



**Public Summary Report
for
FORESTRY TASMANIA**

On: 3rd - 14th May 2010

Australian Forestry Standard AS4708:2007

This report is prepared by representatives of NCS International in relation to the above-named client's conformance to the nominated standard(s), and is relevant only to the scope of business sites and activities defined in the 'Scope of Certification'. Audits are undertaken using a sampling process, and the report and its recommendations are reflective only of activities and records sighted during this audit process. NCS International shall not be liable for loss or damage caused to, or actions taken by, third parties as a consequence of reliance on the information contained within this report or its accompanying documentation.

Audit Summary

1.0 Purpose and Scope of this Report:

Forestry Tasmania has implemented an integrated forestry, environmental and safety management system, collectively called the Forest Management System that covers all of the requirements of the following Standards:

- AS/NZS 4801:2001. Occupational, Health and Safety Management System requirements;
- AS/NZS 14001:2004. Environmental Management Systems; and
- AS 4708:2007. The Australian Forestry Standard.

Under the requirements Procedure 26, NCSI is obliged to prepare a summary of the audits conducted against the Australian Forestry Standard which the forest manager has to make publicly available to relevant stakeholders. This report has therefore been prepared for this purpose and is based on Surveillance Audit conducted by NCS International from 3 - 14 May 2010. The purpose of this audit was to:

- ensure that the organisation continues to comply with its internal procedures;
- ensure the ongoing compliance of the organisation's Forest Management System with the Australian Forestry Standard AS4708:2007 **to meet the full range of forest management performance requirements for environment, economic, social and cultural outcomes**;
- assess the effectiveness of the Forest Management System in providing improved management, statutory compliance and performance;
- identify additional areas of risk improvement opportunities; and
- provide the organisation with feedback to facilitate ongoing development and implementation of its forest management system.

2.0 Executive Summary:

A number of positive indicators were observed at the audit that demonstrated Forestry Tasmania's commitment to its Forest Management System and of its staff to meet the full range of forest management performance requirements, and to continually improve this performance. Some specific examples as observed during the audit :

- Planning of forest operations has improved through the full and effective completion of special values assessments and integration of these into Forest Practices Plans and Forest Operations Plans;
- A site diary was effective in documenting events throughout the life of a forest operation and providing a history for the operation;
- Development of a new root cause analysis program for full implementation in 2010/11;
- Effective and detailed review and close-out of the Corrective Action Request (CAR) identified by the Forest Practices Authority in relation to a contractor crossing a water race; and
- Appropriate and sensitive management of a complaint by a member of the public.

While the organisation demonstrated improvement in these and other areas, the audit identified a number of departures from procedures that has reduced the effectiveness of its Forest Management System to fully meet its forest management performance requirements.

The incidents include:

1. Tarkine Forest Adventure
2. A breach of the Forest Practices Code in a harvesting operation identified by the Forest Practices Authority;
3. The Road Construction Monitoring Report of a recently constructed road did not identify that headwall and outfall structures were not installed; and

4. Soil damage (through soil rutting) in harvesting operations was not described and managed effectively.

This could indicate a gap in the organisation's assessment of risk and the subsequent management of risk through its monitoring systems.

In addition, one major non conformance was found for:

- The integrated management system at the Tarkine Forest Adventure facility has not functioned effectively for some time (and possibly more than twelve months) and does not meet the requirements of the Standards. Further, the organisation has not been aware of this position until recently, and the management system failure at Tarkine has not been entered into Forestry Tasmania's CAR system for review, assessment of root cause and close out.

Following the raising of this non-conformance, an Action Plan that described the cause of the issue, and relevant corrective and preventative actions, along with documented evidence that effectively supports the Action Plan were provided to NCS International. As a result, the major non-conformance has been downgraded to a minor non-conformance, and implementation of the corrective and preventative actions will be followed up at the next audit. It will be important for Forestry Tasmania to relate its corrective and preventative actions to the root cause of the issue.

As with all NCS International reports, a significant number of 'Observations' have been included within the body of the report; these do not require an action plan to be submitted to NCSI, however Forestry Tasmania is encouraged to assess them for risk management and continuous improvement opportunities. The observations are designed to assist the organisation in the maturation of the system and expanding the return to the operation from the Forest Management System.

The assessors want to thank all staff interviewed for their help and cooperation during the audit, and for their openness and willingness to be involved in our assessment of Forestry Tasmania's Forest Management System.

3.0 Recommendation:

The assessors consider that the Forest Management System operated by Forestry Tasmania continues to comply with the requirements of the standards, subject to the necessary corrective actions.

4.0 Next Audit:

- Estimated date: May 2011

5.0 Scope of Certification under the Australian Forestry Standard (AS4708)

The concept of the Defined Forest Area (DFA) for the purposes of certification against the Australian Forestry Standard (AS4708) rests on the area that Forestry Tasmania has under its management control. Management control is that area where Forestry Tasmania is the forest manager and ensures that its Forest Management System procedures are complied with through the preparation of legally binding Forest Practices Plans.

Forestry Tasmania's DFA is clearly outlined in the documented titled "AFS Defined Forest Area" [FMS: Resources information].

Audit Findings

This report has been prepared under the following Forest Management System headings:

- Management Participation;
- System Planning and Implementation;
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MANAGEMENT PARTICIPATION:

Code*	Findings
*See page 22 for audit code definitions	
Management Commitment	
A	Forestry Tasmania demonstrated commitment to its integrated management system through support for its Environmental Manager in the development of a new Integrated Risk Register (IRR) approach to describe the organisation's risks for Forestry, Environment and Safety.

Structure, Responsibility, Authority & Accountability :

M	<p>Forestry Tasmania has a number of new initiatives underway: some are part of the organisation's strategic plans, while others are about to kick off to improve performance in the coming business period.</p> <p>The success of these projects and initiatives is directly tied to how well the 'people side' of the changes are managed. On review of Job Descriptions and associated position requirements data, there appears to be some gaps, or there is an informal process for managing change, for example at Strahan and Tarkine. The lack of documentation of the changeover / imminent changeover has lead to, and may still lead to, systems failures such as reporting, legal, emergency response, and stakeholder management issues.</p>
O	Forestry Tasmania's 'Field Operations' Organisational Chart dated 16 th February 2010 describes positions with responsibility for Safety and Environment, and Position Description documents sighted generally describe key responsibilities for staff in relation to their particular role in the operation of the Forest Management System.
O	<p>Adequate resources appear to have been provided across most of the sites visited to support the implementation and maintenance of the Forest Management System; also specific staff representatives have been assigned responsibility for ensuring the Forest Management System conforms with the relevant Standards: and is referred to as 'Safety and Environment Officer'.</p> <p>However, inadequate resources have been allocated to Tarkine Forest Adventure and for the conduct of the Internal Audit function.</p>
A	The recently described Statewide Tourism Safety and Environment Co-ordinator role includes Environmental Management System and Australian Forestry Standard skill requirements that require understanding of 'environment risk registers', 'risks associated with any new or changed operations or activities', 'legal obligations', 'environment training', and membership of the Statewide Safety and Environment Group'.
A	<p>Tourism Portfolio Safety and Environment Roles and Responsibilities</p> <p>Safety Officer and Statewide Tourism Safety and Environmental Co-ordinator roles have been defined and include Environmental responsibilities including ensuring Environmental risk registers are regularly reviewed, risks associated with new or changed operations or activities are assessed, arrange safety and environment training as required.</p>

Forest / Environment / Safety Policies

A	<p>The company's Sustainable Forest Management Policy meets the requirements of the EMS and AFS Standards; the policy document is signed by the Managing Director and dated June 2009, and includes AFS Limited and PEFC logos and numbers.</p> <p>The company's Occupational Health and Safety Policy meets the requirements of the AS/NZS 4801 Safety Management Systems Standard and is signed by the Managing Director and dated 2007.</p>
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Forest / Environmental Objectives, Targets & Programme(s)

A	<p>Forestry Tasmania has described Sustainability Objectives for its forest-based operations in its 'Sustainability Charter, Forest Management Plan 2008-2017' document. These include objectives for:</p> <ol style="list-style-type: none">1. Sustaining biodiversity and habitat;2. Sustaining jobs for current and future generations;3. Sustaining carbon stores, clean air, water and healthy forests;4. Sustaining community access and heritage; and5. Sustaining science-based stewardship. <p>Sustainable Forest Management Objectives, Targets and Indicators' for 2009/10 are in its 'Yellow Book'. The 2009/10 Yellow Book describes Sustainability Aims for the each of the Sustainability Objectives above, programs to achieve these, responsibility for each, and Performance Indicators. The organisation's corporate Sustainability Objectives are clearly linked to Programs that were implemented and managed at the District level or by Forestry Tasmania's various specialist management groups, for example, Planning.</p>
O	<p>While the organisation has documented its Sustainability Objectives and how it plans to achieve these (for 2009/10), not all the Sustainability Objectives have clearly described targets that are measurable where practicable, include a commitment to prevention of pollution and to continual improvement.</p> <p>Consideration could be given to:</p> <ol style="list-style-type: none">1. identifying the Sustainability Objectives and relevant Programs to achieve these, where measurable targets can be established at various functions and levels within the organisation;2. including these targets in the Yellow Book; and subsequently3. describing how Forestry Tasmania demonstrates continual improvement. <p>And to documenting progress for the various Sustainability Objectives at State and District Safety and Environment Group Meetings.</p>
O	<p>The 2009/2010 Yellow Book summarises what the organisation will do in 2009/2010 that is linked to its Sustainability Aims, and how it will measure its performance through its 'Performance indicators'.</p> <p>The Forestry Tasmania Stewardship Report 2008/2009 describes the organisation's performance (Report Card) against its Sustainability Charter Objectives. The organisation documented its past year's performance in its 'Stewardship Report 2008/09' document, under the heading, 'Report Card 2008/09' according to these Sustainability Objectives. A 'tick' describes a positive outcome against the organisation's targets and indicators, and a 'cross' indicates more effort is required to improve performance. Twenty ticks and 5 crosses were highlighted in the Yellow Book for 2008/09.</p>
O	<p>Forestry Tasmania has an objective for the management of its Old Growth Forests: by 2010 80% of Old Growth wood is to be from non-clearfall operations. In 2008/09 the actual level was 70%, and the organisation expects to achieve this target. Follow up at the next audit.</p>

Identification & Documentation of Scope :

A	Forestry Tasmania's Scope for its Forest Management System is described in Section 3 of the Forest Management System Manual (March 2009).
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SYSTEM PLANNING & IMPLEMENTATION:

Code	Findings
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Planning

C	<p>The integrated management system for Forestry, Environment and Safety at the Tarkine Forest Adventure facility has not functioned effectively for some time (and possibly more than twelve months) and does not meet the requirements of the Standards.</p> <p>Further, the organisation has not been aware of this position until recently, and the management system failure at Tarkine has not been entered into Forestry Tasmania's CAR system for review, assessment of root cause and close out.</p>
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Environmental Aspects

O	<p>Forestry Tasmania's management of its Environmental Aspects and Safety Risks is changing and is a 'Work in Progress' with the organisation moving its traditional approach to documenting its aspects and their management to its new Integrum Software system; planned rollout date is the 1st July 2010, and a timeline report dated the 31st March 2010 listing project milestones, dates and status was available at the audit. Transfer of the data to the new system has resulted in some gaps being identified; these are being assessed.</p> <p>The organisation has prepared the following draft procedures for its new risk management system:</p> <ul style="list-style-type: none">• Integrated Risk Management;• Environmental Risk Management; and• Safety Risk Management.
O	<p>The draft Integrated Risk Assessment and Management Procedure (March 2009, v1) includes a risk ranking description that does not describe 'Significance'.</p>
O	<p>Forestry Tasmania is moving to a new corrective action management system based on the server and run from the portal.</p> <p>Consideration could be given to clearly identifying what is a 'preventative action' and what is a 'corrective action', including the difference between them, as this will assist in positive performance process identification and reporting in the future.</p>
A	<p>Bass Forest District</p> <p>Forestry Tasmania staff demonstrated their comprehensive and effective understanding of the organisation's 'Smoke Management' procedure through the planning to minimise smoke nuisance for a number of burns where smoke could have impacted on local / not so local communities in their Forest District.</p>
O	<p>The Yellow Book 3.2 Air Quality – Performance Indicators appear reasonable; however, the organisation has not set Objectives and Targets and Programs for this issue. Consideration could be given to setting objectives and targets (where practicable), for example, 'zero exceedances'.</p>

Legal & Other Requirements :

M	At the Tarkine Forest Adventure facility there is a requirement under the Circular Head Council permit PA 2007/00148 and BSR 03936-2004, that a risk management plan be developed for the Blivett. On assessment of all documentation a risk assessment could not be found.
O	Harvesting Contracts: It is noted in Contractor Contracts, that contractors have 'exclusive possession' of the site in which they are harvesting. The contract does not define 'exclusive possession' and some contractors may be unaware of the full ramifications of this clause, and consideration could be given to adding definitions to contracts to ensure that all issues are clearly communicated.
A	Forestry Tasmania manages its Legal & Other Requirements through its 'Maintenance of the Register of Legal & Other Requirements and the Evaluation of Compliance' procedure, dated the 11 th March 2008. The most recent annual review of the Legal & Other Requirements was conducted on the 1 st July 2009, and included the addition of Regulations related to Dangerous Substances.

System Documentation :

A	Forestry Tasmania's Forest Management System documentation that describes the organisation's long term 'bigger picture' and short term 'smaller picture' planning is comprehensive, and includes the following documents: <ul style="list-style-type: none"> • Sustainability Charter (Forest Management Plan); • Sustainable Forest Management Report; • Forest Management System Manual; • Yellow Book, Sustainable Forest Management Objectives, Targets and Indicators 2009/2010; • Stewardship Report 2008/2009. Registers, Standard Operation Procedures and forms or templates that describe how the organisation conducts and documents its business activities were also observed in use. System documentation is regularly reviewed and updated and is available on the Integrum intranet and in hard copy.
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Control of Documents :

O	The organisation's approach to its documentation management and document control was observed to be effective, except for the Tarkine Adventure Facility (Refer the Condition finding in this report).
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Control of Records

A	Records describing Forestry Tasmania's performance since the previous audit were readily available.
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CONTINUAL IMPROVEMENT:

<i>Code</i>	<i>Findings</i>
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Management Review :

A	Review of the Forestry Tasmania Forest Management System meets the requirements of the Standard, and takes place on a five tier process. 1. Toolbox level: meeting minutes were assessed from Bass, Derwent and Murchison and
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	<p>were well developed and effectively managed.</p> <ol style="list-style-type: none"> 2. District Safety and Environment Committee meeting where elected representatives from the staff attend. 3. Safety and Environmental Group, which covers statistics and reviews medium to high level CAR. 4. Field Operations meetings attended by district managers; and 5. General Management Team meetings that include the Forest Management System Steering Committee, the EHS Board meetings that meet quarterly and the General Management Team meetings that are held monthly.
A	<p>The Forest Management System Steering Committee meeting held on the 9th March 2010 reviewed / commented on a number of Forest Management System issues including:</p> <ul style="list-style-type: none"> • 'Special values' for road maintenance projects; • Legal opinion in relation to notifying WST of escapes; • Recreational risk framework and policy; • FPP's on Forestry Tasmania website; • Root cause analysis revised (priority); • Alternative response to oil spills; and • Internal Audits.

Internal Audit :

O	<p>Forestry Tasmania's Internal Audit Procedure (April 2009, v2.0) describes the organisation's approach to auditing all aspects of its business over a three year period.</p> <p>The 2009 Internal Audit schedule listed audits planned for 2009 by Forest District and Section within each Forest District, the key activities to be audited, timing of the audits, audit team leader and audit team, actual date the audit was conducted, audit report reviewer, and date the audit report was distributed. Audit reports sighted described a thorough approach to assessing the relevant Standard Operating Procedure, documenting outcomes, and where appropriate, to entering findings into the Forestry Tasmania CAR system.</p> <p>However, while planning for and conduct of the 2009 program was effective, a number of shortcomings were observed in completing the 2009 program:</p> <ol style="list-style-type: none"> 1. About two thirds of scheduled audits were completed in 2009; 2. Audits not completed had not been re-scheduled; 3. Not all audit reports were peer reviewed; and 4. There appears to be a shortage of appropriately trained Internal Auditors.
O	<p>The Internal Audit Procedure describes that the Internal Audit Schedule will take account the environmental importance of the organisation's operations (its Significant Forest Management Aspects) and the results of previous audits (issues in previous internal and external audits). However, it is not clear how this is done. Consideration could be given to describing this process to clearly demonstrate that:</p> <ol style="list-style-type: none"> 1. the Internal Audit schedule over the three year period includes all the organisation's Significant Forest Management Aspects; and 2. the results of previous audits are systematically included in the preparation of the (next year's) Internal Audit schedule.
O	<p>Internal Audit reports at Bass District (System Audit - September 2009), Murchison District (Prescribed burning October 2009), Murchison District (Standard Operating Procedure for Forest Practices Plan OL027G), described observations and listed CAR's that had been entered into the Forestry Tasmania CAR system.</p>

Nonconformity, Corrective & Preventive Action :

A	The company has recently adopted a number of changes to the way incident investigation is undertaken in the business. The first change is the server based car system that is soon to be rolled out to all staff, and the newly reviewed Non-Conformance and Corrective and Preventative Action SOP. The procedure clearly outlines root cause analysis and reporting requirements.
O	The organisation is currently using the 'old system' and the new procedure was rolled out in February 2010; implementation is a 'Work in Progress', and will be reviewed in detail at the next audit.
O	<p>Bass Forest District</p> <p>The Forest Practices Authority identified in an external audit on the 30th April 2009 that a breach of the Forest Practices Code at Bass (MJS0351) had occurred that was not identified by the organisation's own internal audit system. This involved damage to an historical water race within the coupe. Bass staff have worked closely with Forest Practices Authority staff to review the incident, and demonstrated a rigorous approach to closing out the issue.</p> <p>It will be important that the organisation assesses why the Forest Practices Authority identified the breach, and why Forestry Tasmania staff did not (the gap); and if appropriate, implement changes to remove 'the gap'.</p> <p>And subsequently, if a gap is identified, determine if changes implemented at Bass could be implemented across the organisation.</p> <p>Corrective and preventative action being planned by the District included running a refresher training day to reinforce a consistent approach to water race reserve management.</p>
A	<p>Bass Forest District</p> <p>Bass staff demonstrated a consistent approach to evaluating several incidents associated with one transport contractor (Incident Number 8449), that included overloading.</p> <p>The audit observed documentation sent to the contractor and to Gunns Limited in relation to the incident.</p>

 **Close out of previous non-conformities**

A	Closeout of the non conformances and some observations from the previous audit has been effectively managed. All close outs were assessed as well documented and thoroughly reviewed.
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RESOURCE MANAGEMENT:

Code	Audit findings
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Provision of Resources :

O	<p>Adequate resources appear to have been provided across the sites visited to support the implementation and maintenance of the Forestry Tasmania Forest Management System. Specific staff representatives with the title 'Safety and Environment Officer' have been assigned responsibility for ensuring the Forest Management System conforms to the Standards in each Forest District.</p> <p>However, inadequate resources have been allocated to the Tarkine Forest Adventure Adventure facility and for the conduct of the Internal Audit function.</p>
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Competence, Training and Awareness :

M	Significant Forest Environment Aspects have not been systematically considered to determine the organisation's assessment of the competencies and skills required to effectively manage its Forestry and Environmental Management Systems, and subsequently to determine training requirements.
O	Forestry Tasmania identifies the competency needs for personnel performing activities affecting safety and environment management; train personnel to satisfy these needs; and evaluate the effectiveness of the training provided. The organisation has developed detailed job descriptions to ensure personnel are aware of how they contribute to meeting integrated management system objectives. Several job descriptions were reviewed and found to effectively identify key requirements. Several new job descriptions were noted for the tourism group that identify key IMS requirements.

SYSTEM IMPLEMENTATION & OPERATIONAL CONTROL:

Code	Audit findings
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Hazard Identification, Risk Assessment & Control of Hazards

M	<p>Lifting slings and chains are not well managed on all sites.</p> <p>The engineering inspection of the lifting equipment is not thorough and as such several instances on all sites audited showed discrepancies as a result of Bullivant's using different colour tags.</p>
M	<p>Halon fire extinguishers</p> <p>EC Directive E3093/94 states that except for essential users, since December 2002, Halon fire extinguishers (BCF) cannot be serviced or refilled if used and they must have been removed and properly disposed of since December 2003. It was noted that a BCF fire extinguisher was in a cart with the "Ping Pong Ball" machine used for lighting fires from the air, and the exemption permit was not available for review</p>
M	<p>Risk assessment</p> <p>Delivery of timber to rail sidings in Teepookana and the loading of trucks on to rail carts are distinctly different practices from other Forestry Tasmania operations.</p> <p>On review of the risk management process, no JRA could be produced indicating that a risk assessment had been done on behalf of Forestry Tasmania.</p>
O	<p>Several Oxygen/Acetylene gas equipment systems were noted as having only flashback arrestors fitted to the bottles and not to the hand piece (Murchison and Derwent). AS4839-2001 "The safe use of portable and mobile oxy-fuel gas systems for welding, cutting, heating and allied processes" is now being accepted as the benchmark in many industries and regulatory bodies are now using it as a minimum requirement for oxy-fuel gas equipment.</p>
O	<p>Notification tags could be considered for use on sites where messages need to be left for people that may be working in the area, and may not have access to the Forest Practices Plan. Their use is quite extensive and valuable in other industries, particularly where work is interrupted or there are long periods between equipment uses (i.e. fire season).</p>
A	<p>Bass Forest District</p> <p>Forestry Tasmania staff at Fingal MF074 as part of their management of the construction of a bridge, identified that the 'opening' was 1.8x3 metres, and not the required design 'opening' of 1.8x5 metres to provide for estimated water flow. This was an excellent example of staff implementing planning requirements 'as planned', and could have been</p>

easily 'missed'.

Emergency Preparedness & Response

O	It was noted at all depots that eyewash was primarily available in the first aid kits. Consideration could be given to reviewing the need for eye wash, and the volumes needed (based on MSDS) for processes such as decanting and mixing of chemicals and fuels, as some of the MSDS require irrigation of eyes.
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Monitoring and Measurement

A	Monitoring of riparian streams is undertaken routinely during fertiliser and pesticide application programs, and planning comment included in Forest Practices Plans.
O	<p>Forestry Tasmania's identified Significant Environmental Aspects are described in Section 3 of its procedure, 'Development and Update of the Environmental Risk Register (Aspects and Impacts)'.</p> <p>However, the organisation's 'Monitoring and Measurement and Inspection' procedure does not include Standard Operating Procedures / Minimum monitoring frequency requirements for the following Significant Environmental Aspects:</p> <ul style="list-style-type: none">• Maintenance of roads;• Use of plant, machinery and aircraft close to settlements;• Provision of toilet facilities and other buildings at forest recreation sites; and• Operation of Eco-tourism sites.

Evaluation of compliance

O	<p>The Environment, Safety and Health Committee meeting held on the 21st December 2009, in point 6.3 'Evaluation of Compliance', described that the evaluation is completed through tools that include:</p> <ol style="list-style-type: none">1. Monitoring and Inspection Forms; and through the2. Internal Audits process. <p>Further that the organisation's procedure, 'Maintenance of the Register of Legal and Other Requirements and the evaluation of compliance' describes briefly how the Evaluation of Compliance is carried out.</p> <p>However, it is not clear how Forestry Tasmania ensures that its operations comply with relevant legislation, regulations and the Forest Practices Code, particularly as the audit identified a failure in the Monitoring process and the Internal Audit schedule was not completed for 2009.</p>
O	Consideration could be given to describing the parts of the relevant legislation, regulations and the Forest Practices Code, and the parts of Forestry Tasmania's business that these apply to, and to periodically determining if its operations comply as required.

Communication :

A	Communication in relation to the organisation's Significant Environmental Aspects and Significant Hazards and related issues were observed to be discussed at Toolbox Meetings in the Forest Districts, District Safety and Environment Groups, Safety and Environment Officers, and the Field Operations Meetings
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Communication & Correspondence with appropriate regulatory body(s)

A	Communication and correspondence with regulatory bodies including the Forest Practices Authority in relation to the CAR associated with machinery crossing a water race were sighted at the audit.
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Use of certification & accreditation marks	
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A	AFS Limited and PEFC logos were observed in the Stewardship Report 2008-09 and Sustainable Forest Management 2008 Report, and were used appropriately.
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Australian Forestry Standard AS4708:2007

Code	Audit findings
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CRITERION 1. Forest management shall be undertaken in a systematic manner that addresses the range of forest values.

4.1.2 Planning

A	<p>Forest Management Plan</p> <p>Forestry Tasmania's Sustainability Charter describes the framework for the sustainable management of Tasmania's State forests for 2008-2017, and is the State's 'Forest Management Plan'.</p> <p>The Sustainability Charter was released in October 2008 and is in place for a 10 year period.</p>
A	<p>The Sustainability Charter is supported by a number of subordinate planning documents/instruments that collectively contribute to the Forest Management Plan and include:</p> <ol style="list-style-type: none"> 1. Three year and One year Wood Production Plans, that are updated annually (Red Book). For example 2008-09 to 2010-11; 2. Targets for Wood Production and Intensive Forest Management (for 2008, 2009, 20010); 3. Statewide Forest Estate Model (for native forest and plantation forest) that calculates total standing volume (TSV); and 4. Sustainable High Quality Eucalypt Sawlog Supply (from Tasmanian State Forest). The third 5 year review of this document was completed in 2007, and the fourth 5 year review will commence in 2011 and be published in 2012.
A	<p>Description of the forest estate</p> <p>Defined Forest Area</p> <p>Forestry Tasmania's Defined Forest Area (DFA) is described in the controlled document, 'AFS Defined Forest Area Procedure', issued on the 12th October 2009, v 2.6. The revised procedure describes:</p> <ul style="list-style-type: none"> • lands that are included in the DFA and those that are excluded: these include mining lease areas where the relevant mining legislation has priority; • that the DFA is published annually on the 30th November each year, based on the DFA calculated at the 30th June the same year; • that the DFA is available to the Public as a 'Standard Map Product for Public Sale'; and • that the DFA is forwarded to AFS Limited (at or about the 30th November each year).
A	<p>The Forestry Tasmania DFA is described in a letter to AFS Limited dated the 13th October 2009 (that includes a table and map of Tasmania) and on the AFS Limited website at: http://www.forestrystandard.org.au/files/Standards/AFS_FM_Certification_Register_310509.pdf and is stated as 1,438,619 hectares at the 13th October 2009.</p>
O	<p>The revised DFA procedure includes a map that is a scale of 1:500,000, however JAS-ANZ Procedure 26 requires that maps of the DFA be available to the public at a scale not less than 1:250,000.</p> <p>A process commenced during the audit to meet this requirement.</p>
A	<p>Rationale for annual harvesting rates</p> <p>As required under the Forestry Act 1920, and confirmed in the Tasmanian Regional Forest Agreement, Forestry Tasmania manages State Forest to make available a sustainable supply of 300,000 cubic metres of high quality sawlog and additional associated roundwood</p>

	<p>products resulting from the sawlog harvest.</p> <p>The organisation's comprehensive Statewide Forest Estate Model inventory system, yield tables, estate growth modelling (Woodstock) and linear programming optimising systems that is confirmed by external audit, combined with environmental constraints, underpins the 300,000 figure, that is being derived from both native and plantation forest.</p> <p>Harvest volume in the past year was less than the 300,000 figure.</p>
O	<p>A review of the sustainable yield was last undertaken in 2007, and the next is due for review in 2011 for publishing in 2012.</p>
O	<p>Forestry Tasmania 3 Year Wood Production Plan 2008/09-2010/11 describes projected woodflows for each year; the 3 year approach provides flexibility for the organisation to plan and manage its woodflows according to market and seasonal conditions that are currently 'soft' for pulpwood.</p> <p>The current soft demand for pulpwood has resulted in Forestry Tasmania experiencing difficulty in meeting its contracted sawlog volume targets.</p>
A	<p>Description and rational for silvicultural systems</p> <p>Research and development and utilisation in Tasmania's native forests has been documented for more than 90 years and includes information in the Technical Bulletin series of reports; these underpin the silvicultural systems used in native forest operations. This research continues with the organisation's move away from clear falling approach to the Warra Silviculture System Trial (Aggregated Retention System) of partial harvesting that retains 'clumps' of trees for habitat purposes, soil stability purposes, and as a seed source for the following tree crop. This research is documented in 'A new silviculture for Tasmania's public forests: a review of the Variable Retention Program', May 2009.</p> <p>Numbers of examples of the implementation of 'non-clear falling' silvicultural operations were observed at the audit.</p>
A	<p>Forestry Tasmania's field operations are planned and documented in accordance with the Forest Practices Authority Code document that provides a practical set of guidelines and standards for the protection of environmental values during forest operations. Forest Practices Plans are prepared for site preparation, harvesting, roads, burning and afforestation / reforestation activities.</p>
A	<p>The organisation's approach to preparing Forest Practices Plans and planning forest operations was observed to be consistently improved across the sites visited, and showed 'greater attention to the detail' in completing all the requirements of the Special Values Assessments, clear and accurate mapping, and comprehensive commentary associated with for example stakeholders, for the range of operations being planned.</p>
<p>4.1.3 Implementation</p>	
O	<p>Forestry Tasmania implements its forest management system through the preparation of Forest Practices Plans that include the evaluation of 'Natural and Cultural Values' (that are commonly referred to as 'Special Values'), and monitors and evaluates its Forest Management System through peer review processes and site assessment procedures.</p> <p>However, while planning Forest Practices Plans was observed to have improved since the previous audit, including the planning for Burning Created or Modified Fuels projects, the same cannot be said for the implementation of, and checking of, Forest Practices Plans. For example, completion of the OPA form was observed to inconsistent, and activities described in Forest Practices Plans have not been 'ticked off/signed off' as having been implemented effectively, and if they have not been implement effectively, actions required to complete the process have not been described.</p> <p>This is relevant to operations performed by Gunns Limited where Forestry Tasmania</p>

'operates at arms length' to the Gunns Limited staff and Gunns Limited contractors.

4.1.4 Monitoring

M	<p>Day to day field monitoring of forest operations according to the FPP's and Forest Operations Plans (FOP's) requirements described in these plans, also independent audits through the Quality Standards process, are the principal methods Forestry Tasmania uses to monitor its operations.</p> <p>A number of incidents have occurred since the previous audit that indicates the organisation's implementation processes and the monitoring of these operations are not effective. The incidents include:</p> <ol style="list-style-type: none"> 1. Failure of the IMS at the Tarkine Forest Adventure facility; 2. A breach of the Code in a harvesting operation identified by the FPA; 3. Road Construction Monitoring Report of a recently constructed road did not identify that headwall and outfall structures were not installed; and 4. Soil damage (through soil rutting) in harvesting operations was not described and managed effectively.
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CRITERION 2. Forest management shall provide for public participation and foster on-going relationships to be a good neighbour

4.2.1 Identify stakeholders

A	<p>Bass Forest District</p> <p>The Bass Stakeholder list was observed on the Forest Management System dated the 5th May 2010, segregated into contractors, customers and business industry groups.</p> <p>Stakeholders for Coupe PA135C & D were described in a table and included in the Coupe File, and listed 7 stakeholders who may have an interest in a harvesting operation.</p>
A	<p>Bass Forest District</p> <p>Forestry Tasmania staff demonstrated their comprehensive and effective understanding of the organisation's 'Smoke Management' procedure through the planning to minimise smoke nuisance for a number of burns where smoke could have impacted on local / not so local communities in their Forest District.</p> <p>The planning included interfacing with Bureau of Meteorology, Forest Practices Authority, and the CRC Bushfire.</p> <p>Bass District's Fire Action Plan 2009/10 was available at the audit, and made reference to other agencies including Emergency Services, Parks, Tasmanian Fire Service, Councils and forest sector companies.</p>
A	<p>Murchison Forest District</p> <p>Strahan MU003A planning included communication with the West Coast Council Zeehan, in relation to the approaching harvesting operation; the information included a map of the compartment and notification of the harvesting method: shovel logging and conventional forwarder.</p>

4.2.2 Public Input

A	<p>Derwent Forest District</p> <p>Koonya KY002G. Sighted a number of letters/emails from stakeholders requesting Forestry Tasmania 'take into account the visual design work that has already been undertaken' in relation to a harvest property; also re section of road between A and B, also re southern end of the property; and subsequent planning that incorporated this request.</p>
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4.2.3 Good Neighbour

A	<p>The Tasmanian Forest Industry's 'Good Neighbour Charter' was developed by Forestry Tasmania and the Forest Industry Association of Tasmania and was reviewed and signed in 2008 by representatives from the forest and wood products sector including Forestry Tasmania, Gunns Ltd, Norske Skog Boyer Mills, Timberlands Pacific, Forest Enterprises Australia and Great Southern Plantations.</p> <p>The Charter describes how the Industry will communicate with the community and focuses on keeping Tasmanians (and others) informed of their activities, that focus on roading, harvesting, site preparation and regeneration operations.</p>
A	<p>Forestry Tasmania has supported a number of community focused activities including:</p> <ul style="list-style-type: none"> • North Scottsdale: felling an old dead tree that was threatening a property and cutting it up for firewood; • Invermay: architecture students visited plantation and native forests as part of their studies to understand more about wood and the sustainability of wood. Students from Launceston Christian School visited a number of field operations including a harvesting operation, Gunns mill at Lings Siding, and the Forest EcoCentre; • Bass Fire Incident Control Room was an 'outside broadcast' location for ABC Drive Program; • Fuel reduction to reduce the bushfire risk for a family on Bridport Road; • Zimbabwean Kennedy Kurwaisimba commenced work with Forestry Tasmania as a Forest Planner.

CRITERION 3. Forest management shall protect and maintain the biological diversity of forests, including their successional stages, across the regional landscape.

	Not assessed at this audit.
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CRITERION 4. Forest management shall maintain the productive capacity of forests.

4.4.1 Identify Productive Uses	
A	<p>Derwent Forest District</p> <p>Tooms Compartment 103A described planning to optimise production that included consideration of a Skyline Affected Zone (SAZ) and included Advanced Growth Retention Prescription for stems greater than 60cms, Shelterwood Retention Prescription (9-12 square metres per hectare basal area) and Selective Harvesting Prescription (12-14 square metres per hectare basal area).</p>
A	<p>Forestry Tasmania's Sustainable Forest Management Report 2008 describes the organisation's approach to identifying the productive capacity for its area of responsibility on p19:</p> <p><i>Forestry Tasmania models and monitors sustainable yield to ensure that harvesting and use of wood products is consistent with the long-term productive capacity of Tasmania's state forests. Forestry Tasmania maintains productive capacity through yield regulation of its native forest and plantation resource and assesses the sustainable yields for both.</i></p> <p>The organisation's business of growing tree crops to provide sawlog and chip products for regional and international markets, is consistent with existing productive uses of the DFA, and supports the long term productive capacity of the DFA.</p> <p>Harvest of 304,000m3 of sawlog and veneer log is consistent with the sustainable productive capacity of the State forests, required by the organisation and described in the Forestry Act and the Regional Forest Agreement.</p>
A	<p>Derwent Forest District</p> <p>Triabunna Koonya KY002G described a seed evaluation had been conducted on the status of seed maturity and quantity of seed in a predominantly <i>Eucalyptus regnans</i> coupe, and that there 'was enough' seed of suitable maturity.</p>
A	Murchison Forest District

	Bond Tier South 2 contractor staff had identified trees and tree heads that carried collectible seed capsules and the contractor had 'marked the spot' with pink tape and advised Forestry Tasmania.
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4.4.2 Plan Operations

A	<p>Forestry Tasmania's sustainable sawlog and veneer log yield projections are described in the document 'Sustainable High Quality Eucalypt Sawlog Supply from Tasmanian State Forest, August 2007', Figure 9, for 90 years, 2006-2091.</p> <p>The projections have been made based on:</p> <ul style="list-style-type: none"> • current forest mensurational data from a number of industry accepted methods used to determine future woodflows that include forest inventory, historical tree growth and proportions of sawlog and other roundwood; and • long-term, linear programming of estate wood flows (in this case using Woodstock software) from Forestry Tasmania's estate, from plantation hardwood and native forest regrowth.
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A	<p>The organisation implements its sustainable sawlog and veneer log woodflows through a number of planning documents:</p> <ol style="list-style-type: none"> 1. Three year and One year Wood Production targets, that are updated annually (Red Book). For example, Forestry Tasmania's 3 Year Wood Production Plan 2008-09 to 2010-11; and 2. Targets for Wood Production and Intensive Forest Management (for each year 2008, 2009, 2010); 3. Statewide Forest Estate Model (for native forest and plantation forest) that calculates total standing volume; and 4. Sustainable High Quality Eucalypt Sawlog Supply (from Tasmanian State Forest). The third 5 year review of this document was completed in 2007, and the fourth 5 year review will commence in 2011 and be published in 2012. <p>These plans are supported by detailed Forest Practices Plans for the range of forest operations required to deliver the woodflows.</p>
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O	<p>Murchison Forest District</p> <p>The Forest Practices Plan for Strahan MU003A was for a Pine plantation final harvest operation. The audit observed a significant volume of hardwood trees/logs had been harvested and were stacked ready for transport; however, the Forest Practices Plan did not include consideration of harvesting hardwood trees.</p> <p>Planning folder also did not include a map of the coupe and the harvest areas.</p>
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4.4.3 Silviculture

A	<p>Forestry Tasmania's silvicultural systems have developed over time for the range of forest types under its management control.</p> <p>Standard Operating Procedures for the Forest Management System have been developed based on information in Forestry Tasmania's Technical Bulletin series, forest research and experience of 'what works; across the range of climates and environments under Forestry Tasmania's management control. Standard Operating Procedures for the Forestry Tasmania Forest Management System describe what is actually done by forest managers to grow forests.</p> <p>Recent new silvicultural initiatives have been the development of thinning regimes for regrowth hardwood forests and the partial harvesting of mature Eucalypt forest.</p>
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4.4.4 Establishment and regeneration

A	Forestry Tasmania has assessed opportunities to support its sustainable forest
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	management requirement and to add value to Tasmania's forest. The following activities demonstrate this.
A	<ol style="list-style-type: none"> 1. The organisation has, through its Quality Standards Monitoring and Extension initiative, Native Forest Co-ordinators Group, reviewed its genetic base for <i>Eucalyptus regnans</i> and <i>Eucalyptus obliqua</i> to ensure it has a strategic seed supply reserve. This has involved a new approach to its seedling surveys of seedbed regeneration, electronic capture for regeneration surveys, and classing seedlings on every plot; and 2. 2009/10 Yellow Book describes for Sustainability Aim 2.3.2 Special species, Ensure an ongoing long term supply of specialty timbers that includes the following activities: <ul style="list-style-type: none"> • Manage commercial Blackwood forests to provide the majority of the sustainable supply (about 10,000m³pa) of Blackwood sawlogs; • Recover all commercial species timbers from harvested areas; • Provide a small, ongoing supply of special timbers, primarily from Special Timber Managements Units to meet the needs of the Tasmanian fine timbers industry; and • Market initiatives to enhance the value of Tasmanian special timbers.
A	<p>Derwent Forest District</p> <p>Koonya 002G Forestry Tasmania conducted a Seed Crop Evaluation on the 23rd November 2008 that included the status of seed cup maturity, and concluded that there was sufficient seed to 'regenerate the coupe'.</p>
A	<p>Bass Forest District</p> <p>Scottsdale Jetsonville JV126A FPP observed bark residues on the log landing being returned to the harvested area (to redistribute residual nutrient material).</p> <p>On the landing residual bark material was observed piled according to the prescription that was in heaps more than 40 metres from the compartment boundary and more than 10 metres from retained tress.</p>
4.4.5 Damage to Growing Stock	
A	<p>Forestry Tasmania implements a number of strategies to manage for example, damage to its Eucalypt plantations for the Leaf Beetle insect. The strategies and general information are described in:</p> <ul style="list-style-type: none"> • Insect Pest Management in Plantations; and • Insect Pest Monitoring Guidelines.
O	<p>Forestry Tasmania uses two chemicals to control pests:</p> <ol style="list-style-type: none"> 1. Spinosad: a 'softer' but more expensive chemical; and 2. Cypermethrin: a broad spectrum, cheaper and easier to use chemical. <p>The organisation demonstrated its preference for Spinosad; however, because it is more expensive and only effective during a very specific period of the leaf beetle life cycle, Forestry Tasmania cannot capture the full social benefit of the product.</p>
4.4.6 Unplanned Fire	
A	<p>Forestry Tasmania has developed a document titled, 'Guideline: Definition of the escape of a prescribed fire', in response to audit findings (November 2008 and June 2009), that define the escape of a prescribed fire:</p> <ol style="list-style-type: none"> 1. for high and low intensity regeneration fires; and 2. for low intensity fires intended to modify fuel load and/or arrangement.

CRITERION 5. Forest management shall maintain forest ecosystem health and vitality

	Not assessed at this audit.
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CRITERION 6. Forest management shall protect soil and water

4.6.1 Identify Soil and Water Values

A

Forestry Tasmania continues to demonstrate an effective approach to describing the State's minimum requirements for operations within forest areas in Tasmania, and meets the requirements of the Standard. Forest Practices Authority requirements of the Forest Practices Code have been incorporated into Forestry Tasmania's Forest Practices Plans and Forest Operations Plans planning documentation.

Forest Practices Plans include consideration of the 'Natural and Cultural Values' (commonly known as 'Special Values') evaluation sheets assessment, and are prepared in accordance with Forestry Tasmania Standard Operating Procedures for preparing FPP's Forest Practices Plans.

Soil and water values are clearly described in the Forest Practices Authority Natural and Cultural Values Evaluation Sheets and in Forestry Tasmania's FPP's Forest Practices Plans through:

- land slope classes;
- geology type;
- a planning map (that includes coupe location and description of various land types, stream reserves, informal reserves, exclusion zones); and
- soil and water (that includes identification of soil erodibility, landslip hazard, town water supply, domestic water supply).

O

Murchison Forest District

Dismal Swamp FPP DAS 0092

The several kilometre long primary access road constructed in preparation for logging included only 2-3 sets of culvert pipes and mostly largish excavations to allow/divert water away from the road pavement surface and table drains. A number of the excavations were several metres wide and up to 2 metres high/deep in cross-section, and were significantly greater than the Auditor had seen previously.

The excavation approach was certainly effective, however, the same outcome could have been achieved by installing sets of culvert pipes, and would have resulted in a significantly reduced excavation and soil movement/disposal.

While the outcome was successful, planning for this road did not include consideration of and description of the 'large excavation approach' in contrast to the conventional culvert pipe approach. Consideration could be given to reviewing the approach taken at Dismal Swamp and assessing the pros and cons of the 'excavation' and the 'culvert pipe' methods for future implementation in Forestry Tasmania operations.

A

Derwent Forest District

Koonya 002G Planning for soil and water values included comment on:

- soil type/parent material (Jurassic dolerite, Red to Brown clayey soils, low erodibility and slope less than 18 degrees;
- the coupe was not located in a domestic water supply catchment; and
- no Class 4 streams.

This information was consistently described for the Forest Practices Plans sighted at the audit, that were relevant to the various coupes, and met the requirements of the Standard.

A

Murchison Forest District

Compartment RE009A, Blackwood forest fenced to keep game out!

Boundary Marking Record Form described streamside reserves Class 2, 3 and 4, that were

	clearly marked on mapping for the compartment.
4.6.2 Water Quality	
A	<p>Numerous examples of how the organisation plans its operations to ensure water quality values are considered, and that its forest operations are effectively managed to protect water quality, were observed at the audit.</p> <p>Derwent Forest District</p> <p>Fingal Mount Foster Compartment 074A planning documentation described streamside management strategies and special water protection measures for Class 2 streams; Leak's Creek to be protected by a 30 metre streamside reserve; also two Class 4 streams on the south side of the operation area protected in Wildlife Habitat Strip.</p>
4.6.3 Water Flows	
A	<p>Bass Forest District</p> <p>Scottsdale Jetsonville JV126A FPP observed snig tracks restored with 'grips' that were located along these tracks, and constructed about 90 degrees to the likely flow of water, with an outlet to allow water to flow from the 'grip' to adjacent vegetation.</p>
4.6.4 Soil Properties	
M	<p>Murchison Forest District</p> <p>The audit observed a number of examples where Forestry Tasmania activities did not meet Standard guidelines and the organisation's own procedures:</p> <ol style="list-style-type: none"> 1. Soil damage to a road surface and table drain at a harvest site at Smithton (Bond Tier South 2); 2. Road construction near Tarkine Forest Adventure did not include headwall and outfall works appropriate for high erodibility soils; and 3. Soil rutting in a clearfall harvest operation at Strahan.
O	<p>Murchison Forest District</p> <p>Bond Tier South 2 planning required the main snig track be 'corduroyed' and this was observed to have been effectively implemented and used by the contractor to extract tree lengths with minimal impact on the soil surface.</p>
O	<p>Murchison Forest District</p> <p>Strahan MU003A and MU002D included a number of examples where soil damage caused by repeated travel by loaded forwarders travelling on primary extraction tracks was observed. Soil damage did not meet the organisation's internal procedure requirements, and while some remedial work had been done, exposed soil along tracks was observed throughout the compartment. Refer the minor non-conformance in this report on this matter.</p>
CRITERION 7. Forest management shall maintain forests contribution to carbon cycles.	
4.7.1 Greenhouse Gas Emissions	
	Not assessed at this audit.
CRITERION 8. Forest Management shall protect and maintain, for Indigenous and non-Indigenous people, their natural, cultural, social, religious, and spiritual heritage values.	
4.8.1 Indigenous People's Rights	
A	Forestry Tasmania's document 'Aboriginal Cultural Heritage Management and Protection, and Broader Sector Relations' (August 2006), and 'SOP for Aboriginal Site Management' (May 2009) that refers to the previous document, describe the organisation's approach to

	recognising and respecting the rights of Tasmania's Indigenous people in its forest operations.
A	Derwent Forest District Tooms Compartment 103A described that the contractor would notify Forestry Tasmania Forest Officer if a site of significance was found.
4.8.2 Heritage Values	
A	FPP's include consideration of Heritage values in the assessment of Special Values, in the worksheet titled, 'Natural and Cultural Values Evaluation Sheet, 4. Cultural Heritage (Archaeology)'. This document is used in the preparation of Forest Practices Plans to evaluate if historic and/or Aboriginal sites are present, and if there are, how they will be managed.
O	The Aboriginal Site Procedure states that where artefacts are noted they are to be managed as per the Aboriginal Relics Act, Section 14. This states that Forestry Tasmania is not to allow a person to take a relic, or cause or permit a relic to be taken. An Aboriginal artefact was directly flagged in Derwent and the artefact could not be found during the audit. The Standard Operating Procedure states that the location of an identified artefact needs to be flagged as per the Forestry Code; however consideration could be given to ensuring that a buffer is flagged around the artefact and that the artefact is not flagged directly. This would help protect such items.
A	Derwent Forest District Koonya 002G The Forest Practices Plan described that there were no known historic sites and Aboriginal/Archaeological Sensitivity Zones in the coupe (Low RT-GD 100%), and that a survey would be required following the harvest operation.
A	Derwent Forest District An Aboriginal Sites Enquiry dated the 25 th September 2007 had been conducted for an area, and four sites had been identified.
4.8.3 Traditional Uses	
O	Forestry Tasmania provides for traditional uses in forests under its management control. Consideration could be given to describing how it will do this.
CRITERION 9. Forest Management shall maintain and enhance long term social and economic benefits	
	Not assessed at this audit.
Summary of audit findings made available to the public	
A	The NCS International Summary Report from the previous audit was available on the Forestry Tasmania website.

APPENDIX A – Understanding the Coding Used in the Report:

Code	Definition	Client Action required to address findings
A	Compliance: Indicates conformance of the element against the requirements of the nominated standard(s).	<i>No further response to NCSI is required.</i>

<p>O</p>	<p>Observation: May relate to a component of the system that is conforming, but where an opportunity for improvement is evident. Alternatively, it may refer to incidental or isolated system discrepancies, or allow praise or comments relevant to the next audit.</p>	<p><i>Observations should be reviewed or actioned where practicable as they are often provided as areas of opportunity for improvement. Isolated or incidental deficiencies identified in observations may indicate that specific aspects of the system need to be reviewed to prevent problems occurring in the future. No specific action plan response is required however.</i></p>
<p>M</p>	<p>Minor non-conformity: A system deficiency that does not compromise the ability of the management system to achieve defined objectives, or to assure controlled processes, products or outcomes.</p>	<p><i>Proposed corrective actions to address each minor non-conformity must be agreed with the NCSI Audit Team Leader either during the audit or by submitting an action plan within 30 days of the audit.</i></p> <p><i>Certification will not be granted or continued until such time as corrective action has been agreed and accepted. Unless otherwise stated, implementation & maintenance of the proposed corrective action will be verified at the next NCSI audit.</i></p> <p><i>Existing clients risk suspension or withdrawal of certification if a timely response is not received.</i></p>
<p>C</p>	<p>Condition for certification: A system deficiency that adversely impacts on the ability of the management system to achieve defined objectives or assure controlled processes, product or outcomes.</p>	<p><i>Time frames granted for the closure or downgrade of major non-conformities may vary depending on the severity & impact of the issue identified. This will be at the discretion of the Audit Team Leader. Issues may be closed out either through evidence sighted or a follow-up assessment. It is generally expected however that non-conformities will be closed out or downgraded to a minor non-conformity no later than one month after the conduct of the on-site audit. Certification cannot be granted or continued until a satisfactory resolution has been achieved.</i></p> <p><i>Where a satisfactory resolution is not achieved within the agreed time frame, the organisations certification may be withdrawn.</i></p>