Training and Skills Commission

Transport Workforce Insights

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Workforce Insights has been developed to inform government skills planning and to support employers and individuals to make informed workforce and skill development decisions.
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About Workforce Insights

At the beginning of 2019, the South Australian government established eight Industry Skills Councils (ISCs) to strengthen industry’s voice in skills and workforce development, and to ensure that funding for skills and training is directly aligned to industry priorities.

Workforce Insights brings together advice from ISCs and their networks, labour market and training data and industry research to explore the latest trends in skills and workforce development. In developing these reports, the Training and Skills Commission has adopted an industry centred approach, so you can be sure the insights have been endorsed by industry leaders. The reports were developed prior to, and in the early stages of, the global outbreak of Coronavirus (COVID-19), and it is evident that significant disruption has since occurred – impacting both industry and the demand for a skilled workforce, as well as the ability of employers to commence and retain apprentices and trainees. The need for further consideration of the impacts relevant to each industry is noted, and work in this regard has commenced.

Workforce Insights has been developed to inform government skills planning and to support employers and individuals to make informed workforce and skill development decisions. Workforce Insights will continue to evolve and be updated as additional research is undertaken and new information becomes available.

Thank you to all those who supported the development of these industry-led, sector-driven documents. Individually and collectively your contribution to the skilling and development of South Australia’s current and future workforce has been immense.

For further information, tasc.sa.gov.au/workforce-insights
Transport

South Australia’s transport and logistics industry employs about 32,900 people in South Australia and more than half a million people nationally across its major sub-sectors road transport, logistics, warehousing, and stevedoring.

The industry underpins the Australian economy, the community and all industry sectors by transporting and storing almost all the goods required for daily living and the materials and components required for manufacturing; and in taking products to markets throughout Australia via warehousing and stevedoring operations.

Key findings

- There is expected to be 100–200 per cent growth in road freight activity over the next 15 years.
- Optimising the use of high-productivity vehicles requires upskilling existing and new heavy vehicle drivers, including through micro-credentialing.
- South Australia’s ageing workforce is a challenge, with 58 per cent of truck drivers over 45 years of age, and 30 per cent over 55, as well as limited recruitment opportunities for entrants under 25. To overcome these challenges there is a need for:
  - returning the minimum age for forklift operators to 16
  - flexible school-based apprenticeships and traineeships
  - on-the-job mentoring and training to make newly licensed drivers more employable.
- Increased use of automation and advanced technology in transport and warehousing operations requires appropriate training packages and micro-credentialing.
- A shortage of wheelchair access taxi drivers requires funded competency training.
- There is a substantial gender imbalance in the workforce, with just 20 per cent being female, requiring strategies to increase employment of females in all roles.
- The difficulties of recruitment and training in regional areas:
  - the ISC recommends a pilot project for the development of career pathways in regions
  - regionally focused skilled migration
  - better regional co-operation between schools, industry and trainers.
Industry outlook

The transport industry provides delivery of vital goods and services throughout Australia via road, rail, water and air transportation. The workforce needs to be highly skilled in digital literacy, cybersecurity, data analytics, robotics, compliance and advanced technologies to improve productivity, safety and customer service.

Transport and logistics

As at September 2019, 32,900 South Australians were employed in the transport and warehousing industry, representing growth of 9.9 per cent over the past five years.

As at September 2019, 19,500 South Australians were employed in the road transport industry, representing growth of 10.6 per cent over the past five years.

Road freight activity is projected to grow by between 100–200 per cent within 15 years. While increased use of high productivity vehicle (HPV) configurations will limit the increase in heavy vehicles and movements, there will still be a very substantial increase in demand for drivers, loaders and warehouse and logistics staff.
In 2018, the South Australian transport and logistics industry had an estimated annual output of $8.4 billion.¹ One of the continuing barriers to growth is the ageing workforce. The current age profile is likely to worsen, unless strategies to recruit young people are implemented. In addition, new technologies are beginning to reshape elements of the industry’s landscape, signifying that new skills are required. The extent to which automation will be adopted is uncertain but it is more likely the impact will be greater in the warehousing sector than in road transport.

Truck drivers under the age of 25 are generally not employed by companies due to age restrictions by insurers, but this is beginning to change. This presents an opportunity for growth within road transport for 15 to 25-year-old trainees, once insurance issues are addressed in the near future. Priority needs to be given to what can be done in the training system to facilitate growth, such as lowering the minimum age for forklift driving to 16 years of age.

The road transport industry needs to attract a new generation of workers, with 56.9 per cent of existing truck drivers currently 45 years of age or older, including 30 per cent aged 55 or older who are approaching retirement.² This means 30 per cent of the workforce will be retiring in the next 5–10 years, resulting in a shortage of skilled supervisors to train the next generation of truck drivers. This will be exacerbated by the projected growth in road freight noted above.

The workforce will need to be skilled in digital literacy, cybersecurity, and data analytics to improve productivity, customer service and the coordination, storage and traceability of freight and goods in transit. To fully leverage the offered benefits of the internet of things (IoT), the workforce will require skills such as data analytics, general IT skills, critical thinking, and systems thinking to build effective business and data models. The industry must ensure it has a skilled, agile and flexible workforce to adapt to new disruptions and innovations, by implementing workforce development programs for existing workers and new entrants.³

¹ | Remplan Economy 2019
² | Ibid
Passenger transport

Taxi drivers, wheelchair taxi drivers and taxi operators are required to successfully complete a training and assessment course to obtain government accreditation. The Taxi Council is a registered training organisation (RTO) and is approved to complete these training courses, which are audited by the national regulator, the Australian Skills Quality Authority (ASQA). Drivers are required to be competent in all standards before driving or operating a taxi. Entry-level prerequisites include:

• a six-month Australian driver’s licence
• a Department of Human Services check, including police clearance
• medical and eyesight examination
• must be of good repute, fit and proper
• must have a good standard of English.

There is a clear career pathway for taxi drivers, which requires investment in training. This pathway starts at entry level for a taxi driver, to access driver (trained in loading passengers in wheelchairs) to owning a taxi (which requires an operator course and significant investment in licence plates).

Challenges for the taxi industry include:

• taxi drivers requiring a level playing field to compete with ride-share companies
• training costs for taxi drivers, wheelchair and operator accreditation
• recruitment of drivers
• retention of drivers
• funding for drivers.
Skill shortages

Skill shortages includes occupations or skills that have been identified by Industry Skills Councils as currently experiencing a skills shortage.

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Region</th>
<th>Industry</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diesel Motor Mechanic</td>
<td>South Australia</td>
<td>Repair and Maintenance</td>
<td>Occupation</td>
</tr>
<tr>
<td>Educators, Trainers and Assessors</td>
<td>South Australia</td>
<td>Road Transport</td>
<td>Occupation</td>
</tr>
<tr>
<td>Storepersons</td>
<td>South Australia</td>
<td>Warehousing and Storage Services</td>
<td>Occupation</td>
</tr>
<tr>
<td>Supply and Distribution Managers</td>
<td>South Australia</td>
<td>Road Transport</td>
<td>Occupation</td>
</tr>
<tr>
<td>Taxi Drivers</td>
<td>Metropolitan</td>
<td>Road Transport</td>
<td>Occupation</td>
</tr>
<tr>
<td>Taxi Drivers (Access Cabs)</td>
<td>Metropolitan</td>
<td>Road Transport</td>
<td>Occupation</td>
</tr>
<tr>
<td>Transport Services Manager</td>
<td>South Australia</td>
<td>Road Transport</td>
<td>Occupation</td>
</tr>
<tr>
<td>Truck Driver (General)</td>
<td>South Australia</td>
<td>Road Transport</td>
<td>Occupation</td>
</tr>
<tr>
<td>Truck Drivers (Heavy Vehicle)</td>
<td>South Australia</td>
<td>Road Transport</td>
<td>Occupation</td>
</tr>
<tr>
<td>Warehouse Administrator</td>
<td>South Australia</td>
<td>Warehousing and Storage Services</td>
<td>Occupation</td>
</tr>
</tbody>
</table>

The Transport and Logistics Industry Reference Committee’s Skill Forecast⁴ identified the following reasons for skill shortages:

- ageing workforce, with many existing staff members retiring
- unattractive jobs and a poor industry image
- the cost and time to achieve required qualifications
- competition from other organisations
- wages and salaries are considered too low.

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Road transport

Businesses are experiencing skill shortages among heavy vehicle drivers. The cost and time associated with training younger people entering the industry is a large barrier, particularly with the raising of the minimum age for a forklift licence to 18 years of age. This change, for national harmonisation, terminated a key industry entry point for truck drivers. Without the option of forklift work, viable yard-hand and warehousing positions cannot be offered to 16-year-olds at an attractive wage.

The other cost factor is related to upgrading licences from a car to a multi-combination heavy vehicle licence, which requires three licence upgrades over a three-year period (HR, HC & MC), at an average cost of between $2,000 and $2,500 for each licence. In addition, there are not enough candidates applying for vacant positions with the basic skills necessary such as literacy, numeracy and digital skills to be a heavy vehicle driver.

There is also a lack of licensed truck drivers with the necessary driving experience. Employers cannot take the risk of damaging vehicles, plant and equipment, or risking public safety, that may be involved in hiring inexperienced drivers. This issue can be partially addressed by implementing ‘buddy’ training programs that provide in-cab mentoring and supervision, with the support of insurers.

The adoption of micro-credentialing will be critical in meeting the road transport industry’s needs for appropriately trained truck operators. Students need to be able to undertake relevant and targeted training in a more effective manner reflecting today’s industry needs. Micro-credentialing would also be a more cost-effective approach, compared to full qualifications, that will promote participation and make employers more willing to pay for training, resulting in an overall upskilling of the current and future workforce.

Combining school-based or school-leaver traineeships and micro-credentialing pilot projects would establish a clear career pathway from entry-level yard-hand roles to general truck driver, road train operator and beyond.5

Taxis

The taxi industry has a critical need for wheelchair access drivers. Adelaide Access Taxis is operated by Suburban Transport Services under state government contract and must meet service standards for passengers who use wheelchairs, scooters and other mobility aides. Funding is required for recruitment and competency training to meet service standards under regulations.

Adelaide Access Taxis has 85 wheelchair taxis operating for the 500 bookings it takes in Adelaide each day. The shortage of drivers means there is often a long wait for customers requiring access taxis.

5 | SARTA and Alan Miller Transport Training, Micro-credentialing pilot project proposal (2019)
Critical occupations

Critical occupations includes occupations or skills that have been identified by Industry Skills Councils and include occupations that are deemed critical to achieving industry growth potential.

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Industry</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Forklift Drivers</td>
<td>Road Transport</td>
<td>Occupation</td>
</tr>
<tr>
<td>ICT Security Specialist (Cybersecurity)</td>
<td>Warehousing and Storage Services</td>
<td>Occupation</td>
</tr>
<tr>
<td>Taxi Drivers (Access Cabs)</td>
<td>Road Transport</td>
<td>Occupation</td>
</tr>
<tr>
<td>Truck Drivers</td>
<td>Road Transport</td>
<td>Occupation</td>
</tr>
<tr>
<td>Advanced technologies (e.g. AI, robotics and big data)</td>
<td>Warehousing and Storage Services</td>
<td>Skill</td>
</tr>
<tr>
<td>Compliance</td>
<td>Road Transport</td>
<td>Skill</td>
</tr>
<tr>
<td>Foundation skills (literacy, numeracy and digital literacy)</td>
<td>Road Transport</td>
<td>Skill</td>
</tr>
</tbody>
</table>
Transport and logistics

The Transport and Logistics Industry Reference Committee’s Skills Forecast\(^6\) ranks the 12 generic workforce skills in order of importance to the transport and logistics industry as:

- language, literacy and numeracy (LLN)
- managerial/leadership
- technology
- learning agility, information literacy, intellectual autonomy and self-management
- design mindset, thinking critically, system thinking, solving problems
- customer service, marketing
- communication, virtual collaboration, social intelligence
- financial
- science, technology, engineering, mathematics (STEM)
- data analysis
- environmental and sustainability
- entrepreneurial.

Many sectors—particularly the construction, mining, defence, agribusiness, manufacturing and hi-tech industries—rely heavily on the transport and logistics industry. Similarly, the retail, food, wine and tourism industries rely on road transport for the movement of input goods and products. Increasing activity in these sectors results in increasing demand for transport services.

With only six per cent of the road transport industry’s workforce aged 15 to 24 years, the state must urgently attract young workers to the road transport industry through entry-level yard-hand roles. These positions must include forklift operations to make them viable for employers.\(^7\)

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\(^7\) Australian Bureau of Statistics, Census 2016
Future skill shortages

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Industry</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heavy Vehicle Truck Drivers</td>
<td>Road Transport</td>
<td>Occupation</td>
</tr>
<tr>
<td>ICT Network and Support Professionals (Digital)</td>
<td>Warehousing and Storage Services</td>
<td>Occupation</td>
</tr>
<tr>
<td>ICT Security Specialist (Cybersecurity)</td>
<td>Warehousing and Storage Services</td>
<td>Occupation</td>
</tr>
<tr>
<td>Logistics Clerks</td>
<td>Warehousing and Storage Services</td>
<td>Occupation</td>
</tr>
<tr>
<td>Occupational Health and Safety Advisor</td>
<td>Road Transport</td>
<td>Occupation</td>
</tr>
<tr>
<td>Storepersons</td>
<td>Warehousing and Storage Services</td>
<td>Occupation</td>
</tr>
<tr>
<td>Warehouse Administrator</td>
<td>Warehousing and Storage Services</td>
<td>Occupation</td>
</tr>
<tr>
<td>Advanced technology skills (AI, big data and robotics)</td>
<td>Warehousing and Storage Services</td>
<td>Skill</td>
</tr>
<tr>
<td>Compliance</td>
<td>Road Transport</td>
<td>Skill</td>
</tr>
<tr>
<td>Taxi drivers with specialist tour guide training (SA Tourism Commission project)</td>
<td>Road Transport</td>
<td>Skill</td>
</tr>
</tbody>
</table>

The Transport and Logistics Industry Reference Committee’s Skills Forecast identified the following skills as most important in the next three to five years:

- health/safety
- heavy vehicle drivers
- operational (logistics and warehousing)
- compliance
- digital (including cybersecurity and advanced technology).  

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## Recruitment

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Industry</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taxi drivers</td>
<td>Road Passenger Transport</td>
<td>Occupation</td>
</tr>
<tr>
<td>Taxi drivers (access cabs)</td>
<td>Road Passenger Transport</td>
<td>Occupation</td>
</tr>
<tr>
<td>Truck drivers</td>
<td>Road Freight Transport</td>
<td>Occupation</td>
</tr>
</tbody>
</table>

### Transport and Logistics

Taxi drivers are difficult to recruit due to long work hours and low earnings, while access cab drivers are difficult to recruit due to the lack of drivers with specific training. Truck drivers are difficult to recruit due to a lack of basic competencies such as literacy and numeracy, or because of the risks involved in training and employing inexperienced, newly licensed drivers.

Attracting, training and retaining young workers to the industry is proving to be a challenge. Stakeholders report that part of the difficulty in attracting young drivers is that occupations in the industry are not considered professional positions; careers such as bus and truck driving are often perceived negatively, despite attractive wages, leading to the driver shortage. In addition, the opportunities to employ school-leavers from 16 to 18 years of age in roles that justify attractive wages are severely limited, especially if forklift operations cannot be included in their roles.

The increased use of sub-contracting and other forms of employment has further compounded the issue. Career progression is limited in driving roles and career pathways are not promoted or well understood; for example, many major transport and warehousing business owners and senior managers started as mechanics or truck drivers.

Planning viable recruitment strategies for succession and preparing a new cohort of workers is required to ensure the industry can keep up with demand. Industry needs to target and attract young people to join the workforce at school via a range of programs. Promoting the industry and sharing information about the technological advances in this sector is essential to assist in reducing the age-gap within the industry.²

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In South Australia, the return of the minimum age for forklift operations to 16 years old, under the supervision of traineeships or formal training contracts, would dramatically change the recruitment landscape. It would:

- enable employers to justify paying more attractive wages to 16 to 18-year-old new entrants. Currently, employers are unable to justify or sustain attractive wages without the value of forklift operations
- open this entry-level career pathway to hundreds of school students who would otherwise enter other industries with more attractive wages
- help the road transport and logistics industry to restore some vital balance to their workforce age profile, providing for a better outlook for these industries.

Despite strong employment growth of 28 per cent over the past decade, the Australian Bureau of Statistics reveals that only 20 per cent of employees in the industry were female in 2017. This proportion has largely remained the same over 30 years. The industry is generally perceived as ‘masculine’, while women are predominantly involved in support roles such as administration, human resources, procurement, and finance.

More initiatives are required to attract females to the workforce, particularly with technology and automation reducing the physical demands of operating trucks. Offering experience programs, promoting entry-level jobs, and promoting high-profile women and career paths for women can incentivise female participation. Initiatives to make roles more flexible and attractive to sections of the broader community traditionally not engaged in the industry’s workforce would be highly beneficial.\(^\text{10}\)

**Taxis**

Recruitment of taxi driver candidates is difficult, mainly because of the long work hours and often unrealistic earnings, plus the cost of training to achieve standards and qualifications.

The taxi industry does not operate in a level playing field with ride-share drivers, in relation to factors such as training, assessment and setup costs. Ride-share drivers do not complete any training and do not have the significant financial costs that taxi owners incur in purchasing licence plates.

Driver recruitment numbers are low, and retention is an issue.

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\(^{10}\) Australian Industry Standards, IRC Skills Forecast Transport and Logistics (2019)
Retention

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Industry</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taxi Drivers</td>
<td>Road Passenger Transport</td>
<td>Occupation</td>
</tr>
</tbody>
</table>

Skilled migration

The following occupations have been identified by the ISC as a priority for skilled migration.

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cybersecurity</td>
<td>Transport, postal and warehousing</td>
</tr>
</tbody>
</table>

The role of skilled migration in supporting workforce and skills needs in the transport and logistics industry will be investigated further in future iterations of Workforce Insights.
## Plans and major projects

<table>
<thead>
<tr>
<th>Project</th>
<th>Status</th>
<th>Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Limestone Coast pilot project—developing industry pathways for local school students</td>
<td>Planning</td>
<td>Road Transport</td>
</tr>
<tr>
<td>Training Priorities Plan (TPP) Pilot Project— heavy vehicle licence upgrades</td>
<td>Planning</td>
<td>Road Transport</td>
</tr>
<tr>
<td>National heavy vehicle law review</td>
<td>In Progress</td>
<td>Road Transport</td>
</tr>
<tr>
<td>Tourism upskilling for taxi drivers</td>
<td>Planning</td>
<td>Road Transport</td>
</tr>
<tr>
<td>DGL Traineeship program*</td>
<td>In Progress</td>
<td>Road Transport</td>
</tr>
<tr>
<td>Novice Driver Training Project*</td>
<td>In Progress</td>
<td>Road Transport</td>
</tr>
<tr>
<td>Veolia Waste Driving Project*</td>
<td>In Progress</td>
<td>Road Transport</td>
</tr>
<tr>
<td>Road Train and B Double Training Programme*</td>
<td>In Progress</td>
<td>Road Transport</td>
</tr>
</tbody>
</table>

*Skilling South Australia project
Regional issues

The Australian Department of Employment, Skills, Small and Family Business expects South Australia will need an additional 38 900 workers over the five years to 2023, up 4.8 per cent from 2017. This will include at least 6 200 more workers in regional locations outside greater Adelaide. Without a strong, regionally focused, skilled migration stream, South Australia may struggle to meet this projected demand, which will be in addition to having to replace South Australians emigrating to other states11.

Limestone Coast ISC regional visit

The Transport and Manufacturing Industry Skills Council visited the Limestone Coast in May 2019 and met the following stakeholders:

- Government representatives—Regional Development Australia (RDA), Local Government Association (LGA), Department for Education, and Primary Industries and Regions SA (PIRSA)
- Group Training Employment
- J & F Buckley and Sons potato farm
- Blue Lake Dairy, to discuss workforce and training needs and tour the advanced manufacturing plant in Tantanoola.

Key issues for the region are:

- the attraction and retention of workers
- understanding employers’ needs
- developing local pathways for school students (including the option to study in Adelaide and then return to their regions)
- promoting local opportunities for young people
- equipping school students with interpersonal, initiative, communication and attitude skills
- providing employers with the skills they need
- understanding how skilled migration and local residents can meet employers’ needs.

During the ISC visit, it was clear there is a significant appetite for change among the stakeholders involved. The Commission, the Department for Innovation and Skills and TAFE SA have engaged thoroughly in this region over recent years to identify issues and challenges. The next step is to develop this knowledge into sustainable solutions for the region by connecting local stakeholders and piloting innovative solutions to address skills, training and workforce needs in the Limestone Coast that could be replicated in other regions.

The opportunity exists in the Limestone Coast to establish a pilot project aimed at developing a regional co-ordination approach to improving access to and the delivery of training and the uptake of traineeships and apprenticeships, particularly through career advice and industry connections for local high school students.

11 | Ai Group, Submission the Economic and Finance Committee Inquiry into the contribution of migration to South Australia 2018
## ISC priorities

<table>
<thead>
<tr>
<th>ISC priority</th>
<th>Status</th>
<th>Responsibility</th>
<th>Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engage with employers</td>
<td>In Progress</td>
<td>ISC</td>
<td>Transport and Manufacturing</td>
</tr>
<tr>
<td>Develop ISC Network</td>
<td>In Progress</td>
<td>OTaSC, ISCs</td>
<td>Transport and Manufacturing</td>
</tr>
<tr>
<td>Reduce minimum forklift age to 16 years old</td>
<td>In Progress</td>
<td>SARTA</td>
<td>Road Transport</td>
</tr>
<tr>
<td>Skilling South Australia projects, existing and new</td>
<td>In Progress</td>
<td>DIS, ISCs</td>
<td>Transport and Manufacturing</td>
</tr>
<tr>
<td>Change perceptions of industry with school students, teachers and parents.</td>
<td>In Progress</td>
<td>TaSC, DIS,</td>
<td>Transport and Manufacturing</td>
</tr>
<tr>
<td>Capture transport as an enabler in relevant sector strategies for Growth Agenda</td>
<td>Planning</td>
<td>SA Government, ISCs</td>
<td>Transport</td>
</tr>
<tr>
<td>Work with Department of Education to develop career pathway information for school students.</td>
<td>In Progress</td>
<td>TaSC, DIS,</td>
<td>Transport and Manufacturing</td>
</tr>
<tr>
<td>Micro credentialing pilot project, heavy vehicle licence upgrades</td>
<td>Planning</td>
<td>TaSC, ISC members</td>
<td>Road Transport</td>
</tr>
<tr>
<td>Micro credentialing pilot project, upskill existing taxi drivers for access cabs</td>
<td>Planning</td>
<td>SA Taxi Council</td>
<td>Road Passenger Transport</td>
</tr>
</tbody>
</table>
The Transport and Manufacturing Industry Skills Council’s priorities have been identified as:

- change the perceptions of industry among school students, teachers and parents, so more young people can be recruited to the transport and manufacturing industries
- work with the Department for Education to develop career pathway information for school students
- engage with employers to promote new apprenticeship and traineeship opportunities and to progress Workforce Insights
- develop the ISC Network to reach new industry sub-sectors
- Skilling SA Projects (existing and new)
- Training Priorities Plan pilot projects (three micro credentialing projects—heavy vehicle licence upgrade, upskill traditional manufacturing workers including funded Recognition of Prior Learning, and upskill taxi drivers to access cab drivers, including development of an e-learning component
- Establishing a mentoring pilot project for the manufacturing industry, scalable to other industries if successful
- reduce the minimum forklift age from 18 to 16 years old to increase the number of young people who can gain school-based and school leaver apprenticeships and traineeships in transport and manufacturing.
Disclaimer: The material contained in this document has been developed by the Training and Skills Commission with support and data provided by the Department for Innovation and Skills and others. The views and recommendations do not necessarily reflect the views of the Government of South Australia or the Department for Innovation and Skills, or indicate any commitment to a particular course of action.

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