



# WIDE BAY FOREST AND TIMBER INDUSTRY WORKFORCE DEVELOPMENT PLAN



**TIMBER**  
QUEENSLAND  
*We build Queensland*



**Jobs**  
Queensland  
*Future skills. Future work. Future Queensland.*

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The Queensland Government respectfully acknowledges the First Nations peoples in the state of Queensland and acknowledges the cultural and spiritual connection that Aboriginal and Torres Strait Islander people have with the land and sea. We respectfully acknowledge Aboriginal people and Torres Strait Islander people as two unique and diverse peoples, with their own rich and distinct cultures, resilience and strengths. We specifically acknowledge the unique history and cultural heritage of Aboriginal and Torres Strait Islander people as the First Peoples of Australia. We pay our respects to Elders past and present. We are dedicated to the inclusion of cultural knowledge and values as critical factors in the development, implementation and evaluation of strategies and actions to support First Nations people.

## **Further enquiries**

For enquiries or further information about this report:

Telephone: 07 3294 4706

Email: [info@jobsqueensland.qld.gov.au](mailto:info@jobsqueensland.qld.gov.au)

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## **Thank you**

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# Introduction

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## Introduction

In 2022, the Queensland Government commenced implementation of *Good People. Good Jobs: Queensland Workforce Strategy 2022-2032* (QWS) to assist Queensland’s future growth and economic opportunities and to meet current and future workforce demand.<sup>1</sup> A comprehensive whole of government strategy, the QWS recognises that collaboration and partnerships are vital to support industries and communities across Queensland to develop skilled and adaptable workforces. The ‘Grow Your Own’ (GYO) Regional Workforce Program sits under the ‘local solutions’ focus area of the QWS which aims to, empower key local stakeholders and industry representatives to identify workforce needs and to drive local workforce responses. The GYO program facilitates planning for the skills required to meet the demands of their sectors and support the region’s economic goals.

Research by Jobs Queensland indicates that a strong connection to a community or region significantly motivates individuals to remain local. When families are settled with access to local services, local employment for partners and schools for children, there is a strong

reluctance to relocate.<sup>2</sup> This forms a robust foundation for the GYO Regional Workforce Program model, which encourages regions to develop the skills and capabilities of the local population to address the current and future needs of local industries.

We live in a world of constant change. Global trends and economic and policy shifts are impacting demand for new skills. The jobs of the future will be different from those held today, from low-skilled occupations to extremely specialised roles, and the Wide Bay region is committed to planning for that future.

Through an industry-led approach, Jobs Queensland has partnered with Timber Queensland to establish local solutions that provide a pathway forward specifically for the forest and timber industry in the Wide Bay region. Implementing the actions within this plan will support the region’s forest and timber industry in maximising opportunities to its future state by considering existing workforce supply, workforce demand, existing business capability and future skills needs.



<sup>1</sup> Queensland Government. (2022). *Good people Good Jobs: Queensland Workforce Strategy 2022-2032*. Brisbane: Queensland Government. [https://www.publications.qld.gov.au/ckan-publications-attachments-prod/resources/ff453627-3e2a-4dc5-96c5-a3e7bdf963fa/final-queensland-workforce-strategy\\_2022-2032.pdf?ETag=01bfdc37789b9d96bf8baeda54b32273](https://www.publications.qld.gov.au/ckan-publications-attachments-prod/resources/ff453627-3e2a-4dc5-96c5-a3e7bdf963fa/final-queensland-workforce-strategy_2022-2032.pdf?ETag=01bfdc37789b9d96bf8baeda54b32273)

<sup>2</sup> Jobs Queensland. (2023). *Supporting individuals in the transition to future work framework*. Ipswich: Queensland Government. <https://jobsqueensland.qld.gov.au/wp-content/uploads/2023/12/supporting-individual-transition.pdf>

In 2023, Jobs Queensland commissioned ForestWorks in partnership with Timber Queensland to establish an evidence base of the current state of the Wide Bay region's forest and timber industry workforce. The *Grow Your Own Workforce Region and Industry Environmental Scan, Wide Bay region and the forestry industry*, released on 2 November 2023, provided an analysis of the employment training data and trends. It also identified industry workforce challenges and opportunities in the Wide Bay region.

Industry-led consultation within the region, with key industry and community stakeholders, highlighted common workforce, training and business challenges. Despite these challenges, the industry showed a strong commitment to working with government and training providers to plan for their future by developing recommendations, priorities and practical methods to benefit the region's forest and timber industry's future workforce.

The region is primed to leverage the 37 actions identified across four key themes (Figure 1). Through this industry-led collaborative approach, this plan establishes a foundation for an industry committed to growth and future prosperity.

**Figure 1** Four key themes



## Overview

The forest and timber industry is a significant pillar of Queensland's rural and regional economies. The industry comprises over 2000 businesses spanning three distinct sectors, with 70 per cent of the workforce in regional and rural areas making substantial economic and social contributions. Annually, this sector injects approximately \$4 billion into Queensland's economy. It also sustains a direct employment base exceeding 7800 individuals engaged in forest growing and harvesting, timber processing, and pulp and paper production.

The industry employs a diverse workforce with specialised skills for growing sustainable forests and transforming raw logs into various timber products. Furthermore, downstream timber processing operations yield various engineered wood products and structural elements, supplying residential and commercial construction projects across Queensland and Australia. This makes the industry an indispensable component of the state's economy and societal fabric.

**Global shifts in technology, sustainable development practices, forecast demand associated with the Brisbane 2032 Olympics and Paralympic Games and the growth of the bioeconomy are creating new markets for wood products and wood waste markets, supporting the growth of new business categories and new job roles within the industry.**

While these advances will complement the traditional roles supporting industry, there are ongoing issues with the identification and accessibility of suitable training initiatives and the recruitment and retention of staff possessing the requisite competencies for businesses statewide.



**23.7%**

of Queensland's total forestry and timber workforce

The Wide Bay region plays a significant role in Queensland's forestry industry. It accounts for 23.7 per cent of the state's total forest and timber workforce, locally employing over 1900 individuals, with timber processing being the largest sector, comprising over half of the industry workforce in the region. Gympie-Cooloolo and Maryborough are key subregions for employment.

The local forest and timber industry has a gross value add of \$383.9 million and over \$1.053 billion in output/total sales, proving it is an important employing industry and economic driver for the region.<sup>3</sup>

<sup>3</sup> Regional Development Australia. (n.d.). *Wide Bay Burnett Region economic profile*. Australia: Informed decisions. <https://economy.id.com.au/rda-wide-bay-burnett>

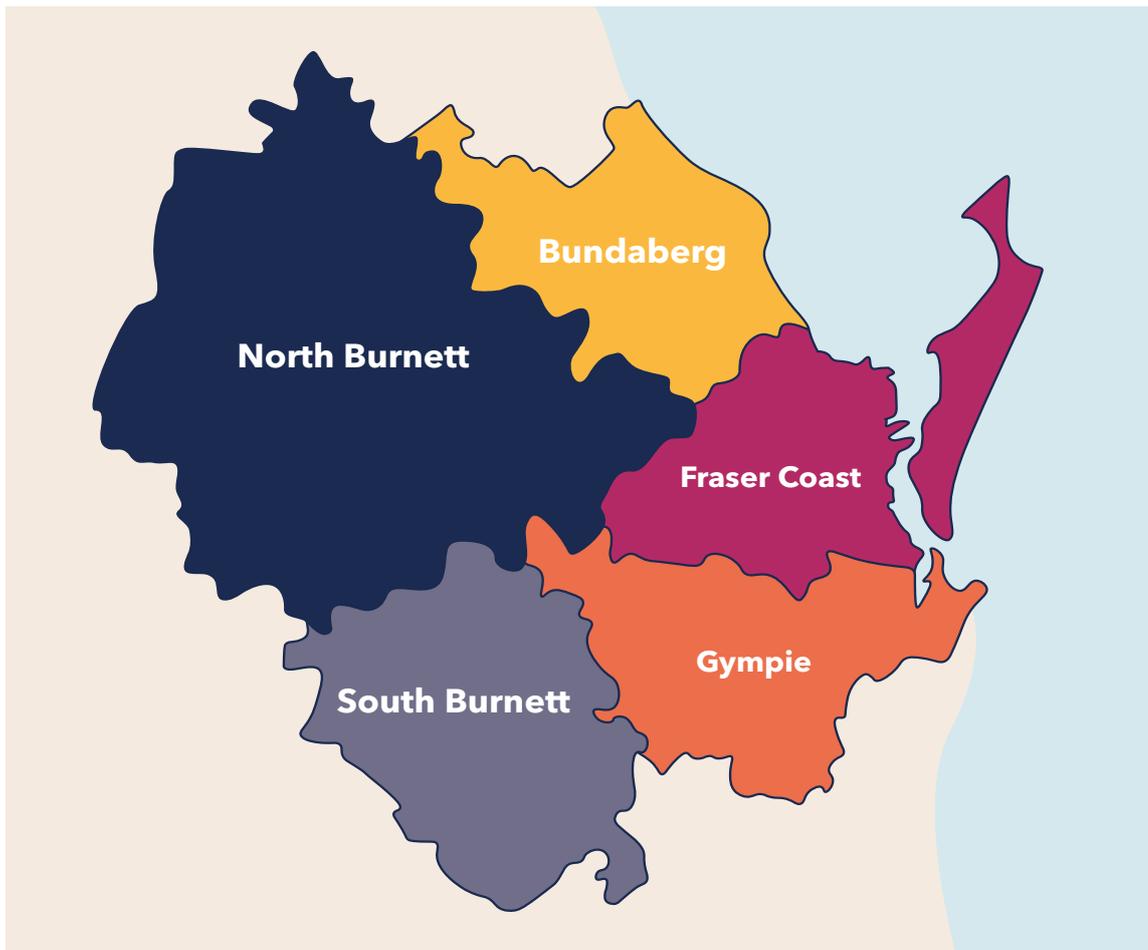
## Defining the Wide Bay region and industry

Set in the south-east of Queensland, the Wide Bay region extends from Kalpowar in the north, Bundaberg, Maryborough and Gympie in the east, to Nanango in the south and Eidsvold in the west. Wide Bay is home to 6 per cent of Queensland's diverse population, who live across 49,000 km<sup>2</sup>, or around 2.8 per cent of Queensland.<sup>4</sup>

The region comprises five of Queensland's 77 local government areas - Bundaberg, North Burnett, South Burnett, Fraser Coast and Gympie.

The Wide Bay region is home to various industries, with dairy, livestock, horticulture, tourism, manufacturing, forest and timber being the major contributors to the workforce and labour market profile.<sup>5</sup>

**Figure 2** Map of Wide Bay Statistical Area Level 4



Queensland Government Statistician's Office, 11 September 2023, Queensland Statistical Areas, Level 4 (SA4), 2021 - Wide Bay (ASGS Code 319) <https://www.qgso.qld.gov.au/issues/10706/qld-sa4-asgs-2021-wide-bay.pdf>

Through industry consultation, representatives from the forest and timber sectors endorsed the industry classifications detailed in Appendix 1 as the industry subsectors they use to define their industry. These industry classifications are listed within the Australian and New Zealand Statistical Industrial Classification (ANZSIC) 2006.

<sup>4</sup> Jobs Queensland. (2023). *Grow Your Own Workforce. Region and industry snapshot. Wide Bay region and the forestry industry*. Ipswich: Queensland Government. <https://jobsqueensland.qld.gov.au/wp-content/uploads/2023/10/gyo-wide-bay-forestry-snapshot.pdf>

<sup>5</sup> Ibid

# Wide Bay population snapshot



Total population in 2022

**317,500**

The population is expected to grow by 7675 people in 2026 to

**325,175**



Median Age

**49.2 years**

which is higher than the Queensland median of 37 years

The regions annual population growth rate of

**0.6%**

is lower than the state growth of 1.4%



In 2022, 86,755 people aged 65 and older lived in the Wide Bay region which is

**27.3%**

of the total population

By 2026, this is projected to increase by

**29.8%**

to 97,047 people aged 65 and older



Working age (15yrs+) employed in July 2023

**56.5%**

Aboriginal peoples and Torres Strait Islander peoples

**7.1%**

of Queensland's Aboriginal peoples and Torres Strait Islander peoples reside in the Wide Bay region.



Requiring assistance with core activities

**10%**

Born overseas

**13%** of the population



Source: Australian Bureau of Statistics, Median age, sex ratio and broad age groups, by SA2 and above (ASGS2021), 2021, and Population Estimates by Age and Sex, Summary Statistics (ASGS 2016), 2006 and 2016 [Data cube] (Accessed 01 August 2023)

## Forest and timber workforce

The forest and timber industry in the Wide Bay region operates as a cohesive network comprising multiple sectors, stakeholders and production processes. This interconnected network collaborates to manufacture and supply essential products used in everyday life across Australia, including house frames, furniture, packaging materials and paper products.

In the region's forestry sector, significant players like HQPlantations and Forest Products of the Department of Agriculture and Fisheries (DAF) are instrumental in managing plantation estates and state-owned native forests within the region and across Queensland.

Alongside these key entities, other forest stakeholders contribute to the industry's robustness. These include:

- farm forest growers, who integrate cattle grazing with private native forest management, as well as private forest growers managing smaller plantation areas
- harvesting contractors, comprising various small and medium-sized businesses, contracted to extract plantation logs utilised for timber and wood chip production and native logs for products such as decking and structural timber.

Furthermore, the region's timber processing and manufacturing landscape is diverse and dynamic. Home to two major softwood sawmills and several smaller processors, the region caters to fencing and treated timber markets together with medium-sized and small hardwood and cypress pine sawmills. These mills are adept at producing high-quality structural and appearance products.

Additionally, several companies in the area specialise in using wood residues to produce wood pellets and landscaping products. Manufacturing facilities are also prevalent, with Gympie hosting major plants for panel boards and laminated timber products alongside specialised companies manufacturing prefabricated modular homes.

Throughout the region, businesses manufacturing structural timber frames, roof trusses and wooden fittings, including a pallet plant, contribute to the industry's comprehensive ecosystem.

This collaborative network is further fortified by many suppliers, service providers and buyers, encompassing nurseries, consulting services, research entities, timber construction companies and more. The interconnectedness of these diverse sectors and stakeholders underscores the industry's resilience, where developments or changes in one segment can significantly impact others.

### Workforce profile

**50.8%**

Under 45

**49.2%**

Between 45-65

In 2021

**13.3%**

of the workforce were women, lower than state and national levels.



**3.4%**

of the workforce are Aboriginal peoples and Torres Strait Islander peoples.



**46.9%**

of industry employees hold qualifications, of which 48.8% have a secondary school qualification, 34.3% have a Vocational Education and Training (VET) qualification, and 10.1% have a diploma or degree.



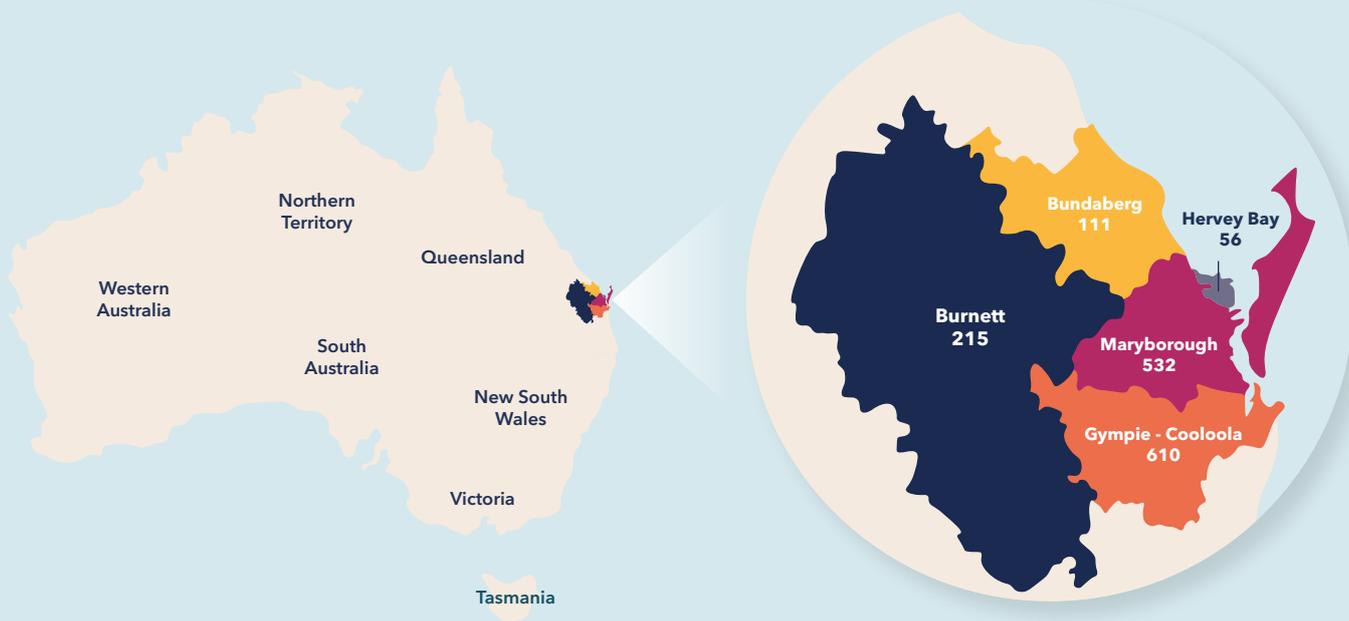
Historically and to this day, the forest and timber industry has significantly contributed to the Wide Bay regional economy. In 2022, the industry supported 1920 employees. Four out of the top five local government areas with the highest percentage of employment in the forest and timber industry are in the Wide Bay-Burnett region.<sup>6</sup>

For **every job** created by the **forest and timber industry**, another job is indirectly created in the **broader economy**.<sup>7</sup>

**Figure 3** Industry employment by sector in the Wide Bay region<sup>8</sup>



**Figure 4** Employment in the forestry industry, Wide Bay SA3 regions, 2021



Source: Employment in the forestry industry, Wide Bay, 2021. Source: Australian Bureau of Statistics, Census 2021, Employment, Income and Education [TableBuilder] (Accessed 21 August 2023)

<sup>6</sup> Department of Agriculture and Fisheries. (2022). *Queensland forest and timber industry, Economic snapshot*. Brisbane: Queensland Government. <https://www.publications.qld.gov.au/dataset/queensland-forest-and-timber-industry-economic-snapshot>

<sup>7</sup> Ibid

<sup>8</sup> Australian Bureau of Statistics. (2021). *2021 Census - employment, income and education*. TableBuilder. Findings based on use of ABS TableBuilder data.

## Forest and timber workforce demand

Jobs Queensland’s Anticipating Future Skills Series region profiles report that between 2021-2022 and 2025-2026, Wide Bay is projected to experience the fastest increase in employment in Queensland, to comprise 4.6 per cent of the state’s workforce.<sup>9</sup> This report predicts that the employment growth of the forest and timber industry workforce will be modest, with 20 new positions created. With an aging workforce, the largest workforce requirement will come from replacement demand. The industry reported during consultation that they are focused on retention strategies and supporting new entrants to replace those that are exiting due to retirement and relocation. There is a significant difference in growth rates between industry sectors, employment in forestry support services and sawmilling is expected to grow by 14.4 per cent, while jobs in forestry, harvesting and wood product manufacturing could decrease by up to 26.2 per cent, highlighting the need to assist transitions between employers to ensure skills remain in the industry and region.

**Figure 5** Anticipating Future Skills, selected industry by employment.



Source: Jobs Queensland, Anticipating Future Skills Series – Wide Bay region.

In 2022, the report *Current and Future Skills and Training Needs of the Forest and Timber Industry in South and Central Queensland*, commissioned by the South + Central Queensland Regional Forestry Hub with funding from the Australian Government, Department of Agriculture, Fisheries and Forestry, provided an overview of future labour demand.<sup>10</sup> The report predicted that the demand outlined will be contingent on market and legislative forces, as well as individual businesses’ expansion or improvement goals.



<sup>9</sup> Jobs Queensland. (2023). *Anticipating Future Skills Series – Wide Bay region*. Ipswich: Queensland Government. <https://jobsqueensland.qld.gov.au/wp-content/uploads/2023/08/afs-s4-wide-bay.pdf>

<sup>10</sup> Queensland Forestry Hubs. (2023). *Report: Forestry Training and Education Future Skills Assessment*. Carlton: ForestWorks. [https://www.qldforestryhubs.com.au/files/ugd/3c7854\\_6fd744bf3cb64494b89bba87ff36ef73.pdf](https://www.qldforestryhubs.com.au/files/ugd/3c7854_6fd744bf3cb64494b89bba87ff36ef73.pdf)

**Table 1** Predicted forest and timber industry labour demand

**Forestry  
(including harvest  
and haulage)**

- New plantations will increase demand; process improvements and technology could make it possible to reallocate roles.
- Growth in bioenergy further increases demand for machine operators and truck drivers.
- Foresters (in-field officers for supervising seasonal and permanent staff)
- Forestry workers (nursery, tree planting, tree tending)
- Forestry support services
- Harvester operators
- Forest residue harvesting for bioenergy and bioproducts
- Skidded operators
- Harvesting (and haulage)
- Harvester operators (experienced and entry-level)
- Loader operators
- Excavator operators
- Wood chipping machine operator
- Truck drivers

**Timber processing**

- Scanning technology and automation will create new job roles that focus on manufacturing and lean-driven activities, such as quality control and continuous improvement technicians. Manual timber graders will no longer be needed in these sawmills, allowing these workers to transfer to other positions.
- Production workers
- Quality control technicians
- Continuous improvement technicians
- Pole yard operator
- Loader/Forklift drivers
- Timber graders
- Docking saw operators
- Benchman
- Treatment plant operators
- Administration staff

**Manufacturing**

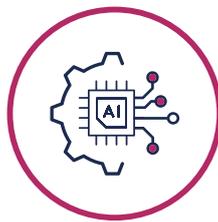
- Expansion of existing product lines and new mills will require additional new specialised roles.
- Machinery production workers
- Quality control technicians
- Hybrid technical-mechanical fitter
- Wheel loader operators
- Excavator operators
- Truck drivers

# Megatrends

The way we live and work is changing. There is an acceleration of organisations and workers needing to be both adaptive and responsive to the changing needs around them to remain competitive in today's global market. The following global megatrends were identified as potential impacts to the Wide Bay forest and timber industry:



**01** Climate change



**03** Transformative technology



**05** The rising care economy



**02** Environmental and social governance



**04** Geopolitical impacts

## 01 Climate change

Weather events are increasing in frequency and impact on communities and industry. As other industries focus on fortifying infrastructure, the forest and timber industry remains exposed to the natural elements. Changing rainfall patterns, a longer-term reduction in annual rainfall, and a likely increase in flash flooding and bushfires all drive a need for employers to plan for potential and multiple concurrent climate-related events through continuity planning to support longer-term thinking and risk reduction for both business recovery and the impact on employees.<sup>11</sup>

To support their workforce, several employers within the Wide Bay region's forest and timber industry are considering offering 'rain days' to provide financial support to workers.

## 02 Environmental and social governance

As the world moves towards a cleaner economy, the Australian and Queensland governments are setting targets aligned with the Paris Agreement objectives to protect our world-class environment for future generations and support international trade and investment opportunities. The Queensland Government is accelerating its decarbonisation ambitions with a new greenhouse gas emissions reduction target of 75 per cent by 2035.<sup>12</sup>

Sustainably managed forests support carbon sequestration. Approximately half a tree's dry weight is carbon. As a tree grows, it absorbs carbon dioxide, storing the carbon in timber and wood products long after the tree is harvested.<sup>13</sup> As the economy transitions towards net zero, a continued focus on the benefits of timber and wood products to support transformation targets is critical to the industry's reputational transformation.

## 03 Transformative technology

Transformative technologies have the potential to streamline operations, improve efficiency, and reduce costs. Automation and robotics, for example, can optimise manufacturing processes and minimise downtime, leading to higher productivity. Organisations will need to plan and invest in the time and financial implications to undertake reskilling and upskilling of the workforce to ensure they possess the digital skills required to operate and maintain new systems.

Industry stakeholders may also benefit from collective investment in research and development to stay abreast of emerging technologies. Collaborating with research institutions and technology partners can help organisations identify opportunities for innovation and develop tailored solutions to address industry-specific challenges.

## 04 Geopolitical impacts

The interconnectivity of today's global market has also increased susceptibility to disruption. Global unrest continues to unsettle markets and supply chains, while tariffs impact imports from non-traditional trading partners. Forest and Wood Products Australia predicts Australia will require an additional 436,000 hectares to meet future product demand, creating an opportunity for local suppliers to negotiate new local agreements and policies to support the industry further to fill the demand for the product and decrease risk as governments seek a reliable and steady supply.<sup>14</sup>

## 05 The rising care economy

As the ratio of working-age people to non-working-age people shifts, there is a rapidly rising care economy. More workers than ever will be required to meet the support needs of an ageing population and disability sector, increasing competition for skilled workers across industries as workforces become more transient. Jobs Queensland's Anticipating Future Skills Series region profiles report that between 2021-2022 and 2025-2026, the health care and social assistance industry is projected to experience the fastest increase in employment in the Wide Bay region, with over 28,000 people employed, an increase of 23.5 per cent.<sup>15</sup>

The forest and timber industry is seeking innovative ways to improve the retention of its ageing workforce while increasing industry attraction activities such as transitioning workers to retirement through part-time job share arrangements and shifting workers to other roles within the organisation where suitable. Duties such as training, mentoring new workers or moving into a sales-based position that is less labour-intensive may prove beneficial and enhance the longevity of employment for workers who may have previously left due to limited access to flexible options.

<sup>11</sup> Bureau of Meteorology. (2020). *State of the climate 2020*. Canberra: Australian Government. <http://www.bom.gov.au/state-of-the-climate/2020/>

<sup>12</sup> Queensland Government. (2023). *Queensland's 2035 Clean Economy Pathway: 75% by 2035*. Brisbane: Queensland Government. [https://www.epw.qld.gov.au/\\_data/assets/pdf\\_file/0028/48493/queensland-2035-clean-economy-pathway.pdf](https://www.epw.qld.gov.au/_data/assets/pdf_file/0028/48493/queensland-2035-clean-economy-pathway.pdf)

<sup>13</sup> Forestry Corporation. (n.d.). *Trees, timber and carbon storage*. West Pennant Hills: Forestry Corporation. <https://www.forestrycorporation.com.au/sustainability/carbon-and-forests>

<sup>14</sup> Hardware Journal. (2022). *Timber imports - The only way out of supply woes*. Knoxville: Hardware Journal. <https://hardwarejournal.com.au/timber-imports-the-only-way-out-of-supply-woes/>

<sup>15</sup> Jobs Queensland. (2023). *Anticipating Future Skills Series - Wide Bay region*. Ipswich: Queensland Government. <https://jobsqueensland.qld.gov.au/wp-content/uploads/2023/08/afs-s4-wide-bay.pdf>



# Workforce diversification

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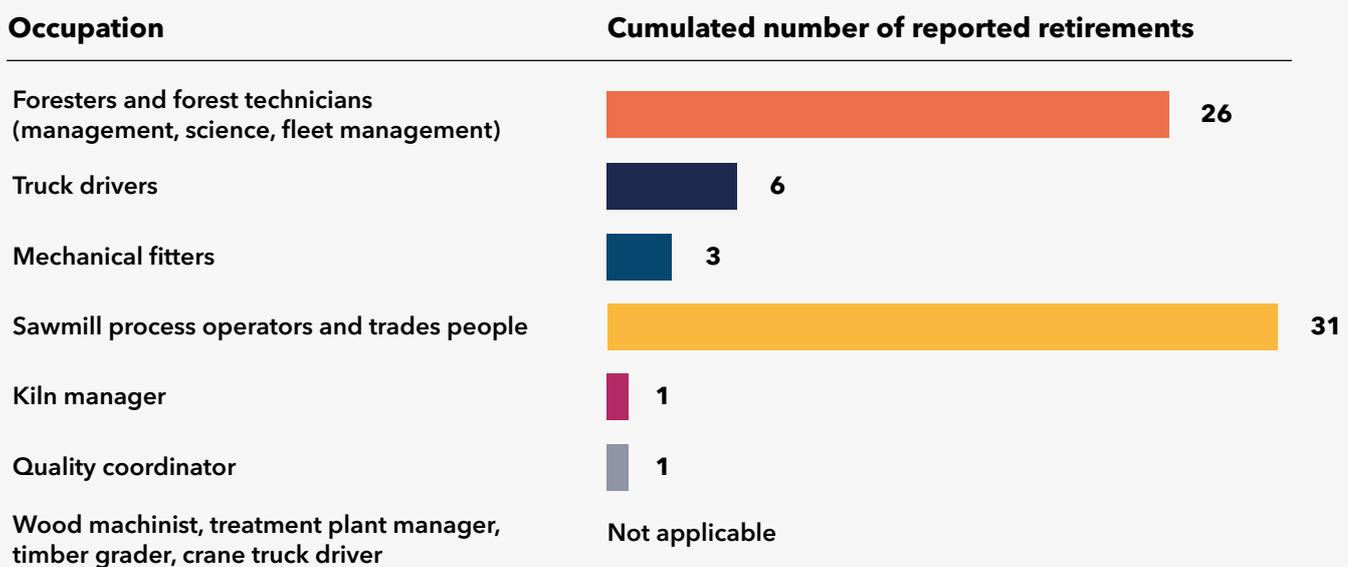
## Workforce diversification

A key element of the Queensland Workforce Strategy is its focus on increasing participation to grow the workforce and in supporting employers and industries to successfully diversify their workforce. The Wide Bay region has an ageing population, providing an opportunity for employers to attract a more diverse workforce. Diversity Australia research suggests, through a diverse workforce, an employer can experience:

- increased innovation and creativity
- enhanced problem-solving and productivity
- improved employee morale.<sup>16</sup>

As skilled and experienced workers who may have been employed in the industry for 20+ years transition to retirement, employers are seeking ways to replace their valuable skills, knowledge, experience and relationships.

**Figure 6** Retirements over the next five years, South and Central Queensland<sup>17</sup>



Jobs Queensland's research within the *Supporting Individuals in the Transition to Future Work* framework offers valuable insights in addition to industry-led strategies. It identifies priority and underutilised cohorts such as women, people with disability, mature-age workers, First Nations people and culturally and linguistically diverse (CALD) individuals.



<sup>16</sup> Diversity Australia. (2023). *7 Benefits of Implementing Diversity and Inclusion Into Your Company*. Brisbane: Diversity Australia. <https://www.diversityaustralia.com.au/7-benefits-of-diversity-and-inclusion/>

<sup>17</sup> Queensland Forestry Hubs. (2023). *Report: Forestry Training and Education Future Skills Assessment*. Carlton: ForestWorks. [https://www.qldforestryhubs.com.au/files/ugd/3c7854\\_6fd744bf3cb64494b89bba87ff36ef73.pdf](https://www.qldforestryhubs.com.au/files/ugd/3c7854_6fd744bf3cb64494b89bba87ff36ef73.pdf)



## Women

Women often prioritise the implications of career decisions on their family dynamics, as transitioning into a new role may necessitate significant lifestyle adjustments. Overcoming the barriers women encounter requires a diverse support system that offers access to various resources, career development opportunities, and support, which are essential for a successful career transition.

Employers play a crucial role in facilitating this process by connecting new female employees with established staff members who can serve as mentors and provide avenues for social integration. By fostering supportive networks, organisations empower women to navigate career transitions with confidence and resilience.



## People with disability

Individuals with disability often face challenges in finding suitable employment opportunities, leading to underemployment. Access to workplace accommodations and adaptive technologies can significantly facilitate the transition into a work environment or hybrid employment model. There is an opportunity to tap into the potential of this underutilised talent pool by implementing innovative strategies for career development.

This includes offering flexible learning opportunities within the workplace, conducting skills assessments, providing coaching and career counselling and facilitating job shadowing experiences. By creating tailored career pathways, the region can attract and retain skilled workers from the disability community while fostering a more inclusive and supportive work environment.



## Mature-age workers

Despite the rising life expectancy, mature-age workers often face unique challenges when considering career transitions. Rather than opting for job changes, they are more inclined to leave the labour force altogether. To effectively retain this valuable demographic, employers must take proactive steps.

Despite possessing a wealth of experience, mature-age workers often encounter biases based on age. Employers can counteract this by actively seeking and valuing workers with diverse backgrounds and experiences, fostering a more inclusive work environment.

Additionally, accommodating the needs of mature-age workers requires flexibility in employment arrangements. Many of these workers may face health concerns or caregiving responsibilities that make long-term commitments difficult. To address this, employers can offer shorter-term employment options with increased flexibility, such as job-sharing arrangements. By embracing these flexible work arrangements, employers accommodate the needs of mature-age workers and create opportunities for collaboration and knowledge transfer among employees of different generations.



## First Nations people

In Queensland, the Aboriginal and Torres Strait Islander population ranks as the nation's second-largest, with over 7.1 per cent residing in the Wide Bay region. The state government collaborates closely with Indigenous representatives at national, state and local levels to prioritise long-term social and economic progress for Queensland's First Nations peoples. Initiatives like *Paving the Way*, *First Nations Training Strategy* emphasise building cultural capability within businesses, recognising it as an ongoing process encompassing awareness, competence and safety.

Jobs Queensland's research highlights the need to understand and address the diverse contexts, such as remoteness of Indigenous communities, to provide tailored support. Challenges faced by First Nations people in workforce transitions include higher rates of chronic disease and cultural considerations impacting wellness approaches and community connections.



## Culturally and linguistically diverse

Evidence suggests that individuals from culturally and linguistically diverse (CALD) backgrounds may face challenges adapting to shifts in skill demands that prioritise higher-level communication and social skills. Unlike individuals with culturally specific social competence and language skills, CALD individuals may experience disadvantages in the workforce. This presents an opportunity for the Wide Bay region to collaborate closely with local training providers to directly promote local employment opportunities to CALD graduates through targeted campaigns.

# Regional training profile

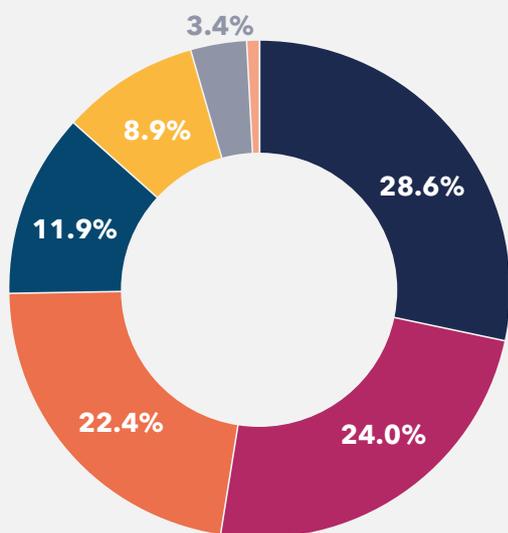
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## Regional training profile

The *Current and Future Skills and Training Needs of the Forest and Timber Industry in South and Central Queensland* report indicated that businesses in the Wide Bay forest and timber industry are committed to continuous employee development.<sup>18</sup>

In 2021 and 2022, there were 170 enrolments in forest and wood product qualifications for workers.<sup>19</sup>



### Forest and timber qualifications in the Wide Bay by qualification levels



Source: Jobs Queensland, Anticipating Future Skills Series - Wide Bay region.

Jobs Queensland research reveals that not all industries invest in building new skills and capabilities. Low-skilled individuals are typically provided with fewer opportunities to undertake learning other than basic induction training, and the reasons for this can vary.<sup>20</sup>

Decreasing access to opportunities for adequate skills and training is increasing the industry's difficulty in attracting and retaining qualified and appropriately skilled workers.<sup>21</sup>

The relatively low formal use of the Forest and Wood (FWP) Training Package continues to pose a significant challenge within the industry. Both the *Regional Hub Report* and the *Skills Impact Forest and Wood Products Industry Skills Report* have highlighted that low enrolments are not a reflection of the training package's quality. Instead, they are a consequence of limited access to Registered Training Organisations (RTOs) that can deliver the training in a flexible and workplace-specific manner. The primary challenge is the financial viability for RTOs to sustain such training programs due to the industry's low workforce turnover, leading to a small and inconsistent pool of new enrollees.<sup>22</sup>

In the Wide Bay region, the situation is exacerbated by the absence of an RTO with the current FWP package on scope, Skilled Assured Supplier status, regional delivery capacity and access to VET and vocational education and training in schools (VETiS) funding. This gap hinders the creation of a continuous training pathway for students and new entrants interested in the forest and timber industry.

Despite these challenges, several opportunities exist to enhance workforce training and development. Increased interest in forest and timber industry careers has been stimulated by initiatives such as the Introduction to the Forest & Timber Industry: Grow, Harvest & Process industry school tours in Wide Bay, funded by the Commonwealth Department of Education, Skills and Employment, and the Canopy: Queensland's forest and timber industries training and careers hub project, funded by the Queensland Department of Employment, Small Business and Training through the Workforce Connect Fund which supports industry-led workforce attraction and retention initiatives as a key action of the Queensland Workforce Strategy.

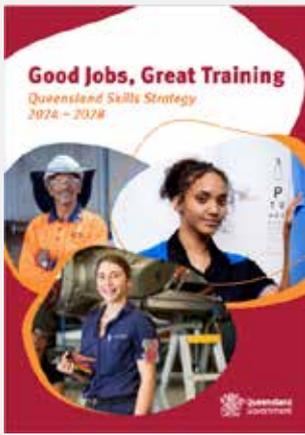
<sup>18</sup> Queensland Forestry Hubs. (2023). *Report: Forestry Training and Education Future Skills Assessment*. Carlton: ForestWorks. [https://www.qldforestryhubs.com.au/files/ugd/3c7854\\_6fd744bf3cb64494b89bba87ff36ef73.pdf](https://www.qldforestryhubs.com.au/files/ugd/3c7854_6fd744bf3cb64494b89bba87ff36ef73.pdf)

<sup>19</sup> Jobs Queensland. (2023). *Anticipating Future Skills Series 4*. Ipswich: Queensland Government. <https://jobsqueensland.qld.gov.au/anticipating-future-skills/portal/>

<sup>20</sup> Jobs Queensland. (2021). *Lifelong learning. The foundation of future work*. Ipswich: Queensland Government. <https://jobsqueensland.qld.gov.au/wp-content/uploads/2021/07/lifelong-learning-report.pdf>

<sup>21</sup> ForestWorks. (2023). *Forestry Workforce Training Program*. Carlton: ForestWorks. <https://www.agriculture.gov.au/sites/default/files/documents/forestry-workforce-training-program-scoping-study.pdf>

<sup>22</sup> Skills Impact. (2022). *Forest and Wood Products Industry Skills Report*. Carlton: Skills Impact. [https://www.skillsimpact.com.au/getehap/2022/09/ISR.FWP\\_IndustrySkillsReport.pdf?x26423](https://www.skillsimpact.com.au/getehap/2022/09/ISR.FWP_IndustrySkillsReport.pdf?x26423)



The Queensland Government is committed to ensuring that Queenslanders have the skills they need to train, upskill and pursue careers in the state's priority industries. The *Good Jobs, Great Training: Queensland Skills Strategy 2024-2028* is a five-year plan designed to enhance the state's training system, ensuring that pathways into good jobs are accessible for all Queenslanders, while focusing on delivering essential skills required in both established and emerging industries.

Thriving industries require a continuous supply of skilled labour to sustain growth and distribute their benefits throughout the economy. Queensland can address workforce needs by increasing participation in the labour market, assisting unemployed and underemployed individuals in finding meaningful employment, leveraging skilled migration and providing training opportunities for both new and existing workers.

Despite this burgeoning interest, the absence of a suitable RTO capable of delivering the current FWP package creates a notable gap in training pathways, particularly for students aspiring to embark on school-based traineeships or pursue post-school training opportunities. This gap underscores a compelling need for investment and capacity-building within the RTO sector.

Insights from the Regional Hub and Skills Insight reports reveal a preference within the Wide Bay forest and timber industry for concise, nationally accredited courses tailored to specific workplace contexts. Addressing this preference, initiatives such as developing a micro-credential digital solution platform by the Canopy project offer promising avenues for enhancing workforce competencies and ensuring regulatory compliance within specialised sectors like harvest and haulage. The resulting platform, 'Forest Skills', facilitates the identification of individual skill sets, paving the way for personalised training programs to enhance employability and foster career progression trajectories.

### Challenges:

- Limited accessibility of RTOs: Accessing RTOs capable of delivering flexible and industry-specific training solutions is challenging.
- Financial constraints for RTOs: RTOs operating in regions with low workforce turnover rates face financial challenges, leading to a diminished pool of potential learners.
- Absence of suitable RTOs: The Wide Bay region lacks an RTO with the necessary scope, accreditation and funding access to effectively deliver the FWP Training Package.

### Opportunities:

- Growing interest in industry careers: Initiatives like school tours and projects supported by government funding indicate a rising interest in pursuing careers within the forest and timber industry.
- Capacity-building and investment in RTOs: There is an opportunity to invest in and build the capacity of RTOs to meet the demand for industry-specific training in regions like Wide Bay.
- Tailoring training solutions: Recognising preferences for concise, site-specific training, there is potential to develop tailored training programs that align with industry needs.
- Digital solution platforms: Projects like the micro-credential digital solution platform offer innovative opportunities to enhance workforce competencies and ensure compliance within specialised sectors.

In addition to the region's lack of RTOs, industry employees face a significant challenge in completing the Certificate IV in Training and Assessment (TAE). This qualification is crucial for understanding the fundamentals of training systems and requires the completion of specific units of competency relevant to training design, delivery, assessment and validation. The current delivery models of the TAE course can be time-consuming, with some programs taking up to 12 hours per week and up to one year to complete. The course involves many learning methods and incorporates stringent tasks and deadlines, making it challenging for businesses and workers to adhere to. Additionally, the course is regularly updated, requiring enrolled individuals to complete it within the 'teach-out' period to prevent the qualification from becoming superseded.

Certificate II in Forest Operations
Certificate II in Timber and Wood Products Operations
Certificate III in Forest Operations
Certificate III in Timber and Wood Products Operations
Certificate III in Timber Building Products Supply
Certificate III in Timber Frame or Truss Manufacture
Certificate III in Saw Technology
Certificate III in Wood Machining
Certificate III in Timber Systems Design
Certificate IV in Forest Operations
Certificate IV in Timber and Wood Products Operations
Certificate IV in Timber Systems Design
Diploma of Forest Operations
Bachelor of Science (Forest Systems)

### **Graduate Certificate and Graduate Diploma in Forestry**

The lack of opportunities to study forestry at university is resulting in a skill shortage that is impacting the forestry profession, the forestry sector and the future of forest management in Australia. In response, the Committee for the Future of Forestry Education (COFFE), comprising universities, commercial forest growers, the Australian Forest Products Association’s (AFPA) human resource committee, ForestWorks, ForestLearning and Forestry Australia, has developed an innovative approach to deliver a Graduate Certificate and Graduate Diploma in Forestry programs. The University of Tasmania will coordinate the program, industry will fund it, and the innovative collaboration model will see different units delivered by other institutions, including Southern Cross University, Australian National University, Melbourne University, University of South Australia, University of the Sunshine Coast and University of Tasmania.

The collaborative program will allow those with environmental science or agriculture qualifications to ‘top up’ or extend their skills in forestry and provide a pathway for people seeking a career in forestry.

### **ForestSkills - Forestry Management Certification Pilot Program**

The forest and timber industry prefers shorter (e.g. Certificate II and III), nationally-accredited courses over longer qualifications (e.g. Diploma), where training is done on the job and is site-specific. The ForestSkills - Forestry Management Certification is a micro-credential digital platform designed to capture and manage competencies and skills needs for the softwood plantation sector in the Wide Bay region. Two harvest and haulage operators, Asher Enterprises and Sunchip Group, are trialling the platform. ForestSkills is a platform for individuals to identify existing skills, develop a visual skills training program to assist with employment opportunities and develop a career progression map as a retention strategy. By mapping transferable skills, the project will allow the industry to target local workers with complementary skills in sectors such as agriculture, mining and civil construction. There is scope for this project to be extended to the timber processing and manufacturing sectors. However, to effectively deliver micro-credential training in Wide Bay, the number of industry employees with the Certificate IV Training and Assessment needs to be increased, although this need presents additional challenges.

Business leaders must adopt a continuous learning mindset if the industry is to remain competitive in a rapidly changing global economy. Jobs Queensland research highlights that employers can enable and encourage lifelong learning by contributing to the cost of learning and allowing individuals time off work to undertake further formal education.<sup>23</sup>

On-the-job opportunities such as mentoring, coaching and secondments are also effective forms of learning for individuals in an organisational context. With the industry concentrated within the Wide Bay region, this provides an opening for a regional approach rather than reliance on individual employers, where options such as mentoring and secondment opportunities can be discussed, negotiated and deployed across multiple employers. This aims to increase knowledge transfer locally as a retention strategy, while simultaneously building the skills and capability of the local workforce.

<sup>23</sup> Jobs Queensland. (2021). *Lifelong learning. The foundation of future work*. Ipswich: Queensland Government. <https://jobsqueensland.qld.gov.au/wp-content/uploads/2021/07/lifelong-learning-report.pdf>



# Building the business ecosystem

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## Building the business ecosystem

Business skills and capability development, including leadership and management, can be key contributors to enhanced resilience, viability, sustainability and capacity for growth.<sup>24</sup> The demand for skills and capability development differs across individual small businesses due to their differing size and contrasting objectives. **An organisation seeking to grow will differ from a business wanting to consolidate, relocate or diversify. The ambitions of each should be considered equally valid and planned for.**

Small-to-medium-sized enterprises dominate the Wide Bay forest and timber industry. Consultation in the region highlighted common challenges and opportunities being faced by business owners:

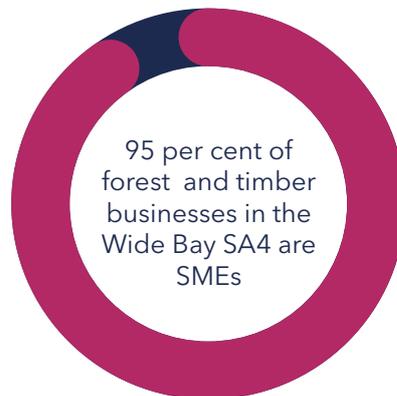


### Leadership and management capability

Effective leadership and management capability is essential for the success of any organisation, regardless of its size or industry. Leaders must possess a diverse skill set that enables them to navigate complex challenges, inspire their teams and drive organisational growth.

### Mentoring

Mentorship programs are pivotal in nurturing leadership talent, facilitating knowledge transfer and fostering a culture of continuous learning and improvement. By leveraging the expertise of seasoned professionals to mentor emerging leaders, organisations can cultivate a robust leadership pipeline capable of steering the industry towards sustainable growth and innovation.



### Forestry Australia Mentor Program

A mentoring relationship is a powerful development experience that can benefit mentors and mentees personally and professionally.

Forestry Australia's nine-month mentoring program is designed to establish connections within the forestry sector by pairing experienced forestry professionals with those seeking to evolve their careers. Engagement and connection can be in person or online.

The program has been developed around a framework and toolkit of resources that will support participants in ensuring effective and sustainable knowledge transfer, skill acquisition, and maintaining momentum for all participants. Mentors and mentees are encouraged to invest at least one hour a month in meetings, plus additional time to prepare for each meeting, including goal setting, pre-reading, planning and reflection activities.

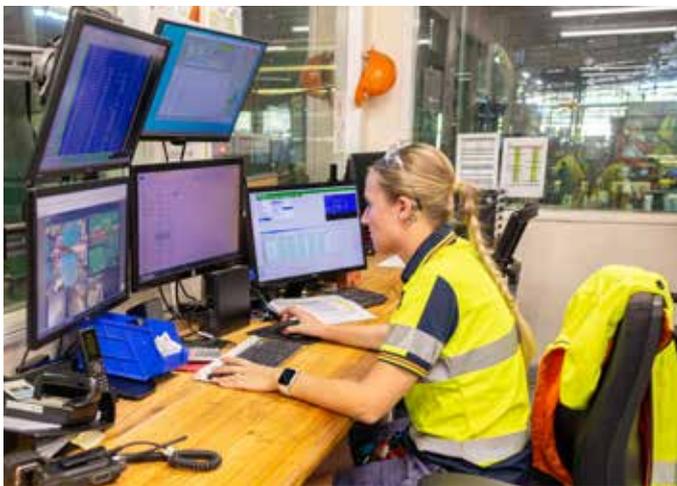


<sup>24</sup> Jobs Queensland. (2021). *Future work for small business. Skills, capabilities and potential*. Ipswich: Queensland Government. <https://jobsqueensland.qld.gov.au/wp-content/uploads/2021/05/future-work-small-business-web.pdf>



## Strategic planning

Strategic planning is the cornerstone for building a robust business ecosystem within the forest and timber industry. By engaging in strategic planning processes, organisations can chart a clear path towards achieving their long-term objectives while effectively addressing current and future workforce needs. Strategic planning involves assessing market dynamics, identifying growth opportunities and aligning organisational goals with workforce requirements. It also entails forecasting future skill demands, analysing industry trends and developing targeted initiatives to attract, retain and develop talent. By integrating strategic workforce planning into broader organisational strategies, businesses can optimise resource allocation, mitigate risks and capitalise on emerging opportunities, thereby fostering a resilient and adaptive business ecosystem capable of thriving in a rapidly evolving marketplace.



## Business planning

Effective business planning is integral to building a resilient business ecosystem within the forest and timber industry. Business planning involves meticulously outlining organisational objectives, strategies, and tactics to achieve sustainable growth and profitability. In the context of workforce planning, business planning encompasses assessing current and future workforce needs, identifying skill gaps and developing strategies to address them. This may include recruitment and retention programs, talent development initiatives and succession planning efforts. Additionally, business planning entails analysing market trends, identifying opportunities for innovation and diversification and aligning workforce strategies with broader organisational goals. By integrating workforce planning into comprehensive business plans, organisations can ensure alignment between human capital strategies and overarching business objectives, thereby fostering a resilient and agile business ecosystem capable of navigating dynamic market conditions.

## Workforce planning

Workforce planning involves aligning human capital strategies with organisational goals to ensure the right talent is in place to drive success. This process begins with thoroughly analysing current workforce capabilities and future skill requirements. By identifying potential gaps in skills, knowledge and expertise, organisations can develop targeted recruitment, training and development initiatives to address these needs. Additionally, workforce planning involves forecasting future workforce trends, such as demographic shifts and technological advancements, to proactively adapt to changing conditions. By integrating workforce planning into broader business strategies, organisations can cultivate a resilient and adaptable business ecosystem that meets evolving market demands and drives sustainable growth.

### *Promoting training in businesses*

GMT Logging is contracted to harvest plantation timber from steep slopes in the Mary Valley and Jimna Range in South-East Queensland. The same family has conducted the business since the late 1970s and incorporates its own heavy machinery workshop that also serves the local community. In recent years, it has pioneered the collection and chipping of residual pieces of the tree left behind after the plantation has been harvested.

GMT employs just under 30 full-time employees in a range of roles, including highly skilled plant operators, trainers, diesel fitters, and safety and production managers. The focus on workforce planning has identified the need for continuous mentoring, careful recruitment practices, comprehensive onboarding and a tireless focus on the changing needs of employees to become one of the 'employers of choice' in the sector. Virtually all training is done in-house for the very specialised task of operating the complex machinery used in timber harvesting. It is estimated that it takes many months to develop the situational awareness and assessment skills needed to operate machinery in an ever-changing steep slope environment, balance production with environmental care and ensure their own and their co-workers' safety. During this time, most workers represent a cost to the business and a significant investment. It is very hard to cope with the 'loss' of this investment to other sectors or employers, hence the emphasis on workforce planning.



## Digital skills capability

In an era of rapid technological advancement, digital skills have become indispensable assets for businesses seeking to thrive in the digital economy. Building proficiency in business cybersecurity is essential for safeguarding sensitive information and protecting against cyber threats. Moreover, embracing transformative technologies empowers industry leaders to drive innovation, streamline operations and unlock new avenues for growth. By investing in digital skills development initiatives, businesses can equip their workforce with the tools and knowledge to navigate the digital landscape effectively, driving sustainable business transformation and ensuring future success.

### Business cybersecurity

Given the increased digitisation of operations, cybersecurity should be a top priority for the industry. Implementing robust cybersecurity measures, such as encryption, multi-factor authentication and regular security audits, can help organisations safeguard their data and infrastructure from cyber threats.

### Forestry IRG Workforce Planning and Development working group

Queensland has two regional Queensland forestry hubs with a role in determining the opportunities and barriers for the forest and wood products sector. They undertake detailed assessments of the priority issues to determine the technical issues, needs and opportunities and report on the industry's progress into the future. The Queensland forestry hubs are collaborating with the Department of Employment, Small Business and Training Industry Skills Advisor (ISA) Program to form a whole-state industry reference group - Forestry Workforce Planning and Development Working Group. This will provide a central coordination point to collate, interrogate and validate the industry intelligence, which forms the evidence base for ISA advice to the department and ISA work planning and prioritisation.



The *Queensland Small Business Strategy* will ensure Queensland's small businesses can continue to be innovative, adapt, grow and succeed.

Focused on providing more support to Queensland small businesses, with many impacted by cost-of-living pressures, the strategy is designed to lower operating costs as well as increase opportunities, build business resilience and capability and grow diversity in the sector.

The strategy will deliver 20 actions across 4 focus areas to help small business grow and thrive:

- Lowering costs for small business
- Boosting opportunities for small business
- Building business resilience, capability and workforce
- Growing diversity



# Policy levers and local investment

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The surge in technology, sustainable development, and the shift towards the bioeconomy is fuelling a rise in demand for timber and forest products worldwide. This trend is creating fresh job prospects across the entire supply chain, alongside the enduring roles that remain essential to support the industry's expansion.

Complementing this rise in demand is a cross-section of policies, initiatives, targets and projects across various levels of government that have been identified as significant catalysts for the growth and development of the forest and timber industry. Notably, the Wide Bay region has been earmarked as a major contributor to this progress, providing the land, resources, people and, therefore, the solutions for societal advancement.



## Market and product demand

Global demand for timber and wood fibre products is forecast to quadruple by 2050.<sup>25</sup> Demand is largely driven by urbanisation, decarbonisation and housing demand. In Australia, structural timber imports are already above 20 per cent on an ongoing basis and reached over 40 per cent in a recent spike.<sup>26</sup>

International trade in wood products has become increasingly important, increasing by 143 per cent between 1990 and 2019.<sup>27</sup>



## Forest growth required

In 2018, the Australian Government launched the *National Forest Industries Plan: Growing a Better Australia - A Billion Trees for Jobs and Growth*. The Commonwealth commitment is a strategy to drive growth in the renewable timber and wood fibre industry. The plan intended to deliver one billion new trees, including over 400,000 hectares of plantation nationally. However, Australia's total plantation area continues to decline and is currently at its smallest area since 2003-2004 due to the ongoing conversion of hardwood plantations to other land uses. Queensland's plantation estate has remained stable since 2015, although plantation expansion is required to meet the rising demand for timber.<sup>28</sup>

Queensland's regional forestry hubs, the South + Central Queensland Regional Forestry Hub and North Queensland Regional Forestry Hub, are part of a network of 11 hubs funded by the Australian Government Department of Agriculture, Fisheries and Forestry.<sup>29</sup> These hubs were strategically selected to represent areas with abundant wood supply resources, coupled with significant processing and manufacturing operations,

well-established domestic and/or international transportation links and promising prospects for expansion. Collaborating with industry partners, state and local governments, and various stakeholders, the hubs are dedicated to furnishing the Government with comprehensive strategic plans, technical evaluations and analyses to foster growth within their respective forest industries.<sup>30</sup>

- The Queensland Government's *Queensland Sustainable Timber Industry Framework* focuses on building a sustainable forest and timber industry to secure regional jobs now and into the future.<sup>31</sup>



## Climate catalysts

At the United Nations Climate Change Conference in 2023 (COP28) in Dubai, the Australian Government, with 16 other countries, committed to increasing the use of timber in the built environment by 2030, endorsing the statement:

Recognizing that wood from sustainably managed forests provides climate solutions within the construction sector, we commit to, by 2030, advancing policies and approaches that support low carbon construction and increase the use of wood from sustainably managed forests in the built environment. Such policies and approaches will result in reduced GHG emissions, and an increase in stored carbon.<sup>32</sup>

Reducing embodied carbon emissions (the measure of the greenhouse gas emissions associated with materials and construction processes throughout the whole lifecycle of an asset) within the building and construction sector is critical to meet Australia's commitment to net zero carbon emissions by 2050. Trees store carbon as they grow, and timber has a low embodied energy as it requires minimal processing in its conversion from a standing tree to a usable timber product. A 10 per cent increase in the market share of timber in buildings would lead to annual emission reductions of 1.9 million tonnes of CO<sub>2</sub>e nationally.<sup>33</sup>

<sup>25</sup> The World Bank. (2016). *Forests Create Jobs and Wealth*. Washington: The World Bank.

<https://www.worldbank.org/en/news/infographic/2016/03/16/forests-create-jobs-infographic>

<sup>26</sup> Forest & Wood Products Australia. (2022). *Future market dynamics and potential impacts on Australian timber imports*. Melbourne: Forest & Wood Products Australia.

[https://fwpa.com.au/wp-content/uploads/2022/08/SAE179-2021\\_Future\\_market\\_dynamics\\_potential\\_impacts\\_on\\_Australian\\_timber\\_imports.pdf](https://fwpa.com.au/wp-content/uploads/2022/08/SAE179-2021_Future_market_dynamics_potential_impacts_on_Australian_timber_imports.pdf)

<sup>27</sup> Food and Agriculture Organization of the United Nations. (2021). *Forestry production and trade*. Rome.

<https://www.fao.org/newsroom/detail/consumption-of-primary-processed-wood-products-predicted-to-grow-37-percent-by-2050/en/t>

<sup>28</sup> Department of Agriculture, Fisheries and Forestry. (2023). *ABARES Australian plantation statistics update 2023*. Canberra: Australian Government.

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<sup>29</sup> Queensland Forestry Hubs. (2023). *Learn more about Queensland's Regional Forestry Hubs*. Kedron: Queensland Forestry Hubs.

<https://www.qldforestryhubs.com.au/29>

<sup>30</sup> Department of Agriculture, Fisheries and Forestry. (2023). *Regional Forestry Hubs*. Canberra: Australian Government.

<https://www.agriculture.gov.au/agriculture-land/forestry/regional-forestry-hubs#queensland>

<sup>31</sup> Department of the Premier and Cabinet. (2024). *Queensland Sustainable Timber Industry Framework*. Brisbane: Queensland Government.

<https://www.premiers.qld.gov.au/publications/categories/plans/assets/sustainable-timber-tor-doc.pdf>

<sup>32</sup> Business Wire. (2023). *COP28 Announcement Pushes for More Timber in Construction and More Sustainable Forestry*. Worldwide: Business Wire.

<https://www.businesswire.com/news/home/20231206912774/en/COP28-Announcement-Pushes-for-More-Timber-in-Construction-and-More-Sustainable-Forestry>

<sup>33</sup> Forest & Wood Products Australia. (2023). *Forests, Plantations, Wood Products & Australia's Carbon Balance*. Melbourne: Forest & Wood Products Australia. <https://fwpa.com.au/wp-content/uploads/2023/09/Forests-Plantations-Wood-Products-and-Australias-Carbon-Balance-.pdf>

With the backing of the Australian Government, the \$300 million Clean Energy Finance Corporation (CEFC) Timber Building Program aims to accelerate the use of mass timber construction across Australia to help cut emissions and contribute to Australia's goal of achieving net zero emissions by 2050.<sup>34</sup>

Exemplar mass timber buildings (e.g. nine-storey 25 King St, Bowen Hills, 15-storey Melbourne T3 Collingwood development, Maryborough Fire Station) demonstrate that you can reduce the emissions associated with construction by around 40 per cent by replacing steel and concrete with timber.<sup>35</sup>

The Brisbane 2032 Olympic and Paralympic Games are committed to being carbon-positive.<sup>36</sup> The master plan comprises six new venues, nine upgraded venues and 20 existing or temporary venues plus athlete accommodation.<sup>37</sup>

In 2024, Timber Queensland will work with DAF to develop a 'Carbon Positive Roadmap for Queensland's Forest and Timber Industry'. This will detail the opportunities to generate net carbon positive outcomes and emissions reduction targets:

- forestry carbon sequestration and storage (locking up carbon) in harvested wood products
- substitution of construction materials with wood products in the built environment
- drive the circular economy through reuse and recycling of wood product
- replace fossil fuel products by using wood waste and residues for renewable bioenergy and bioeconomy products.



## Modernising the use of timber and timber residue

Addressing the shortages in skilled labour, Queensland's pressing housing deficit, unpredictable climate extremes

and the imperative to meet net-zero targets call for enhanced productivity and more streamlined construction methods. Modern Methods of Construction (MMC) offers a promising solution that integrates systems thinking and digitalisation alongside increased utilisation of prefabricated buildings and components manufactured offsite.

QBuild's MMC program streamlines the delivery of modular housing to support government housing needs in regional and remote areas of Queensland. Using timber as an MMC significantly reduces waste and creates a sustainable forward pipeline to ease housing and labour pressures.<sup>38</sup>

Timber's versatility, lighter weight and ease of work make it well-suited to prefabricated construction methods. New building systems utilising cross-laminated timber and engineered wood products are fast and efficient, largely attributable to off-site prefabrication, which allows rapid and cost-effective installation. The systems suit commercial and residential projects, including sporting facilities such as stadiums, high-rise apartments and office buildings.

The Australian Government has recognised the substantial potential of Australian biomass energy and has taken significant steps to facilitate its growth and development. The introduction of the Renewable Energy Target and the Australian Renewable Energy Agency are both cornerstones in supporting Australian biomass energy.

There is increasing local and international demand for wood waste from forest residues and wood-related waste products from sawmill residue (woodchips and sawdust) to produce bioenergy.

Biofutures Queensland is a dedicated unit in the Queensland Government that works across government, industry and research sectors to drive development, investment and research and development in Queensland's industrial biotech and bioproducts sector.<sup>39</sup>

<sup>34</sup> Clean Energy Finance Corporation. (2023). *CEFC Timber Building Program. A low carbon approach for large-scale buildings*. Canberra: Australian Government. <https://www.cefc.com.au/document?file=/media/pkna15c/cefc-timber-buildings-program.pdf>

<sup>35</sup> Green Building Council Australia. (2023). *25 King St*. Sydney: Green Building Council Australia. <https://new.gbca.org.au/case-studies/building/25-king-st/>

<sup>36</sup> 2Q32. (2023). *Sustainability. Sustainable steps in all aspects of Brisbane 2032*. Brisbane: Queensland Government. <https://q2032.au/big-picture/sustainability>

<sup>37</sup> 2Q32. (2023). *Venues and villages*. Brisbane: Queensland Government. <https://q2032.au/plans/venues-and-villages>

<sup>38</sup> Department of Housing, Local Government, Planning and Public Works. (2024). *Modern Methods of Construction Program*. Brisbane: Queensland Government. <https://www.housing.qld.gov.au/about/department/business-areas/public-works/qbuild/modern-methods-construction-program>

<sup>39</sup> Department of State Development and Infrastructure. (2024). *Biofutures*. Brisbane: Queensland Government. <https://www.statedevelopment.qld.gov.au/industry/critical-industry-support/biofutures>



## Use of timber for sustainability, health and wellbeing

In 2015, the Australian Local Government Association passed a resolution for local governments to support the use of timber products.<sup>40</sup> Recognising the value of timber and its positive contribution to reducing carbon footprints, 22 Wood Encouragement Policies have since been introduced in Australia, including the West Australian and Tasmanian state governments and the Gympie and Fraser Coast regional councils.<sup>41</sup>

Local and international research has identified that the increased use of wood has measurable physiological and psychological health benefits. The benefits demonstrated through the use of timber in the built environment encourage hospitals, schools, corporate buildings and even homeowners to incorporate natural elements such as wood into their buildings.<sup>42</sup>



## Native Timber Action Plan

Under the Native Timber Action Plan, state-owned native timber production will end in the South East Queensland Regional Plan area (includes Brisbane, Moreton Bay, Lockyer Valley, Scenic Rim, Gold Coast, Logan, Redlands, Sunshine Coast and Noosa) on 31 December 2024.<sup>43</sup>

State-owned native timber production in the remaining Wide Bay region (i.e. Eastern supply zone) will continue until at least 2026. Longer term options for timber supply will be investigated as part of the *Queensland Sustainable Timber Industry Framework*.



## Queensland Sustainable Timber Industry Framework

With development of a 30-year *Queensland Sustainable Timber Industry Framework* soon to commence, it is important that the industry has the certainty it needs to support jobs now, and into the future.

The new Framework starts from a baseline that there should be no reduction in current overall timber supply levels between 2025 and the end of 2034. As a priority it will consider how to secure a sustainable timber supply, value add to forest and timber supply chains and what other forest-related market opportunities exist.

Jobs Queensland suggests that future policy decisions relating to access to state-owned native timber within the Wide Bay region include analysing and considering workforce impact, as well as opportunities from private native timber. Through early industry transition planning and intervention measures, impacts to workers may be reduced and new opportunities realised.

Jobs Queensland's *Supporting Workforces During Industry Transition* provides a framework of key elements and guidance on how to best respond to future industry transitions and promote positive long-term outcomes for all affected.<sup>44</sup>

<sup>40</sup> Wood Solutions. (n.d.). *Australian Local Government Association joins international move to encourage the use of wood in the built environment*. Australia: Wood Solutions. <https://www.woodsolutions.com.au/blog/australian-local-governments-endorse-wood-encouragement-policy>

<sup>41</sup> Planet Ark. (2020). *Wood Encouragement Policies - Map of Australian Councils April 2020*. Ultimo: Planet Ark Environmental Foundation. [https://assets.ctfassets.net/fqjwh0badmlx/7eYnnwmkTR6ZM6bnDWssby/21c61050d8cef8c3487af515fbf93588/Wood\\_Encouragement\\_Policies\\_-\\_Map\\_of\\_Australian\\_Councils\\_-\\_Apr\\_2020.pdf](https://assets.ctfassets.net/fqjwh0badmlx/7eYnnwmkTR6ZM6bnDWssby/21c61050d8cef8c3487af515fbf93588/Wood_Encouragement_Policies_-_Map_of_Australian_Councils_-_Apr_2020.pdf)

<sup>42</sup> Planet Ark. (n.d.). *Wood: Nature Inspired Design report*. Ultimo: Planet Ark Environmental Foundation. [https://assets.ctfassets.net/fqjwh0badmlx/4kmaYEgVzMOz4ij2lxlcmx/3fbd9975c9f723b3bc518d2968657e42/Make\\_It\\_Wood\\_-\\_Nature\\_Inspired\\_Design\\_Report.pdf](https://assets.ctfassets.net/fqjwh0badmlx/4kmaYEgVzMOz4ij2lxlcmx/3fbd9975c9f723b3bc518d2968657e42/Make_It_Wood_-_Nature_Inspired_Design_Report.pdf)

<sup>43</sup> Department of Agriculture and Fisheries. (2022). *Native Timber Action Plan*. Brisbane: Queensland Government. <https://www.daf.qld.gov.au/business-priorities/forestry/native-timber-action-plan>

<sup>44</sup> Jobs Queensland. (2018). *Supporting workforces during industry transition: Keep elements of success*. Ipswich: Queensland Government. <https://jobsqueensland.qld.gov.au/wp-content/uploads/2018/11/supporting-workforces-transition-report.pdf>

**Figure 7** Recent and current workforce development-related projects supporting policy and investment.



## CASE STUDY

**Canopy** is Queensland's forest and timber industry training and careers hub for promoting and growing a sustainable workforce. It has been funded through the Workforce Connect Fund, a QWS initiative to support large scale, industry-led workforce attraction and retention activities. Through the project Queensland's forest and timber industry has, for the first time, had the capacity and opportunity to focus on workforce planning and development. Throughout the project, Canopy placed 14 people in ongoing jobs, directly assisted 25 employers (over 150 existing employees) and engaged with an additional 700 individuals.

Canopy has partnered with local and national industry employers, training service providers, schools, Workforce Australia employment agencies and community groups to facilitate training and career education programs across Queensland. This has commenced initial pathways to meet industry workforce needs via school leavers, the unemployed, and existing workers looking to upskill and retrain.

Canopy has visited schools and attended job expos to promote career awareness and showcase the wide variety of opportunities available within the industry. The hub has delivered high-quality career education opportunities and tools such as the Introduction to the Forest & Timber Industry: Grow, Harvest & Process Industry Schools Tour and Grow, Harvest & Process Work Experience Program.

Canopy has also facilitated the development and provision of forest and timber industry training and education programs across Queensland in the industry sectors:

- Forest Operations - Master Tree Grower Programs
- Harvest and Haulage - ForestSkills Micro-credentials System
- Sawmilling and Processing - Pre-employment Training





# Future opportunities

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- Sustainable practices - implement and promote sustainable forest management practices to ensure long-term viability and access to international markets favouring certified sustainable products.
- Technology - invest in automation and robotic technologies to improve efficiency and safety in logging and processing operations.
- Skills and training - partner with educational institutions to develop specialised training programs that address skill gaps in the industry, focusing on new technologies and sustainable practices.
- Innovation and research - collaborate with universities and research institutions on projects aimed at improving forest management practices, developing new wood products and enhancing processing techniques. Invest in research to develop tree species and management practices resilient to climate change, pests and diseases.



# Workforce priorities and action plan

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Aligned with the intent of the QWS to support industry-led, community-centred and government-enabled workforce initiatives, Jobs Queensland partnered with Timber Queensland to engage directly with industry stakeholders in the Wide Bay region to understand their workforce challenges and establish local solutions that would provide a pathway forward specifically for the forest and timber industry in the Wide Bay region.

The industry was clear; it wanted actionable recommendations that industry can lead, and government can enable to support it in the transition to its future state by considering existing workforce supply, workforce demand, business capability, training pathways and future skills needs.

The recommendations and actions listed below were designed and endorsed by representatives of the Wide Bay region forest and timber project champion group. Actions have been classified into high, medium and low-priority categories to support prioritising implementation activities.

## Priority: Business capability

A strong and productive forest and timber industry in the Wide Bay region will be underpinned by sound and innovative business practices cultivating a people-centred culture. As Australia moves towards a net-zero economy, the use of timber products and forest residues will grow exponentially. To meet demand, businesses must understand the opportunities offered and gain new skills to meet future requirements. Industry can prepare by developing and participating in training, implementing leadership and mentoring opportunities and mitigating risk by developing succession, crisis and business continuity plans.

By identifying opportunities for in-house training, promoting future business skills, and assisting businesses in building resilience, we can encourage businesses of any size to enhance their capabilities, adapt to change and implement new opportunities for growth, success and longevity.

Recommendation	Actions	Existing funding/programs	Priority
<b>Identify opportunities and incentives for in-house training</b>	Develop a forest and timber industry leadership and mentor program to enable those who are retired or transitioning to retirement to share knowledge with those needing training.	<ul style="list-style-type: none"> <li>● Mentoring for Growth</li> </ul>	High
	Expand forest and timber extension services to provide support, in-house training and specific industry business advice.	<ul style="list-style-type: none"> <li>● PFSQ Native Forest Extension Program (2017)</li> </ul>	High
	Promote the concept of progression through professional development examples and training opportunities.		Low
	Incentivise businesses through new and existing programs and examples from other industries to recognise the importance of a people-centred culture, offering professional development, e.g. workplace culture, self-management, time management and training.		Low
<b>Promote future business skills and opportunities</b>	Develop strategies and implement programs to ensure businesses are well equipped to meet future needs and skills. For example in automation, artificial intelligence, engineering solutions, precision forestry, crisis management and incorporating succession planning.	<ul style="list-style-type: none"> <li>● ForestFit Training and Certification</li> <li>● Industry Workforce Advisors</li> <li>● University of Sunshine Coast Micro-credentials</li> </ul>	Medium
	Identify and support opportunities for businesses to access information regarding increasing demand for timber products and forest residues.		Low
	Explore funding opportunities for businesses to attend training and business development courses.	<ul style="list-style-type: none"> <li>● University of Sunshine Coast Micro-credentials</li> </ul>	Low

## Priority: Diversity – people and product

The forest and timber industry workforce and many products it produces are traditional. However, looking ‘outside the box’ to develop workplace diversity and product offerings will ensure alignment with emerging trends and support industry growth.

Workforce development initiatives should identify and remove barriers and assist in increased participation by women, Aboriginal peoples and Torres Strait Islander peoples, young people, people living with disabilities and those from culturally and linguistically diverse backgrounds. In addition to retaining existing workers and developing a seasonal workforce, employers can introduce cross-sector skilling and learning opportunities to enable workers looking for new experiences to expand their skill sets and remain within the industry workforce. Initiatives driven by industry can leverage the wide range of existing government workforce programs and support available through QWS and other related activities, including the *Queensland Skills Strategy*.

As a major supplier to Queensland’s building and construction industry, the forest and timber industry is strongly focused on providing local access to innovative, sustainable products. Meeting this growing demand with new product development requires access to information and opportunities to ascertain and develop the capacity to deliver. By focusing on both people and products and leveraging existing programs while addressing barriers to inclusion, the industry can foster growth and sustainability. Through collaborative efforts and proactive measures, a skilled and adaptable workforce will meet the challenges and opportunities of the future.

Recommendation	Actions	Existing funding/programs	Priority
<b>Diversify the workforce through targeted initiatives</b>	Continue Cutting Edge providing job candidates with pre-employment screening interviews, medical checks and a timber-industry-focused training program.	<ul style="list-style-type: none"> <li>● Canopy Hub (Workforce Connect Fund)</li> <li>● Cutting Edge</li> </ul>	High
	Identify opportunities to support the industry in accessing skilled workers through existing programs	<ul style="list-style-type: none"> <li>● Skilled Workforce Attraction Office (QWS)</li> <li>● National Disability Insurance Scheme</li> </ul>	Medium
	Develop and implement a regional recruitment plan for the industry	<ul style="list-style-type: none"> <li>● Fraser Coast Regional Jobs Committee</li> </ul>	Medium
	Identify opportunities to remove barriers to increasing workplace diversity, such as flexibility, job sharing, part-time work, and split shifts.	<ul style="list-style-type: none"> <li>● Growing Workforce Participation Fund</li> <li>● Industry Workforce Advisors (QWS)</li> <li>● Workforce Evolve</li> <li>● Small Business Short Courses (TAFE QLD)</li> </ul>	Medium
<b>Identify cross-sector skilling learning and knowledge opportunities</b>	Develop an industry platform to advertise employment opportunities (casual, seasonal, long-term).	<ul style="list-style-type: none"> <li>● Canopy Hub (Workforce Connect Fund)</li> </ul>	High
	Determine a standard set of job titles, descriptions and skill sets.		High
	Develop and implement an inter and cross-industry experience/secondment program, creating the capacity to respond to skills gaps.	<ul style="list-style-type: none"> <li>● Growing Workforce Participation Fund</li> </ul>	Medium
<b>Respond to increased demand for renewable, sustainable and innovative materials, machinery and practices</b>	Deliver awareness and information sessions on product development, innovation, new practices and other market-driven opportunities.	<ul style="list-style-type: none"> <li>● Business Queensland</li> </ul>	Low
	Ensure emerging trends are industry-led.	<ul style="list-style-type: none"> <li>● Timber Queensland</li> </ul>	Low

## Priority: Improve industry awareness and attraction

Improving awareness of work opportunities and demonstrating the benefits of working in the Wide Bay forest and timber industry is essential to maintain and grow the workforce. An industry-led, government-funded workforce promotional campaign can capitalise and build on previous communication programs and support increasing workforce diversity. In addition, investing in maintaining and developing new key stakeholder relationships will address both industry and area-based challenges and provide opportunities for collaboration to position the industry for long-term success and sustainability.

Recommendation	Actions	Existing funding/programs	Priority
<b>Implement a workforce promotional campaign</b>	Promote the use of sustainable and renewable timber products, career opportunities, and positive industry contributions through participating in local shows, school tours, job expos, community events, and tours.	<ul style="list-style-type: none"> <li>● Forest Learning</li> <li>● Canopy Hub (Workforce Connect Fund)</li> <li>● Regional Hub Industry Awareness Pilot Program</li> <li>● Regional School Industry Partnership program (QWS)</li> <li>● Gateway to Industry Schools Program</li> <li>● Fraser Coast Regional Jobs Committee</li> </ul>	High
	Identify opportunities for female participation within the industry, remove barriers to participation and prioritise promotional activities to increase representation.	<ul style="list-style-type: none"> <li>● Growing Workforce Participation Fund</li> </ul>	High
	Implement industry-led and Queensland government-enabled industry awareness campaigns using existing communication channels and tools.	<ul style="list-style-type: none"> <li>● Canopy Hub (Workforce Connect Fund)</li> <li>● Timber Queensland</li> <li>● FWPA The Ultimate Renewable Campaign</li> </ul>	Medium
	Promote industry satisfaction and positive perception through showcasing work-life balance case studies and highlighting forestry's societal and environmental contributions.		Medium
<b>Create partnerships that support a skilled workforce pipeline</b>	Assist DAF in developing a carbon roadmap and engaging with other industries to support the forest and timber industry businesses in navigating and achieving net zero targets.	<ul style="list-style-type: none"> <li>● Queensland's 2035 Clean Economy Pathway Strategy</li> </ul>	High
	Continue partnership with DAF to deliver native forest operations capacity building project to implement training, uphold compliance and increase awareness.	<ul style="list-style-type: none"> <li>● Native forest operations capacity building project (QLD Government funded)</li> </ul>	High
	Engage with the Fraser Coast Regional Jobs Committee to contribute to state and local government initiatives to address Wide Bay liveability, attraction and workforce retention.	<ul style="list-style-type: none"> <li>● Jobs Fraser Coast Industry Showcase</li> </ul>	Medium

## Priority: Develop a healthy training system

There is a high demand for skilled professionals to meet the needs of an evolving and growing forest and timber industry. To meet the requirements and bridge skills gaps, the industry requires the development of a healthy training system through improved accessibility, training pathways and strengthened partnerships.

Building upon foundational programs delivered by Timber Queensland and the Canopy Hub project to strengthen partnerships with schools, delivery of industry tours, work experience programs, and careers expos must continue and expand to the forest and timber industry being included in the Gateway to Schools Program. The combination of these activities will deliver industry exposure supported by access to formal education and training, creating the ultimate pathway into industry employment. In conjunction, the industry must create connections with universities, training organisations, career counselling services, job placement services and communities, providing insights and access to industry operations to enhance knowledge of job opportunities, career paths and skills requirements.

Improving access to the FWP packages through VET is imperative. Currently, there is limited access to nationally recognised training packages and a lack of government funding support for industry-related training within the Wide Bay region. To facilitate greater industry participation, additional funding pathways and grants are required beyond Certificate 3 Guarantee (C3G) and User Choice Funding. The availability of trainers and assessors and the capacity of industry employees to undertake a training and assessor training certification is an issue that must be simplified. This need also impacts continuing and expanding industry-led and industry-preferred micro-credentials training. Through the following recommendations and actions, we aim to remove barriers to industry participation in training.

Recommendation	Actions	Existing funding/programs	Priority
<b>Create school pathways to industry employment</b>	Expand and continue the Canopy Hub project to strengthen and expand partnerships with schools (schools tours, work experience programs, careers expos) creating pathways to job and career opportunities.	<ul style="list-style-type: none"> <li>● Canopy Hub (Workforce Connect Fund)</li> <li>● Regional School Industry Partnership program (QWS)</li> </ul>	High
	Industry to advocate to government for inclusion of the Forest and Timber industry into Gateway to Industry Schools Program in the Wide Bay region.	<ul style="list-style-type: none"> <li>● Gateway to Industry Schools Program</li> </ul>	Medium
	Advocate to introduce an Agriculture, Forestry and Fishing Certificate II qualification onto the Priority Skills List so students who want to undertake VETiS can access a forestry related qualification.	<ul style="list-style-type: none"> <li>● VETiS</li> </ul>	Medium
	Advocate for the forest and timber industry to be included within transition programs.	<ul style="list-style-type: none"> <li>● School to Work Transition Program (QWS)</li> <li>● Regional School Industry Partnership program (QWS)</li> <li>● Gateway to Industry Schools Program</li> </ul>	Medium

<b>Improve industry access to vocational education training (VET) system</b>	Develop additional pathways beyond C3G and User Choice to address occupational shortages as listed in the national Skills Priority List and advocate for changes to currently funded training products.	<ul style="list-style-type: none"> <li>● C3G, User Choice</li> <li>● Forestry IRG/Workforce Planning &amp; Development working group</li> </ul>	High
	Evaluate the ForestSkills micro-credential pilot and scope for other industry sectors.	<ul style="list-style-type: none"> <li>● Forest Skills Pilot</li> <li>● Canopy Hub</li> </ul>	High
	Build capability and pathways for RTOs with relevant scope.		High
	Collaborate with other regions to promote greater industry awareness, input and consultation on the Forest and Wood Products package and supporting resources.	<ul style="list-style-type: none"> <li>● Forestry IRG/Workforce Planning and Development working group</li> </ul>	Medium
	Review requirements for Certificate IV Training and Assessment and advocate to remove existing barriers that limit uptake by industry	<ul style="list-style-type: none"> <li>● Fee Free at Queensland TAFE (priority skills list) and previous Training and Assessment Program in R3 and R6</li> </ul>	Medium
	Explore opportunities for representatives from each industry sector (harvesting, haulage, sawmilling) to gain Certificate IV Training and Assessment and develop a shared services model for businesses in the Wide Bay region.	<ul style="list-style-type: none"> <li>● Previously through the Maryborough Industry Training Hub</li> </ul>	Low
	Identify existing external industry qualifications and units of competencies that can be utilised within the forest and timber industry.		Low
<b>Use Canopy Hub to strengthen relationships between education providers and industry</b>	Invite representatives from schools, universities, training organisations, career counselling services, job placement services and communities to visit industry operations and learn about the career paths and skills required in the industry.	<ul style="list-style-type: none"> <li>● Regional School Industry Partnership program</li> <li>● Gateway to Industry Schools Program</li> </ul>	High
	Connect with educational providers to establish placement opportunities and internships and promote the Graduate Certificate and Graduate Diploma in Forestry.	<ul style="list-style-type: none"> <li>● Canopy Hub</li> <li>● COFFE</li> </ul>	Medium
	Collaborate with Registered Training Organisations to deliver local training opportunities.	<ul style="list-style-type: none"> <li>● Fraser Coast Regional Jobs Committee</li> </ul>	Medium



# Appendix and acknowledgement

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## Appendix 1

Industry code and name	ANZSIC subcategories	ANZSIC subcategories	Includes primary activities (but not limited to)
Agriculture, forestry and fishing	030 Forestry and logging	0301 Forestry	<ul style="list-style-type: none"> <li>● Forest product gathering</li> <li>● Forestry growing operation</li> <li>● Kauri gum digging</li> <li>● Native orchid gathering</li> <li>● Pine cone collecting</li> <li>● Resin gathering</li> <li>● Sphagnum moss gathering</li> </ul>
		0302 Logging	<ul style="list-style-type: none"> <li>● Firewood cutting (forest)</li> <li>● Logging</li> <li>● Mine timber hewing (forest)</li> <li>● Pole hewing (forest)</li> <li>● Post shaping (forest)</li> <li>● Railway sleeper hewing (forest)</li> <li>● Rough shaping of forest timber</li> <li>● Timber hewing (forest)</li> <li>● Tree cutting or felling</li> </ul>
	051 Forestry support services	0510 Forestry support services	<ul style="list-style-type: none"> <li>● Forest conservation service</li> <li>● Forest nursery operation or service</li> <li>● Forest pest control service (except aerial or wild animal control)</li> <li>● Forest planting</li> <li>● Reafforestation service</li> <li>● Silvicultural service</li> <li>● Timber plantation maintenance</li> <li>● Timber tract maintenance</li> <li>● Tree pruning (forest)</li> <li>● Tree thinning (forest)</li> </ul>
	141 Log sawmilling and timber dressing	1411 Log sawmilling	<ul style="list-style-type: none"> <li>● Log sawmilling</li> <li>● Rough-sawn timber manufacturing</li> <li>● Shook manufacturing (for containers)</li> </ul>
		1412 Wood chipping	<ul style="list-style-type: none"> <li>● Hardwood wood chip manufacturing</li> <li>● Softwood wood chip manufacturing</li> </ul>
		1413 Timber resawing and dressing	<ul style="list-style-type: none"> <li>● Air-drying timber</li> <li>● Building timber manufacturing</li> <li>● Chemically preserving timber (except chemical preservation of logs sawn at the same unit)</li> <li>● Dressed timber or moulding manufacturing</li> <li>● Kiln drying timber</li> <li>● Seasoning timber</li> <li>● Wooden flooring manufacturing (solid timber only)</li> </ul>

Industry code and name	ANZSIC subcategories	ANZSIC subcategories	Includes primary activities (but not limited to)
	149 Other wood product manufacturing	1491 Prefabricated wooden building manufacturing	<ul style="list-style-type: none"> <li>● Building, prefabricated wood, manufacturing</li> <li>● Bus shelter, prefabricated wood, manufacturing</li> <li>● Carport, prefabricated wood, manufacturing</li> <li>● Conservatory, prefabricated wood, manufacturing</li> <li>● Garage, prefabricated wood, manufacturing</li> <li>● Gazebo, prefabricated wood, manufacturing</li> <li>● Kit set home, prefabricated wood, manufacturing</li> <li>● Shed, prefabricated wood, manufacturing</li> </ul>
		1492 Wooden structural fitting and component manufacturing	<ul style="list-style-type: none"> <li>● Finger-jointing manufacturing</li> <li>● Roof truss, wooden, manufacturing</li> <li>● Wood or wood-framed door manufacturing</li> <li>● Wooden kitchen cabinet manufacturing</li> <li>● Wooden structural component/fitting manufacturing</li> </ul>
		1493 Veneer and plywood manufacturing	<ul style="list-style-type: none"> <li>● Core, plywood or veneer, manufacturing</li> <li>● Glue laminated lumber (Glulam) manufacturing</li> <li>● Laminated veneer lumber (LVL) manufacturing</li> <li>● Plywood manufacturing</li> <li>● Veneer manufacturing</li> </ul>
		1494 Reconstituted wood product manufacturing	<ul style="list-style-type: none"> <li>● Chip board manufacturing</li> <li>● Corestock manufacturing</li> <li>● Fibreboard manufacturing</li> <li>● Hardboard manufacturing</li> <li>● Laminations of timber and non-timber materials manufacturing</li> <li>● Medium-density fibreboard (MDF) manufacturing</li> <li>● Oriented strand board (OSB) manufacturing</li> <li>● Particleboard manufacturing</li> </ul>
		1499 Other wood product manufacturing n.e.c. (not elsewhere classified)	<ul style="list-style-type: none"> <li>● Container, wooden, manufacturing</li> <li>● Ornamental woodwork manufacturing</li> <li>● Pallet (wooden) manufacturing</li> <li>● Picture or mirror frame, wooden, manufacturing</li> <li>● Tool handle, wooden, manufacturing</li> <li>● Trellis, wooden, manufacturing</li> <li>● Wood product manufacturing n.e.c.</li> <li>● Woodturning</li> </ul>

# Acknowledgement

## Project Champion Group

Jobs Queensland in partnership with Timber Queensland would like to acknowledge the support of the Project Champion Group (PCG). The PCG was established to support the delivery of this industry-led workforce plan as a blueprint for the industry to address workforce challenges into the future.

The primary objective of the PCG was to provide JQ with advice to help guide the project and provide industry endorsement of project deliverables to best meet industry's needs and expectations. The PCG also provided JQ and TQ with access to their networks, so consultation was maximised. The PCG was formed to provide governance and critical input into this workforce plan.

The PCG comprised of representatives from:

- GMT Logging
- DTM Timber
- Timber Queensland
- HQ Plantations
- Robertson Bros Sawmill
- Hyne Timber
- Sunchip Group
- Canopy - a forest and timber industry training and career hub
- South + Central Queensland Forestry Hub
- Laminex Australia
- Private Forestry Service Queensland.

The PCG identified and endorsed the region of focus as the Wide Bay Statistical Area 4 (SA4) and developed a non-exhaustive visual of the industry in Queensland, showing a concentration of the Forestry industry's workforce in Wide Bay. We thank them for their time and industry expertise.



