



Standard Draft Preview

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Standard in development L4: Forestry Works Manager

Title of occupation

Forestry Works Manager

UOS reference number

ST1427

Core and options

No

Level of occupation

Level 4

Occupational maps data

Route: Agriculture, environmental and animal care

Pathway: Agriculture, Land Management and Production

Cluster: Arboriculture and forestry supervisor

Typical duration of apprenticeship

12 months

Target date for approval

31/12/2024

Resubmission

No

Would your proposed apprenticeship standard replace an existing framework?

No

Does professional recognition exist for the occupation?

Yes

Regulated occupation

Is this a statutory regulated occupation?

No

Occupation summary

This occupation is found in operational forestry and woodland sites where management activities are being planned and taking place. These could be on the public forest estate, charity or local -authority owned sites or privately-owned sites, e.g. private estates or commercial woodlands. Employers in which this occupation is found range from multi-national forest management companies with hundreds of UK employees to micro-enterprises.

The broad purpose of the occupation is to commission work on a forestry site and oversee the safe and effective implementation of it. Management of activities may include tree felling,

timber harvesting, ground preparation, tree establishment, tree health, access and infrastructure works, habitat management, and arboricultural works.

In their daily work, an employee in this occupation interacts with:

- The Landowner and/or their representative
- Contractors
- Sub-contractors
- Workers
- Hauliers
- Members of the public

An employee in this occupation will be responsible for health, safety and environmental integrity of forestry works. This might include new woodland creation or restocking, timber harvesting, and or establishment and maintenance and other activities. Working forestry sites will often have multiple conflicting activities present that must be safely managed during operations, for example recreation and leisure access, and this role must ensure all works are carried out in accordance with the appropriate industry safety guidelines for example FISA Guidance on Managing Health and Safety in Forestry and Guidance on Responsibilities for Environmental Protection in Forestry. A Forestry Works Manager is responsible for ensuring safety, health and welfare standards are established, implemented, and maintained with the aim of protecting all site personnel along with others who may be affected by the work, including third party visitors and members of the public. They are responsible for operations on the woodland site and areas impacted by the work, for example soils, watercourses, rights of way, ecological and archaeological considerations in accordance with the UK Forestry Standard are also responsible for safe and efficient movement of timber, from the point of harvesting, forwarding to roadside, and uplift by hauliers, at which point the forest operations may interact with the public road network, which may include worksites that involve felling of diseased roadside trees and associated traffic management.

Typical job titles

Contracts supervisor 

Forestry contracts manager 

Forestry manager 

Forestry site manager 

Forestry supervisor 

Forestry works manager 

Forestry works supervisor 

Harvesting and marketing manager 

Warden 

Woodland creation manager 

Woodland project officer 

Are there any statutory/regulatory or other typical entry requirements?

No

Occupation duties

DUTY	KSBS
<p>Duty 1 Plan forestry works, for example site analysis, engaging with duty holders, landowner (including agent), contractors, sub-contractors, workers and stakeholders.</p>	<p>K1 K2 K3 K4 S1 S2 S3 S4 S22 B1</p>
<p>Duty 2 Appoint and manage competent forestry contractors to undertake works on a forestry site.</p>	<p>K5 K6 S5 S6</p>
<p>Duty 3 Plan and manage health, safety, welfare and wellbeing on an operational forestry site including leading by example.</p>	<p>K7 K30 S7</p>
<p>Duty 4 Plan and manage forestry site access for operators, stakeholders and third parties such as the general public.</p>	<p>K8 K9 K10 K11 K12 K13 K14 S8 S9 S10 S11 S12 B2 B3</p>
<p>Duty 5 Plan and manage environmental protection on a forestry site.</p>	<p>K8 K9 K10 K11 K12 K13 K14 S8 S9 S10 S11 S12 B2 B3</p>
<p>Duty 6 Manage forestry operations in accordance with legislation, regulation, UK Forestry Standard, woodland management and or creation plans, and individual site specifications.</p>	<p>K15 K16 K17 K18 K19 K30 S13 S14 S15 S22</p>
<p>Duty 7 Oversee ancillary operations on a forestry site.</p>	<p>K20 S16</p>
<p>Duty 8 Manage relationships through effective communication and co-operation.</p>	<p>K21 K22 S17 B4</p>
<p>Duty 9 Compile, maintain and communicate information including reports and records, for example site monitoring and competence records.</p>	<p>K23 K24 K25 K26 S18 S19 S22</p>

Duty 10 Plan and manage own work and maintain professional competence.

K27 K28 K29 K30

S20 S21

B5 B6

KSBs

Knowledge

K1: Techniques for developing operational plans for forestry works.

K2: Operational methods for undertaking forestry works, implications for health, safety, environment, site, pricing, and productivity.

K3: Methods for pricing and resourcing forestry works and implications for delivery.

K4: Techniques for managing meetings and the role of pre-commencement meetings and induction.

K5: Qualities of competent contractors, sub contractors or workers to include paid and non-paid for forestry operations and evidencing competence for individuals and organisations.

K6: Format and content requirements of contracts, tenders and techniques for monitoring compliance.

K7: The importance of managing access to forestry sites, who might access a site, third parties, reasons for access, techniques for mitigating risk and responses to unauthorised access; policies, processes and timings to be considered.

K8: Overview of the legal system, health, safety, welfare, environmental and equality legislation and codes of practice applicable to forestry sites and regulatory implications of working across national boundaries.

K9: Roles and responsibilities of duty holders on a forestry site: land owner including agents, forestry works manger, contractor, sub contractor and worker.

K10: Principles of establishing a positive health, safety and wellbeing culture, the importance of providing leadership, role modelling, embedding health and safety into decision making, creating effective management and communication structures, monitoring, reporting and reviewing performance.

K11: Hazards on forestry sites, how to identify and evaluate them, allocate resources, mitigate risk and monitor.

K12: Types of forestry incidents, actions that should be taken when an incident occurs and information captured, severity and stages of response including prevention by reporting, sharing and learning, planning, management and investigation by internal and external organisations.

K13: Environmental, historic and cultural sensitivities, constraints, designations, mitigations, licences, consents and permits, and sources of information including when use of specialist

experts are required.

K14: Factors to consider when planning the safe and efficient use of machinery and equipment including legislation, new technology types, maintenance requirements, sources of advice and suitability for task.

K15: Specialisms in the UK forestry sector and competencies required to act as Forestry Works Manager in different contexts.

K16: Legislation, policies, strategies and regulations in relation to UK Forestry.

K17: Technical standards including assurance and certification schemes for sustainable forestry management in line with UK Forestry Standard.

K18: Sources and types of forest maps, plans and their components including implications of utilities for forestry operations.

K19: Tree health threats and controls, types of biosecurity measures and implications of tree health and condition on selection of operational methods.

K20: Principles, risks and impacts of ancillary operations in a forestry context, role and responsibilities of specialists including Construction Design Management, when it should be applied and how to work with it.

K21: Relationship management including influencing, negotiation and dispute resolution.

K22: Importance of stakeholder engagement including impact of forestry works on local communities, statutory requirements and managing information about forestry works in public domain.

K23: Principles of data handling, types and role of records on forestry sites including legislative compliance and digital.

K24: Techniques for interpreting and evaluating data, writing and compiling reports.

K25: Communication methods, audience requirements and adjusting communication to influence outcomes and achieve purpose.

K26: Sources and types of forestry information, sources of local advice, methods of communication, legislative requirements and importance of communicating sensitively.

K27: Methods of identifying, planning and recording Continued Professional Development.

K28: Value of updating knowledge skills and behaviours to stay current with legal, organisational and personal requirements including technical, technological and soft skills.

K29: Techniques for planning, managing and communicating workload.

K30: Principles for evaluating project success, including how lessons learned are captured and can impact future operational delivery.

Skills

- S1:** Develop and agree operational plans for forestry works including safe systems of work and selection and assessment of operational methods.
- S2:** Communicate with duty holders before work starts.
- S3:** Price and resource forestry jobs to ensure safety, environmental accountability and value for money.
- S4:** Interpret specifications, maps and plans for forestry operations.
- S5:** Commission competent contractors or staff for forestry sites taking account of health, safety, wellbeing, welfare, insurances, experience, workforce skill and certification, and environmental understanding and resources.
- S6:** Manage contractors or staff on a forestry site including competence, worker engagement, equality, monitoring and reporting, quality and delivery to plan.
- S7:** Identify potential points and timings of authorised and unauthorised access to a forestry site, manage and mitigate risk including liaison with duty holders and stakeholders.
- S8:** Lead health, safety and welfare for forestry operations on site including establishing a health, safety and wellbeing culture, leading by example, risk assessment, site operations, work methods, outputs from site, integration into decision making, site management and communication structures.
- S9:** Review and monitor performance of health, safety, wellbeing, welfare and environmental standards on a forestry site.
- S10:** Plan and manage incident response including contingency planning, emergency and post incident response, response for teams, remote and lone workers.
- S11:** Manage and monitor environmental, historic and cultural protection of forestry sites including obtaining and interpreting information and communicating protection measures.
- S12:** Identifies limits of competence and responsibility for self and others, and where specialist expertise is required.
- S13:** Plan and manage interactions between forestry works, surrounding land and infrastructure including roadside works, habitats and designations.
- S14:** Monitor and manage forestry operations in line with plans and specifications.
- S15:** Manage implications of tree health for forestry works including biosecurity.
- S16:** Oversee an ancillary operation in a forestry context for example arboriculture, civil engineering, infrastructure, vegetation clearance, habitat management and forestry support services.
- S17:** Manage relationships with duty holders and engage with stakeholders.
- S18:** Compile, manage and maintain records and spatial information in a forestry context in line with legislation, compliance, personal and commercial sensitivities.

S19: Interpret, report and communicate forestry information in a timely manner using methods suitable to audience and purpose including spatial information.

S20: Identify development needs, plan, undertake and record Continued Professional Development.

S21: Plan, manage and communicate own workload.

S22: Review and evaluate an operational plan to provide recommendations on areas for improvement.

Behaviours

B1: Challenges approaches to work in a constructive manner.

B2: Champions health, safety, welfare, wellbeing and environmental good practice, challenging unsafe and poor practice.

B3: Embeds and champions sustainable working practices including biosecurity and keeps up to date on new sustainability developments and innovations.

B4: Acts and communicates in a way that builds and maintains positive relationships with stakeholders, colleagues, customers and suppliers.

B5: Committed to continuous professional development.

B6: Acts in a professional and ethical manner.

Qualifications

English and Maths

Apprentices without level 2 English and maths will need to achieve this level prior to taking the End-Point Assessment. For those with an education, health and care plan or a legacy statement, the apprenticeship's English and maths minimum requirement is Entry Level 3. A British Sign Language (BSL) qualification is an alternative to the English qualification for those whose primary language is BSL.

Does the apprenticeship need to include any mandated qualifications in addition to the above-mentioned English and maths qualifications?

No

Professional recognition

This standard aligns with the following professional recognition:

- The Institute of Chartered Foresters (ICF) for Technical membership

Consultation

Introduction & Approach

The Forestry Works Manager standard was drafted over 8 hours of Writing Working Group meetings and with reference to:

- FISA FWM Framework for Competence
- FISA Guidance on Managing Health and Safety in Forestry
- Confor Guidance on Responsibilities for Environmental protection in Forestry

The consultation was publicised on the Confor website and also promoted through newsletters and social media by Confor, ICF, RFS. The Working Group also used their networks to encourage attendance. An option was given to indicate an interest, but inability to attend any of the face-to-face meetings.

The result was 41 responses from 28 organisations, which for forestry is a good response for this type of consultation. In practice 29 attended from 22 organisations with 6 sending apologies and 5 not attending. Seven were from 2 organisations who do not operate in England (5 Wales, 2 Scotland). They were included as the sector aspires for the qualification to work in the different nations.

Five delegates were from training providers including two colleges, one university and a private provider. Four trade associations were represented (FCA, RFS, ICF and Confor), in some cases the delegate was also an employer. Employers represented ranged from small contractors, large land management organisations, charities, consultants and Government forestry organisations.

The meetings were:

- 18th April, Alice Holt, Surrey (held online) 3 attendees
- 9th May, Cannock Chase, Staffordshire - 1 attendee
- 14th May, University of Cumbria, Carlisle - 10 attendees
- 17th May, Lantra, Builth Wells - 11 attendees
- 10th June, Online 'mop up' event. 4 attendees

The events lasted 2 hours online and 3 hours with a short lunch break face to face, although delegates chose to stay longer to continue their discussions at Carlisle. The delegates had 20-30 minutes explaining the purpose of a meeting and the role of an occupational standard with the remainder of the time discussing the Standard and delivery models. Feedback was captured in the meeting on screen with everyone able to see notes that were being taken. Delegates were also offered opportunities to hand in their feedback forms at the event or send them in afterwards by email. Each meeting started with the same draft standard except the online 'mop up' event. Feedback was consolidated and reviewed after the first four events with an updated version presented to the final event. The feedback was however kept and shared with the Writing Working Group.

Themes:

Managing specialisms

There was considerable discussion about how to manage specialisms within the sector such as harvesting, establishment and maintenance or habitat management works. The consensus was that the qualification should be for a core competent FWM, and that they can add specialisms through CPD. In response to concerns that employers or FWMs would consider themselves competent in all specialisms after completing the qualification the following mitigations were discussed:

- Considerable emphasis in the qualification on knowing the limits of competence
- Communication with the industry about specialisms and how they would work with the qualification.

The Builth Wells meeting advised removing the duty on overseeing ancillary operations because these should be the normal work of an FWM. Separating these activities into a group might lead to it not being recognised an FWM should be present, for example, during habitat management works. They should be integrated into the other duties. Advice from IfATE is that it should be retained as integration can happen for delivery, but this makes it clear that this is a duty FWMs have. The online 'mop up' meeting supported this view.

There was considerable debate about how involved FWMs should be with operational matters as this is often being led by contractors. For example, the FWM would not necessarily know the operational limits of machines being used or correct and safe techniques for working. This is the responsibility of the contractor. It is more marked with ancillary operations as this might be engineering or arboricultural works and the FWM should not be expected to be an expert in these areas. The consensus was that the FWM should have some knowledge about routine areas of work and the term 'oversee' is used for ancillary operations rather than management.

Ordering

Some concerns were raised about the ordering of the duties and the KSBs, and how this relates to the FISA guides. This was in part due to the slightly artificial structure created to make the consultation discussions more focus. Skills and knowledge were placed into related groups to enable skills and knowledge to be considered together and everything on one topic (e.g. environment) to be considered at the same time. This means the same technical area does not need discussing multiple times and items present elsewhere are not added into a different KSB, creating duplication. This was explained more clearly in the initial information as the consultations progressed. It was emphasised that delivery does not happen in the order that they are presented in the consultation and the reasons for the structure of the consultation documents. This did address these concerns.

Variations in the role

This was a common theme and has implications for the level of the standard. Some FWMs have more experience and will take on complex sites. Others would only be competent managing simple operations.

There are also variations in how FWMs operate depending upon if they are employed by contractors or land managers and their level of seniority. This leads differing responsibilities with some delivering projects with relatively little control on the design and preparation with others much more involved in the development stages. An example might be implications of public rights of way such as diversions and closures, some FWMs will have an active role in

this and others it will have been dealt with before they are appointed. An FWM working for a contractor might have much more direct operational involvement than one working for a land manager (see managing specialisms). It was strongly supported that this qualification should be accessible to FWMs working at different seniority levels in a range of organisations. Therefore the level has been set at 4 and items such as public rights of way are in the knowledge and not in the skill.

Health and safety leadership

This is at the heart of the FWM role and a 1:1 session was held with an expert to try and integrate what this means into the standard. A common theme at the events was how to establish a safety culture on site with this integrated into decisions and communication structures; everyone on site should feel able to report concerns and learn from mistakes. It is recognised that the FWM may work within a company that does not have a great safety culture and they might not be able to influence this. Therefore, the emphasis in the skills has been kept very clearly on the work site where they must be able to lead to deliver the job safely.

National variations

It was clear from several meetings that practical delivery will vary in the different nations. For example, response to a protected species being present will vary in the different regulatory environments or the process for closing a footpath. FWMs may manage a site that crosses a national boundary or routinely work across boundaries. Other FWMs might be based distant from a border, and this would be less of an issue. Skill and knowledge statements were all felt to be equally applicable in the different nations, so long as delivery can reflect the local context (everyone has to deal with protected species, even if the processes vary). Variations between FWMs in different organisations (see variations in the role) were much stronger than variations between the nations.

- More detailed development of the qualification should allow local regulatory practices to be taught
- Knowledge added 'implications of working across national boundaries' so that FWMs understand the limits of their competence and can rectify this if they either move location or manage a site that is on a border. It was recognised that this might not be very relevant to an FWM working in Kent, but over the course of their career this is something that all FWMs should know about.

Culture, heritage and environmental sensitivities

This came up frequently and although the placement varies, the consensus was that the learner should know about legal environmental and historical designations, but also about working with these aspects of the site, even where no designation exists with the addition of cultural value to local communities. This also led to discussions about managing information about a site and not upsetting local communities unnecessarily with insensitive social media posts.

Soft Skills

Many FWMs that attended events had examples of difficult conversations with communities and duty holders who do not have much forestry knowledge and in some cases

misconceptions about the work. This led to influencing and negotiation skills being included. Communication with different audiences was also strongly supported.

Considerable thought was also given to data management including GDPR, but also working with local communities and managing the information flow.

Delivery Models:

The delivery models have been evolving through the consultation period with support from education and assessment providers.

The qualification was strongly supported as a way of demonstrating competence, but significant concerns were raised that it could become a barrier to accessing work if it became mandated. The Working Group have taken advice from FISA and the HSE who both state that this will not be mandatory to work, but simply another option, alongside those already being used, to demonstrate competence. There is a risk, however, that it becomes written into contracts and by default it becomes difficult to work without it. Given that delivery initially will be slow due to limitations on training and assessment capacity and that there may be financial barriers for some FWMs to accessing the qualification. Some mitigating actions discussed to prevent competent FWMs without the qualification being disadvantaged in the work place include:

- 1) Slow/phased introduction
- 2) Communication to the sector through the trade associations to prevent unofficial mandating
- 3) Actions taken to make sure it is accessible such as bursaries.

There was strong feedback that the initial audience will be those who are already working as FWMs. They will need some support to pass the test and refresh their knowledge, but should already be competent in the job. This makes it difficult for them to access funding for packages of training and they would not want to undertake a long training programme to learn the job they are already doing. Therefore, the direct to assessment route needs to be the first priority. This should consider:

- The support before the exam so that they are not set up to fail, given that they will not need large amounts of learning to achieve competence.
- The capacity of the educational sector to deliver and controlled introduction potentially through pilots.

The size of this initial audience is in the 100s, depending upon the price point. Individuals without employer support would be unable to pay more than a few hundreds, which is unrealistic for the assessment and support package. Many employers, however, would be willing to pay over £1,000 if the product meets their needs. The demand was strongly demonstrated both from FWMs wanting reassurance that they have the skills they need and from employers. The uptake will be strongly dependent upon the price.

The benefits of an apprenticeship in England are that it has the best funding package and is highly suitable for FWM who are not yet skilled and have the opportunity to develop on the job. It could also be used as a step towards the Professional Forester Apprenticeship for

those not yet ready to tackle a level 6 or employers who struggle with a three-year commitment. This would depend upon the duration, the content and how it maps into the level 6. Input from the University of Cumbria would be necessary to make this work.

Application for a Higher Technical Qualification in England would be useful so that learners can undertake the full package of learning and use their development loan allocation to achieve this.

Progression Routes

ST1321 Forest craftsperson L3

ST0923 Professional forester (integrated degree)-1.1 L6


This would sit in the middle of a career pathway in forestry. Someone could progress to this from the Level 3 Forest Craftsperson and progress onwards to the level 6 (integrated degree) Professional Forester standard.

Supporting uploads

Mandatory qualification uploads

Mandated degree evidence uploads

Professional body confirmation uploads

 ST1427_standard_professional-body-confirming-alignment_Letter of support for FWM development v2.pdf

Subject sector area

3.2 Horticulture and forestry