

Supporting Partnerships for Tree Allocation for Training in Manual Tree Felling

Final Report



**Skills
Insight**


ForestWorks

Skills Insight acknowledges that First Nations peoples have been living on and caring for Country for thousands of years. This is respected in our values and the way we work.



This Skills Insight JSC project is being managed with the support of ForestWorks as part of our collaborative partnership with Skills Insight. ForestWorks has an enduring and strong connection working with the forestry, timber, paper, fibre and furnishing industries and have been engaged by Skills Insight to deliver this project in partnership.



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Executive summary

The Tree Allocation Partnerships Project was established to tackle a systemic barrier to delivering nationally recognised training in manual tree felling across Australia: the limited and inconsistent access which registered training organisations (RTOs) have to trees for training and assessment purposes.

Manual tree felling is a crucial skill in the forestry, arboriculture, land management, and emergency services fields. However, RTOs are facing significant difficulties in obtaining suitable trees for training. These include negotiating access with landowners and land managers, handling safety and environmental risks, and managing insurance and liability concerns. As a result, access to trees has often relied on informal, ad hoc arrangements that are difficult to sustain and vary considerably across regions.

The project was commissioned by Skills Insight and delivered by ForestWorks to create a structured, practical, and scalable solution to this problem. Instead of solely increasing tree availability, the project aimed to develop a framework that fosters effective partnerships between RTOs and stakeholders responsible for controlling access to trees.

The main result of the project is the Tree Access Package, see Appendix 1, which includes three interconnected components:

- The Tree Access Protocol offers a comprehensive framework for establishing and managing partnerships, including guiding principles, roles and responsibilities, and safety, risk management, and compliance requirements.
- The Tree Access Agreement, which implements the Protocol at a site-specific level, enabling RTOs and landowners or managers to formalise arrangements for individual training activities.
- The Tree Access Toolbox provides practical resources such as templates, checklists, and guidance materials to ensure consistent and effective implementation.

Together, these components mark a transition from informal, fragmented methods to a structured, repeatable, and scalable model for accessing trees for training and assessment.

The project was executed through five key stages: stakeholder engagement and project setup; development of the Tree Allocation Protocol; pilot testing of the Protocol and Agreement; creation of support materials for implementation; and monitoring, evaluation, and finalisation. A notable aspect was the strong focus on stakeholder engagement and iterative development, ensuring that outputs were rooted in real-world practice and aligned with industry needs.

Pilot testing was conducted at three sites representing different operational contexts, including plantation forestry, private rural land, and mixed-use areas. This testing confirmed that, with a clear framework, stakeholders are more willing to provide access to trees, even those deemed hazardous or scheduled for removal. It also yielded valuable insights that helped refine the Tree Access Package.

The project evidenced that improving access to trees for training is not merely a technical matter but also a systems and relationship issue requiring clear frameworks, defined responsibilities, and practical tools. The Tree Access Package addresses these by offering a structured approach that promotes collaboration, enhances safety and risk management, and fosters stakeholder confidence.

Most importantly, the project has laid the groundwork for broader industry adoption. The Tree Access Package is designed to be adaptable across different jurisdictions and operating contexts, while maintaining a consistent structure and set of guiding principles. A light-touch approach to implementation, using existing networks, communication channels, and industry relationships, will facilitate gradual uptake and ensure long-term sustainability.

In conclusion, the Tree Allocation Partnerships Project has provided a practical, nationally relevant solution to a complex workforce development challenge. By enabling more consistent and sustainable access to trees for training and assessment, the project supports better training outcomes, stronger industry capability, and safer tree felling practices across Australia.

Introduction and project context

The Tree Allocation Partnerships Project was established to address a significant and ongoing issue that impedes the delivery of nationally recognised training in manual tree felling across Australia. This issue is the limited and inconsistent access that registered training organisations (RTOs) have to trees for training and assessment.

Manual tree felling is a crucial skill in industries such as forestry, arboriculture, land management, and emergency services. Executing tree felling safely and skilfully is crucial for maintaining productivity, efficiency, public safety, and environmental stewardship. Therefore, the capacity of RTOs to deliver high-quality, practical training in real-world settings is crucial for building workforce skills across these sectors.

Despite this, access to suitable training environments has long been recognised as a systemic issue. RTOs need access to trees for training and assessment in basic, intermediate, and advanced felling. However, gaining such access involves several challenges. These include finding suitable sites, obtaining permission from landowners or land managers, complying with workplace health and safety standards, managing environmental and cultural heritage responsibilities, and addressing insurance and liability issues.

Previous work carried out through the Tree Felling Project resulted in significant reforms to the structure of units of competency, including reducing the number of trees needed for assessment. While these changes addressed some barriers within the training system itself, they did not resolve the underlying issue of access to trees. In practice, RTOs have continued to rely on informal, ad hoc arrangements with landholders, forestry companies, or public land managers. These arrangements are often difficult to establish, inconsistent across regions, and not always sustainable over time.

The challenges are particularly acute outside large-scale commercial forestry operations, where access to plantation resources may be more readily available. In urban, peri-urban, and mixed land-use environments, where much tree felling work actually occurs, access to suitable training sites is significantly more constrained. At the same time, there is growing recognition that trees identified as hazardous, diseased, or scheduled for removal represent a potential resource for training, provided that appropriate frameworks are in place to manage access and risk.

The Tree Allocation Partnerships Project was therefore conceived as a means of addressing this issue at a systemic level. Rather than focusing solely on increasing the supply of trees, the project sought to establish a structured mechanism through which RTOs and stakeholders who control access to trees could form effective and sustainable partnerships. This required consideration not only of operational and

logistical factors, but also of governance, risk management, legal arrangements, and stakeholder relationships.

The project was established by ForestWorks as part of its collaborative partnership with Skills Insight, drawing on extensive engagement with industry, government, training providers, and tree and landowners and managers. It was designed to develop a nationally applicable approach that could be adapted to different operating environments while maintaining consistency in principles and expectations.

The central outcome of the project is the Tree Access Package [see Appendix 1], which comprises three integrated components:

- The Tree Access Protocol, which provides the overarching framework for establishing and managing partnerships, including guiding principles, roles and responsibilities, and requirements relating to safety, environmental management, and compliance.
- The Tree Access Agreement, which operationalises the Protocol at a site-specific level, capturing the details of individual training arrangements between RTOs and landowners or managers.
- The Tree Access Toolbox, which provides a set of customisable resources such as checklists, templates, and guidance materials to support implementation.

Together, these resources aim to promote a shift from an informal and fragmented approach to a structured, repeatable, and scalable model for accessing trees for training and assessment.

More broadly, the project reflects a shift in how workforce development challenges are tackled within the sector. It recognises that effective training delivery relies not only on curriculum design and assessment requirements but also on access to real-world environments, collaboration among stakeholders, and practical mechanisms to support implementation.

By addressing these factors holistically, the Tree Allocation Partnerships Project lays the groundwork for improved training outcomes, enhanced industry capability, and safer, more efficient tree-felling practices across Australia.

Project objectives

The main goal of the Tree Allocation Partnerships Project was to establish ways to support partnerships between stakeholders, including forestry companies, councils, landowners, and national parks and wildlife services, to provide access to trees for training and assessment.

The project specifically aimed to:

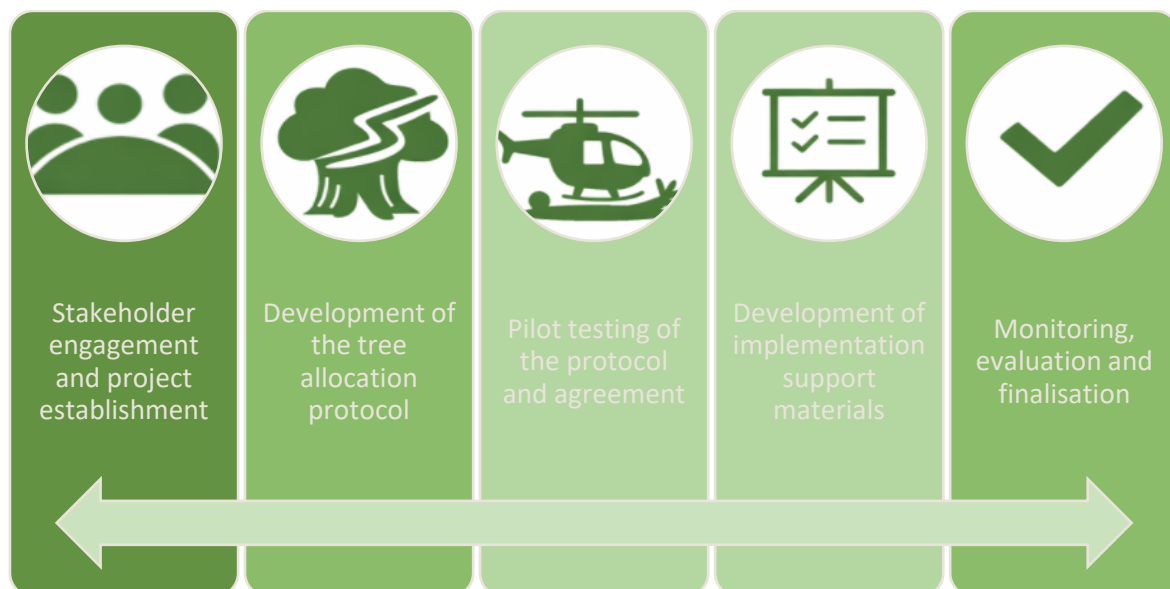
- Enhance the accessibility of trees for training and assessment in manual tree felling across basic, intermediate, and advanced levels
- Promote sustainable resource management practices, both within and beyond the VET sector
- Support the delivery of quality training in tree felling, ensuring the safety and competency of all individuals involved in this work
- Establish and strengthen relationships between RTOs and stakeholders who control access to trees, including those managing trees identified as hazardous or scheduled for removal
- Develop protocols and practical mechanisms for identifying, allocating, and managing trees for training purposes
- Enable RTOs to engage effectively with stakeholders to secure ongoing access to training resources

These objectives focus on establishing sustainable partnerships between RTOs and land and tree owners and managers, and on strengthening the broader ecosystem that supports workforce skills in manual tree felling.

Project stages and timeline

The project plan, as shown in Figure 1, consisted of five main stages. These stages offered a clear, step-by-step approach to designing, testing, and implementing the Tree Access Package, while allowing for iterative improvement based on stakeholder feedback and pilot testing results.

Figure 1 Project stages



The first stage, Stakeholder Engagement and Project Establishment, focused on laying the project's foundations. This involved confirming governance arrangements, establishing the Project Working Group, and engaging with key stakeholders across industry, education and training, and government. The goal of this stage was to develop a shared understanding of the issue, identify current practices, and ensure the project was grounded in the operational realities of both RTOs and landowners or land managers. This stage also involved developing a stakeholder engagement strategy focused on identifying, prioritising, and engaging stakeholders in the project.

The second stage, Development of the Tree Allocation Protocol, involved drafting the core framework to support tree access partnerships. This stage incorporated stakeholder feedback, existing regulatory requirements, and industry practices to define roles, responsibilities, and guiding principles. Notably, the project timeline was adjusted during this stage to allow sufficient time for a detailed legal review of the draft Protocol. The revised project timeline is shown in Figure 2. Legal advice was sought from Minter Ellison to ensure that the framework properly addressed issues related to liability, insurance and risk allocation. This refinement process enhanced the integrity and credibility of the Protocol and ensured it could be implemented with confidence across diverse operating environments.

Figure 2 Revised project timeline

Project Stage	Start Date	Completion Date
1. Stakeholder engagement and project establishment	7/4/2025	16/5/2025
2. Development of the tree allocation protocol	12/5/2025	23/10/2025
3. Pilot testing of the protocol and agreement	22/10/2025	15/1/2026
4. Development of implementation support materials	16/1/2026	27/4/2026
5. Monitoring, evaluation and finalisation	19/1/2026	24/4/2026

The third stage, Pilot Testing of the Protocol and Agreement, concentrated on testing the framework's practical use in real-world environments. Pilot sites were chosen to reflect diverse operational settings, including plantation forestry, mixed land use, and private rural properties. During this stage, the draft Protocol, Access Agreement, and Toolbox were trialled through planning a training and assessment activity at a real work site. This allowed a thorough evaluation of usability, clarity of responsibilities, effectiveness of risk management measures, and the overall feasibility of the

partnership model. Participant feedback was gathered to guide further improvements.

The fourth stage, Development of Implementation Support Materials, centred on creating the Tree Access Toolbox, which includes practical resources such as site inspection checklists, template agreements, and guidance materials. It also involved delivering information sessions for RTOs on the overall Tree Access Package. This stage recognised that successful implementation relies not only on a framework but also on well-informed RTOs and tools that support consistent, practical application.

The final stage, Monitoring, Evaluation and Finalisation, involved consolidating insights from pilot testing and stakeholder engagement to refine and finalise the Tree Access Package. This stage included addressing feedback from RTOs, identifying common issues and risks, and incorporating improvements into the Protocol, Agreement, and Toolbox. It also included preparation of the final project report.

These stages were not strictly linear but interconnected, with feedback loops between development, testing, and refinement. Stakeholder engagement and validation activities continued throughout the project, ensuring the final outputs are both practical and aligned with industry needs.

This staged approach allowed the project to progress from defining the problem to developing a tested and implementable solution, while remaining flexible to address emerging issues and stakeholder feedback.

Project activities

The Tree Allocation Partnerships Project was implemented through a coordinated series of activities that progressed from identifying the problem to developing, testing, and refining a practical, scalable solution. These activities closely followed the project plan [see Section 3] and were implemented in staged, iterative cycles, enabling ongoing stakeholder input and continuous refinement of project outputs.

The initial phase focused on establishing the project, engaging stakeholders, and developing the stakeholder engagement strategy. This involved confirming governance arrangements, setting up a Project Working Group, and identifying key stakeholders across industry, training, and government. Targeted consultations were held with RTOs, State and Territory Training Agencies, forestry companies, landowners and managers, industry bodies, and government representatives. These discussions were essential for building a shared understanding of the challenges in accessing trees for training, as well as identifying existing practices, constraints, and opportunities. This phase also grounded the project in operational realities and allowed stakeholders to contribute early to the design of the proposed solution.

Following this, the project progressed to developing the Tree Allocation Protocol, which served as the main framework for establishing structured partnerships. This

involved synthesising insights from stakeholder engagement, reviewing relevant regulatory and operational requirements, and drafting a framework that clearly outlined roles, responsibilities, and expectations. Special attention was given to issues such as safety, insurance, environmental management, and cultural heritage compliance. The draft Protocol also underwent legal review to ensure it properly addressed liability and risk considerations and could be confidently implemented by both RTOs and landowners or managers. Simultaneously, work commenced on designing the Tree Access Agreement, which provides a mechanism for implementing the Protocol at individual sites. The Agreement was developed as a practical tool to formalise arrangements between parties for specific training activities, ensuring key details like responsibilities, access conditions, and risk controls were clearly documented.

A key part of the project was the pilot testing program, which aimed to validate the practical application of the Protocol and Agreement in real-world settings. After issuing an Expression of Interest, three pilot sites were selected to reflect various operational contexts, including plantation forestry, sport and recreation facilities, and private rural properties. An overview of the pilot sites is shown in Figure 3.

Figure 3 Pilot sites

Mount Gambier, South Australia	
Site Name:	OneFortyOne
Location:	Mount Gambier, South Australia
RTO:	Timber Training Creswick
Tree/Landowner:	OneFortyOne
Tree Type and Condition:	Pine wildings of various ages and sizes in remnant areas of native vegetation; mix of healthy, declining, and hazardous trees
Tree Categories	Basic, Intermediate, and Advanced
Site Context:	Part of the largest softwood plantation in the Green Triangle region, covering more than 100,000 hectares under long-term lease.

Brisbane, Queensland

Site Name:	Brisbane Sporting Clays
Location:	Belmont, Queensland
RTO:	MTO Group Pty Ltd
Tree/Landowner:	Brisbane Sporting Clays Club Inc
Tree Type and Condition:	Mixed native species (Ironbark, Coastal Bloodwood, Lemon scented gum, Stringybark, Swamp Mahogany); mix of healthy and declining trees; and some advanced trees that had been assessed as dangerous
Tree Categories	Intermediate and Advanced (no basic trees identified)
Site Context:	Approximately 40 hectares of natural bushland within the 504.3-hectare Belmont Shooting Complex.

Yea/Glenburn, Victoria

Site Name:	Webbware Property
Location:	Glenburn, Victoria
RTO:	Department of Energy, Environment and Climate Action (DEECA)
Tree/Landowner:	Private landowner
Tree Type and Condition:	Mixed eucalypt species (predominantly), including healthy, declining, and dead specimens; some assessed as dangerous.
Tree Categories	Intermediate and Advanced (no basic trees identified)
Site Context:	835-hectare working beef cattle enterprise with significant areas of remnant and regenerated vegetation.

At each site, the draft framework was tested in the context of planning a training activity at a real work site. This allowed the project team to observe how the Protocol functioned in practice, evaluate its usability, and identify any issues or ambiguities. To support the pilot process, a series of support materials, comprising information sheets and customisable forms, were developed and used at each site. Feedback from RTOs, landowners and managers and other participants was collected on the protocol, access agreement and support materials.

Building on these insights, the Protocol, Access Agreement, and support materials were updated. A key activity at this stage involved redeveloping the support materials used in the pilot into a resource kit called the Tree Access Toolbox. The development of this part of the Tree Access Package recognised that successful adoption depends not only on having a protocol and an agreement but also on practical tools to support their use. The Toolbox includes resources such as site inspection checklists, template documents, and guidance materials to help users implement the Protocol and Access Agreement consistently and effectively. A virtual training session was also delivered to three groups of RTOs to introduce the Tree Access Package to RTOs and help build their capabilities [see Appendix 4].

The final stage involved monitoring, evaluation, and refinement. This included providing direct support for users of the Tree Access Package, exploring implementation issues, and incorporating stakeholder feedback into the final version.

Throughout the project, there was a strong emphasis on iterative development and ongoing engagement. Activities were interconnected, with insights from one stage shaping subsequent work. This ensured that the final outputs were not only theoretically sound but also practical, usable, and aligned with industry needs.

Project engagement with industry and other stakeholders

Engagement with industry and other stakeholders was a vital, continuous part of the Tree Allocation Partnerships Project, guided by a Stakeholder Engagement Strategy [See Appendix 5]. This strategy offered a structured framework for identifying, prioritising, and involving stakeholders throughout the project, ensuring that engagement activities were meaningful, coordinated, and aligned with the project's goals.

The Stakeholder Engagement Strategy detailed the approach to involvement, including identifying key stakeholder groups, their purposes for participation, and the communication channels and tools to be utilised. It also aligned engagement activities with the five project stages, ensuring stakeholder feedback was incorporated

throughout the development, testing, and refinement of the Tree Access Package. This structured approach ensured engagement was viewed not as a separate activity but as an ongoing process informing all aspects of the project.

In line with the Strategy, the project recognised from the start that effective solutions would require input not only from RTOs but also from those who own, manage, regulate, or otherwise work with tree resources. Engagement, therefore, covered a wide range of stakeholders, including commercial forestry operators, public land managers, local government authorities, private landowners, emergency services organisations, unions, industry peak bodies, and training providers. Special emphasis was placed on engaging sectors that use the manual tree felling units of competency but are not directly covered by the Forest and Timber Products Training Package, including arboriculture, land management, and emergency services.

The initial engagement phase, guided by the Strategy, concentrated on identifying and mapping stakeholders, especially organisations and individuals who own or manage trees. This included large plantation forestry companies, state government agencies overseeing national parks and conservation areas, local councils managing urban and peri-urban tree assets, and private landholders in rural and semi-rural regions. RTOs providing manual tree felling training were also a key focus, both as primary users of the proposed framework and as sources of detailed insight into existing challenges. A comprehensive stakeholder database was created to support this process [see Appendix 2].

Engagement activities were conducted through a combination of targeted consultations, structured discussions, workshops, and ongoing communication, as detailed in the Stakeholder Engagement Strategy. These comprised one-on-one meetings with key stakeholders, broader group consultations, and formal engagement via the PWG. The PWG, established in accordance with the Strategy, met four times and played a vital role in guiding the development of the Tree Access Protocol and related support materials. It offered a mechanism for iterative review and feedback, enabling stakeholders to contribute directly to the design and refinement of project outputs. The membership of the PWG is provided in Appendix 3.

A key goal of the engagement process was to gain a detailed understanding of current practices, constraints, and opportunities. Stakeholders offered valuable insights into how access to trees is currently negotiated, the barriers faced, and the factors affecting willingness to participate in training partnerships. Common themes from this engagement included concerns about liability and insurance, the administrative burden of formal agreements, safety and risk management requirements, environmental and cultural heritage obligations, and the need for clear roles and responsibilities.

The Stakeholder Engagement Strategy also highlighted the importance of ongoing feedback and continual improvement. This was seen in the way engagement activities

were organised, including multiple PWG meetings aligned with major project milestones, opportunities for broader stakeholder input via the project web page, and ongoing communication throughout the project. This approach helped the project team test assumptions, build consensus, and refine the Tree Access Protocol and related tools in response to stakeholder feedback.

Participation in the pilot testing program involved a more hands-on approach, with selected stakeholders actively using the draft Protocol and Agreement in real-world scenarios. These participants included RTOs, forestry companies, government agencies, and private landholders. Their involvement provided vital insights into the framework's practical use, including its usability, clarity, and effectiveness in managing risk and enabling access to trees. Feedback from these pilots was gathered and integrated into the final version of the Tree Access Package.

Alongside formal engagement activities, the Strategy promoted ongoing and informal communication with stakeholders, including regular updates via the Skills Insight project webpage, targeted email messages, and opportunities for stakeholders to provide feedback throughout the project. This continuous engagement helped build trust, maintain stakeholder interest, and promote transparency in project progress.

The project also received support from key organisations, including industry peak bodies and sector representatives, such as the Australasian Fire and Emergency Services Authorities Council (AFAC), the Australian Forest Contractors Association, the Australian Timber Trainers Association, and Public Skills Australia. These organisations played an important role in expanding the reach of engagement activities and encouraging participation across their networks. This support boosted the project's credibility and fostered broad-based stakeholder involvement.

An important outcome of the engagement process was the development of a shared understanding of the problem and a collective commitment to addressing it. By bringing together stakeholders from different sectors and operational contexts, the project fostered collaboration and built relationships that will support the ongoing implementation of the Tree Access Package.

Overall, the engagement involved in the Tree Allocation Partnerships Project, guided by the Stakeholder Engagement Strategy, can be described as structured, inclusive, iterative, and collaborative. This approach ensures that the Tree Access Package is based on practical experience, reflects the needs and constraints of stakeholders, and is supported by a strong foundation for implementation across the industry.

Key project outcomes

The Tree Allocation Partnerships Project produced several significant, interconnected results that, together, should help to improve RTOs' access to trees for training and assessment. The most notable of these results is the development of the Tree Access

Package, which offers a structured, practical, and scalable framework for enabling RTOs to access trees for training and assessment.

At the heart of this outcome is the Tree Access Protocol, which creates a clear and consistent framework for forming and managing partnerships between RTOs and tree and landowners and managers. The Protocol outlines guiding principles, clarifies roles and responsibilities, and sets expectations around safety, risk management, environmental protection, and compliance. Importantly, it introduces a model based on shared and negotiated responsibilities, allowing the framework to be adapted to various operating contexts while maintaining a consistent approach.

Supporting the Protocol is the Tree Access Agreement, which offers a practical way to implement the framework at a specific site level. The Agreement allows RTOs and landowners or managers to formalise arrangements for individual training activities, including the allocation of trees, operational conditions, safety requirements, and managing risks. This ensures each training activity is properly documented and agreed upon, while staying true to the main principles of the Protocol.

The third part of the Package, the Tree Access Toolbox, offers practical resources necessary for implementation. This includes checklists, templates, guidance materials, and training tools designed to help RTOs and stakeholders apply the Protocol and Agreement in real-world situations. The Toolbox plays a vital role in turning the framework from an idea into action, making sure it is accessible and usable across various organisations and settings.

Together, these components signify a major shift from informal and ad hoc arrangements to a structured, repeatable, and scalable partnership model. The project has demonstrated that access to trees for training is not merely about resource availability but involves establishing effective mechanisms through which stakeholders can collaborate with clarity and confidence.

Alongside the development of the Tree Access Package, the project improved access to training resources through establishing and testing partnership arrangements. The pilot testing program demonstrated that, when supported by a clear framework, stakeholders are more willing and able to provide access to trees, including those considered hazardous or scheduled for removal. This has important implications for increasing the availability of suitable training environments, especially outside traditional forestry settings.

The project also improved RTO-industry collaboration. By bringing together RTOs, forestry companies, government agencies and other stakeholders, it promoted a shared understanding of the challenges and opportunities related to tree access. This cooperative approach not only guided the design of the Tree Access Package but also helped build relationships that will support its ongoing implementation.

Another key outcome is the enhancement of safety and risk management practices in training delivery. The structured approach provided by the Protocol and Agreement ensures risks are identified, assessed, and managed consistently and transparently. This contributes to safer training environments and supports compliance with regulatory and organisational requirements.

The project also provided clearer understanding and greater confidence for stakeholders. By explicitly outlining roles, responsibilities, and expectations, the Tree Access Package reduces uncertainty and builds trust between RTOs and tree and landowners or managers. This is especially vital in situations where concerns about liability, insurance, and environmental effects might otherwise discourage participation.

Finally, the project has laid a foundation for national rollout and ongoing enhancement. The Tree Access Package is designed to be flexible across different jurisdictions and operating environments, while keeping a consistent structure. The insights obtained from pilot testing and stakeholder involvement provide a solid evidence base to support wider implementation and continuous improvement.

In summary, the Tree Allocation Partnerships Project has delivered not only a set of practical tools, but a new way of approaching access to training resources—one that is collaborative, structured, and capable of supporting sustainable workforce development across multiple sectors.

Lessons learned

The Tree Allocation Partnerships Project offered valuable lessons, both regarding the content of the Tree Access Package and on how to design and deliver complex, multi-stakeholder industry projects. These lessons are useful beyond this project and should guide how the JSC approaches similar work in the future.

A key lesson from this project is the importance of framing industry issues as relationship and systems challenges, not just technical problems. Initially, the issue seemed practical: RTOs needed better access to suitable trees for training. However, the project showed that the true obstacle was broader and more complex. It involved trust, risk sharing, legal ambiguities, local conditions, competing priorities, and the lack of a structured mechanism for collaboration. The project's success came not from finding more trees but from creating a framework for organisations to form effective partnerships. This highlights the value of diagnosing project challenges at a systems level and ensuring solutions address governance, relationships, incentives, and implementation pathways, rather than only technical needs.

A second lesson is the importance of early and ongoing stakeholder engagement in project design. The project gained greatly from consulting with RTOs, forestry companies, landowners, government agencies, and other stakeholders early on. This

involvement ensured that the project's outcomes were relevant to real-world operations and addressed the concerns of the organisations intended to use them. It also boosted stakeholder trust in the final product because participants saw their feedback reflected in the evolving documents. Engagement should not be seen as a one-off early task but as a continuous part of the design process throughout the project. Projects will continue to benefit from including consultation, feedback loops, and co-design processes from start to finish.

The project also highlighted the importance of testing outputs in real operating environments before finalising. The pilot testing stage was particularly crucial because it transitioned the work from concept to practical application. It uncovered issues that weren't fully visible during desk-based drafting, such as how participants interpreted responsibility clauses, how landowners perceived insurance requirements, and how the framework needed to be flexible to address different stakeholders and varied operating environments. This demonstrated that even well-drafted material can create unintended barriers when put into practice. This underscores the need for pilot testing and iterative refinement in future projects, especially when outputs are intended for diverse business sizes, jurisdictions, or operating contexts.

Another important lesson is the need to clearly distinguish between overarching frameworks and implementation tools. Feedback from the pilot sites indicated that some confusion occurred because the draft Protocol and Template Agreement overlapped in content and purpose. This led to unnecessary duplication and diminished usability. The project ultimately clarified that the Protocol should serve as the overarching framework, while the Agreement should reflect the site-specific application of that framework. This is a key lesson for future projects: when creating tools, templates, frameworks, guidance documents, or model agreements, the hierarchy and purpose of each document should be clearly defined from the outset. Doing so enhances usability, promotes consistent implementation, and reduces the risk of end users disengaging due to documentation feeling unnecessarily complicated or repetitive.

The project also highlighted the importance of balancing technical rigour with practical usability. Some elements of the draft documentation were legally or procedurally thorough, but stakeholders considered parts of the material too complex, particularly regarding insurance and risk allocation. This created a risk that the very organisations the project aimed to engage, especially private landowners and smaller organisations, might be discouraged from participating. The lesson is that future project outputs need to be both robust and accessible. Technical quality remains essential, but documents, frameworks, and guidance materials must also be understandable, proportionate, and practical for those expected to use them. This indicates a need for plain-language drafting, user testing, and careful consideration of how guidance will be interpreted outside specialist or policy settings.

Another lesson is that implementation support must be a core part of the project design, not an afterthought. This project demonstrated that even a well-designed protocol won't reach its full potential unless users are helped to put it into practice. The development of the Tree Access Toolbox was therefore not an extra, but a key element to its likely success. Future projects could include implementation planning from the beginning, with support tools, training resources, clear explanations, case studies, and practical advice. This is particularly crucial when aiming for behavioural or organisational change rather than just producing a standalone report.

The project also highlighted the importance of recognising local diversity while designing for a consistent national approach. The pilot sites varied significantly in land tenure, operating environment, scale, environmental sensitivity, and stakeholder expectations. However, there was still evident value in establishing a common national framework. The lesson is that future projects should aim for a model that is nationally coherent but adaptable to local conditions. We should continue developing frameworks that set clear principles and structure while permitting negotiation and contextual adjustments at the local level. This balance between consistency and flexibility seems especially crucial in sectors where regulatory, environmental, and operational conditions can differ greatly.

Another important lesson for future projects is the need to surface sensitive or potentially contentious issues early, rather than allowing them to emerge late in the process. In this project, insurance, cultural heritage, environmental obligations, and legal responsibility were all highly significant issues. These were not peripheral matters; they shaped willingness to participate and perceptions of project feasibility. The pilot process was valuable in bringing these issues into sharper focus, but the experience suggests that future projects may benefit from identifying and stress-testing such issues earlier. This means that project scoping should explicitly identify likely pressure points, legal, commercial, operational, reputational, environmental or cultural, and build a strategy for managing them into the project plan.

The project also demonstrated the value of cross-sector engagement in solving workforce and training issues. The challenge of tree access could not be solved by the training system alone. It required active involvement from landowners, employers, regulators, public land managers, and others outside the formal VET system. This reinforces a broader lesson: workforce development projects are most effective when they extend beyond training providers and include the organisations that shape access to worksites, assets, equipment, permissions, and operational opportunities. Future projects should therefore continue to adopt a partnership-oriented model that connects VET outcomes with industry operations, public policy, and local implementation realities.

Finally, the project highlighted the importance of documenting and building on organisational learning. The Tree Allocation Partnerships Project has produced not

only a package of industry resources but also a set of insights about stakeholder engagement, piloting, implementation design, and project governance. These insights should be regarded as valuable assets. Taken together, all these lessons indicate that future projects will be most successful when they are collaborative, iterative, practical, and planned with implementation in mind from the very beginning. The Tree Allocation Partnerships Project has provided value not only through its immediate outputs but also by enhancing understanding of how complex workforce and industry development projects can be better designed and delivered in the future.

Stakeholders who provided support for the work undertaken

A list of organisations that supported this project is provided as Appendix 6.

Recommendations for improvement

The Tree Access Package is a practical and scalable resource designed to help RTOs and tree and landowners and managers establish partnerships to improve access to trees for training and assessment. The next step should focus on encouraging industry-wide adoption of the package in an appropriate, sustainable, and resource-conscious manner. The following recommendations adopt a light-touch, facilitative approach, emphasising the use of existing structures, networks, and practices instead of establishing new, resource-intensive programs.

Initial implementation

The initial focus should be on targeted awareness and practical guidance rather than formal rollout programs. A few clear communication items, such as information on the Tree Access Toolbox or details of how to gain further information, should be created and shared via existing Skills Insight and ForestWorks channels.

Instead of developing new delivery methods, it is recommended that the Tree Access Package be introduced through current industry newsletters, websites, forums and networks, including trainer and assessor networks, industry associations, and stakeholder groups already involved in the project. This approach will allow the Package to be promoted without requiring significant additional resources.

Early adoption can be encouraged by promoting voluntary uptake among interested RTOs and stakeholders, especially those already involved in the project or pilot activities. These early users can serve as informal references for others, minimising the need for structured support.

Where possible, straightforward, practical guidance should be offered to tackle key areas of uncertainty, especially regarding insurance, responsibilities, and site arrangements, drawing on examples from the pilot program. This guidance should be clear and focused on helping users to confidently apply the Package.

Ongoing rollout

The broader rollout of the Tree Access Package should happen gradually through existing industry activities and communication channels, rather than via a dedicated rollout program.

A key recommendation is to adopt a ‘publish and promote’ approach, whereby the Tree Access Package and supporting materials are made available through the Skills Insight and ForestWorks websites, and promoted periodically via newsletters, updates, and stakeholder communications. This guarantees ongoing visibility without requiring significant additional investment.

Prioritise using case examples from pilot sites as an inexpensive way to show practical use. These examples can be included in current communications and used by RTOs and stakeholders to see how the package works in different situations.

Ongoing engagement can be sustained through existing relationships and networks formed during the project, rather than via formal advisory structures. Informal user feedback can be collected through these channels and used to spot emerging issues or opportunities for improvement.

Where opportunities occur, the Tree Access Package should be referenced in related projects, guidance materials, and industry discussions, helping to gradually embed it as part of standard practice.

Long-term maintenance

Long-term maintenance of the model Tree Access Package should be minimal and pragmatic, prioritising periodic review over continuous program management. It is recommended that ForestWorks, in collaboration with Skills Insight, maintain a light-touch stewardship of the model Package.

This involves monitoring feedback, noting any significant changes in regulatory or operational contexts, and updating materials as needed, rather than through a formal review cycle.

A simple mechanism for capturing user feedback, such as an email contact point or web-based feedback option, will be maintained to enable users to raise issues or suggest improvements without requiring a formal evaluation process.

Finally, periodic reflection on the use and impact of the Package, through informal engagement with RTOs and stakeholders, will provide sufficient insight to guide any future updates.

In summary, the recommended approach for implementing, rolling out, and maintaining the Tree Access Package is practical, feasible, and integrated within existing industry frameworks. This approach acknowledges current resource limitations while still supporting gradual adoption, ongoing relevance, and long-term value for the sector.

Appendices

Appendix 1: The Tree Access Package

Link: [Tree Access Package](#)

The Tree Access Package

Tree Access Package

- Tree Access Package (Contains the Tree Access Protocol, Tree Access Agreement and the [Tree Access Toolbox](#))
 - Tool 01 - Information Sheet for Tree Landowners
 - Tool 02 - Information Sheet for RTOs
 - Tool 03 - Contacts template
 - Tool 04 - Summary sheet on insurance requirements
 - Tool 05 - Site inspection checklist
 - Tool 06 - Tree characteristics description template
 - Tool 07 - Initial planning meeting agenda
 - Tool 08 - Review form at completion of tree felling activity
 - Tool 09 - FAQs
 - Tool 10 - Tree Access Partnerships
 - Tool 11 - Sample Tree Access Agreement Template
-

Appendix 2: Stakeholder database

Organisation

Admire Workplace Safety Pty Ltd

ARO College

Australian College of Agriculture and Horticulture (ACAH)

Bridgeworks Consulting

Charles Darwin University

Civil Safety Pty Ltd

Climb High Tree Services

Department of Biodiversity, Conservation and Attractions (WA)

Department of Energy, Environment and Climate Action (Vic)

Everest Training Solutions

Farms of the Future

Federation University

Fireground Training

Food, Fibre & Timber Industries Training Council WA (FFITC)

Forest Training Centre WA

ForestWorks

LT Training Pty Ltd

MTO Group Pty Ltd

National Workplace Services Group Pty Ltd

National Workplace Training

NSW Rural Fire Service

NTHA Training

OneFortyOne Plantations

Peninsula Training and Employment Program Inc

Power Safety Training Australia

South Metropolitan TAFE (WA)

SWQ Training Pty Ltd

TAFE NSW

TAFE Queensland

TasTAFE

The Gordon (VIC)

The Hub for Learning Pty Ltd

The Management Edge Pty Ltd

Timber Training Creswick

Tocal College

Treesystems

Appendix 3: PWG membership

Organisation

Department of Fire and Emergency Services - Western Australia

Council Arboriculture Victoria

South Regional TAFE

Forest Corporation of NSW

Fire Tasmania

ForestWorks

Towie Timber Training

One Forty One

Dept of Energy, Environment and Climate Action (DEECA)

Forest Industry Association Northern Territory

Foresite Group

Department of Biodiversity, Conservation and Attractions - Western Australia

HVP

Melbourne Polytechnic

TAFE Gippsland

NSW SES

Timber Training Creswick

ForestWorks

Australasian Fire and Emergency Service Authorities Council (AFAC)

ForestWorks

Forest Corporation of NSW

TFTU (ex CFMEU Manufacturing Division)

NSW Rural Fire Service

Appendix 4: Participants in RTO Virtual workshops

Organisation

Emtrain

Fire Tasmania

LT Training

NSW Rural Fire Service

SWQ Training

TAFE NSW

Country Fire Authority - Victoria

Appendix 5: Stakeholder Engagement Strategy

Section	Nature of Change from V1 to V2
Organisations for Targeted Consultations	The Stakeholder Engagement Strategy was updated to remove the names of individual representatives from key organisations to protect confidentiality. The section now records only the organisations consulted, rather than specific personnel.
Engagement Strategy	Engagement dates were revised to reflect adjustments made during the project, including the requirement to obtain legal advice prior to finalising the Protocol. Additional content was incorporated to document the information sessions delivered on 6 and 13 March 2026, outlining the purpose, structure and focus of the sessions, participating stakeholder groups, session format and participation arrangements, and the support materials presented.
Timeline:	The project timeline was updated to reflect scheduling changes arising from the need to seek legal advice before finalising the Protocol, ensuring an accurate record of project sequencing and dependencies.

This Stakeholder Engagement Strategy for the Tree Felling Partnerships 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

Project snapshot

Project type: 11 months

Timeline:

The project comprises five key stages. These are:

1. Targeted stakeholder consultation and formation of Project Working Group: March - April 2025
2. Protocol development for tree allocation partnerships: April - May 2025
3. Pilot protocols: June - August 2025

4. Implementation support for RTOs on the use of protocols and resources: February – March 2026
5. Monitoring and evaluation: March 2026 – April 2026.

Scope/expected outcomes:

This project aims to address the challenges faced by registered training organisations (RTOs) in sourcing trees for training and assessing learners in manual tree felling at basic, intermediate, and advanced levels.

The goal is to create a tree allocation protocol that empowers RTOs to partner with forest managers, government departments, and other relevant stakeholders to source trees for training purposes. This protocol will lay out a framework for identifying trees suitable for training, including those marked for removal or designated for fuel reduction burns, and allocating them to the appropriate RTOS. This initiative aims to ensure RTOs can access the trees necessary for training in manual tree felling operations.

The protocol will be trialled through three RTO-Forest/Landowner partnerships as part of this development.

The project will develop a range of support materials to support the pilot testing of the proposed Tree Allocation Partnership.

The outcomes of the pilot programs will inform the final version of the Tree Allocation Protocol and the associated support materials, which will be publicly available through the project web page.

The project webpage has been created on the Skills Insight website. This site currently provides detailed information about the project plan, scope and consultation. The site is titled: [Tree Allocation Partnerships Project - Skills Insight](#)

Stakeholder Consultation

A list of key stakeholder organisations has been identified for this project.

ForestWorks will contact each of these organisations during this project to seek their involvement and their views on the draft Tree Allocation Protocol and associated Support Materials. 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, via this webpage.

Engagement Strategy

1. Identify Stakeholders:

ForestWorks compiled a list of industry stakeholders. These were largely drawn from the stakeholders who contributed to the recent review of tree felling units of competency undertaken by ForestWorks and the earlier redevelopment of the units of competency and qualifications in the Forest and Wood Products Training Package. Other stakeholders were identified through targeted discussions with the Australasian Fire Authorities Council and the Department of Energy, Environment and Climate Action. The list of stakeholders covers the following sectors: forestry operations, arboriculture, emergency services, and forest/land management. In total, 124 stakeholders were identified – see Tree Felling Projects Stakeholder Database 2025.

2. Inform and Engage Stakeholders:

Information on the project was posted on the project web page on the Skills Insight website. An initial email will be sent to all stakeholders identified in the Tree Felling Projects Stakeholder Database 2025. This communication provided details about the project, the issues to be addressed, and where information on the project may be accessed.

3. Establish the Project Working Group (PWG):

A PWG is being established. The Terms of Reference for the PWG have been prepared, outlining the main responsibilities of the PWG as being:

- Strategic Guidance: Provide input on project goals and deliverables, and advice on the challenges/opportunities for registered training organisations and tree/landowners regarding identifying and allocating trees for training purposes.
- Stakeholder Engagement: Facilitate communication between the Project Team and the stakeholders contributing to the project.
- Review and Feedback: Review key project deliverables at defined milestones and provide constructive feedback.
- Issue and Risk Identification: Identify emerging risks or challenges and advise on mitigation strategies.
- Quality Assurance: Provide a peer-review function to ensure the quality and relevance of project outputs.
- Best Practice Sharing: Share relevant insights, lessons learned, and best practices regarding tree allocation policies and practices.

The Terms of Reference note that the PWG is an advisory rather than a decision-making group and is not responsible for: [1] day-to-day operational project management, [2] final sign-off or approval of deliverables, [3] line management of project staff, and [4] budget allocation or financial approvals.

The PWG Membership will comprise individuals from the following types of organisations: Registered training organisations, Forestry Companies, Government Departments, Local Government Authorities, Emergency Services agencies, Unions, Landowners, and National Parks. The final list of members is currently being compiled and is expected to include about twenty individuals drawn from Victoria, New South Wales, and Western Australia. This representation is consistent with the project brief and reflects the intent to engage organisations in the PWG in piloting the proposed Tree Allocation Protocol.

4. Meetings Scheduling:

The PWG will conduct four virtual meetings. These will take place on 9, 23, 30 May, and 6 June from 1.00 to 2.30 pm.

5. Feedback Loop:

The project activity plan has incorporated opportunities for gaining stakeholder feedback. This will be obtained through:

- PWG meetings have been scheduled to support the iterative development of the proposed Tree Allocation Protocol and to provide input into the design of the proposed Support Material. The PWG meetings have been sequenced to enable members to:
 - PWG 1 - 9 May - Provide input into the initial draft of the Tree Allocation Protocol
 - PWG 2 - 23 May - Review and provide comments on the draft Tree Allocation Protocol
 - PWG 3 - 30 May - Provide feedback on the revised draft of the Tree Allocation Protocol
 - PWG 4 - 10 October: Endorse the Tree Allocation Protocol for use in the pilots and provide input into the design of the Support Materials.
- The project web page has been established and will be regularly updated during the project to inform the wider group of stakeholders on the project and enable them to comment on project developments.
- During the piloting of the Tree Allocation Protocol in three sites i.e.: Victoria, New South Wales and Western Australia, regular contact will be maintained by the Project Manager with the participating RTOs, forest/landowners and other stakeholders involved in each pilot. This will focus on [1] ease of use/obstacles to implementation of the protocol and support materials, [2] satisfaction of participants, [3] suggestions for improvement, and [4] changes in resource allocation practice. It is envisaged that this information will be gathered through email, face-to-face meetings and site-based focus groups. The

information gathered through these processes will be incorporated, as appropriate, into the final project products.

6. Regular Updates:

The project web page will be regularly updated to inform all stakeholders about the project's progress. Records of all PWG meetings will be documented and shared with members. The results of all monitoring activities conducted during the pilot phase will also be documented and distributed among the pilot participants.

7. Information sessions:

The project included information sessions to support stakeholder awareness and capability building in applying the Tree Allocation Protocol and the Tree Access Agreement. Three online sessions were offered to enable key stakeholders across the arboriculture, forestry, land management and emergency services sectors to:

- Receive an overview of the purpose, structure and status of the Protocol and Agreement
- Clarify roles and responsibilities of RTOs, landowners and other stakeholders
- Understand practical considerations relating to site access, safety, insurance, cultural heritage and environmental factors
- Review insights from recent pilot programs that field tested the Protocol and Agreement
- Be introduced to the updated Toolbox of templates, checklists and guidance materials that support implementation

Targeted invitations were distributed to RTOs and other industry stakeholders, with each session capped at approximately 25 participants to facilitate interaction, discussion and clarification of questions. Multiple representatives from each organisation were encouraged to attend.

Follow up communication was provided to participants, including registration confirmation, session links and ongoing access to support materials. Participants were encouraged to provide feedback and raise questions to inform refinement of the Support Materials.

The project web page continues to host project updates, including information about the Protocol, Agreement and Support Materials. This ensures broader stakeholders remain informed and have the opportunity to monitor developments across the project.

This engagement program has supported consistent application of the Protocol and Agreement, strengthened stakeholder capability, and encouraged a coordinated approach across industry sectors.

8. Evaluation and Review:

The stakeholder engagement strategy will be periodically reviewed to ensure its effectiveness. Any suggestions for changes to the PWG membership, Tree Allocation Protocol, Support Materials, or project operation will be considered and acted on as appropriate.

Identified Key Stakeholder Groups

- Representatives from the Forest Operations sector of the FWP Training Package.
- Representatives from other industry sectors that use the three tree felling units of competency and require access to trees for training and assessment purposes. These sectors may include:
 - Arboriculture
 - Emergency Services
 - Vegetation Clearing
- Unions
- RTOs
- Industry training advisory bodies (ITABs) (or equivalent) with relevant sector coverage
- Other Jobs and Skills Councils who use the units of competency.

Organisations for Targeted Consultations

(Including, but not limited to, the following organisations that have been invited to join the Project Working Group. A full list of stakeholders is provided as Annex A - Tree Allocation Protocol Database)

Organisation	Location	Stakeholder type	Sector area
TAFE NSW [RTO 90003]	NSW	RTO	RTO expertise / Subject matter expertise in forestry and tree felling
NSW Rural Fire Service [RTO 6970]	NSW	RTO	RTO expertise / Subject matter expertise in fire management and tree felling
NSW SES [RTO 90656]	NSW	RTO	RTO expertise / Subject matter expertise in emergency services and vegetation
TAFE Gippsland [RTO 0417]	Vic	RTO	RTO expertise / Subject matter expertise in forestry and tree felling operations
Melbourne Polytechnic [RTO 3075]	Vic	RTO	RTO expertise / Subject matter expertise in arboriculture and tree felling operations

Organisation	Location	Stakeholder type	Sector area
Foresite Group [RTO 22227]	Vic	RTO	RTO expertise / Subject matter expertise in forestry, arboriculture and tree felling operations
CFA [RTO 3739]	Vic	RTO	RTO expertise / Subject matter expertise in fire management and tree felling
Department of Fire and Emergency Services (DFES) [RTO 1938]	WA	RTO	RTO expertise / Subject matter expertise in fire management and tree felling
South Regional TAFE [RTO 52790]	WA	RTO	RTO expertise
Towie Timber Training - nationally recognised training is provided in partnership with South Regional TAFE (RTO Code 52790)	WA	RTO	RTO expertise / Subject matter expertise in tree felling

Organisation	Location	Stakeholder type	Sector area
Vic Forests	Vic	Government Agency / Forestry Company	Forest / landowner
Forest Corporation of NSW	NSW	Government Agency / Forestry Company	Forest / landowner
HVP	Vic	Employer / Forestry Company	Forest / landowner
One Forty One	SA	Employer / Forestry Company	Forest / landowner
Forest Products Commission - Western Australia	WA	Government Agency / Forestry Company	Forest / landowner
Australian Blue Gum Plantations	WA	Employer / Forestry Company	Forest / landowner
Department of Biodiversity, Conservation and Attractions WA [RTO 0397]	WA	Government Agency	State Government agency responsible for forest management

Organisation	Location	Stakeholder type	Sector area
Department of Energy, Environment and Climate Action [RTO 3765]	Vic	Government Agency	State Government agency responsible for forest management
NSW Department of Primary Industries and Regional Development	NSW	Government Agency	State Government agency responsible for forest management
Council Arboriculture Victoria	Vic	Peak Body - Local Government Arboriculture	Expertise in management of trees, parks and forests in local government areas
Australasian Fire and Emergency Service Authorities Council (AFAC)	National	Peak Body - Emergency Services	Representatives of all emergency service agencies
Forestry Industry Association Northern Territory	NT	Peak Body Industry association	Representative of forestry industry employers in NT
CFMEU - Forestry Division	National	Union	Representative of forest industry workers

Organisation	Location	Stakeholder type	Sector area
NSW National Parks and Wildlife Services	NSW	National Parks	Expertise in management of forests in national parks
Parks Victoria	Vic	National Parks	Expertise in management of forests in national parks
Forest Industry Association of Northern Territory	NT	Industry training advisory body	Expertise in forest industry skills needs and key link to First Nations forest managers / owners
Timber Training Creswick	VIC	Registered Training Organisation	Education Expert in Timber Training
Timber Forestry and Textiles Union (TFTU)	National	Union	
Council Arboriculture Victoria	Vic	Local Government/Land Manager	

Distribution of key stakeholders

Stakeholder Type	National	ACT	NSW	NT	QLD	SA	TAS	VIC	WA
RTOs			X					X	X
Private Forestry Company				X		X		X	X
State Government Forestry Agency			X					X	X
Local Government Authorities								X	
National Parks			X					X	
Industry Training Advisory Bodies				X					
Emergency Services Organisations	X								
Union	X								

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.

Skills Insight newsletter and news alerts

The Skills Insight general newsletter (usually published monthly) will provide an update to all subscribers on project activities and opportunities to be involved.

Timely news alerts will also be distributed to project and sector-specific subscribers whenever there is a project update.

Industry media

A range of key stakeholder organisations with influential newsletters, such as the Australasian Fire and Emergency Service Authorities Council (AFAC), will be encouraged to share news of the project activities and consultation opportunities with their networks.

Email/mail merge

To inform specific stakeholder groups about project developments.

Appendix 6: Organisations that provided support to the project

Organisation

Australasian Fire and Emergency Service Authorities Council (AFAC)

Brisbane Sporting Clays

Council Arboriculture Victoria

Country Fire Authority - Victoria

Department of Biodiversity, Conservation and Attractions - Western Australia

Department of Energy, Environment and Climate Action (DEECA)

Department of Fire and Emergency Services - Western Australia

Emtrain

Fire Tasmania

Foresite Group

Forest Corporation of NSW

Forest Industry Association Northern Territory

HVP

LT Training

Melbourne Polytechnic

Minter Ellison

MTO Group

NSW Rural Fire Service

NSW SES

One Forty One

South Regional TAFE - Western Australia

SWQ Training

TAFE Gippsland

TAFE NSW

TFTU (ex CFMEU Manufacturing Division)

Timber Training Creswick

Towie Timber Training
