

# Sustainability Snapshot

2016–17



Forestry  
Corporation

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Forestry Corporation of NSW Sustainability Snapshot 2016–17

Written and compiled by Forestry Corporation of NSW.

Design – Ross Longley.

Photography © Forestry Corporation Image Library.

Published by Forestry Corporation of NSW.

ISSN 2202-9877

FCNSW0460

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# OUR BUSINESS

## GOVERNANCE

### A century of sustainable forest management

The 2016 calendar year marked an important milestone, as we celebrated a century of sustainable forest management and renewable timber production. In 1916, the NSW Forestry Commission, which became Forestry Corporation of NSW on 1 January 2013, was established with the objective of ensuring the State's timber resources and forests were managed to both grow a reliable timber resource and maintain healthy and productive forests for the long term.

The contribution we've made, and continue to make, to building this state is hugely significant. For generations, State forests have supplied timber for house frames and floorboards, railway sleepers, power lines, packaging, paper and more. Importantly, the forests that have been building NSW for a century are thriving today, still producing a steady supply of renewable timber while supporting an amazing diversity of flora and fauna and areas for the community to experience and enjoy. Sustainability remains our driving objective, enshrined both in the legislation that established Forestry Corporation and in the processes, policies and procedures that underpin our operations.

For more than a decade, Forestry Corporation has been certified to the Australian Standard for Sustainable Forest Management, which is recognised through the international Programme for the Endorsement of Forest Certification (PEFC). Today, each operating division maintains separate certification to the Australian Standard for Sustainable Forest Management and our environmental management systems are certified to ISO 14001:2004. At 30 June 2017, the Defined Forest Area certified under this standard included 2.19 million hectares of land, primarily State forests with small areas of freehold private land, which is around nine per cent of the forested land in NSW. Around half of this land is managed solely for conservation and recreation and is not available for harvesting, and one per cent is harvested each year and then rapidly regenerated with fast-growing trees.

[Details about the criteria assessed by the Australian Standard for Sustainable Forest Management and audit summaries are available on our website.](#)



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# ASSET AND ESTATE PRODUCTIVITY

## Growing more of tomorrow's homes

Forestry Corporation manages more than ten per cent of Australia's commercial timber plantations and 20 per cent of Australia's softwood pine plantations, which already produce enough timber to build a quarter of the homes constructed in Australia each year.

With our softwood plantations worth close to \$900 million and the softwood timber industry in NSW valued at \$1.92 billion and underpinning many thousands of jobs, particularly in regional communities, it pays to continue investing in improving and expanding our plantation assets.

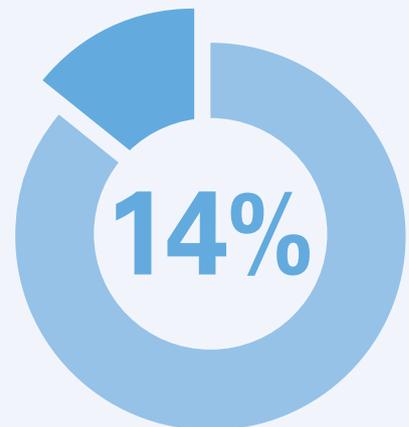
This year, we made the largest addition to our plantation estate in several decades by purchasing 6,500 hectares of planted and plantable land, delivering both an immediate and long-term increase to the volume of timber we can produce.

Importantly, we have complemented this physical expansion of the estate with productivity improvements on the land we already manage. After a concerted effort over several years, we have significantly reduced the plantable land not under trees by re-establishing most plantations in the first planting window after harvesting. We have also improved both the quality and quantity of seedlings produced. Our seedling survival rates are now the best we have ever recorded, at 90 per cent, and we produced a record crop of 7.2 million seedlings out of our largest nursery, Blowering Nursery in Tumut.

The trees from our softwood plantations are used in a variety of products including structural lumber for housing, so it's important that we plant high quality seedlings that will grow into straight, strong trees with the right timber properties. For many years, we have invested in research and development, primarily through our significant role in the Radiata Pine Breeding Company to select and breed trees with superior qualities, as well as trials to ensure we're using the most appropriate silviculture for each location and these are continuing to deliver improvements each year.

## Meeting Australia's timber needs

Forestry Corporation produces 14 per cent of all timber produced in Australia each year and is Australia's largest grower of plantation pine.





## Research reveals additional red gum resources

Up to 33,000 tonnes of additional residue timber per year will be harvested from forests along the Murrumbidgee and Murray rivers near Balranald, creating local jobs and producing enough additional firewood to provide heating for up to 8,000 homes a year. The extra timber was identified following a comprehensive assessment of timber volumes of some 60 Western Lands Leases, carried out with the support of a \$110,000 Murray Darling Basin Regional Economic Diversification Program grant.

The volume of timber standing in all State forests is calculated based on complex wood supply models that take into account the area available for harvesting, the forest structure, growth rates and a range of other factors to determine how much timber can be supplied every year looking 100 or even 200 years into the future. Trees on Western Lands Leases are Crown timber, but while they have always formed an important part of NSW's timber resource, the available timber had never been assessed in the same robust manner. The grant supported analysis using a combination of sophisticated LiDAR technology and traditional plot-based inventory. Following this assessment, we worked with the regulators to develop rules that ensure the timber is harvested sustainably. Production is expected to ramp up in FY18 to harvest the additional resource, helping to reinvigorate and expand the local red gum industry.



**33,000  
tonnes**

**OF ADDITIONAL RESIDUE TIMBER**

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**8,000 homes**  
**HOMES HEATED**

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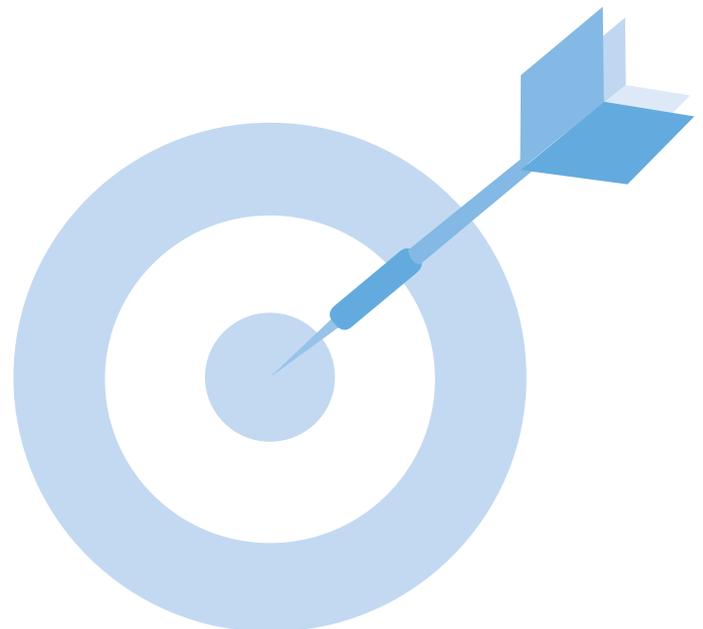
# PROFITABILITY

Building on several years of growth, profitability improved again during FY17. Both operating divisions exceeded expectations to deliver solid operating profits and the organisation as a whole recording \$67 million Earnings Before Interest and Tax, a \$10 million increase on the previous year. Full financial results and commentary are published in Forestry Corporation's annual report, which is published on our website.

## Increasing profits, not production

The natural beauty, durability and versatility of hardwood timber have seen it retain its appeal and popularity for generations. While plantations play an important role, native forests continue to be our main source of renewable hardwood timber, producing a wide variety of species and products that cannot always be grown in plantations. Our native forests are carefully managed to ensure they remain vibrant and healthy while our contracts allocate customers specific annual volumes of timber that are consistent with long-term sustainable yield projections.

In recent years, we have made significant improvements to turn the Hardwood Forests Division's financial performance around and increase profits. Because timber production and revenue remain steady year on year, improved profitability has been driven by scrutiny of business processes to identify opportunities to reduce duplication and improve efficiency rather than increased production and timber sales. Thanks to ongoing savings and some one-off items that added to revenue, the division returned an operating profit this year for the first time and was able to reinvest in the business and local community services by improving more roads and community facilities, upgrading equipment and completing additional hazard reduction burning. These improvements, and the investments we've made back into the forests we manage as a result, demonstrate that sound forest management and profitability can and do work hand in hand.



**\$67M EBIT**  
**EARNINGS BEFORE INTEREST & TAX**

**\$30M**  
**DIVIDEND DECLARED**



## Export growth sees smaller production areas punch above their weight

While the large plantations around Tumut, Tumbarumba and Oberon have long been the Softwood Plantations Division's production powerhouses, in recent years the smaller softwood plantations around Walcha and Bombala have been making considerable contributions to the bottom line. Thanks to strong demand from Asian markets, the log export program that commenced out of Walcha several years ago following the closure of local processing facilities is going from strength to strength. Exports are continuing to deliver solid returns from the region's mature timber resources and over time the harvested plantations will be re-established to maintain long-term timber production capacity in the local area. The growing international demand for certified sustainable export logs also presented opportunities to export logs out of Bombala that are too large for local processors, boosting the existing production program and delivering bumper profits.

# OUR ENVIRONMENT

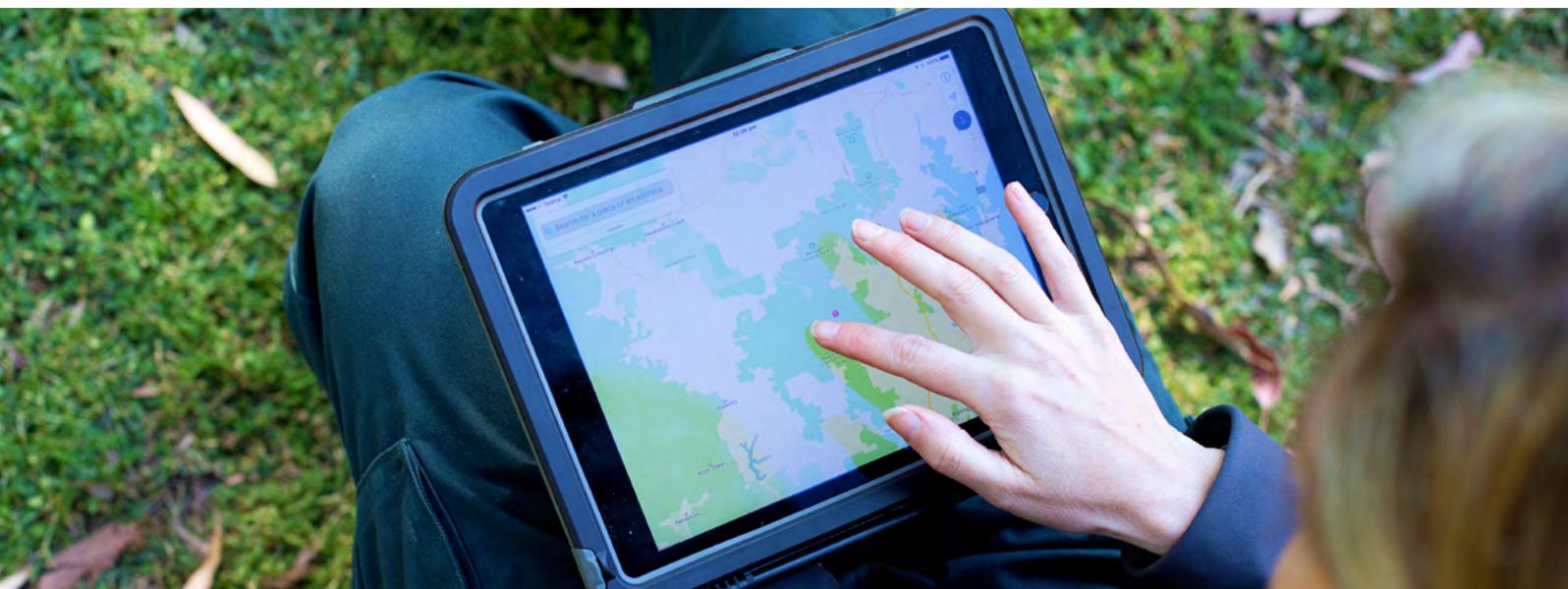
## FOREST ECOSYSTEM HEALTH

### Technology improves picture of plantation health

Pests and diseases can have devastating impacts on timber plantations, so close monitoring is crucial to maintaining plantation health. For close to two decades, we have engaged specialists from the Forest Science Unit in the Department of Primary Industries – Lands<sup>1</sup> to annually assess the overall health of our timber plantations and identify the various pests and diseases affecting the plantations and the extent of the area affected by each so we can identify emerging issues and trends. This monitoring involves aerial surveys that are used to highlight emerging issues and trends across the estate and map identified issues.

With the increasing use of iPads by staff throughout the business, this year we introduced a new module to our custom-built mapping application FCMApp to make these plantation health assessments readily available to staff. Making spatially-enabled information on plantation health more accessible to staff in the field has great potential to improve both the accuracy and usefulness of our plantation health data. Not only does it aid on-the-ground verification of issues spotted during aerial surveys by staff on the ground, but as the FCMApp synchronises with corporate GIS system, it also provides a central repository where all staff can record and access additional observations made at any point throughout the year, allowing constant monitoring of issues and trends that may emerge between the annual surveys.

**Detailed data on the health of Forestry Corporation's hardwood and softwood plantations and area affected by pests and diseases is published on our website.**



<sup>1</sup> From September 2017, the Forest Science Unit became part of the Department of Primary Industries.



# 10 pygmy possums

## TRANSLOCATED

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### Helping efforts to repopulate parks with threatened species

For many years, wildlife monitoring programs in various State forests have provided useful data on how certain threatened or endangered species respond to changes in the forest environment, such as timber harvesting, fire or feral animal baiting programs. Long-term data has shown State forests support robust populations of a range of threatened and endangered species.

Because we have good data showing healthy population, in recent years we have begun working with other land managers to help re-establish populations of selected threatened and endangered species outside of State forests in reserves where the species would have originally been found but have been locally wiped out by predation.

This year, together with the Department of Primary Industries – Lands, we also partnered with the Australian Wildlife Conservancy to transfer 10 threatened eastern pygmy possums from the Central Coast's McPherson State Forest to the North Head sanctuary in Sydney. Pygmy possums have been extensively monitored and tracked in McPherson State Forest since 2001, showing the population was healthy and diverse enough to support the removal of a small number of individual possums to re-establish the species in an area where they had not been recorded for many years.

We also continued a long-running partnership with Parks Australia that has seen many breeding pairs of threatened long-nosed potoroos and endangered southern brown bandicoots captured from State forests around Eden and introduced into Booderee National Park near Jervis Bay. In an exciting milestone, this year Parks Australia celebrated the first baby bandicoot born in Booderee National Park in a century, which is a direct result of this successful program.



# SOIL AND WATER

## Keeping our waterways clean

The health of our forests is both critical to our business and deeply important to our communities. Water quality is always a key consideration as Forestry Corporation plans its operations and we make every effort to ensure streams, drainage lines, and waterways are protected from run-off during roading and timber harvesting. All Forestry Corporation's operations are carefully monitored and we are proud to have the longest-running water quality monitoring system in New South Wales, with data records that stretch back more than 40 years.

As technology continues to change the way we live, it has also made fundamental changes to the way we work. With new ways to plan and record our operations, we are better placed than ever before to understand the landscape and environment.

For example, Forestry Corporation is now using Light Detecting and Ranging (LiDAR) technology to obtain powerful data to inform our management of state forests. Flying high above the Earth, we can gather information from the tree top canopy, right down to the ground, helping us protect our natural resources. In terms of water quality, LiDAR allows us to identify where things like drainage lines and roads exist so we can plan for drains, buffers and exclusions. We are able to map important features of the landscape and have this information instantly accessible to staff and contractors using iPads and other mobile technology out in the field.

Decades of monitoring and research shows that Forestry Corporation's careful approach to planning and modern approach to practical forestry has been effective in providing high quality water for the community to use and enjoy and maintaining overall health of our forests.

During each operation we undertake a range of monitoring to ensure appropriate drainage and crossing are in place to minimise erosion and protect the integrity of nearby waterways. In FY17 4900 compliance checks were completed for snig track drains and crossings, road crossings and filter strips. These compliance checks resulted in 85–90 per cent compliance with the requirements. Wherever deficiencies were identified, these were then able to be rectified and measures put in place to improve protection. Ongoing internal checks and balances like this are critical to ensuring the myriad of regulations applying to forest operations are adhered to.



**40 YEARS**  
OF WATER QUALITY DATA

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**4900**  
COMPLIANCE CHECKS  
COMPLETED

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# CARBON BALANCE

## Forests and climate change

Sustainably managed forests play an important role in mitigating climate change by taking carbon out of the atmosphere and storing it as well as by producing renewable timber. While timber production does involve removing standing trees from forests, it actually delivers climate change benefits, particularly when considered in the context of the products that would be used if sustainable timber was not available.

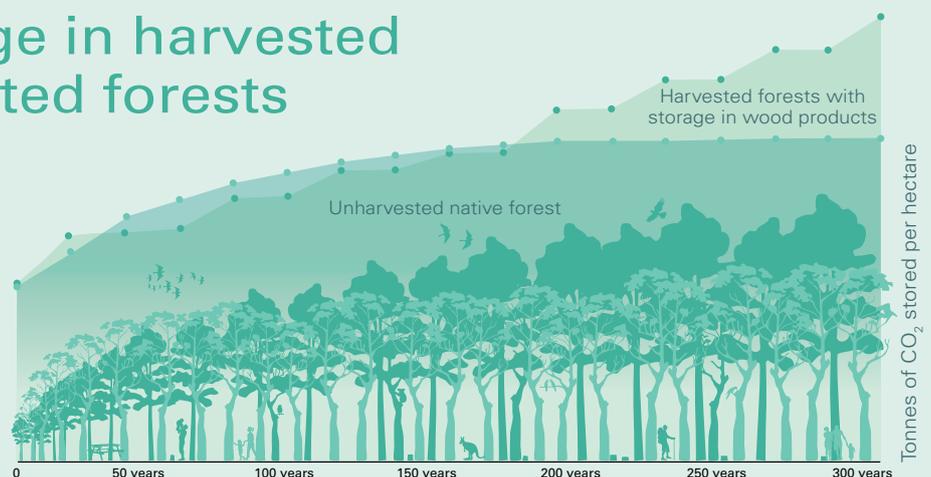
The Intergovernmental Panel on Climate Change recognises that sustainably managed production forests that maintain carbon in growing trees while producing an annual yield of timber deliver a large, sustained climate change mitigation benefit. This is largely because timber uses significantly less energy to transform into building products than popular alternatives such as concrete or steel and is the only major building product that continues to store carbon for the life of the product. It is also because while the trees harvested for timber continue to store carbon in house frames and power poles, new trees are already growing in their place, rapidly sequestering more carbon as they grow.

The NSW Department of Primary Industries has spent many years examining the greenhouse balance of productive forests. Their research and expertise has been drawn on to calculate the carbon balance in State forests, taking into account carbon sequestered in standing trees and timber products, carbon emitted during processing and the impact of not using more carbon-intensive alternatives. These calculations have found that the Hardwood Forests Division alone, which manages native forests and hardwood timber production, sequesters an estimated nine megatonnes of carbon dioxide equivalent (CO<sub>2</sub>-e), which is equivalent to approximately 6.9 per cent of the total carbon emissions in NSW annually.

State forests have been producing timber from the same land for generations and are actively managed to continue sustainably producing timber and regrowing into perpetuity. We only harvest around one per cent of the forest estate in any given year and we've regrown more than 100 million trees in NSW State forests over the past five years alone, which would have sequestered carbon in the order of 2.2 Mt CO<sub>2</sub>-e.

## Carbon storage in harvested and unharvested forests

This illustration shows one of the major advantages of forests managed for their full suite of functions. Through sustainable harvesting of timber, more carbon is removed from the earth's atmosphere. This stored carbon ends up in the everyday wood-based products such as timber house frames, flooring and furniture.



# OUR COMMUNITY



## NEIGHBOUR AND STAKEHOLDER RELATIONS

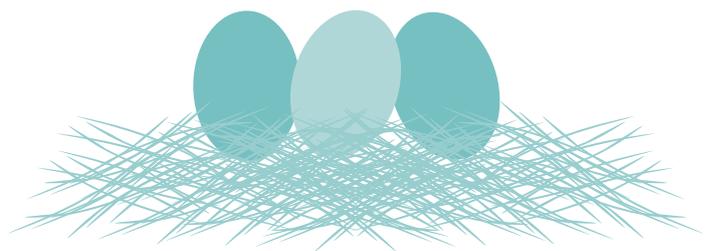
### Partnership supports first bird breeding event since 1993

A partnership with local farmers neighbouring the Koondrook State Forest along the Murray River has supported the forest's first colonial bird breeding event in 24 years.

Up to 600 rare waterbirds built their nests in the 200-hectare wetland known locally as the Pollack following natural flooding. However, once the flooding stopped, the water began evaporating and subsiding rapidly. It can take up to six weeks for chicks to fledge so if floodwaters subside too quickly there is a significant risk of waterbirds abandoning their nests early leaving the eggs or chicks before they have fledged.

In recognition of the significance of this local wetland, local staff had already spent several years prior to this natural flooding developing plans to direct water through private irrigation infrastructure to deliver environmental flows into the forest when required and had developed outlet points and upgraded pipes on a neighbouring farm the year prior.

Thanks to this collaboration, we released around a gigalitre of water via the neighbouring farm into the wetland over several weeks to replace evaporation



**UP TO 600**  
**RARE WATERBIRD NESTS ASSISTED**  
**IN HATCHING**

while the chicks safely hatched and fledged. The breeding event was a success, with many rare waterbirds fledging and the forest wetland responding well to the additional water.

By using spare capacity in local irrigation infrastructure, the environmental flows also delivered returns to farmers, making the project a real win-win for the environment and the local community.

### Volunteers in the forest

This year a new volunteer program began on the mid north coast. The Friends of Chichester brings a small group of dedicated locals from the Dungog area together with Forestry Corporation staff to re-establish old points of interest like walking trails and lookouts to re-invigorate the forest as a local tourist destination. The group meets around six times a year and after just 12 months have made significant progress. This is one of a number of volunteer initiatives operating across the state connecting local communities with their State forests.



## Forest firefighters play crucial role in protecting local communities

As one of the four firefighting authorities in NSW, Forestry Corporation is responsible for preventing and managing fires in State forests, but our firefighters also make an important contribution to the State's coordinated firefighting effort at every level from frontline firefighting to incident management and as part of the State operations control centre team.

In recent years, we have invested in upgrading our fire management equipment and radios to maintain compatibility with other firefighting authorities and have increasingly engaged with our firefighting partners during training and mock exercises as part of our commitment to collaborative firefighting.

During February, catastrophic fire conditions were declared in many parts of NSW for the first time and a number of communities were threatened by out of control fires. Forestry Corporation deployed crews to assist in the firefighting emergency in the small locality of Pappinbarra on the mid north coast near Wauchope, where out of control fires on private property claimed several homes and threatened many more. Working collaboratively both on the front line and in incident management roles, our firefighters were instrumental in saving 45 homes from intense wildfires and bringing the damaging fires under control. The Pappinbarra fire was one of many Forestry Corporation crews were involved in throughout a busy fire season, which involved crews spending Christmas Day on the front line.

The professionalism and skill of our firefighters as well as our significant investment in improving collaboration significantly limited potential damage to the forest estate and, importantly, protected many local lives and properties.



**45 HOMES  
SAVED IN PAPPINBARRA FIRES**



# SERVICES AND FACILITIES

## Community collaborations expand mountain biking network

With a network of public roads and trails exceeding 60,000 kilometres, it is not difficult to see why State forests are drawcards for adventure tourists such as mountain bikers, trail bikers and four wheel drivers. As well as allowing riders and drivers free access to forest roads and issuing permits for organised events such as mountain bike races and car rallies, Forestry Corporation also supports a network of purpose-built mountain biking trails that are developed and maintained by local mountain biking clubs and enthusiasts under permit. As part of these permit arrangements, Forestry Corporation allows clubs to construct trails along assessed and approved routes that are then available to host club, state and national events and which the community can use and enjoy for free.

Reflecting the increasing popularity of mountain biking, Forestry Corporation has been working with its existing mountain bike clubs under permit to better promote their trails, including offering regular advertising in mountain biking publications. Additionally, new permits were issued for the mid and north coast this year, adding more than 70 kilometres of purpose built trails to the existing mountain bike network in State forests. The new trail networks in Doubleduke State Forest (near Grafton), Orara East State Forest (near Coffs Harbour) and Queens Lake State Forest (near Port Macquarie) will provide facilities for local riders as well as staging locations for mountain biking events that attract visitors from far and wide.

Working in partnership with local clubs is one of the most effective ways to ensure the trails constructed deliver riders the facilities and challenges they are looking for while ensuring the trails are constructed in appropriate locations with minimal impact on the forest environment.



**70 km +**  
**NEW MOUNTAIN BIKE TRAILS**

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**60,000 km +**  
**ROADS**

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**150 +**  
**VISTOR AREAS**

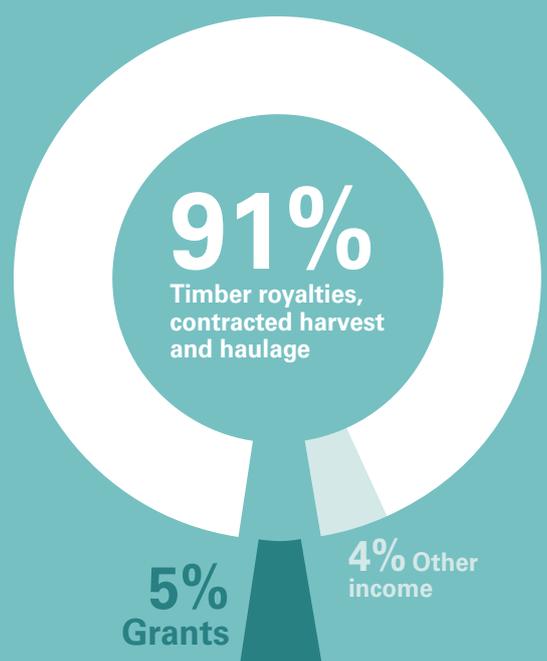
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## Annual grant supports investment in community roads, firefighting and recreation

Around a million hectares of State forest, approximately half of the estate, is managed as formal and informal reserves. These areas are not available or utilised for timber production, but instead are managed for other forest values. An annual Community Service Obligation grant from the NSW Government of around \$16 million provides for the services and facilities we supply in this area, including public road maintenance, firefighting services, environmental conservation, research programs and visitor areas and experiences. Additionally, many award-winning visitor destinations can be found in these forest areas including Sealy Lookout in Orara East State Forest, which won both regional and state tourism awards during the year.

Forestry Corporation also invests an equivalent amount in managing things like fire, pests, weeds, roads, research, conservation and protection of cultural heritage in the areas of forest that are available and which we do use for timber production. These activities are fully funded from our timber harvesting revenue.





# CULTURAL VALUES

## Unique tourism experiences celebrate rich Aboriginal cultural heritage

As today's forest managers, we work closely with local Aboriginal land councils and traditional owner groups to identify and protect the rich history of Aboriginal cultural heritage in State forests and facilitate access to forests and forest resources for cultural activities. This year, we have built on these strong partnerships to develop some unique facilities in State forests that celebrate and share local Aboriginal cultural heritage with forest visitors.

In Orara East State Forest near Coffs Harbour, the Coffs Harbour and District Local Aboriginal Land Council (LALC) and Coffs Elders Group gave us permission to tell the local dreamtime story of Gumgali the black goanna. Together with the LALC, Elders Group, Muurrbay Language Centre, Bularri Muurlay Nyanggan – 2 Path Strong and local artists, we transformed the 400-metre road to Korora Lookout into a walking track incorporating three magnificent timber sculptures, a 30-metre mural and a soundbar that allows people to listen to Gumgali's story in Gumbaynggirr language and English while taking in the view that inspired it. The Gumgali Track is the first of its kind in any State forest and has already won local and international interpretive design awards.

Excitingly, the Gumgali Track is not just a static walking track, it is also providing ongoing opportunities for the local Aboriginal community to share their language and heritage. Bularri Muurlay Nyanggan Aboriginal Corporation has a permit to run regular cultural showcases in Orara East State Forest, incorporating the Gumgali Track and also run a coffee van in the forest on weekends. Following the success of the Gumgali Track, we're now working with Karuah LALC to develop a tourism experience at Bulahdelah Mountain, a declared Aboriginal Place in Bulahdelah State Forest.



# 30

**PARTNERSHIPS WITH ABORIGINAL COMMUNITIES**

# 7

**DEDICATED ABORIGINAL CULTURAL CAMPS**

# OUR STAFF



## FAIR AND EQUITABLE WORKPLACE

### Ringed endorsement for renewed Enterprise Agreement

From July this year, a new and improved enterprise agreement – endorsed by an overwhelming majority of staff – came into effect. The Forestry Corporation of NSW Enterprise Agreement 2017–2020 has been welcomed as a reflection of our commitment to continuous improvement, and our ongoing efforts to increase organisational flexibility, productivity, and efficiency.

Under the new three-year enterprise agreement, Forestry Corporation staff at levels 1 to 5 have received a sustainable pay increase and maintained a range of valued terms and conditions.

More senior managers moved onto individual employment contracts, bringing increased flexibility, creating greater job satisfaction and a more motivated workforce.



**539**

**FULL-TIME EQUIVALENT STAFF THROUGHOUT NSW**

**22,000**

**NUMBER OF PEOPLE EMPLOYED IN THE INDUSTRY WITHIN NSW**

### Rewarding exceptional performance

Forestry Corporation's Peak Performer Awards reward staff who exceed expectation in performing their role for the business. The program was established several years ago and recognises outstanding performance in key priority areas of the business. In FY17, staff were acknowledged for outstanding work in commercial innovation, safety improvement, environmental management and performance excellence.

With staff committed to setting and achieving goals, Forestry Corporation's trajectory towards a high performance culture sets the business in good stead to meet its commitments and targets across all areas of the sustainability framework and meet its purpose of 'growing sustainably, managing profitably and meeting the needs of our changing world'.



Acknowledging the unique qualities, skills, knowledge and experiences each of us bring to work, our Diversity Strategy seeks to respect these differences, recognising that varied perspectives contribute to an effective, dynamic and creative workforce.

Although Forestry Corporation employs more women than the forestry industry average, improving gender diversity is a key challenge for our business. Having reviewed our current practices and trends, work has begun to attract and engage a more diverse range of candidates to the business and provide conditions that will enable a diverse population to stay and thrive.



# ORGANISATIONAL DEVELOPMENT

## HR team drives renewed focus on people and skills development

Our people are our business and the Human Resources team is driving a renewed focus on people and skills development with new rules focusing on organisational performance and the appointment of a new General Manager, People and Safety.

As part of the push to ensure our people are supported to perform at their best, the Human Resources team has modernised and upgraded Forestry Corporation's Performance Development Scheme (PDS) resources, introduced a new Leadership Capability Framework, and provided guidance to leaders about coaching to lead.

Our performance discussions have become much more targeted and timely over the past year. Self-directed learning tools have been made available to all staff and the performance review process is now a priority throughout the business. This has meant that staff have been clear about their career goals and how to achieve them and managers are better equipped to harness the strengths of their teams to focus on business priorities. This year we also trialed an online PDS system which will be rolled out across the business in FY18.

A key tenet of the new Leadership Development Plan is the Leadership Capability Framework, which is intended to guide the career planning and development of staff. The Leadership Capability Framework describes 12 capabilities across 12 core groups: leading the organisation, leading others and leading yourself. It gives staff an outline of the knowledge, skills and abilities expected of them and helps managers and individuals within their teams identify capabilities through behavioural indicators. Having a common language to talk about the way we work is also beneficial for self-reflection and career planning, identifying strengths and development priorities and recruiting new leaders to our workforce.

As well as giving our leaders the language to guide staff to excellence, our CEO and other members of the senior management team have been honing their coaching skills and cascading this training to other areas of the business. In equipping our leadership team with the skills to engage with their teams and build skills and capacity in other staff we are looking to drive high performance and achieve our business objectives.

## 20 SENIOR LEADERS

UNDERTOOK COACHING PROGRAMS

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## 93 STAFF

TOOK PART IN SUCCESSFUL TRIAL OF ONLINE PDS

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# HEALTH AND SAFETY

## A fresh approach to workplace safety

While there has been improvements in safety and ongoing efforts to manage and mitigate risks and drive incident rates down, our people continue to experience too many injuries at work, which is a significant concern. After having tried a range of initiatives over the years to bring the rate of incidents down, this year we decided to go back to the basics and concentrating on building our safety culture.

During the year, we commenced our What's Safe project. The inherent risks in forestry see the industry consistently appear on lists of most dangerous jobs, so we began with a study tour that included visiting forestry organisations in New Zealand, who have recently made major changes following a spate of fatalities. We also visited a range of organisations both in New Zealand in Australia, who face similar challenges to learn from their experiences.

Late in the year we moved into the second stage of the project, which will continue into the new year and involves engaging staff and contractors in developing a strategy that works for our organisation. One-on-one interviews, focus groups and surveys will allow staff to provide critical feedback on every aspect of our safety systems and attitudes to help identify the areas that most need our attention. Representatives from throughout the organisation will then build on this analysis to develop a corporate safety strategy that we hope will make real traction on improving safety at Forestry Corporation. Ultimately, all staff, management and contractors share the same goal of going home to their families safe and well at the end of the day. By stopping to really examine the strengths and weaknesses of our system and working collaboratively to address the biggest issues, we hope that we can achieve this goal for every staff member and contractor on every Forestry Corporation site every day.

# 19

**TOTAL RECORDABLE INJURY  
FREQUENCY RATE – NUMBER OF  
INCIDENTS PER MILLION HOURS  
WORKED**

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## Ensuring our workplaces are drug and alcohol free

With more than two million hectares of State forests under management, stretching from the Queensland border in the north to the Victorian border in the south and to Balranald in the west, driving is one of our major hazards. Added to the fact that we also operate heavy machinery in difficult environments, having any staff member or contractor impeded by drugs or alcohol in the workplace is a significant risk. During the year, we introduced a new education program about drug and alcohol in the workplace, accompanied by a random testing regime for all Forestry Corporation worksites.