that will continue beyond COVID-19.
- There is an opportunity to promote communities to come together to support themselves in meeting their own needs, resulting in less reliance on governments.

- Better recovery models will be developed to support the community to manage outbreaks. How recovery works in Tasmania can be reconsidered to build social resilience.
- Government could underwrite the cost of insurance for community organisations. This will allow place-based community connectedness, allowing us to change the way we think about community connectedness, support more vulnerable people and attract involvement through cause-based, community-led models without financial barriers like insurance. This model will support skills development and give people agency.
- Re-think our view on what people can expect from Australian in terms of supports (e.g. opportunity to provide a guaranteed universal basic income).
- Providing purpose for people is as important as providing access to the basics. Grassroots community provides the opportunity to create this.
- Training - equip people to make transitions from negatively impacted industries/sectors to those with opportunity. Resources could be deployed to better manage the matching of individuals to opportunities (tailored outcomes, rather than a one-size fits all approach, that provides the 'right' supports for individuals to take up opportunities).
- Look to Tasmania's natural economic advantages and provide short, sharp training to provide people with the 'on the job' and 'day to day' skills that they need to make the transition into those growth sectors (micro credentials or skill sets, not broad certified training that are long, drawn out and don't deliver the specific training that industry needs in practice).
- Maintain an ultra-premium tourism offering - couple 'iso tourism' for high wealth individuals. Luxury experience to commune with nature in boutique isolated places. Keep tourism opportunities alive.
- Very low interest rates and self-funded retirees - they will be seeking investment opportunities with real earnings potential. We need to connect those with capital to those places that can put that capital to work (useful under both scenarios). We need a different investment opportunity than is currently available - more small-scale direct investment (\$100ks, not millions). Partnering those with business ideas with those with financial reserves. Social housing opportunities and social impact bonds - make it easier for people to invest. Ethical and social investments need to have a different set of rules than 'straight' commercial investments.
- Disaster in our face provides an ongoing impetus for reform - we can't keep doing the same thing, so many more things are thrown in the air. Remove layers of bureaucracy to empower communities to solve their own problems. Structures of organisations will change - they will become more self-organised. How volunteering works will change, becoming more 'cause-based' with more 'community governance' rather than organisational governance.

- We need to prioritise the available government support measures on areas of 'community' - e.g. food gardens, community centres, community infrastructure built by the community - to both deliver the required social support activities whilst building and keeping the community together.
- Take the opportunity for a mindset change - (this will need to be supported by the media, and it's not certain this will be the case). We need to change the language and stop trying to 'return' to the past - recognise that will not happen - rather we need to look forward to future opportunities and get back to the basics of what's important - change the channel from the negatives to the positives. It's a mindset change, and the media needs to get on board. Opportunity to change the narrative to the positive stories that are emerging from COVID - what's good about it, and not make people to feel guilty if they are not adversely impacted.
- With falling inwards migration, we need to take the pathway to permanent residency for temporary visa holders. Look to permanent arrangements with near neighbours (e.g. Pacific Islands).
- Need a 'New Deal' - new social obligations for getting access to government funding, unlike current arrangements. We need to drive community outcomes through arrangements that are typically considered 'simply commercial transactions', such as using government contracts to lever paths from unemployment to employment for people in the community (e.g. a requirement to employ a prescribed number of unemployed people if a contract is awarded). Another example is that in awarding funding for a sports-ground development, that work must be progressed by the community, rather than simply tendered to a corporate operator - as a way of driving community connection. This could extend to a 'New Deal' in the mutual obligation requirements for income support, such as a requirement to undertake certain amounts of local work/community work as a 'return' for the welfare support provided.
- Accommodation in rural areas to enable transition to meeting regional employment opportunities (such as pre-fab buildings). Most rural locations don't have suitable accommodation, so by addressing this constraint, we can create employment/activity outcomes.
- New forms of public transport system in regional Tasmania - to connect people to where jobs are - for example, a social/community based Uber.
- Improve our mental health - telling stories where people's coping strategies have been successful - celebrating successes. Safe and effective story telling through community centres and place to share their experiences.
- Looking inward to aboriginal culture - a way to address addiction and mental health and connection to land. Sit by the fire and tell stories - empowers aboriginals to take leadership roles in the community.
- Make existing green spaces and open spaces social locations - make the most of our recreational spaces - fill the gap when organised sporting has been impacted.

Sporting access for all within the community. Changing infrastructure use - more flexible as the opportunity shifts (e.g. remove restrictions on sports fields that are appropriate when sport is available, once sporting fixtures are cancelled, to enable wider use of the infrastructure).

- Tasmania needs to look outwards to other places where success has been achieved (globally). Don't become overly inward looking/insular, as is likely the risk under scenario B.
- Pop-up food and retail opportunities need to be enabled. Local government regulations can act as an impediment to localised 'pop-up' selling opportunities, and these need to be removed to enable those opportunities to be realised.
- Specialist groups to 'nudge' their expertise out. They can become the 'go to point' where there is distrust of Government.
- There are opportunities to utilise traditional aboriginal burning/landscape management to build connections between farming communities and aboriginal communities - plenty of work available. There needs to be changes to the regulations around burning - it's too hard to reduce fuel loads under the current arrangements.
- The collective skills set of retired Tasmanians is too under-utilised and untapped - we need to find opportunities to tap into it, to pass on the knowledge and build the skills of the generation coming through.
- Share resources - we are a small state, we are in the perfect position to leverage from each other. Get smarter at sharing resources - industry, individuals, businesses and governments. We have 29 councils - there are more opportunities to share within local government to improve services and/or reduce costs.
- Perfect opportunity to generate trust in decision making through consultation and listening - at a general community level. People will feel heard, and have an opportunity to respond to unintended consequences - feedback loops into decision making.
- Create public housing for creatives in areas of disadvantage, so that they can revitalise local communities
- Greater utilisation of public owned infrastructure (e.g. schools made available to the community for a social dividend). They become community assets - community takes ownership in them and invest (mentally and physically).

Attachment 3: Scenarios Used in the Workshop for 'Creative Thinking'

Scenario A (2020 to 2023)

A long lasting and effective vaccine has been developed, and broad distribution across the globe is varied. Large numbers of developed countries have access to the vaccine, and the uptake of vaccinations is particularly good in those countries that established manufacturing contracts early on. By contrast, some countries that were not able to get at the head of the que have had less success in rolling the vaccine out to their populations. Uptake has been widespread in Australia and other developed countries. By early 2022 a significant proportion of the Australian population was immunised and community transmission has largely been suppressed. Methods for treating COVID-19 have also improved, resulting in decreasing mortality and hospitalisation rates, and new fast, affordable, accurate and painless saliva tests that provide immediate results are widely available. Over the past few years many Australians chose to test regularly which improved the speed and effectiveness of tracing.

Small, localised, virus outbreaks continued to occur nationally during 2021 but were suppressed quickly with small-scale localised restrictions, without broad-scale lockdowns (as seen in Melbourne in September 2020). Physical distancing requirements are no longer required. State and Territory borders opened in early 2021 and Australia's international borders opened around mid-2021. During 2021 to 2023 intermittent international travel restrictions applied to some countries and travellers that were considered to be high risk, however, these restrictions have now almost all been removed.

The global, national and Tasmanian economies have recovered after bottoming out in 2020-21. Tasmania is one of the best performing states, with people in the post-COVID-19 world demanding the safe and clean produce and a tourism experience that Tasmania has to offer. However the 2020-21 crisis resulted in structural changes in the economy and many businesses closed, particularly in sectors most impacted by COVID-19 suppression measures in 2020. Tasmania's population is now growing again after a short period of decline through 2020-22. National and international passenger and freight services have returned to pre-COVID-19 levels. After a short period of reduced demand and supply disruptions, international demand Tasmanian products and services exports slowly increased to record high levels in 2023.

The Tasmanian community has recovered well from the pandemic. Community support for the COVID-19 response led to increased social connectedness, while advances in the use of technology, such as telehealth, have made services more accessible to some isolated cohorts. While the community has a high sense of hope for a Tasmania with plenty of opportunities, and the level of anxiety and fear associated with COVID-19 has largely disappeared, the pandemic has highlighted the struggles of people living with disadvantage, and particularly the long term unemployed.

As the economy recovered Governments have incrementally removed most of the COVID-19 support measures to businesses and households, but retained JobSeeker payments at a higher rate, recognising that the pre-COVID levels were unsustainable.

Scenario B (2020 to 2023)

After several false starts, a vaccine has been developed and was recently made available to Australians. However uptake has not been high due to ongoing social commentary around its overall effectiveness and whether it will provide long lasting immunity. Treatment methods have improved, but not to a point where they have reduced the desire for an effective vaccine. Testing technologies and tracing efforts have incrementally improved, and random testing is being conducted across the State on a large scale and regular basis. However, community commitment for suppression measures has reduced.

Globally countries continue to experience frequent outbreaks. Some countries have chosen to adopt a herd immunity management approach and have avoided a 'stop-start' economic recovery, other countries continue to struggle with the management of relatively high daily cases –nevertheless there is a general global sense of 'light at the end of the pandemic health crisis tunnel'. Without widespread uptake of an effective vaccine in Australia, the risks associated with international travel still exist and our international borders are effectively closed, other than to a small number of countries who's COVID-management approach (strong suppression) is similar to Australia's, with the first travel bubble opening to New Zealand in 2021. Governments around Australia continue to face difficult decisions around balancing public health and economic policies.

All State borders opened for a period of time in 2021, allowing some freedom of movement for domestic travel. However frequent and large outbreaks across the nation soon after, led to various States (including Tasmania) re-imposing tighter border controls. In 2023, travel restrictions continue to limit travel to hotspot regions and borders are closed to those without exemptions for several months. Physical distancing and restrictions around very large gatherings are still in place.

Economic conditions worldwide have not returned to pre-COVID levels. The global and Australian economies have entered into a prolonged period of 'drift' with a significant reduction in economic activity from pre-COVID levels characterised by no growth and sustained high unemployment. Tasmania's economic conditions are trending below the already weak national conditions -with an unemployment rate of around 12 per cent (more than double the pre COVID level) and youth and regional unemployment hit particularly hard. Industry sectors (such as Tourism) that are particularly affected by travel restrictions continue to struggle more than other sectors. Tasmanians are leaving the State in search for job opportunities, and the State's population has declined. National and international passenger and freight services have slightly improved but remain substantially below pre-COVID-19 levels. Freight costs are very high and capacity is unreliable. Many countries have

protectionist policies in place and international markets are difficult to access for many Tasmanian goods and services.

The economic crisis has resulted in decreases in Government revenue, and grants from the Australian Government have reduced for Tasmania. Governments feel under pressure to tighten and target expenditure (reduce some 'non-essential' services), and there is a growing acceptance that some support measures are creating distortions in the labour market. JobKeeper and JobSeeker supplements (and other support to businesses and supply chains), have either been revised, reduced and/or retargeted, and these reforms commenced with significant change occurring in 2021-22.

The inability for many Tasmanians to find sufficient work is leading to an increase in household stress and financial hardship, and more Tasmanians feeling isolated and disconnected (particularly young, old and disadvantaged Tasmanians). The Tasmanian community is very much feeling the social impacts of ongoing outbreaks of the virus and the ongoing impact of suppression measures in Tasmania. Students of all ages have also been impacted by frequent disruptions to their learning institutions, and the aged care sector in particular has faced ongoing unique challenges with the management of its work force and vulnerable clientele. Ongoing frustration and uncertainty has led to non-compliance with lockdown and social distancing requirements, and combined with the economic situation, is leading to increasing protests and unrest, a greater sense of fear and anxiety, and a loss of hope for a better future.

Attachment 4: Workshop Participants

Participant	Organisation
Bob Gordan	Football TAS
Mel Sharman	Surfing Tasmania Board Member
Michele Reading	RSL Tasmania
Rob Mantach	Lions
Michael Plunket	Rotary
Gus Yearly	Tasmanian Council of Churches
Himadri Mayadunne	Youth Network of Tasmania
Ian Fletcher	COTA Board Member
Rodney Greene	Community & Economic Development (BC)
Juma Piri Piri	Sudanese Community Launceston
Ella Dixon	MRC Northern TAS
Damian Collin	Alcohol and Other Drugs
Lisa Schimanski	Volunteer Tas
Kirsha Kaechele	Mona