

This Consultation Strategy for the Livestock Operations project includes:

- a [project snapshot](#)
- the [stakeholder groups](#) to engage, their purpose or reason for being involved
- [communications channels and tools](#) required to effectively engage with stakeholders
- details about [consultation workshops](#)
- processes for collecting and responding to stakeholder [feedback](#).

Project snapshot

Project type: routine - 12 months

Timeline:

- Commencement: 30 November 2023
- Public and Government Consultation Draft 1 (Broad Consultation): May 2024
- Incorporating Feedback: June 2024
- Public and Government Consultation Draft 2 (Consensus Gathering): July – August
- Senior Officials Check: Early November
- Finalisation and Submission to Assurance Body: 30 November 2024
- Skills Ministers Endorsement: December 2024

Scope/expected outcomes:

The Livestock Operations project covers the livestock farming and feedlot sectors of the *AHC Agriculture, Horticulture and Conservation and Land Management Training Package*. Alongside the [Shearing and Wool Classing Project](#), this project is part of the final cluster of the 'unit sector approach' undertaken over the past three years to complete a full review of the *AHC Training Package* and bring it up to date with current work methods and skill needs. [A project](#) to analyse the how the *AHC21216 Certificate II in Rural Operations* is being used is also taking place concurrently with these projects.

With in-depth stakeholder input, it is expected the following will be undertaken as part of this project:

- checking and improving the overall quality of content in the training products, ensuring they are compliant and appropriately describe current workplace requirements
- reducing duplication and removing obsolete training products and consolidating units of competency where shared skills can be suitably merged
- investigating training products that are under-utilised to understand what actions need to be undertaken to update or delete where products are no longer relevant to support industry job outcomes
- incorporating updates to training products from earlier AHC projects, including updating superseded units and removing deleted units from impacted qualifications and skill sets.

Scope: 70 units and one qualification, *AHC33316 Certificate III in Feedlot Operations*, are being revised. Most of the units listed are from the livestock sector, ranging from indicative AQF level 1 to indicative AQF level 5. Seven units from other AHC sectors are also being revised. There are also eight units that have been removed from all qualifications within the *AHC Training Package* as part of previous projects and will be removed from the *AHC Training Package* and marked as deleted on the training.gov.au at the completion of this project.

Changes to components within this project have the potential to impact 26 other AHC qualifications, 23 of which we can update as part of this project as the units are elective units, three of which we cannot, as the units are core units. The three we cannot update will be noted for updating as part of future projects.

In finding solutions to some of the identified challenges, training products may be removed, merged and/or deleted, and new units may be developed to support any new technologies or processes for relevant workplaces.

Website: A dedicated [project webpage](#) on the Skills Insight website has detailed information about the project plan, scope and consultation.

Stakeholder Consultation

A list of key stakeholder organisations has been identified for this project. Skills Insight will ensure contact is made with each of these organisations during the development of

this project to seek their involvement and their views on the draft training products. Consultation is not limited to the organisations on this list. This list simply helps us to identify those organisations that, because of their industry role, size or specialty, are likely to have a key interest in the development and outcomes of this project. All and any interested industry participants are encouraged to engage in the consultation of this project when the draft units and qualification are available for feedback, via the webpage and workshops that take place.

Engagement Strategy

- 1. Identify Stakeholders:** It is important to identify and include stakeholders who represent different occupations, sectors and perspectives, ensuring that the subject matter experts (SMEs) in the Technical Committee provide balanced and varied input. It is also important to include all Registered Training Organisations (RTOs) that offer the qualifications and skill sets impacted by the project.
- 2. Inform and Engage Stakeholders:** Send an initial communication, via email, to all identified stakeholders. This communication will provide details about the project, the issues to be addressed, and the importance of their participation in consultations.
- 3. Arrange site visits:** Site visits will be organised in two phases; prior to first drafts and alongside nationwide consultation workshops. Site visits allow the technical writing team to observe workers performing tasks covered in the units firsthand. This helps to ensure the components reviewed and developed represent current tasks appropriately.
- 4. Establish a Technical Committee:** A Technical Committee will be established to act as a focused task force. It will provide technical expertise, guide project decisions and serve as a bridge between the broader stakeholder community perspectives.
- 5. Technical Committee Consultation Meetings:** The technical committee will meet as a whole at key stages of the project to draw on their expertise and provide advice on the training products and their implementation issues, and identify any additional stakeholders that should be included in the consultation strategy. Targeted portions of the Technical Committee may be called upon to advise on specific issues as required.
- 6. Meetings Scheduling:** Industry sector meetings will be held along with one-on-one phone calls and emails throughout the project where necessary. Within the units in this project there is a considerable range of tasks. On advice from the Technical Committee the units will be grouped, and small group meetings held accordingly.
- 7. Feedback Loop:** Create a robust feedback system to incorporate the insights and suggestions generated during these meetings. This system will allow for adjustments to

the project plan as per stakeholder input and ensure their concerns are addressed in a timely manner.

8. Regular Updates: Document and incorporate the insights and suggestions generated during Technical Committee meetings, consultation workshops, emails and phone calls. Ensure all stakeholders are updated on the progress of the project regularly. Various methods such as email, newsletters, and the project website will be used to share information.

9. Evaluation and Review: Periodically evaluate and review the stakeholder engagement strategy to ensure its effectiveness. Make necessary changes based on the feedback received and the evolving needs of the project.

Identified Key Stakeholder Groups

- Representatives from the livestock sector within *Agriculture, Horticulture and Conservation and Land Management Training Package* that make use of the qualification and units included in this project, some stakeholders may be suitable to respond for multiple sectors. These sectors may include:
 - AHCBAC (Broadacre cropping)
 - AHCBUS (Business)
 - AHCHYD (Hydroponics)
 - AHCLSK (Livestock)
 - AHCWRK (Work).
- RTOs (especially those with impacted qualification, units or skill sets on their scope of registration)
- State/Territory Training Advisory Bodies (STA/TTA)
- Industry Training Advisory Bodies (ITAB) (or equivalent) with relevant sector coverage
- Other Jobs and Skills Councils (JSC) who use the units of competency.

Organisations for Targeted Consultations – including, though not limited to:

Organisation	Location	Stakeholder type	Sector area
4 Up Skilling	VIC	RTO	All
Active Queenslanders Industry Alliance	QLD	ITAB	All
AFAM	NSW	ITAB	All
AgForce Queensland	QLD	Association	All
Australian Alpaca Association	National	Peak Body	Alpaca
Australian Chicken Growers Council	National	Association	Chicken
Australian Chicken Meat Federation	National	Association	Chicken
Australian Egg Corporation Limited	National	Peak Body	Eggs
Australian Honey Bee Industry Council	National	Association	Bees
Australian Livestock and Rural Transport Association	National	Association	Livestock & Transport

Australian Livestock Exporters Council	National	Association	Livestock Export
Australian Lot Feeders Association (ALFA)	National	Peak Body	Feedlot
Australian Pork Limited	National	Peak Body	Pork
Australian Workers Union	National	Union	All
Coastal and Rural Training	WA	RTO	All
Dairy Australia	National	Peak Body	Dairy
Dept of Education	NSW	State Gov	All
Dept of Education	SA	State Gov	All
Dept of Education	VIC	State Gov	All
Dept of Industry, Tourism and Trade (NT)	NT	State Gov	All
Dept of Jobs, Skills, Industry & Regions	VIC	Govt	All
Dept of Training and Workforce Development	WA	State Gov	All

Dept of Youth Justice, Employment, Small Business and Training	QLD	State Gov	All
Egg Farmers of Australia	National	Association	Eggs
Food & Primary Industries Victoria	VIC	State Gov	All
Food, Fibre & Timber Industries Training Council	WA	ITAB	All
Goat Industry Council of Australia	National	Peak body	Goats/Livestock
Hartwell Pastoral Co Pty Ltd	QLD	RTO	Beef/Livestock
Industry Skills Advisory Council	NT	ITAB	All
JBS Australia	National	RTO	Feedlot (qualification on scope)
Livestock SA	SA	Peak body (employer)	All
Livestock Contractors Association	National	Association	All
Melbourne Polytechnic	VIC	CMM/STA	All
Muresk Institute	WA	Govt	Livestock/Feedlot

Northern Territory Cattlemen's Association	NT	Peak Body	Beef
Northern Territory Livestock Exporters Association	NT	Association	Livestock Export
NSW Farmers	NSW	Peak body	All
Pastoralists and Graziers Association of WA	WA	Peak Body	All
Primary Employers Tasmania	TAS	Peak Body	All
Primary Producers SA	SA	Peak body	All
Queensland Farmers' Federation	Qld	Peak body	All
Queensland TAFE	QLD	RTO	All
Rural Industries Skills Training (RIST)	National	RTO	All
Sheep Producers Australia	National	Peak Body	Sheep
Skills Canberra	ACT	STA	All

Skills Tasmania	TAS	STA	All
South Australian Skills Commission	SA	STA	All
South Regional TAFE	WA	RTO	All
South West TAFE	Vic	RTO	All
SJ McGuire	WA	Industry	Sheep/Cattle/Alpaca
TAFE NSW	NSW	RTO	All
TAFE SA	SA	RTO	All
TasTAFE	TAS	RTO	All
Teys Australia	National	Industry/Employer	Feedlot
Tocal College	NSW	RTO	All
Victorian Farmers Federation	VIC	Peak body	All

Victorian Skills Authority	VIC	STA	All
WA College of Agriculture	WA	RTO	All
WA Farmers	WA	Peak body	All
WA Shearing Association	WA	Association	Sheep
Young Beef Producers	National	Association	Beef

Distribution of key stakeholders

Stakeholder Type	National	ACT	NSW	NT	QLD	SA	TAS	VIC	WA
RTOs		✓	✓		✓	✓	✓	✓	✓
Industry employer			✓	✓	✓	✓	✓	✓	✓
Industry association /Peak industry body	✓	✓	✓	✓	✓	✓	✓	✓	✓

ITAB			✓	✓	✓	✓	✓	✓	✓
STA/TTA	✓	✓	✓	✓	✓	✓	✓	✓	✓

Communications channels, tools and purpose

Skills Insight Website

- The [Skills Insight website](#) will be the key information tool, where industry can find all the information they need about the project and activities. This dedicated webpage will exist for the duration of the project which will also include mechanisms for registering interest, such as registration details for workshops and newsletters. It will also be where the draft units and qualification are published and provide a key mechanism for collecting feedback on the drafts via the Feedback Hub.

Skills Insight newsletter and news alerts

- Timely news alerts will also be distributed to project and sector-specific subscribers whenever there is a project update.
- The Skills Insight general newsletter will provide regular updates to all subscribers on project activities and opportunities to be involved.

Social media

- A useful and timely tool for sharing updates about project development and consultation activities.

- By sharing images from site visits and workshops we can update stakeholders on engagement activities and encourage interest and input into the project.
- Larger project updates will incorporate a link to the Skills Insight website for further information.
- Interested stakeholders can share the posts on their own accounts and networks.
- Social media platforms:
 - [LinkedIn](#)

Industry media

- A range of key stakeholder organisations with influential newsletters will be encouraged to share news of the project activities and consultation opportunities with their networks.

Email/mail merge

- To engage in topics related to specific stakeholder groups, i.e. RTOs, Government Departments or key industry associations, around matters related to delivery, funding or employment considerations.

Workshops and meetings

- To provide further information about:
 - updates to the training package products
 - to ask questions about the project
 - how to provide feedback.

Regular updates to STAs/ITABs/CMM:

- Direct monthly emails to inform of project updates
- One-on-one phone calls to discuss the project and seek feedback (during Draft 1)
- State/Territory based virtual meetings
- Invitations to provide support for final drafts

Consultations

The training package products in this project will be drafted in consultation with individuals with expertise and their networks.

During 'Broad Consultation', Skills Insight will present and discuss the draft units, qualifications and user guides and collect feedback from a wide range of stakeholders across the country. Whilst specific consultation dates are identified, feedback is welcome at any time, and will assist Skills Insight to draft the training package products. Stakeholders are encouraged to contact the project team via the [Livestock Operations webpage](#).

Consultation type	When/where	Details
Technical Committee meetings	<p>The Technical Committee will meet at project commencement and conclusion.</p> <p>Additional meetings will occur in response to project needs. It is anticipated that individuals from the Technical Committee will attend workshops where units and the qualification being reviewed are appropriate to their area of expertise.</p> <p>Portions of the Technical Committee may be called upon to advise on specific issues as required.</p> <p>Post consultation discussions may be required, depending on outcomes of feedback and any follow-up that may be necessary.</p> <p>Technical Committee-only final workshops – online or face-to-face TBC.</p>	<p>Meetings will draw on the expertise of the Technical Committee to provide advice on the training products and their implementation issues and identify any additional stakeholders that should be included in the consultation strategy.</p> <p>The Technical Committee are required to convene at the start of the project to sign off on project documents and at the end of the project to view and acknowledge the final Training Product drafts before submission for endorsement.</p> <p>Additional meetings with the Technical Committee – as a whole or in part – may take place as required to seek expertise and/or to address any conflicting feedback. Additional expertise may be provided by Technical Committee members as part of subject matter expert meetings (below).</p> <p>Final workshops are to sign-off of any proposed solutions, draft materials, and further recommendations.</p>

<p>Subject matter expert working groups and individual meetings or site visits</p>	<p>Pre-Broad Consultation period in draft creation.</p> <p>During Broad Consultation while onsite nationwide.</p> <p>Additional, as required by the project.</p>	<p>Subject matter experts additional to technical committee members will be identified during development stages of this project to provide sector-specific or issue-specific expertise to assist in the creation of first drafts.</p> <p>Site visits will be undertaken in the planning and development stage (also identified in 'Engagement Strategy') and also during Broad Consultation nationwide workshops.</p>
<p>Broad consultation</p>	<p>May 2024 for four weeks</p> <p>Face-to-face and online engagement with workshops in at least one location in each state & territory and a minimum of two webinars.</p>	<p>The focus of this consultation phase is engagement and gathering feedback in the form of constructive criticism and support for the proposed updates to the qualification and units.</p> <p>People with relevant expertise from all backgrounds are encouraged to attend and provide feedback/contribute.</p> <p>Documentation will be provided including the list of units and qualification to be updated and notes on the changes so that stakeholders have an understanding of the proposed updates and the impact they will have.</p> <p>Skills Insight Feedback Hub will be used to capture feedback, along with workshops, email, and phone calls.</p> <p>Targeted invitations will be sent to STAs/ITABS/CMM to attend consultation workshops or individual phone calls/meetings to discuss the project.</p>

Consensus Gathering

July/August 2024 for two weeks

Minimum of two online workshops for all stakeholders to offer final comments and validate components.

Series of targeted face-to-face workshops attended by Technical Committee and selected others to review and confirm final drafts.

Once feedback from the Broad Consultation stage has been used to inform any further updates to the units and qualifications, the documents are published on the webpage a second time. Stakeholders will be invited to provide comment on any outstanding issues and support for the proposed updated units and qualification.

Feedback

Receiving feedback from a broad range of stakeholders is essential to the training package product development process.

How to provide feedback

- During consultation workshops (virtual and face-to-face)
- Email – Project Manager, Susie Falk - sfalk@skillsinsight.com.au
- Feedback hub - available during Broad Consultation and Consensus Gathering stages on the [project webpage](#).
- Website contact form - skillsinsight.com.au/contact/
- Phone - 03 9321 3526

What happens to the feedback?

All feedback received is recorded in a Consultation Log for the project. This log will be updated after each stage of the project and will be publicly available on the [project webpage](#).

This log will include:

- Generic stakeholder information (stakeholder type and location).
- Method feedback was received.
- Feedback received.
- Consideration and proposed resolution, including justification of why feedback may not have been incorporated.
- General summary of all feedback received and how it has been addressed in the draft training package products.

Conflicting feedback

When feedback received is varied and a broad consensus is not able to be achieved from the feedback alone, Skills Insight will engage with subject matter experts in the Technical Committee or other targeted specialists (such as regulators or relevant government departments) for their expertise to work towards an agreeable solution. In some cases, an additional review phase may need to take place followed by another round of Broad Consultation in order to address the draft training package products in question.

If all methods to address conflicting feedback have been undertaken and a consensus is unable to be reached, a formal dispute resolution process may be undertaken according to the processes outlined in the [Training Package Product Development and Endorsement Process Policy](#).

As with all other feedback, this process and its outcomes will be recorded and made publicly available in the project's Consultation Log.

Technical Committee sign-off

The Livestock Operations Technical Committee has reviewed and contributed to this Consultation Strategy as required, their support was received on 22 February 2024, or as out of session follow up by 13 March 2024.