



ForestWorks ISC

YEARLY REPORT
2009/10

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Executive Summary

During this year ForestWorks ISC provided expert advice to both industry and government about the skills development needs and demands across all sectors of the forest, wood, paper and timber products industry. Despite the current high level of industry structural adjustment taking place as a result of a number of factors including those caused by the Global Financial Crisis, ForestWorks ISC achieved a high level of industry participation in its activities. This high level of engagement has allowed ForestWorks ISC to gather intelligence in a timely way and provide advice on key trends impacting on skills and workforce development in a wide range of publications, forums and review processes throughout the year.

As stakeholder awareness of the Industry Skills Council ISC role has grown over the past two years, so has ForestWorks ability to be effective as a conduit between industry and government. During this year, ForestWorks was able to leverage on past activities to engage our industry's workers in nationally accredited training through the Enterprise Based Productivity Places Program (EBPPP). ForestWorks intensive and highly targeted campaign resulted in commitments for 750 training new trainees and training places across nearly 40 companies. This will represent almost \$3 million of additional funded delivery in the industry

In its second year of operation, ForestWorks ISC's focus moved to consolidation and development of the capacity built within the first year. Further embedding the systems and frameworks implemented in the first year allowed us to achieve further success as an ISC and facilitated communication between the Vocational Education and Training VET system, including Industry, the Department of Education, Employment and Workplace Relations (DEEWR), State Training Authorities STA, Skills Australia and licensing and regulatory authorities.

This engagement can be measured against outcomes, including:

- Increase in participants in Vocational Education and Training sector over the past year
- Three of the seven sectors undertook major updates to training package skills standards
- Five significant new resources for workplaces were developed
- Two new resources for trainees were developed

The Industry Skills Outlook produced by ForestWorks each year, is a document which outlines opportunities for increasing skill and employment levels and meeting identified skill demands in the forest, wood, paper and timber. It is updated each year to reflect key industry developments and provide direction for our industry's future workforce. This document builds on the Environmental Scan provided to DEEWR, expanding it to present a comprehensive snapshot of each sector of the industry.

Embedding Skills for Sustainability in our training packages is a substantial project for our industry and follows the many years of industry and enterprise activity focused on sustainable forest management and operations. Forest and timber products play an important role in reducing Australia's carbon footprint. All jobs in the industry are underpinned by sustainable practices and outcomes. This project is making existing sustainability skills more explicit and addresses emerging sustainability skills which will be embedded into the skill standards.

The engagement provided by the ForestWorks Skills and Employment Council (SEC) has continued to enable us to both gather industry information and identify skill needs quickly and responsively during this year. It is anticipated that this strategic effort will continue to guide skills development in the forest, wood, paper and timber industry in the future. This engagement targeted all seven sectors and has increased participation by 11% when compared to 2008/09. Plans developed and endorsed by the SEC will assist to set the future direction of skills development in our industry.

Part 1: The year in review

Summary of key issues influencing the training and workforce development needs of industry.

Introduction

In its Industry Skills Council (ISC) role ForestWorks acts as a conduit between industry and government to build partnerships to support the development of a highly skilled workforce. ForestWorks ISC covers all industry sectors in the forest, wood, paper and timber products industry including:

- Forest growing and management
- Harvesting and haulage
- Sawmilling and processing
- Timber manufactured products
- Timber merchandising
- Wood panel and board products, and
- Pulp and paper manufacturing

Sustainability development and sustainability skills review

Sustainable work practices have been a critical part of the forest, wood, paper and timber products industry for many years, with a focus on, but not limited to, sustainable forest management.

During 2010 ForestWorks ISC completed a sustainability skills gap analysis with industry to identify any emerging skills and skill gaps in the training packages. The gap analysis showed the following broad areas of sustainability, influencing training and workforce development needs across all sectors are:

- maximising carbon capture and storage
- renewable energy and biomass
- environmental resource management
- services, energy and material efficiency

The new developments requiring additional industry skills included :

- Biomass energy considerations
- Sustainable forest management activities including:
 - Fire prevention and management
 - Biodiversity and biosecurity protection
 - operations related to the salvage of fire affected timber
 - working with third party certification schemes including Australian Forestry Standard and Forest Stewardship Council
- Merchandising of timber and its lifecycle to wholesalers and retailers
- Community engagement strategies
- Carbon inventories and reporting

In addition the industry has chain of custody certification arrangements in place from forest management through to retail. This certification reflects individual company commitment to environment and forest management by sourcing legal and sustainable timber and providing environmental and social knowledge and information to consumers.

Forest Growing and Management'

The Forest Growing and Management sector comprises of both native forests and plantations in Australia. However, there is an ongoing trend for the industry's access to native forests to be reduced. The concern for industry is that at the same time the development of new plantations is tapering off. Farm forestry is seen as important in offsetting this gap.

As a result of major consolidation and changes in ownership across the forest growing and management sector, there are concerns regarding access to future log resource due to the changes in ownership and control over forest estates. The Queensland state government has sold its hardwood plantation assets to an international company, Hancock Timber Resource Group and forestry management companies, Timbercorp and Great Southern collapsed during the year. Plantations once managed by Great Southern across Albany and Bunbury in Western Australia and the Green Triangle region in south eastern Australia are also up for sale with some of the assets to date being sold to foreign interests. The forestry assets once owned by Timbercorp have moved from Australian public ownership to global private and management of the forestry assets of Great Southern were taken over by Gunns Ltd.

The ongoing shortage of production and operations foresters in the industry highlights a gap between the qualifications offered by universities and the VET sector. There is a need for a higher level VET qualification to support the training of production foresters and provide a pathway between both parts of the tertiary sector.

This sector will be significantly impacted by third party certification for forest management and the potential offset emissions from other sectors as carbon becomes a quantifiable commodity. Because of the increased public focus on the industry and its activities, there is a need for representatives to liaise and collaborate with communities and promote the sustainability benefits of the industry and its activities,

The impact of these issues for the sector is the need to support training and workforce development in the areas of:

- Utilising biomass for the production of bioenergy
- Protecting forest resource from biohazards/chemicals
- Designing and delivering programs to promote the benefits of plantations
- Developing forestry chain of custody certification processes
- Managing a carbon storage assessment program for forests and/or plantations
- Building and maintaining community relationships
- Managing community engagement strategies
- Developing and maintaining a tree inventory
- Developing carbon inventories, and
- supervision and management

Harvesting and Haulage

Key impacts on this sector include the reduction in access to native forests and the impact of bushfires in early 2009. Both of these factors contributed to the reduction in volume of harvestable forest and work in this sector. This was partially offset by the increase in salvaging activities in 2009/10 to recover any of the burnt logs which could still be used by the industry.

These factors influenced training and skill development to support both

- Salvaging activities for workers operating in fire affected regions, and
- Use environmental care procedures to undertake fire salvage operations

The following areas of skill development are planned to address the emerging sustainability needs of this sector of the industry

- Converting timber residue for further use
- Managing tree harvesting to minimise environmental impact
- Implementing environmentally sustainable harvest planning systems
- Building and maintaining community relationships
- Managing community engagement strategies

Sawmilling and Processing

Accounting for carbon in wood products and the use of biomass products from forest and wood processing residues is a new growth area for the sector. Within the energy efficiency and carbon footprint context, the sawmilling and processing sector is considered one of the largest energy consumers and CO₂ emitters due to

drying kiln operations. Therefore training to enhance kiln operators 'skills for optimising the current processes is an ongoing issue for workforce development. Workforce development needs of this sector in particular are:

- Identifying and promoting the carbon benefits of wood products
- Drying timber in solar assisted kilns
- Selecting timber preservation techniques
- Maximising return from wood products
- Develop forestry chain of custody certification process for the workplace
- Converting timber residue for further use
- Develop engineered timber products to meet energy efficient building design needs
- Develop and implement biochar storage systems for carbon capture and storage

The Pulp and Paper Manufacturing Sector

Two proposed projects which promise to stimulate demand in this sector are the Gunns pulp mill in Tasmania and the Protavia pulp mill in South Australia. The closure of the two mills in North West of Tasmania resulted in 450 redundancies and further potential job losses have been flagged if large scale dumping of tissue from China and Indonesia is allowed to occur. These factors together with delays being experienced on the new projects contribute to economic activity remaining significantly reduced in the short term.

The Commonwealth government established the Pulp and Paper Industry Strategy Group and the report released in April 2010 identifies immediate and long term actions to address the challenges faced by the sector.

At the end of this reporting period, there is speculation that Gunns will possibly move out of native forest logging in Tasmania and transition to a plantation-based industry. Should this transition to a plantation-based industry go ahead it may provide more certainty in the environment and jobs for Gunns workers and customers. This move may pave the way for the financing and construction of the proposed pulp mill and the creation of jobs in the industry in Tasmania. Many see the plantation-based resource as fundamental for the future of the forest industry in Tasmania, and an important part of that modern industry is the new pulp mill. The impact of this transition would be felt industry wide. Further investment is required in planting trees to ensure that supply can be maintained along the integrated supply chain from forest to product.

The future training and workforce development needs of this sector relate to the technological requirements of the new plant and machinery in these mills. At the supervisory and management levels there will be the need to undertake organisation wide problem solving to adapt the operations as regulatory requirements to address even higher levels of environmental standards are introduced. Development and implementation of policies and processes related to environmentally sustainable work practices and managing community engagement strategies will be key skill requirements at this level.

Timber Manufactured Products

Chain of Custody Certification may evolve into an essential operating requirement in domestic and international markets. Enterprises at all levels may soon be exposed to the need to acquire skills which are able to report against the system's quality, material sourcing, production controls and transaction documentation.

With the customer's interest in the impact of businesses on sustainable practices, the ability to demonstrate sustainability for enterprise in this sector will require skills development in methodologies such as Environmental Impact Assessment, Life Cycle Analysis and assessment of carbon footprint.

Skills development will also be required to ensure that the sector has the technological capacity to align its products to green building criteria.

Timber Merchandising

Given that the timber merchandising sector is the final stage in the industry's supply chain, this sector becomes a point at which environmental benefits inherent in wood products reach the customer. The timber merchandising sector plays a significant role in ensuring that the chain of custody for the purchased product is completed and that the relevant commercial instruments (trademarks, labels and claims) to promote the social and environmental benefits of wood, such as carbon storage credentials, are in place.

New developments in engineered wood products occur at a fast rate, stimulating demand and creating new applications which the consumer need to be informed about.

The high levels of timber and wood specific knowledge of that workforce will need to be expanded to include these new developments.

Working below capacity

The industry throughout the 09/10 financial year was not working to full capacity. Enterprises have struggled to maintain jobs and workflows due to the slowdown in demand including a 17% reduction in housing starts. There was a decline in the number of businesses operating in the industry, and employment in the industry continued to fall into 2010. Shorter working weeks, shorter shifts and shutdowns were used to save jobs where possible during this period.

In this uncertain environment the industry has lost many experienced workers as they moved to other industries with stronger economic prospects and the potential of greater job security. During this period many enterprises shifting their focus from skills training and investment to carrying out cost saving activities for their economic survival.

The implications of an industry working below capacity were increases for ForestWorks' workers assistance programs designed for workers with jobs that are facing redundancy that provide support for skills assessment, development and placement either elsewhere in the industry or in another industry. These programs provide:

- Assistance with literacy and numeracy
- Advice on upgrading current skills
- Short training courses to promote employability including first aid, truck and forklift operation, small business training and chainsaw training
- Licensing opportunities, and
- Assistance with securing a new job

Summary

This financial year was a very difficult one for many parts of the industry and has created an operating environment with many challenges for ForestWorks. During this period, we focused on assisting enterprises to develop the skills necessary to cope with the need to make significant change. This included a range of workers assistance programs across 3 states.

As the capacity for workplaces to engage in skills and training dropped, ForestWorks workload increased as we sought to support the industry but also to support training providers who still require student numbers in order to maintain their services and their employees. A reduction in training and assessment staff will provide a serious impediment to ongoing skills development so we have worked hard to ensure that training providers are able to maintain workloads and capacity. This focus of this work will continue into 2011.

The Timber Frame and Truss Sector of the industry used this period to work with ForestWorks to improve its capacity to attract, train and retain staff, through the development of new career paths, training options, skill standards and qualifications via training package work. ForestWorks facilitated this activity at a national level and will be seeking NQC endorsement for new products in this sector.

Part 2: Key Performance Indicators

This part of the report outlines ForestWorks' activities and resulting achievements for each of the nine Key Performance indicators (KPI) outlined in the Annual Business Plan.

KPI 1: To provide integrated industry intelligence and advice	
Objectives	
<ul style="list-style-type: none"> ▪ Maintain sound relationships with key stakeholders to gather industry intelligence ▪ Maintain high levels of industry engagement ▪ Represent the needs of industry to government <p>ForestWorks' objective is to gather accurate and timely industry intelligence through sound relationships with industry. These relationships are maintained with every industry association and a representative range of companies in the forest, wood, paper and timber products industry. Through these relationships ForestWorks ISC has access to timely qualitative information regarding industry trends.</p>	
Mechanisms and Activities	Achievements, challenges and implications
<p>The following performance measures were used to measure our effectiveness:</p> <ul style="list-style-type: none"> • High response by stakeholders to requests for input into research • High levels of industry participation in industry advisory structures • To be the primary source of accurate industry intelligence and be considered an industry leader • Respond to Government requests for advice on issues of critical importance and areas of particular need <p>The following communication framework is utilised to support the maintenance of industry to access intelligence:</p> <ul style="list-style-type: none"> • Skills and Employment Council (SEC) • State Industry Training Advisory Network • Pulp and Paper Industry Skills Development Unit • Engagement with industry associations & enterprises (including Industry Leaders' dinners), and • Industry Journals to develop research & scans 	<p>Forestworks achieved high levels of participation through our communication framework enabling us to collect the intelligence required to respond to the following issues of critical importance:</p> <p>Skills Australia</p> <ul style="list-style-type: none"> • Workforce Futures: Towards an Australian Workforce Development Strategy - November 2009 <p>Australian Qualifications Framework Council</p> <ul style="list-style-type: none"> • Strengthening the AQF: A Framework for Australia's Qualifications - July 2010 <p>Department of Education, Employment and Workplace Relations</p> <ul style="list-style-type: none"> • WELL broker proposal July - 2009 • Skills for Sustainability Proposals – 15 January and 15 March 2010 <p>AusAID</p> <ul style="list-style-type: none"> • International Forest Carbon Initiative Indonesia - March 2010 <p>Department of Agriculture, Fisheries and Forestry</p> <ul style="list-style-type: none"> • Forest industries climate change research fund - August 2009 • Asia Pacific Forestry Skills and Capacity Building Program Phase II - September 2009 <p>House of Representatives, Standing Committee on Employment and Workplace Relations</p> <ul style="list-style-type: none"> • Inquiry into Regional Skills Relocation - May 2010 <p>Department of Education and Training QLD</p> <ul style="list-style-type: none"> • Australian Apprenticeship Taskforce Discussion Paper - July 2010 <p>Department of Education and Training NSW</p>

- NSW Government Knowledge Statement and Tertiary Education Plan - July 2010
- Forest Industry Development Board SA
- Conceptual Framework for the South Australian Forest Industry Strategy - April 2010
- Department of Further Education Science and Technology SA
- Response to Skills for All
 - Productivity and Participation through skills - August 2010

Information and advice contributed by ForestWorks through consultation included:

- Skills for Sustainability - October 2009
- Future Governance of the National VET System conducted by Skills Australia – Melbourne, 19 September and Sydney, 30 September
- Meetings with Senator Arbib, Minister for Employment and with other ISC's focusing on labour mobility support requirements,
- The final report of the Pulp and Paper industry Strategic Review and
- CEO participation as a member of the Ministerial roundtable convened Minister Tony Bourke – Minister for Agriculture, Fisheries and Forestry.

High levels of industry participation in advisory structures was demonstrated through the organisation and co-ordination of the Industry Conference "Forest Futures – Innovation | Jobs | Investment", in November 2009 which attracted more than 300 industry leaders and decision makers, senior Government stakeholders, Senators and Members of Parliament from Labor and the Coalition to examine the future opportunities of the industry in Australia. Highlights of the conference included presentations from the Hon. Tony Burke, Minister for Agriculture, Fisheries and Forestry outlining the Federal Government's vision for Australia's forest industry, the Hon. Richard Colbeck (Shadow Parliamentary Secretary for Agriculture, Fisheries and Forestry, Robin Shreeve (CEO, Skills Australia), Jim Adams (CEO, Timber Communities Australia) and Ian Boyd (CEO, New Zealand FITEC).

Challenges and Implications

The implementation of a new activity database has ensured that ForestWorks engagement with stakeholders is more accurately recorded. In 2009/10 the level of reported employee engagement with stakeholders was four times the previous year across all categories of key stakeholders ie industry, government and training providers.

Forestworks' capacity in this area has increased as staff skills and knowledge in this area has improved over the past year. Since implementation in the first year of the ISC

	<p>contract, ForestWorks staff has participated in more engagement at a deeper level. The focus of engagement activities on industry stakeholders was demonstrated by that fact that nearly half of all reported engagement is with in this category. This was closely followed by high levels of engagement with both Commonwealth and State government stakeholders. This result is pleasing as it demonstrates that as an organisation we understand our role as conduit between these key stakeholders.</p>
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KPI 2: Develop and maintain high quality Training Packages

Objectives

- Develop and maintain high quality best practice training packages:
- fit for industry purpose & reflect stakeholders' needs
- speed to market

ForestWorks ISC aims to provide a training package which maximises ease of use and flexibility to facilitate workforce development in enterprises. Through wide consultation it is intended that stakeholders needs are well understood and validated. Through the continuous improvement process ForestWorks objective is to be responsive to the industry.

Mechanisms & Activities

The following performance measures were used to measure our effectiveness:

- ForestWorks' Continuous Improvement Plan (CIP) is developed, reviewed and submitted
- Currency and visibility of the CIP is maintained
- Projects in the CIP are prioritised and validated
- Training Package submissions are managed according to NQC Training Package Development Process

Achievements Challenges & Implications

Forestworks achieved currency and validation of CIP projects through engagement with SEC and national ITAB network meetings. CIP projects were prioritised and validated in these forums thereby providing responsiveness to industry needs. Issues and priorities gathered at these meetings are used to develop and review the CIP for submission to DEEWR on 27 February 2009.

The validation process ensured that the CIP was visible to stakeholders who regularly reviewed the priorities for training package development. The latest version of the CIP was accessible on the website and allowed stakeholder access to the schedule of work undertaken.

ForestWorks' Case for Endorsement of the Timber Truss and Frame pathways to the National Quality Council (NQC) was written and ready for submission later in 2010. This significant project provides units and qualifications to support career pathways in this sector of the industry. The Case for Endorsement achieved sign off from key stakeholders and State Training Authority in each state.

Training packages reflected best practice and met government needs through our awareness of NQC Training Package policy and State Training Authority (STA) requirements. We achieved this level of awareness through regular participation in DEEWR Technical Advisory workshops and communication with State Training Authorities (STAs). This was demonstrated by the two ISC upgrades undertaken during this year. The Forest and Forest Products training package (FPI05) was upgraded to reflect the new flexible packaging rules for 18 qualifications in March 2009. All work involving the development of qualifications has reflected the new requirement

since its implementation. The ISC upgrades included reviewed imported units, and minor reviews of at least 20 existing units with no change in outcome. Ten Skill Sets were added to the FPI05 to cover the operation of Harvesting machinery.

ForestWorks' staff continued to use stakeholder engagement to identify issues and validate priorities for the continuous improvement of the Training Packages. This strategy was effective in identifying key priorities for new and emerging skills by our industry stakeholders.

- 10 new skill sets for operators of mechanical harvesting machinery
- Skills for Sustainability – 246 units reviewed, 25 new units and an Advanced Diploma proposed
- The timber truss and frame pathways project was a significant piece of work which recognised the career progression of workers from production assistants through to the design and production pathways within the sector. Engagement with enterprises in this sector was extensive and ForestWorks' staff worked closely with industry association to visit worksites across Australia. These visits map work flow process to the development of new units and qualifications support the sector's ability to promote careers through the timber truss and frame industry.

Challenges

Although challenges still existed in gaining access to people at worksites, due to production pressures. Sector Advisory Groups were formed from recommendations through SEC and ITAB committees. The process was tested this year and enabled us to gain technical advice from industry experts. The challenges of accessing industry experts have, in some cases, negatively impacted on our timelines on some projects.

KPI 3: Support implementation of training packages

Objectives

- Provide support for the implementation of training packages to increase the access to nationally accredited training and work with the VET training providers to reduce barriers for access to training

Mechanisms & Activities	Achievements Challenges & Implications
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<p>ForestWorks provides support for the implementation of training packages through a range of mechanisms:</p> <ul style="list-style-type: none"> ▪ Coordinaton of the training provider network ▪ Professional development and advice through network workshops, newsletters, phone and email support ▪ Maintenance of current information and resources on website ▪ Actioning priority issues for the industry ▪ Reducing barriers to the provision of training 	<p>Forestworks achieved high levels of engagement with training providers during this year as demonstrated by activity database reports showing ForesstWorks committed 3,000 hours to providing professional development and advice to training providers through network workshops phone and emails support.</p> <p>Two newsletters and regular emails were circulated to the training provider network during 2009/10 covering a range of issues including consultation for training package development of new and revised units and qualifications for</p> <ul style="list-style-type: none"> • Pulp and paper manufacturing secotr • Skills for sustainability • Timber truss and frame sector • Mechanical harvesting • Chainsaw and tree felling • Revision of CIP priorities <p>ForestWorks coordinated of the training provider network workshop in Mt Gambier in July 2009. Over 60 people attended this workshop which delivered comprehensive discussions and consultation around skills development and training package implementation issues. It was attended by industry leaders, trainers and assessor, RTO managers, State Training Authorities, relevant associations and enterprises. Support was provided to participants through professional learning and networking opportunities. The sharing of information enhanced and developed industry training skills and knowledge</p> <p>High levels of engagement were maintained through the inclusion of training providers on Sector Advisory Group related to continuous improvement of training packages projects and development of resources. Projects included the development of new units included in Timber Truss and Frame qualifications and the review of units for chainsaw maintenance and use, tree felling, forest operations and skills for sustainability. These groups also provided input in the development of both the Chainsaw User's Maual and the Tree Faller's</p>
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	<p>Manual¹. Interaction with these projects helped to provide the awareness and understanding of training package development and implementation during 2009/10.</p> <p>The doubling of website hits on pages containing training and resource information also indicated a high level of information and support provided by ForestWorks was accessed by our training providers.</p> <p>During 2009/10 ForestWorks worked on removing barriers to improve access to training through providing advice in the following submission to government:</p> <ul style="list-style-type: none">▪ Strengthened AQF▪ Foundations for the Future▪ Projects arising from VET products for the 21st Century▪ Productivity commission report on the VET workforce <p>ForestWorks worked with STAs to support the development of implementation documents (including purchasing guides). During this year ForestWorks staff worked with the Curriculum Maintenance Manager in Victoria to review and develop Purchasing Guides for the reviewed Pulp and Paper Industry Manufacturing Training Package and new units for the Timber Truss and Frame sector and Timber Truss and Frame qualifications.</p>
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¹ Tree Faller's Manual was funded by the SET project.

KPI 4: To develop, maintain and disseminate other training and workforce development resources	
Objectives	
<ul style="list-style-type: none"> ▪ Promote the availability and support development of current resources to facilitate training <p>The priority of resource development is driven by the Continuous Improvement Plan projects.</p>	
Mechanisms and Activities	Achievements, challenges and implications
<p>ForestWorks develops, maintains and disseminates training and workforce development resources and is a valued source of this information through:</p> <ul style="list-style-type: none"> • the website which promotes the availability of current resources to facilitate training and support skill development, and <p>To ensure resources are developed to facilitate training in line with industry’s emerging skill needs through:</p> <ul style="list-style-type: none"> ▪ Consultation with industry and the provider network to identify priority areas for resource development, and ▪ Makes recommendations to funding bodies to support resource development in line with those industry needs 	<p>A diverse range of resources were developed to support the delivery of training packages this year. These resources included electronic and paper based learner guides, employer and workplace and implementation guides. Collaboration with industry and training providers ensured that resource development was in line with industry priorities for workforce skill development for high risk and high use units. In response the Chainsaw Operators Manual published and development of Tree Faller’s Manual commenced in this year.</p> <p>Achievements during this year included the release of the Chainsaw Operator’s Manual, an Advisory Group formed for the development of the Tree Faller’s Manual. and the completion of 5 revised Learner Guides to support the delivery of the 10 new Machine Operator Skills Sets².</p> <p>The Chainsaw Operators Manual provides a valued source of advice available for workforce development. This is demonstrated by strong sales of the Chainsaw Operators Manual exceeding the publisher’s expectations</p> <p>An electronic toolbox was developed in 2009³ and extended in 2010 to support the introduction of new qualifications developed for the timber truss and frame sector. Increasingly pockets of good practice are developing across the industry with the use of the electronic toolboxes. Workers in this sector make up the bulk of the timber manufacturing sector’s 38,000 workers. Materials were trialled at selected workplaces and trainers and RTOs were invited to trial units with their students.</p>

² This work as undertaken as part of the Australian Government funded Skills Set project

³ Electronic toolboxes are funded by the Australian Flexible Learning Framework

	<p>Other resources include</p> <p>The Flexible Apprenticeship and Traineeship Workplace Guide⁴ which was launched on June 1, 2010. This is a practical, user friendly guide aimed at guiding employers through a five step process of how to access apprenticeships and traineeships and also includes resources and helpful tips to streamline the process for all sectors of the industry. It was developed in consultation with industry, and promotes Australian Apprenticeships and demonstrates flexible trainee and apprenticeship delivery approaches.</p> <p>The guide also includes a case study involving Timber Training Creswick and Dahlsens Building Centres where flexible training has been introduced to meet the hectic demands of a busy worksite. Timber Training Creswick have developed a flexible training model to meet the needs of their client which has led to success in many areas of the business, including increased sales, reduction in lost time injuries and reduced staff turnover.</p> <p>ForestWorks' success in promoting and building an awareness of resources to facilitate training is demonstrated by the website hits on resource related pages which have more than doubled over the past 3 years..</p>
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⁴ The Flexible Apprenticeship and Traineeship Workplace Guide was funded by the Australian Government's Industry Training Strategies Program (ITSP) –Industry Pathfinders

KPI 5: To offer independent workforce development advice to businesses	
Objective	
<ul style="list-style-type: none"> ▪ Facilitate enterprises access to government funded training and skill development & increase enterprises' understanding of workforce development strategies <p>An important objective for workforce development advice is that it is consistent, clear and easily understood. Our role is to demystify and explain the training system to engage existing workers in nationally accredited training.</p>	
Mechanisms and Activities	Achievements, challenges and implications
<p>Our effectiveness in offering independent workforce development advice to enterprises was measured by:</p> <ul style="list-style-type: none"> ▪ access to enterprise resources including the toolkit which provides information and advice about workforce development and ▪ a plan of visits and engagement with enterprises 	<p>ForestWorks offered independent workforce development advice and facilitated enterprise access to training through:</p> <ul style="list-style-type: none"> ▪ Enterprise contact through visits and other engagement to align enterprises needs to training ▪ Scoping a process for engagement with enterprises requires increasing depth with each subsequent visit ▪ Engagement through SEC and associations to garner support for enterprise workforce development. ▪ Use of our website to promote funded training available and resources available to support workforce development <p>ForestWorks key achievement in increasing our workforce development and supporting enterprises to access funding for nationally accredited training through the efforts of ForestWorks Skills Development Officers (SDO's) and Skills Advisory Managers (SAMs). Enterprise visits and engagement and skills development have achieved gains in apprentice and trainee commencements. Engagement with nearly 80 enterprises individually and a further 52 enterprises and associations through SEC membership has been achieved. Details for enterprise visits and engagements are shown in Appendix D</p> <p>Increasing enterprise understanding of workforce development was demonstrated during this year by commitment to enterprises to the Enterprise Based Productivity Places Program (EBPPP)⁵. Funding was secured for nearly 40 enterprises resulting in over 700 training places as a direct result of enterprise</p>

⁵ Please note that core ISC funding covered enterprise visits and engagement required to promote and assist enterprises in understanding and securing the Enterprise Based Productivity Places Program (EBPPP) funding.

engagement.

The major challenge in providing support for workforce development in the current environment of structural change is that many enterprises have had a focus on economic survival rather than investment and development. For longer term planning, the industry requires access to more logs and therefore the imperative is for more investment in trees. Without confirmation of this investment, many enterprises will take a lot of additional activity by ForestWorks to convince them of the necessity of ongoing skill development for their employees.

The following outcomes of site visits and industry engagements undertaken during 2009/2010 has resulted in the following 37 industry enterprises have being engaged in the EBPPP program:

- 11 NSW
- 8 QLD
- 1 TAS
- 11 VIC
- 6 WA

In Queensland this amounted to 314 training enrolments in the EBPPP, 418 enrolments for SPP, and support from industry to support 200 places for the state based PPP contract in Queensland. This contract is currently being negotiated.

The site visits/industry engagement activities also resulted in industry taking an active role in the development and review/endorsement of the FPI05 training package through its CIP.

KPI 6: Promotion of the Productivity Places Program

Objectives

- Promote of the Productivity Places Program to facilitate the allocation of training places

Mechanisms and Activities	Achievements, challenges and implications
<p>Facilitate the allocation of Productivity Places Program (PPP) through the following mechanisms:</p> <ul style="list-style-type: none"> Providing advice to government regarding priority areas Promoting availability of places through website, visits, meeting and events Working with State Advisory Network to identify opportunities for allocation of places Engaging with enterprises to broker training for existing workers 	<p>ForestWorks worked with industry and RTOs to ensure that appropriate opportunities and pathways were provided for new and existing workers and in particular the opportunity to access additional training places provided through the Enterprise Based Productivity Places Program (EBPPP) and Productivity Places Program (PPP).</p> <p>ForestWorks successfully administered the Federal Government Enterprise Based Productivity Places Program with the forest and forest products industry committed to receive nearly \$3 million in Federal funding to train more than 700 trainees across nearly 40 enterprises. At the end of 2009/10, 46 existing workers had already commenced their training. It is planned that all trainees will be enrolled and commenced training by the end of 2010.</p> <p>These places represent a significant level of training and funding for the industry and will contribute to the trend of increasing enrolment in nationally accredited qualifications.</p> <p>ForestWorks is closely involved in supporting workers affected by structural adjustment in the industry in particular on specific projects in Nangwarry, Dartmoor, Myrtleford, Scottsdale, Burnie and Wesley Vale⁶. In all projects, promoting retraining has been well enhanced by accessing Productivity Places Program funds. The number of workers placed in jobs or training continued to be high, at a level of between 80 and 90% being placed within 12 months.</p> <p>ForestWorks ISC conducted over 100 visits and engagements with over 77 enterprises to promote state administered Productivity Places Program (PPP)⁷, provided advice regarding the qualifications to be included on the registers and advice and support to enterprises and RTOs on accessing funding. Enterprise visits and ongoing communication with Forestry Tasmania identified which targeted needs within the organisation, demonstrated both a need and an</p>

⁶ Worker's Assistance projects were supported by accessing PPP funding

⁷ Please note that core ISC funding was used to undertake enterprise visits which achieved PPP outcomes.

	<p>opportunity to recognise skills in the organisation around forest fire fighting. This was translated into an application for places in Certificate III in Forest Growing and Management.</p>
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KPI 7: To work cooperatively as a network with other ISCs on cross industry issues	
Objectives	
<p>Work with other ISCs to:</p> <ul style="list-style-type: none"> ▪ provide industry leadership for VET system ▪ build the role and brand of ISCs, ▪ be a valued member of the forum, and represent views of the forest, wood, paper and timber product industry 	
Mechanisms and Activities	Achievements, challenges and implications
<p>The following performance measures were used to measure our effectiveness as an ISC forum to work cooperatively on cross industry issues through:</p> <ul style="list-style-type: none"> ▪ Participation in CEO and Chairs' forums, workshops, meetings and joint projects and submissions ▪ Participaton in at all ISC working parties ▪ input to joint projects 	<p>ForestWorks participated actively and contributed to joint ISC forums, meetings, consultation and input to cross industry advice.</p> <p>ForestWorks achievements included collaborative work on</p> <p>Input to joint ISC cross industry advice</p> <ul style="list-style-type: none"> ▪ Australian Qualifications Framework Council's AQFC Proposals for Strengthening the Australian Qualifications Framework – July 2009 ▪ Joint ISC/industry peak bodies' advice to the Ministerial Council Ministerial Council for Vocational and Technical Education MCVTE on 21st Century Training Products Final Report – November 2009 ▪ Skills Australia Workforce Futures – November 2009 ▪ presentation to National quality Council on key issues for the VET system emerging from the environmental scans – February 2010 <p>Participation in ISC Forums and Consultation</p> <ul style="list-style-type: none"> ▪ ISC Chairs meeting - 6 August 2009, 22 October 2009 and 19 February 2010 ▪ ISC CEOs Forum - 14 August 2009, 29 September 2009 and 6 October 2009 ▪ ISC CEOs NQC Secretariat Briefing - 23 September 2009 • working groups arising from VET products for 21st Century providing advice at both a strategic and technical level - June 2010 <p>Participation in ISC working groups</p> <ul style="list-style-type: none"> • Technical managers (25 November 2009, 2 June 2010 and 01 February 2010) ▪ WELL network ▪ Workforce development

Contribution to other ISC initiatives

- Bernard Salt, 2009, *"Industry Skills Council – Overarching Analysis Property & Demographic Advisory"*, KPMG, Melbourne.
- National Green Skills Forum, Melbourne – 23 October 2009
- Skills Australia Industry Forum, Canberra – 20 November 2009
- ISC forum joined International Network of Sector Skills Organisations INSSO – March 2010
- Joint commissioning of independent report by Per Capita think tank into International approaches to Green Skills and Sustainability – May 2010
- Letter Minister Mark Arbib (10 December 2009)
- Invitation ISC Joint Event "Strategies for the Future" – 01 June 2010
- ISC forum report "Green Skills International Research Report" – June 2010

ISC Joint Conference

The ISC joint conference "Strategies for the future - Informing the work of the ISCs" held in Canberra featuring international keynote speakers who presented on a range of topics relating to educational best practice and future directions worldwide . The forum hosted industry and education stakeholders, ISC board members and senior ISC staff. ForestWorks' CEO, Michael Hartman, provided a presentation on Skills for Sustainability to this forum

ISC Workforce Development Officers and Training Package managers continued to meet to share good practice and learn new approaches to ISC work.

ForestWorks' upgraded its Forest and Forest Products training packages to include flexible packaging rule in March 2010, providing a template for use by other ISCs.

<h2>KPI 8: To actively engage and communicate with a wide range of stakeholders</h2>	
<h3>Objective</h3>	
<ul style="list-style-type: none"> ▪ Use a framework of networks, including state and territory organisations, to gain an understanding of stakeholder needs and be leading source of industry intelligence on skills and workforce development 	
<h3>Mechanisms and Activities</h3>	<h3>Achievements, challenges and implications</h3>
<p>The key mechanism used by ForestWorks for stakeholder engagement and communication is the Stakeholder Engagement Plan (SEP).</p> <p>Performance measures used to evaluate our effectiveness in actively engaging and communicating with a wide range of stakeholders included:</p> <ul style="list-style-type: none"> • Collaboration with state and territory organisations in a positive and constructive way, and • Effective advisory structures that are valued by stakeholders <p>Good working relationships and the provision of opportunities for stakeholders underpins the success of the following framework of networks and events, which includes:</p> <ul style="list-style-type: none"> ▪ Annual Industry forums ▪ SEC meetings twice a year and ongoing communication ▪ Industry dinners at specific locations each year ▪ State ITAB network meetings, at least once per year ▪ State ITAB committee meetings, up to 4 in each jurisdiction per year ▪ Training Provider network meetings including FIAPs, ATTA, Tasmanian Licensed Assessors network and contact through ITABs meetings in each state. 	<p>Stakeholder engagement is used to both gain understanding and provide advice. ForestWorks' main determinant of its effectiveness as an ISC is that a representative range of key stakeholders interact and engage with ForestWorks through these networks and events. Industry leaders of large companies and associations across all sectors of the industry with the ability to contribute to the national perspective, Government Ministers and federal and state government representatives and training providers all provided this representative perspective in 2009/10. . The Skills and Employment Council increased to 52 members with the total membership providing representation of key industry leaders across every sector of the industry.</p> <p>ForestWorks coordinating role in the organisation of the industry conference demonstrates our to access these key stakeholders. This forum is used by industry to discuss the high level strategic issues. This year's industry conference events "Forest Futures – Innovation Jobs Investment", which took place on 24-25 November 2009, was attended by more than 300 industry leaders and decision makers, senior Government Ministers, Senators and Members of Parliament from Labour and the Coalition to examine the future opportunities of the industry in Australia.</p> <p>ForestWorks responsiveness to industry was demonstrated by the development of qualifications to support career pathways for the timber truss and industry. These qualifications facilitate the up skilling existing workers and attract new entrants to the sector. This work was undertaken with high levels of input and support from key industry associations and enterprises in the timber truss and frame sector.</p> <p>Positive submissions to the Senate Education, Employment and Workplace Relations Committee inquiry in to Industry Skills Councils (ISCs) is evidence</p>

	<p>of ForestWorks' stakeholder satisfaction. The inquiry received over 100 responses of which about 25% were highly supportive of ForestWorks and its activities. The review received more letters supporting ForestWorks in its role as an ISC and the positive contribution made to the industry than for any other ISC</p> <p>Collaboration with state/territory organisations was constructive as demonstrated by the allocation of priorities for CIP projects at the ITAB network meeting at Mt Gambier in July 2009.</p> <p>Active engagement with training providers was achieved through attendance at the workshop at Mt Gambier in July and participation in regional moderation meetings. Training providers also contributed to projects related to resource development and revision of training packages.</p> <p>ForestWorks worked with industry partners to address gaps between VET and Higher Education in forestry and timber processing and develop pathways to meet industry need. During this year collaboration with Universtity of Tasmania (UTAS) has commenced in order to develop a pathway to their proposed Graduate Certificate in Timber. This qualification will be mapped to the proposed Advanced Diploma of Forestry Industry Sustainability being developed as part of the Skills for Sustainability project. This work is expected to achieve efficiencies of resources and enable a critical mass of students to be accessed. The first UTAS master class is expected to be conducted late in 2010.</p>
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KPI 9: Provide information and policy advice on national training system

Objective	
<ul style="list-style-type: none"> ▪ Develop the Environmental Scan to communicate industry directions and emerging issues 	
Mechanisms and Activities	Achievements, challenges and implications
<p>Performance measures for the provision of information and policy advice on the national training system are:</p> <ul style="list-style-type: none"> ▪ Raising government awareness of emerging industry issues ▪ Providing government advice on issues of critical importance in relation to particular needs of industry ▪ Providing the Environmental Scan (eScan) by the deadline ▪ Be regarded as a conduit for industry information and advice and input into policy to government 	<p>The Environmental Scan was developed through contact with stakeholder networks and informed updates of the Continuous Improvement Plan. This process optimised contact with consultation groups through identifying skill gaps and mapping gaps to industry issues which allowed us to collect input for the Continuous Improvement Plan in an integrated way.</p> <p>The information provided by the Environmental Scan is valued by our industry and used by industry stakeholders as consolidated industry overview. ForestWorks' effectiveness and understanding of the forest and forest products industry viewpoint was demonstrated by the industry's request that we develop an expanded Industry Outlook version of the eScan for use by the industry at the next Industry Conference.</p> <p>One of the challenges in the past was summarising the industry information into 20 pages as was required by DEEWR. With the development of the Industry Skills Outlook 2010, ForestWorks was able to provide both products, each satisfying a particular stakeholder requirement. Due to ongoing recruitment and knowledge management ForestWorks has improved its integrated industry information and has further developed its capacity to develop an Environmental Scan.</p> <p>Over the past two years of the ISC contract, ForestWorks has been successful in building its capacity to contribute to the development of each Environmental Scan.</p> <p>The activity ForestWorks engages in demonstrates it as a source of industry information for Skills Australia as well as providing a conduit into policy and advice for Government.</p> <p>ForestWorks is a recognised stakeholder in the Skills Australia Annual Report 2009-2010, as meetings were conducted on 27 October 2009 and 24 November 2009. Also Skills Australia met with the Forest</p>

	<p>Industries Leaders on 24 November 2009 and also as part of this engagement the CEO of Skills Australia presented at the Forest Futures conference held on the same day.</p> <p>The ForestWorks Chair participated in the Skills Australia strategic industry forum on 20 February together with other chairs of the boards of Industry Skills Councils, representatives of key industry peak bodies, and the chairs of State Training Authorities. This strategic industry forum met to discuss lifting quality in training and investing in skills for a more productive future</p> <p>ForestWorks participation in state Industry Training Advisory Boards reviews in SA, QLD and NSW demonstrates its interconnectedness with government and VET sector.</p>
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Part 3: Summary of progress against the KPIs

The following summary highlights the overall progress against the planned work activity.

ForestWorks engaged strategically with stakeholders, despite the challenging circumstances, to make effective use of industry time and knowledge. Outcomes were achieved for the forest, wood, paper and timber products industry by working with the following key stakeholder groups:

- Enterprises
- Government
- Employee and employer associations
- Industry Training Advisory Boards ITABs and
- Registered Training Organisations

KPI 1: To provide integrated industry intelligence and advice

During 2009/10 ForestWorks provided integrated industry intelligence and advice through contributions to consultations and submissions to a diverse range of organisations including: Skills Australia, AQFC, DEEWR, AusAID, DAFF, House of Representatives Standing Committee on Employment and Workplace Relation, TVET, NQC, Pulp, State government departments in South Australia, New South Wales and Queensland, the Paper Industry Strategic Group, the Ministerial Roundtable convened by Minister Tony Bourke - Minister for Agriculture, Fisheries and Forestry and Senator Arbib, Minister for Employment.

ForestWorks' engaged with a representative range of industry leaders and government in networks within our communications framework during this year including: Skills and Employment Council (SEC), the State Industry Training Advisory network, Pulp and Paper Manufacturing Industry Skills Development unit, industry associations and enterprises. High levels of industry participation was also achieved through co-ordination the Industry Conference in September, 2009.

Through these achievements ForestWorks has identified 4 key priority areas for development for emerging sustainability skills across all sectors and subsequent development of qualifications and units and revision of existing units as part of the Skills for Sustainability project.

ForestWorks' good understanding of industry needs and viewpoint was demonstrated this year when the information provided by our Environmental Scan was so well regarded that industry requested that ForestWorks developed the expanded Industry Skills Outlook version for the next Industry Conference.

KPI 2: Develop and maintain high quality Training Packages

Forestworks achieved currency and validation of CIP projects through engagement with SEC and national ITAB network meetings. CIP projects were prioritised and validated in these forums thereby providing responsiveness to industry needs. Issues and priorities gathered at these meetings are used to develop and review the CIP for submission to DEEWR on 27 February 2009. Interaction at these meetings and the presence of the CIP on the websites ensures that these projects remain visible to industry stakeholders and that priority were regularly reviewed.

ForestWorks' responsiveness to industry was demonstrated by the development of qualifications to support career pathways for the timber truss and industry. These qualifications facilitate the up skilling existing workers and attracting new entrants to the sector. This work was undertaken with high levels of input and support from key industry associations and enterprises in the timber truss and frame sector.

ForestWorks' worked with key stakeholder to identify and develop units and qualifications for the following new and emerging skills

- flexible packaging rules for 18 qualifications
- 10 new machine operator skill sets developed
- 246 units reviewed, 25 new units and an advanced diploma proposed of Skills for Sustainability skills

- 9 new units and 6 new qualifications to support skill development and training for timber truss and frame pathways providing career progression of workers from production assistants through to the design and production pathways within the sector.

The Forest and Forest Products Industry is in the unique position of being part of the solution to achieving a low carbon, sustainable economy. Embedding sustainability skills into units and qualifications will support the industry's positioning as a sustainable industry and provide a framework to demonstrate quantifiable outcomes that the forest and forest products industry is a part of the sustainability agenda. This work supports the government's commitment to reduce Australia's carbon footprint.

KPI 3: Support implementation of training packages

Forestworks achieved high levels of engagement with training providers through workshops, emails and phone calls to provide advice and professional development throughout this year. Evidence of the extent of this work with training providers was the 3,000 reported hours of contact in activity database reporting and attendance of over 60 people at the workshop in Mt Gambier in July 2008.

High levels of engagement were also maintained through Sector Advisory Group projects related to continuous improvement projects and resource development. These projects included new units in Timber Truss and Frame qualifications, the review of units for chainsaw maintenance and use, tree felling, and skills for sustainability. These groups also provided input in the development of both the Chainsaw User's Manual and the Tree Faller's Manual.

The doubling of website hits on pages covering training and resource also indicates a high level of information and support provided by ForestWorks was accessed by our training providers.

During 2009/10 ForestWorks worked on removing barriers and improve access to training through providing advice in the following submission to government:

- Strengthened AQF
- Foundations for the Future
- Projects arising from VET products for the 21st Century
- Productivity commission report on the VET workforce

KPI 4: To develop, maintain and disseminate other training and workforce development resources

Achievements during this year include the release of the Chainsaw Operator's Manual, formation of an Advisory Group for the development of the Tree Faller's Manual. and the completion of 5 revised Learner Guides to support the delivery of the 10 new Machine Operator Skills Sets. (Please note that this work was undertaken as part of the DEEWR funded Skills Sets Project).

Electronic toolboxes developed in 2009 and 2010 supported the introduction of new qualifications developed for the timber truss and frame sector. These resources support high use units and the delivery of the new timber truss and frame qualifications. Electronic resources are an ideal tool for the industry's workforce as they offer an opportunity to access learning in a flexible mode often not otherwise available due to the inability to get a critical number of students to run classes. This resource also supports the development of IT literacy in that sector of the industry.

ForestWorks' success in promoting and building an awareness of resources to facilitate training is demonstrated by the website hits on resource related pages which have more than doubled over the past 3 years.

The Flexible Apprenticeship and Traineeship Workplace Guide was launched on June 1, 2010 provides employers a five step process to access apprenticeships and traineeships. This project was funded under the Australian Government's Industry Training Strategies Program: Industry Pathfinder, administered by the Department of Education, Employment and Workplace Relations.

KPI 5: To offer independent workforce development advice to businesses

ForestWorks achieved engagement with nearly 80 enterprises individually and 52 enterprises and associations through SEC membership to provide services in workforce development and support for access to funding for nationally accredited training.

Our impact on increasing enterprise understanding of workforce development was demonstrated during this year by the commitment of enterprises to the Enterprise Based Productivity Places Program (EBPPP). Funding was secured for nearly 40 enterprises resulting in 700 training places as a direct result of enterprise engagement.

The major challenge in providing support for workforce development in the current environment of structural change is that many enterprises have had a focus on economic survival rather than investment and development. For longer term planning, the industry requires access to more logs and therefore the imperative is for more investment in trees. Without confirmation of this investment, many enterprises will take a lot of additional activity by ForestWorks to convince them of the necessity of ongoing skill development for their employees

KPI 6: Promotion of the Productivity Places Program

ForestWorks successfully administered the Federal Government Enterprise Based Productivity Places Program with the forest and forest products industry committed to receive nearly \$3 million in Federal funding to train more than 700 trainees across nearly 40 enterprises. At the end of 2009/10 46 existing workers had already commenced their training. It is planned that all trainees will be enrolled and commenced training by the end of 2010. At a time of industry consolidation, the impact of the GFC and insecurity regarding resources, it was an opportune time for funding to be made available to enterprises.

ForestWorks is closely involved in supporting workers affected by structural adjustment in the industry in particular on specific projects in Nangwarry, Dartmoor, Myrtleford, Scottsdale, Burnie and Wesley vale. In all these projects, promoting retraining has been well enhanced by accessing Productivity Places Program funds. This federal government initiative is administered by the Industry Skills Councils to train existing workers in enterprises to boost skills for high demand jobs.

ForestWorks ISC conducted 103 visits to nearly 80 enterprises to promote state administered Productivity Places Program (PPP), provided advice to State government bodies regarding the qualifications which should be included on priority registers as well as advice and support to enterprises and RTOs on accessing funding. Enterprise visits and ongoing communication with Forestry Tasmania identified targeted needs within the organisation and demonstrated both a need and an opportunity to recognise skills in the organisation around forest fire fighting. This was translated into an application for places in Certificate III in Forest Growing and Management.

KPI 7: To work cooperatively as a network with other ISCs on cross industry issues

ForestWorks participated actively and contributed to joint ISC forums, meetings, consultation and input to cross industry advice. ForestWorks achievements included collaborative work on 4 submissions to AQFC, MCVTE, Skills Australia & NQC, active participation in 10 meetings as an ISC forum, participated in ISC working groups for Technical Managers, WELL network and Workforce development and contributed to 8 joint ISC initiatives and conducted the ISC joint conference "Strategies for the future - Informing the work of the ISCs" in Canberra in June 2010.

KPI 8: To actively engage and communicate with a wide range of stakeholders

ForestWorks' continued to actively engage, with a representative range of industry leaders in 2009/10. The Skills and Employment Council increased to 52 members with the total membership providing representation of key industry leaders across every sector of the industry. Key stakeholders from every association and large company across all sectors of the industry, Government Ministers, federal and state government representatives and training providers participated and provided the ability to contribute to the national perspective across a range of events and interactions.

ForestWorks coordinating role in the organisation of the industry conference also demonstrated our access to key stakeholders. This forum is used by industry to discuss the high level strategic issues. This year's industry conference events "Forest Futures – Innovation | Jobs | Investment", which took place on 24-25 November 2009, was attended by more than 300 industry leaders and decision makers, senior Government Ministers, including the Hon Tony Burke MP, Minister for Agriculture Fisheries and Forestry, Senators and Members of Parliament from Labour and the Coalition to examine the future opportunities of the industry in Australia.

Positive submissions to the Senate Education, Employment and Workplace Relations Committee inquiry into Industry Skills Councils (ISCs) is evidence of ForestWorks' stakeholder satisfaction. The inquiry received over 100 responses of which about 25% were highly supportive of ForestWorks and its activities. The review received more letters supporting ForestWorks, in its role as an ISC and the positive contribution made to the industry, than for any other ISC

Collaboration with state/territory organisations was constructive as demonstrated by the allocation of priorities for CIP projects at the ITAB network meeting at Mt Gambier in July 2009.

Active engagement with training providers was achieved through attendance at the workshop at Mt Gambier in July and participation in regional moderation meetings. Training providers also contributed to projects related to resource development and revision of training packages.

ForestWorks worked with industry partners to address gaps between VET and Higher Education in forestry and timber processing and develop pathways to meet industry need. During this year collaboration with University of Tasmania (UTAS) commenced in order to develop a pathway to their proposed Graduate Certificate in Timber. This qualification will be mapped to the proposed Advanced Diploma of Forestry Industry Sustainability, which is being developed as part of the Skills for Sustainability project. This work is expected to achieve efficiencies of resources and enable a critical mass of students to be accessed. The first UTAS master class is expected to be conducted late in 2010.

KPI 9: Provide information and policy advice on national training system

The Environmental Scan was developed and provided to DEEWR on February 28, 2010. The information provided by the Environmental Scan is valued by our industry and used by industry stakeholders as consolidated industry overview and highlights specific industry issues and issues of critical importance for industry. ForestWorks' effectiveness and understanding of the forest and forest products industry viewpoint was demonstrated by the industry's request that we develop an expanded Industry Outlook version of the eScan for use by the industry at the next Industry Conference.

The activity in which ForestWorks was engaged demonstrated that it is a source of industry information for Skills Australia as well as providing a conduit into policy and advice for Government. ForestWorks participated in:

- Skills Australia meetings - 27 October 2009 and 24 November 2009 and
- Skills Australia meeting with the Forest Industries Leaders (24 November 2009) and as part of this engagement the CEO of Skills Australia presented at the Forest Futures conference held on the same day.

The ForestWorks Chair, together with other chairs of the boards of Industry Skills Councils, representatives of key industry peak bodies, and the chairs of State Training Authorities, participated in the Skills Australia strategic industry forum on 20 February, 2010. This strategic industry forum met to discuss lifting quality in training and investing in skills for a more productive future

Building internal capacity

In order to maximise our contribution to our stakeholders, ForestWorks ISC continually strengthened its capacity as an ISC by facilitating ongoing development of our team to focus on contract deliverables.

Internal capacity was developed through further recruitment and organisation-wide professional

development. Individual staff were mentored to build independence and corporate, VET sector and industry knowledge to the level required to operate effectively in the ISC environment. Implementation of a communications framework including weekly staff communications, meetings, newsletters, bulletins and two national staff workshops for professional development focussed on corporate knowledge and consistency across all state based offices. Knowledge management technology and processes were developed and embedded in the organisation.

Internal capacity building enabled more ForestWorks staff to make further contributions to the network of ISCs and the VET sector and expansion and strengthening of the existing stakeholder networks, forums and communication channels and work with DEEWR and other agencies to assist in the implementation of government programs including the Enterprise Based Productivity Places Program EBPPP. Not only were there more staff but they also have a deeper awareness of their roles and were to operate at a more effective level in those roles. We have continued to work on increasing workforce participation by focusing on women and indigenous employment in the industry.

Governance Structure

ForestWorks ISC is a separate corporate identity from ForestWorks Ltd. This governance structure continues to provide the clarity and distinction regarding the ISC role within the larger ForestWorks Ltd role. For more information regarding the governance structure of ForestWorks ISC and ForestWorks Ltd please refer to Appendix L.

Other Government Projects

ForestWorks ISC continued to use outcomes derived from the work of the following DEEWR funded projects to leverage national outcomes:

- Skills Enhancement and Training Project (SET)
- National Skills Sets Project
- Skills for Sustainability Project, and
- Australian Government's Industry Training Strategies Program: Industry Pathfinder.

More detail about the SET project is outlined in Appendix H.

Appendices

Appendix A: Stakeholder Engagement Framework

ForestWorks uses its framework of stakeholder groups to access industry intelligence and test and validate a range of information enabling us to provide advice to government. This mechanism allows ForestWorks to understand and advocate industry's view point.

These groups include:

- ForestWorks' Skills and Employment Council
- ForestWorks' National Industry Training Advisory Board network
- Industry Training Advisory Board Committees
- Pulp and Paper Skills Development Unit
- State Training Authorities
- Sector Advisory Groups and Industry Working Groups
- Training Provider networks
- Associations and Enterprises
- Industry Leaders Dinners

Skills and Employment Council (SEC)

SEC Role

A strategic approach is taken by interacting through the Skills and Employment Council (SEC). This forum gives us access to large enterprises through direct membership. Small to medium enterprises (SME) are supported in this forum through their association membership. This strategy allows us to reach in excess of 6,000 SMEs across all sectors of industry (800 enterprises employ 70 per cent of the industry workforce). ForestWorks engages with industry formally via its national Skills and Employment Council. The council process is open to all industry leaders with responsibilities or interest in employment, skills and training. This formal structure also provides advice to ForestWorks outside of the meeting process via email and phone. There are more than 50 member associations and companies nationwide, who collectively speak on behalf of more than 110,000 employees and 6000 enterprises.

The SEC is a key part of ForestWorks industry engagement strategy. The role of the SEC is to provide advice to ForestWorks ISC on priorities as an Industry Skills Council. Sector Advisory Groups initiated from this council form reference groups to support the Continuous Improvement Plan projects for the Training Packages. The SEC forum is used for strategic and national feedback, as well as validation of industry information on workforce skill needs, solutions and barriers. This forum allows ForestWorks to maintain a representative cross section of the forest, wood, paper and timber industry.

SEC Achievements and Outcomes

Outcomes from SEC engagements and meetings included identifying the strategic direction and criteria for the industry with respect to Skills for Sustainability and identifying emerging tasks, job roles, technology and processes which need to be supported by skills development. This engagement provided ForestWorks ISC with clear signals for the development of units of competence and qualifications to be developed for the Skills for Sustainability project and evidence that our packages are fit for purpose.

Notes from SEC forums were collated and circulated to staff to enable this information to be provided in all integrated views of the industry when providing advice to Skills Australia, AQFC, DEEWR, NQC, Ministers and STAs.

Outcomes from these meetings included validation by SEC of training package improvements and key messages to Government through Industry Environmental Scan and recommendations for further projects

and a skills and training stocktake which covered a high level discussion at the strategic industry level on investing in skill development in an economic crisis.

This discussion provided a heightened understanding of current skill development nationally and indications that less than 10% of training is nationally endorsed so that enterprises are meeting more than 90% of the full cost of skills development. Strategies to make apprenticeship hiring and training more accessible for employers were discussed. An awareness that the industry's skill levels are not currently captured by VET sector statistics and industry's call for unit completions to be recognised so that the level of skill in the industry is reflected.

- Sector by sector industry round up highlighting gathering and sharing of information across all sectors at a national level highlighting key concerns around:
 - Labour and skills shortages
 - Resource security with respect to native forests arrangements and plantation growth
 - Pathways between VET and higher education
 - Regions suffering downturn and possible closures, ageing workforce
 - Strategies for skills assessment in the workplace
 - Emerging skill gaps
 - Labour supply & demand issue
 - Labour mobility
 - Climate Policies and identifying the need for a whole of industry approach and support workers in hardwood sector need resource and business security
 - Industry training approach to sustainability - Identifying new tasks, job roles, technology and processes currently in workplaces across the following key themes identified by industry:
 - Maximising carbon capture and storage
 - Wood for renewable energy
 - Pulp and Paper specific
 - Environmental resource management and services
 - Energy and material efficiency

Forestworks' National Industry Training Advisory Board Network

This network develops a collaborative and interactive relationship across the national and state and territory ITABs to gather information from each state's perspective in order to build a national picture.

Achievements

Engagement with the State Industry Training Advisory Network has allowed us to exchange information and advice required for:

- Submissions to AQFC, DEEWR and Skills Australia
- Facilitate Enterprise Based Productivity Places Program in each state
- Develop the Environmental Scan and Industry Outlook with industry support at all levels and also to test key messages, and
- Access key stakeholders and committees in each state for consultation and feedback on all training package projects undertake during the year

ITAB committees

ForestWorks ISC participates in state based ITAB committee meetings throughout the year. These committees comprise of a range of key stakeholders providing coverage of the unique industry viewpoint in each state. These meetings provide an opportunity for ISC representative's to facilitate the provision of advice regarding government policy and direction and VET sector and training package changes as well as to build an understanding of the pressures and industry viewpoint in each state. Each of the individual state views helps us to build the national outlook.

Pulp and Paper Manufacturing Industry Skills Development Unit

Role and membership

ForestWorks maintains regular contact with the Pulp and Paper Skills Development Unit as it provides a direct link to the majority of large enterprises in the pulp and paper manufacturing industry sector.

The majority of large enterprises in the Pulp and Paper sector in Australia are represented on this committee. ForestWorks ISC role on this committee is to promote nationally endorsed skills standards and skills development to the Pulp and Paper sector of the industry. These meetings provide us with high level feedback representative of this industry.

Achievements

Engagement and collaboration with the Pulp and Paper Industry Skills Development Unit has resulted in the implicit Sustainability Skills embedded in the training package to be written in a more explicit manner. In addition, development of a Diploma level qualification to address the skill development of managers in the area of policies and processes resulting from impacts on the organisation resulting from sustainability related issues was also worked upon. It is anticipated that this Diploma qualification will be submitted to NQC with other changes from the sustainability skills project in December. It also needs to be noted that this is funded through the DEEWR Skills for Sustainability contract.

State Training Authorities (STA)

STA newsletters are circulated to all states on a bimonthly basis to provide information flagging dates and content of training package upgrades for the subsequent 6 – 12 months

Other contact with STAs is through visits and teleconferences.

Training Provider Networks

The training provider network which supports the forest, wood, paper and timber products industry consists of TAFEs, private and industry providers. ForestWork's engages with these provides individually and through the various networks which support this group.

Sector Advisory Groups

Sector Advisory Groups (SAGs) are formed to support all Continuous Improvement Plan projects across the organisation. These SAGs provide technical expertise and function as a reference group for communication throughout the project. Rigour is achieved by selecting key stakeholders across work places and across skill areas Australia wide as appropriate to the sector using the Skills and Employment Council to validate the methodology.

The process for industry consultation and validation allows SEC members to be involved in each CIP project and provide feedback. SEC members, from the appropriate sector, are offered the opportunity to nominate technical advisors, in the first instance. Larger enterprises in that sector are targeted for their contribution.

Associations and Enterprises

ForestWorks staff are actively visit and engage with key stakeholders within associations and enterprises.

Industry Leaders Dinners

Industry Leaders Dinners are held in line with board meetings and the Annual Industry conference and provide the opportunity to engage with industry leaders and discuss high priority issues impacting on the forest, wood, paper and timber industry.

Appendix B: Key Stakeholder Groups - Meeting Dates

ForestWorks Skills and Employment Council	<ul style="list-style-type: none"> • 25 November, 2009, Canberra • 20 May 2010, Melbourne
ForestWorks national ITAB network	<ul style="list-style-type: none"> • 28 July 2009, Mt Gambier
ITAB committee Meeting Dates	<p>NSW - 28 October & 16 December 2009 & 06 May 2010 QLD - 10 October 2009, 15 April 2010 VIC - 22 July 2009, 18 November 2009 WA - 15 June 2010</p>
State Training Authorities	<ul style="list-style-type: none"> ▪ 2 July 2009 – NSW State Training Board ▪ 29 July 2009 – South Australian State Training Board ▪ 14 August 2009 - Queensland State Training Board ▪ 17 December 2009 – Tasmanian State Training Authority ▪ 15 June 2010 – WA State Training Board
Training Provider networks	<ul style="list-style-type: none"> ▪ Tasmanian Licensed Assessors Network – December 2009 ▪ Australian Timber Trainers Association - July 2010 ▪ Timber Training Creswick – December 2010 ▪ Victorian Provider Network – July 2009, 26 Feb 2010 & June 4 2010
Pulp and Paper Skills Development Unit	<ul style="list-style-type: none"> ▪ 15 September 2009 ▪ 13 October 2009 ▪ 3 February 2010 ▪ 26 March 2010 ▪ 16 June 2010
Industry Leaders Dinners	<ul style="list-style-type: none"> ▪ Brisbane 13 August ▪ Canberra 24 November
Associations & Enterprises	Site visits and engagements (Appendix E)
Timber Truss and Frame Project	<p>The Timber Truss and Frame working group utilised a process of consultation that involved a flow of two way communication between the key industry players and ForestWorks. There have been many formal and informal meetings at worksites across the States as well as ForestWorks and via teleconference. Plant visits, feedback on draft documents and contact with individuals in a range of positions was made possible through the generous support and commitment of the industry. Examples of the meeting activity are:</p> <ul style="list-style-type: none"> ▪ Victoria – 4 meetings (14 July 2009, 13 August 2009, 10 November 2009 and January 2010) ▪ Queensland – 9 meetings (8 September 2009) ▪ South Australia – 5 meetings (18 November 2009) ▪ NSW – 4 meetings (6 April 2010 and 10 May 2010) ▪ Western Australia – 3 meetings (19 November 2009) ▪ Tasmania – 1 meetings (25 November 2009)

Appendix C: Key Stakeholder Groups - Membership

Skills Employment Council Members 2009/10

A3P - Australian Plantation Products and Paper Industry Council
Amcor
Appita Inc
ABP -Australian Blue Gum Plantations
AFCA Australian Forest Contractors Association
AFG Australian Forest Growers
AWU Australian Workers Union QLD
Blu-Chip Harvest
CHH - Carter Holt Harvey Wood Products Aust
CFMEU FFPD
CMA –Cabinet Makers Association
Crescent Timber & Hardware Pty Ltd
Dormit
FFTI - Food Fibre and Timber Industries Training Council
FWPA - Forest and Wood Products Australia
FEA - Forest Enterprise Australia Ltd
FIAT -Forest Industries Association of Tas
FIF WA- Forest Industries Federation WA
FIC - Forest Industry Council Southern NSW inc.
FPC WA - Forest Products Commission WA
Forestry SA
Forestry Tasmania
Forests NSW
FFIC - Forests and Forest Industry Council (Tasmania)
FTMA - Frame & Truss Manufacturers Assoc
Furnitac - Vic Furnishing Industries Training Advisory Committee
Gunns
Hyne Timber
ISAC-QLD Industry Skills Advisory Committee - Queensland
ISAC-TAS Industry Skills Advisory Committee - Tasmania
ISAC-VIC Industry Skills Advisory Committee - Victoria
KCA - Kimberly Clark Australia
NAFI - National Association of Forest Industries
NSW FPA - NSW Forest Products Association Ltd
NSW ITAB - NSW Industry Training Advisory Board
PITAC - Primary Industries Training Advisory Council NT
PF Olsen
PPSDU - Pulp and Paper Industry Skills Development
Ravenshoe Timbers Pty Ltd
SCA Hygiene Australasia
TFCA – Tasmanian Forest Contractors Association
Timber 2020
TCA - Timber Communities Australia
TAMBA - Timber & Building Materials Association Aust
TMA Timber Merchants Association - Vic
Timber Queensland
VFCA - Victorian Forest Contractors Assoc
VicForests
VAFI - Victorian Assoc of Forest Industries
Visy Pulp & Paper
Willmott Forests

State Industry Training Advisory Board Network

The following State Industry Training Advisory Boards are included in SEC membership and provide advice on a state basis across every sector providing representation for each of the state based committees:

- NSW Industry Training Advisory Board – Sharmily Mukherjee
- Primary Industries Training Advisory Council NT Inc – Eddie Morgan
- Industry Skills Advisory Committee – Queensland – Bruce Harle
- Industry Skills Advisory Committee – Tasmania - Damian Peirce
- Industry Skills Advisory Committee – Victoria, Damian Toohey
- Food Fibre and Timber Industries Training Council WA – Kay Gerard

Pulp and Paper Manufacturing Industry Skills Development Unit

The Pulp and Paper Industry Skills Development Unit is a joint initiative of:

- Amcor
- Construction, Forestry, Mining and Energy Union, Pulp & Paper Workers' Branch
- Kimberly-Clark
- SCA Hygiene Australasia
- Australian Paper

Training Provider Networks

- Tasmanian Licensed Assessors Network
- Australian Timber Trainers Association
- Timber Training Creswick – December 2010
- Victorian Provider Network

Sector Advisory Groups

- National Truss and Frame Working Group
- National Tree Felling Advisory Group
- Forest industry OHS stakeholder Forum
- TFITB – Recognised Trainers/Assessors Chainsaw
- Fire Weather Evaluation
- Tree Faller
- Log Grading & Visual Stress Grading
- Cable Harvesting
- Mobile Equipment
- Diploma unit revision

Appendix D: Stakeholder Engagement Reporting 2009/10

Reported stakeholder engagement has increased significantly between 2008/09 and 2009/10. The increase generally is spread across all staff members.

The trend for engagement with stakeholder groups shows that nearly half of all our engagement is with industry stakeholders. This result is pleasing as it demonstrates that as an organisation we understand our role as representative of our industry and this is reflected in the time we commit to interacting with industry to understand their needs. The remaining half is accounted for by engagement with government and training provider stakeholder groups combined. Government stakeholders accounting for more than 25% of our engagement and training providers accounting for more than 20% of our time. Less than 5% of our time is spent with other organisations such as Australian Apprenticeship Centres, local government and job network agencies in providing support for our enterprises to undertake skills and workforce development.



Figure 1: Stakeholder engagement 2008 to 2010 source Activity database ForestWorks

The following are contributing factors put forward to explain this increase in recorded levels of engagement:

- The implementation of this reporting process was commenced in 2008/09 and still new in the organisation
- As part of the change management process, checks were put in place during 2009/10 to ensure that reporting was undertaken by each staff member and consequently supported individuals in the organisation to develop a more disciplined in the recording process.

The focus on increasing attendance at ForestWorks' events started to make an impact on reporting in 2009/10. These events included SEC meetings Nov 2009 & May 2010, National Training provider network meeting July 2009, the Industry Conference Nov 2009, ITAB network meetings July 2009 and ITAB committee meetings in each state.

An intensive effort to secure EBPPP funded training for enterprises in the industry resulted in significant targeted contact with enterprises in many state.

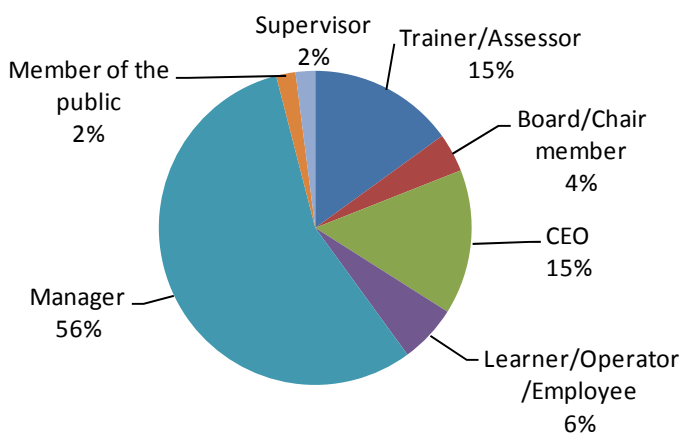
- Outcomes amounting to over 30 organisations signing agreements to train more than 700 workers
- Refinement to the activity database to increase the ease of recording of activity for users
- Refinement of the activity database to capture all activities more accurately.

FIAPS ATTA workshop

The impact of the FIAPS ATTA workshop in Mt Gambier was evident in reported stakeholder engagement. Several ForestWorks staff attended this event which hosted ITAB managers, assessors and trainers, and representatives from SA Forestry, Forest NSW and Forest Products Commission WA.

The stakeholder engagement recorded in the activity database reflected the significant increase in the level of interaction with our provider network. This was due to the fact that more ForestWorks staff attended the event and the event also attracted significantly higher attendance to the previous year.

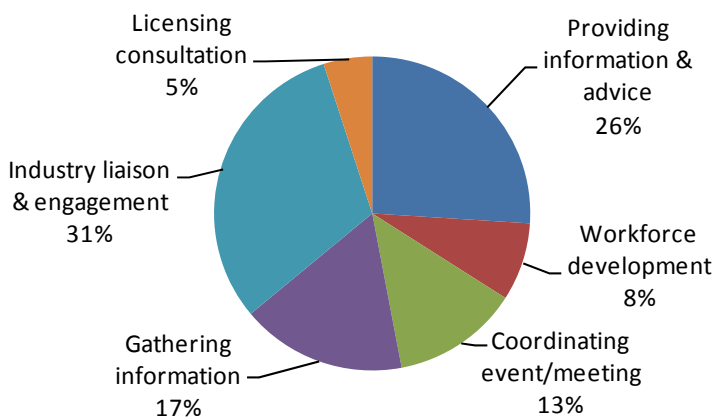
Stakeholder Engagement 2009/10 - by level in organisation



Board/Chair and CEO engagement has increased. This indicates a willingness of organisations to deal with ForestWorks to assist in the skills development of their workforce. Trainer/assessor engagement has also increased as part of ForestWorks proactive strategy to assist RTO's utilising the two Training Packages covered by this ISC.

Figure 3: Engagement by level source ForestWorks Activity database

Stakeholder Engagement 2009/10 - by activity type

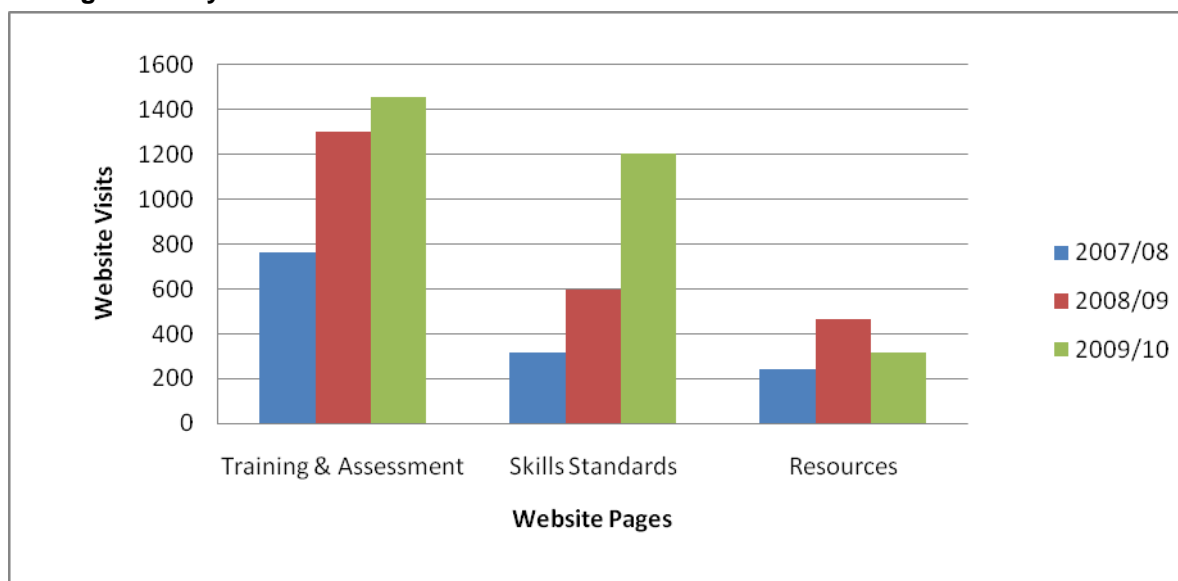


Workforce development increased by 2% due to EBPP activity. Industry liaison engagement is up by 3% primarily due to FIAPS ATTA workshop in Mt Gambier. This workshop increased the awareness of available resources as well as built strong links between ForestWorks and participants.

Figure 4: Engagement by activity type source ForestWorks Activity database

ForestWorks Website Visits

Average Monthly Website Visits 2009/10



Average Monthly Website Visits 2009/10

Website Pages	2007/08	2008/09	2009/10
Training & Assessment	760	1,301	1453
Skills Standards and Resources	559	1058	1517

Training and assessment

- FIAPS ATTA conference at Mt Gambier increased awareness of the useful information contained within the training package

Skills Standards

- Case for endorsement of the FP105 Forest and Forest Products training package, through its consultative approach has increased the awareness of skill standards and their usefulness in workplace training
- EBPPP places have also provided the need for more training

Resources

- Steady increase in the sales of the chainsaw manual, has increased the awareness of resources available from the website
- Tree Felling manual is due out in 2011 which will also have a dramatic effect on the website, similar to the effect felt by the chainsaw manual

Appendix E: 2009/10 Enterprise Visits & Engagement

103 visits and engagements with nearly 80 enterprises nationally throughout the year.

Forest Growing & Management	
Forestry NSW	NSW
Forestry Plantations Queensland	QLD
Wik Developments P/L	QLD
Forestry Tasmania	Tas
Great Southern	Tas
Carter Holt Harvey	Vic
Fielder Plantation Services	Vic
GB Timber	Vic
HVP	Vic

Harvesting & Haulage	
Arbre Pty Ltd	Tas
ARTEC	Tas
Casegrande Pty Ltd	Tas
CKFM	Tas
David and Sharon Scott Pty Ltd	Tas
KC & KN Hall	Tas
Kevin Morgan Pty Ltd	Tas
Mechanised Logging	Tas
Saunders Logging	Tas
Tas Fire Youngtown/Gunns	Tas
Taslog	Tas
TFCA	Tas
TP Bennett & Sons	Tas
VicForests	Vic

Sawmilling & Processing	
Coopers Saw Mill & Timber Yard	NSW
Grafton Saw Mill	NSW
Notaras and Sons Timber Mill	NSW
Burnett Sawmill P/L	QLD
Finlayson's Timber & Hardware	QLD
Hyne Timber	QLD
Lotus Glen Correctional Centre	QLD
N K Collins	QLD
Ravenshoe TimberP/L	QLD
Yuleba Cypress	QLD
Artec Tasmania	Tas
FEA Timber including sawmill	Tas
Gunns including sawmill	Tas
Norske Skog Boyer	Tas
North East Hardwoods	Tas
Benalla Timbers	Tas
ITC	Vic
Hurford Hardwoods	Tas

Timber Merchandising	
Pentarch	Vic

Timber Manufactured Products	
Australian Timber & Trusses	Vic
Cypress Supplies	QLD
Forsyth and Romano P/L	QLD
Gold Coast Timber & Trusses	QLD
Hyne Timber	QLD
Lang's Building Supplies	QLD
Multinail Australia	QLD
Northside Trusses and Frames P/L	QLD
Premier Trusses	QLD
Timber Queensland	QLD
Southport Timbers	QLD
Auspine	QLD
Banner Hardware	SA
Footersville	SA
Jag Timber	SA
Timco	SA
Artec	SA
Span-Truss Systems	Tas
Stronach Timbers	Tas
Bunnings	Tas
Calco Timbers	VIC
Dahlsen's including Heading Office, Shepparton, Ballarat & Albury	Vic
Timber Truss	Vic/NSW
Timber Wall & Trusses	Vic
Pryda Australia	Vic
WorldWide Timber Traders	WA
Claytons Kitchens	WA

Wood Panel/Board Products	
EWPA	QLD
D&R Henderson	Vic

Pulp and Paper Manufacturing	
Engagement with Amcor, Kimberly-Clark, SCA Hygiene Australasia & Australian Paper through PPISDU meetings 15 September & 13 October 2009 3 February, 26 March & 16 June 2010	

Appendix F: Training Package Projects

Continuous Improvement Plan projects

- Tree Felling
- Chainsaw
- Timber Truss and Frame
- Machine operator skills
- Streamlining Training Packages
- Flexible packaging rules for qualifications
- Skills for Sustainability
- Pulp and Paper review

The above projects were commenced either after careful analysis of the data gathered from the ForestWorks issues register or through direction from NQC or the Minister for Education, Employment and Workplace Relations . Common themes are identified and graded for urgency, from this the projects are then placed onto the continuous improvement plan.

Projects planned for 2011

Based on input into the continuous improvement plan, during the first half of 2011, 10 projects are scheduled to be undertaken. They are:

- Fatigue management
- Fire management operations
- Tree Felling
- Four wheel driving
- Forest operation
- Machine operator maintenance
- Log truck driver skill set
- New and emerging technology
- Certificate IV in saw doctoring and wood machining
- Timber Merchandising

These projects undergo an initial scoping phase to ensure that examine the broader stakeholder needs and are a priority for the industry for 2011.

Appendix G: Skills for Sustainability Consultation

Industry position

Growing trees positions the forestry industry to be part of the solution to achieving a low carbon, sustainable economy. The manufacture of wood products requires less energy to produce than the aluminium, steel and concrete counterparts and it also acts as a carbon capture system.

Key drivers for Forest, Wood, Paper and Timber products industry

The key drivers for the Forestworks industry are an increased focus on environmental sustainability. The Industry Skills Council ISCs examined the current impacts of environmental sustainability on their industry sectors⁸. They have agreed upon a definition and define 'environmental sustainability' as:

"Environmental sustainability requires the design and provision of products and services that incorporate and promote waste minimisation and the efficient and effective use and reuse of resources."

The Forestworks industry has an existing chain of custody certification scheme from forest management through to retail. That demonstrates a company's commitment to the environment and forest management by sourcing legal and sustainable timber. This gains social licence with the consumer by giving them environmental and social knowledge in their purchase. The Australian Chain of Custody is available through two schemes. They are:

- Australian Forest Certification Scheme AFCS
- Forest Stewardship Council FSC.

The draft COAG National Climate Change and Commercial Forestry Action Plan November 2009 confirms three focus areas as the industry priorities. They are:

- Adaptation – ensures that forest products industry has the necessary resources to adapt and remain viable in the face of climate change.
- Mitigation - while maintaining healthy economic growth allows for a number of strategies to increase carbon capture.
- Bio-energy - proposes strategies for new technologies to be developed and create new market opportunities for electricity and liquid fuel from wood-derived biomass.

Work undertaken and consultation

To ensure best practice in environmental sustainability was reflected within the qualification and competency standard units. Consultation was undertaken with key companies that have adopted the certification standards to set industry priorities.

The following steps outline the methodology undertaken in this project. It was:

- Consultation with key stakeholders to identify priorities
- Criteria developed using industry key drivers and priorities were set
- Existing units upgraded to align with industry priorities

⁸Industry Skills Council, 2009, *Environmental Sustainability an Industry Response*".

- Emerging skills aligned to industry sector and level
- Consultation with key stakeholders

Four environmental sustainability themes were identified as the focus areas. The four themes are:

- Maximising carbon capture and storage
- Renewable energy and biomass
- Environmental resource management
- Services, energy and material efficiency

Industry consultation and validation

Within workforce development environmental sustainability is a central skill. At the industry Skills and Employment SEC meeting held on Thursday, 20 May 2010 a facilitation session was conducted on Industry training approach to sustainability. SEC draws its 52 members from representatives from the 7 sectors within the forest, wood, paper and timber products industry.

Some of the key points from this session are:

- Grading timber is becoming more complicated as saw mills endeavour to utilise the product for the most return and reduce wastage of this resource
- Understanding how timber can reduce the carbon footprint
- Utilising the bi product commodity management from operations using heat or steam to create renewable energy
- Gaining social licence within the community to continue operations
- Optimising timber resource from tree to production timber fit for purpose
- Remote location of industry leads to opportunities for the indigenous community

Four main themes were identified. They were:

- Maximising carbon capture and storage
- Renewable energy and biomass
- Environmental resource management
- Services, energy and material efficiency

Training package review

The current qualifications and competency units were reviewed and the following major work was undertaken to address identified gaps in environmental sustainability:

- Developed new qualifications and competency standard units
- Consideration for the need of additional Skill Sets to reflect current, emerging and future environmental sustainability workplace requirements
- Updating existing FPI units and FPP units in relation to the four identified environmental sustainability themes
- Reviewed all qualifications in relation to the identified environmental sustainability themes and then determined where additional units of competency were required.

This project has ensured that environmental sustainability is a central skill and practice within workforce development for the forest, wood, paper and timber industry.

Appendix H: Skills Enhancement & Training SET Project

Introduction

The SET project was originally developed in response to the needs identified under the Community Forest Agreement. The importance of the work and outcomes in the priority areas of the SET project to the Tasmanian forest, wood, paper and timber industry served to provide an useful pilot for areas of the ForestWorks ISC function.

There is an overlap between the SET project and the ISC role in Tasmania. ForestWorks ISC has employed a strategy to add value to the SET project in Tasmania using this work to leverage national outcomes.

This was achieved by conducting national consultation, using the SET projects as a state based pilots and developing outputs with a national focus. Costs were allocated appropriately.

The objectives of the project were aligned to the following work areas:

- Building Tasmanian enterprise capacity, skills advice, options and education
- Enhancing training and assessment
- Developing attractive careers and pathways
- Developing nationally accredited qualifications and standards to meet needs of Tasmanian enterprises.

The importance of the work and outcomes in the priority areas of the SET project to the Tasmanian forest, wood, paper and timber industry served to provide an useful pilot for areas of the ForestWorks ISC function. The overlapping part of the SET project and the ISC role in Tasmania is acknowledged. ForestWorks ISC adds value to the SET project in Tasmania using this work to leverage further outcomes.

The value added Component provided by ForestWorks ISC

Some of the SET work areas are aligned to ForestWorks work areas on a national scale as part of the ISC contract. In Tasmania, the ForestWorks ISC provides value adding to the SET contract. The following list of activities undertaken by the ISC value added component:

- Development of an Enterprise Visit Tool Kit
- Promote the role of ForestWorks ISC during enterprise visits
- Collect information to understand barriers, needs and future directions during enterprise visits
- Website development
- Skills & Assessment Guide review
- Resource development of Eucalypt Handbook, Chainsaw Manual, Tree Felling Manual & Mechanical Harvest Operators Learner guides
- National consultation for development of skills standards, qualifications and training and learning resources
- National Contractors Association meetings
- ISC contract provided leverage to respond to structural adjustment in industry nationally, including Tasmania e.g. EBPPP places at Forestry Tasmania
- ISC role supporting new strategies for skill development flexible & assessable
- RPL in units that allowed transfer in Cross forestry sectors & in other packages

This project concludes in September 2010, all SET project skills development models, written products and updated training and assessment materials were created from the need to find solutions to contemporary workforce and skills related issues in the industry. As a result a number of SET project products were identified as best practice. The six models of activity to improve skill development capacity were:

- Grow your career – pilot program for promoting attractive pathways
- Pre-employment program for job seekers – articulated into on-the-job learning and assessment
- Worker assistance program – model of assistance for enterprises facing minor or significant labour reduction
- Career enhancement program CEP – mentored model of harvesting and haulage training
- Funding solutions for sustaining workplace training and assessment skills
- Forest operator assessment and licensing scheme upgrade

The SET project's achievements have been positive to stakeholders and the Tasmanian forest, wood, paper and timber products industry. There were 6 major lessons learnt from the SET project. They were:

- Workforce development is a key to success – it increases competitiveness by enhancing communication, knowledge, learning and collaboration
- Workforce development activities need to be based on sound business cases – the VET sector and government expect values for money, a business case given them confidence in the activity
- VET sector and industry engagement is vital – enterprise input is important to ensure the workforce development meets the needs of industry
- Career promotion is complex – enterprises need assistance to promote job roles and potential career paths to ensure they attract potential employees in a skill and labour shortage marketplace
- Learning is a pathway not a destination – training for training sake is irreverent without a job in mind. Learning to do a job is often a pathway to new work, self satisfaction and a sense of achievement
- Stability of personnel is critical – labour turnover has a dramatic effect on workforce development. When employees change there are productivity implications as well as associated costs with training and recruiting new employees

ForestWorks as an ISC will be maintaining an officer in Tasmania to assist the industry and support its key performance indicators that are part of the ISC contract with DEEWR.

Appendix I: Student Commencements

Total Student Commencements				
Sector	2007	2008	2009	% Increase
Forest Growing & Management	1923	2256	2629	18%
Harvesting & Haulage	1084	1428	1108	1%
Sawmilling & Processing	1006	1003	1365	18%
Timber Product Manufacturing	286	332	273	-2%
Wood Panel Products	181	265	195	4%
Timber Merchandising	89	168	81	-4%
Pulp & Paper Manufacturing	312	461	411	16%
Total	6888	7921	8071	

2009 Apprentice and Trainee commencements								
	NSW	Vic	Qld	SA	WA	Tas	NT	Total
Forest Growing & Management								
	4	559	52	7	218	24	4	868
Harvesting & Haulage								
	12	498	317	17	27	237	0	1108
Sawmilling & Processing								
	304	427	666	21	28	53	0	1499
Timber Manufactured Products								
	59	110	100	0	0	4	0	273
Wood Panel Products								
	11	38	25	14	52	55	0	195
Timber Merchandising								
	10	48	16	7	0	0	0	81
Pulp and Paper Manufacturing								
	0	0	0	0	0	0	0	0
Total								
	400	1680	1176	66	325	373	4	4024

Comments

Nb: Figures are drawn from NCVET and relate to a calendar year. At the time of writing this report only figures up to 2009 were available.

Total student commencements has steadily increased over the past two years in the following sectors:

- Forest Growing and Management,
- Sawmilling and Processing and Pulp and
- Pulp and Paper Manufacturing sectors.

In 2009, nearly half of total student commencements were trainees and apprenticeships. The majority of apprenticeships and traineeships commenced training in Victoria and Queensland.

Appendix J: Governance Structure

In November 2007, the ForestWorks Ltd Board identified a suitable governance structure to oversee the role as an Industry Skills Council for the forest, wood, paper and timber products industry. ForestWorks Ltd is a not for profit ASIC registered company and employs up to 25 people to work on government funded projects, including the ISC project.

To manage any real or perceived conflicts of interest, ForestWorks Ltd established a new corporate identity, ForestWorks ISC. This allows for clarity in regards to ISC functions as distinct from a range of other functions that ForestWorks Ltd currently performs including activities such as state Industry Training Advisory Boards ITAB services, Skills Employment and Training SET project activities and careers advice.

ForestWorks ISC is a wholly owned subsidiary of ForestWorks Ltd. Its sole membership is ForestWorks Ltd which in practical terms, means that the widespread industry membership of ForestWorks Ltd are the owners and stakeholders. Members elect the six person skills based Board of ForestWorks Ltd which is also the Board of ForestWorks ISC. ForestWorks ISC is the entity that holds the three year ISC contract with DEEWR and the Board of Directors is responsible for ensuring that the contract is fulfilled according to contractual obligations and DEEWR input.

ForestWorks ISC utilises the expertise and staffing base of ForestWorks Ltd staff to carry out its ISC functions. It also engages consultants to carry out specific functions.