Private Forests Tasmania

Corporate Plan 2026-2029

Corporate Plan prepared to fulfil requirements in accordance with section 19D of the *Private Forests Act 1994*

June 2026

Contents

Acknowledgement of Country

Private Forests Tasmania acknowledges and pays respect to the Tasmanian Aboriginal people, their elders, past, present and emerging.

We recognise and value Aboriginal culture, knowledge, lived experiences and deep history of this land.

We commit to being culturally inclusive and respectful in our working relationships with all Aboriginal people.

Introduction

Private Forests Tasmania (PFT) is an independent statutory authority established under the *Private Forests Act 1994.*

We work to facilitate and expand the development of the private forest resources in Tasmania in a manner that is consistent with sound forest and land management practices. This includes advising and assisting private landowners in the management of native forests and the establishment and management of plantations on private land. These activities involve working closely with private landowners and land managers along with other major stakeholders, to develop and deliver a wide range of services to support sustainable forest use.

Private forestry is an important part of our agricultural sector, which is a cornerstone of the Tasmanian economy, providing vital domestic and export commodities while supporting local businesses and creating regional jobs. The diversification of existing agricultural ventures to include private forestry plantations will provide landowners with increased long-term resilience in a changing climate and challenging global trade environment.

Section 6 of the *Private Forests Act 1994* lists our statutory functions, while Schedule I of the Act outlines our statutory obligations.

About the Corporate Plan

In March 2025, the Strategic Plan for 2025-28 was adopted by the PFT Board. The plan sets out the key goals and strategies, which the Board identify as priorities in delivering PFT's statutory objective *"to facilitate and expand the development of our private forest resource in Tasmania in a manner which is consistent with sound forest land management practice."* The Strategic Plan was developed in consultation with its key stakeholders, including government and the forest and agricultural sectors in Tasmania.

On an annual basis the goals and priorities for PFT are reviewed and formally approved by the Minister for Resources in the form of PFT's annual Corporate Plan. The Corporate Plan sets out the projects and activities that will be delivered for the coming year, however, is provided as a rolling three-year document. The current Corporate Plan 2026-29 details projects and activities for the upcoming year that also roll into future years. Ongoing feedback from stakeholders throughout the year will continue to inform the annual corporate plan update.

In March 2026, the Corporate Plan for 2026-2029 was adopted by the PFT Board, which was followed by formal approval by the Minister for Resources.

PFT Goals & Priorities

Over the next 12 months PFT will be investing in priority activities that align with the four (4) goals set out in the Strategic Plan.

PFT PRIORITIES

Goal 1 - Collaborate

Work creatively and collaboratively with partners and stakeholders to improve private native and plantation forestry, commercial wood supply and carbon outcomes.

Goal 2 - Communicate and promote

Effectively communicate the benefits of private native and plantation forestry as an integral part of Tasmania's forestry and agricultural growth strategies.

Goal 3 - Influence

Work with government policy makers and regulators at local, state and national levels to improve regulatory efficiency and practical policy settings for private native and plantation forestry.

Goal 4 - Enhance

Build organisational capacity by leveraging resources and developing our people, knowledge, safety, systems, culture and funding sources in innovative ways.

PFT's financial strategy includes investment of annual income, along with targeted investment from PFT's cash reserves into priority projects.

In addition to core services, the priority projects identified for 2026-29 continue to focus on alleviating Tasmania's wood supply shortages in the short, medium and longer terms.

Priorities and expected outcomes for 2026-29:

GOAL 1: COLLABORATE

Priorities	Initiatives
Fostering collaborations with stakeholders and landowners to raise awareness of the market access, climate, productivity and commercial benefits of farm forestry through PFT's marketing programs and opportunities.	• Tree Alliance program supporting and engaging Tasmanian farmers and landowners managing - or intending to manage trees on farms. • Assess and prioritise recommendations from the 2025 Access to Markets Study through structured engagement with industry and Government to determine PFT's role and approach.
Proactively support projects that demonstrate active management of private native and planted forests to assist the forestry and agriculture sectors to be climate friendly, market ready and fire prepared.	• Stems for CO2 project with Renewables, Climate and Future Industries Tasmania (ReCFIT). • Carbon Forestry 101 project with Renewables, Climate and Future Industries Tasmania (ReCFIT).
Foster industry innovation by building effective partnerships and collaborating with industry, government, research organisations and commercial providers leading to infrastructure, supply chain, freight logistics and productivity improvements that support sustainable growth in private native and plantation forestry.	• Steering Committee Member of Tasmanian Regional Forestry Hub (Hub). • Partner with the Drought Resilience Hub and the Commonwealth Scientific and Industrial Research Organisation (CSIRO). • Supporting industry research organisations including Australian Forest and Wood Innovations (AFWI) and Forest and Wood Products Australia (FWPA) as a partner to deliver engagement and communications.

Priorities	Initiatives
Learn from Aboriginal management practices and communicate these with private forest landowners.	• Ongoing collaboration with Aboriginal service providers and landowners to share knowledge and support culturally informed engagement.
Working with our levy payers and sponsors to identify priority projects needed to deliver the greatest value proposition to them.	• Ongoing stakeholder specific consultation. • Tasmanian Forestry Hub Steering. Committee representation and project partnering.

GOAL 2: COMMUNICATE AND PROMOTE

Priorities	Initiatives
Implementing and regularly updating PFT's farm forestry engagement avenues to improve understanding of private forestry, build landowner adoption, and encourage uptake through networks.	• Tree Alliance. • Knowledge Hub portal engagement and promotion. • Targeted communications for farm forestry.
Encouraging whole farm planning that recognises the benefits of food/fibre balance in a changing climate through landscape scale demonstration and related collaborations and co-investments.	• Stems for CO2 Engagement Plan. • Demonstration Sites Engagement Plan. • Participation in priority agricultural events and engagement activities. • Farm and Forest Mapper engagement.

Priorities	Initiatives
Continuing to improve PFT's website and social media platforms to more effectively communicate practical information and planning tools and a comprehensive directory of forest services across the whole supply chain.	• Continued improvements to PFT website and regular updating of relevant content.
Working with the Tasmanian forest industry to foster and support strategic industry communications and marketing plans that bring closer connections between users and growers and that demonstrate the positive forestry and carbon story.	• Continued engagement with forest industry strategic communications groups eg. Tasmanian Forests and Forest Products Network (TFFPN), Forest Education Foundation (FEF) and the Tasmanian Forestry Hub.
Working with landowner and grower associations, and other primary industry bodies to foster greater integration of Tasmania's private forestry and agricultural growth strategies, supporting the climate, carbon abatement, fire management and renewable energy policies of government to ensure growth strategies are aligned.	• Facilitate connections with AgriGrowth, Trade and Brand Tasmania to grow positive messaging around Tasmanian private timber resource. • Input into and influence of Land Use, Land-Use Change and Forestry (LULUCF) Emission Reduction and Resilience Plan. • Input into annual Agri-Food Scorecard and review of Agri-Food Plan.
Develop and promote information and tools that assist in reversing the decline in area of Tasmania's private timber reserves and associated plantations.	• Private Timber Reserves (PTR) promotion program to improve understanding amongst key influencers and landowners.

GOAL 3: INFLUENCE

Priorities	Initiatives
Providing quality, evidence based private forestry policy advice to government policy makers and regulators to assist regulatory streamlining, efficiencies and cost-effectiveness (red tape reduction).	• Proactive development of submissions aligned with stakeholder objectives into government inquiries, reviews and proposals. • Active engagement with ReCFIT, DSG and the Department of Natural Resources and Environment Tasmania (NRET) on private forestry matters.
Fostering a regulatory and policy environment that enables private forest growers to navigate and be responsible to strategic risks such as national and state policy changes, climate challenges and changing community attitudes.	• Input to new method development under the Emissions Reduction Fund (ERF) and revision of existing methods. • Support State and Federal Government in development and implementation of the EPBC Act reforms. • Input into the review of Regional Land Use Strategies for Tasmania. • Input to Tasmania's evolving climate change and renewable energy framework.
Fostering practical policy settings that facilitate market-pull for wood and fibre to meet Tasmania's foreseeable domestic needs.	• Advocate and promote Tasmania's Wood Encouragement Policy. E.g. for projects of state significance such as the Stadium. • Work with the Tasmanian Forest Products Association (TFPA) to pursue positive outcomes for private forest growers/managers e.g. private log supply into on-island processes.
Proactively engaging with the Forest Practices Authority to foster continual improvement of the forest practices system to meet economic, social and environmental expectations and risks.	• Participate in forest practices system reviews, research and system development. • Collaborate with Forest Practices Authority to deliver training and field days.

Priorities	Initiatives
Identifying and advocating legislative and regulatory amendments that increase regulatory efficiency and improve outcomes for private forest growers.	• Participation in relevant industry and government consultation processes, workshops.

GOAL 4: ENHANCE

Priorities	Initiatives
Actively engaging with staff, stakeholders, and service providers to ensure our teams are equipped with the most up to date skills and technology needed to deliver priorities.	• Annual staff Performance Development Plans. • Stakeholder workshops. • Engagement of consultants/contractors where relevant. • Regular stakeholder engagement at staff meetings.

Being a single data collection agency for private forestry data to inform government reporting and decision making and assist industry to invest and value add.	• 2027 Private Forest Resource Review.
	• Annual Harvest Summary.
	• Annual Private PI-type (PRIPIT) update.
	• State of the Forests Report (SoFR):
	  ◦ Provide SoFR 2027 input
	  ◦ Assist Forest Practices Authority (FPA) project to enhance SoFR reporting process.

Continual review of risks and mitigation strategies to provide a culture of safety across our workplaces.	• Annual review of risk register and risk treatment plans. • WHS Annual Plan. • Standing staff meeting agenda item (toolbox meetings, safety shares).

Priorities	Initiatives
Remain informed around emerging trends and opportunities with markets, systems, data and technology to ensure the private forest industry keeps innovating.	• Attendance at Forestry Australia annual conference, participation in development courses.
Focus on team building and corporate culture development that reflects our stated values and expectations.	• Monthly staff meetings. • Team building activities and events. • Customer Service Charter regularly reviewed. • PFT Competency and Behaviour Framework.
Sourcing appropriate resources to deliver identified priorities and services, through a combination of resourcing from government, co-investment with industry, collaborations, levies and partnerships.	• Annual budget development. • Grant applications.

What does success look like

PFT has identified the following indicators of success in relation to each of the four goals outlined in this Plan. Indicators of PFT's strategies being successful are when:

Goal 1 indicators

- Our partners are our advocates;
- Our stakeholders validate that PFT priorities are aligned with their needs; and
- Evidence exists of PFT playing a role in facilitating the sustainable expansion of Tasmania's wood and fibre resource.

Goal 2 indicators

- Landholders engaging with PFT communicate the improved forest carbon outcomes achieved through private forestry; and
- Landholders engaging with PFT communicate the valuable contribution farm forestry is making to whole-farm productivity and profitability gains.

Goal 3 indicators

- PFT influences national and state forest policy and regulatory frameworks to efficiently mitigate environmental, social, and economic risks; and
- Forestry and agricultural growth strategies are aligned from a policy setting perspective.

Goal 4 indicators

- Our teams are safe, capable, positive, and creatively engaged; and
- Our services and processes are fit for purpose for our levy payers and other key stakeholders.

Measuring the success of the goals will be defined through delivery of the outcomes of individual projects. These will be reported through:

- The Annual Report, which is directly aligned to the corporate goals and priorities;
- Feedback from PFT’s stakeholders through direct engagement, strategic plan workshops and statutory processes such as the annual levy rate review; and
- Reporting against the expected outcomes for priority projects.

Risks and Mitigation

PFT is committed to developing and maintaining a risk management culture based on the Risk Management Framework. This framework applies to and is the responsibility of everyone who works and interacts with PFT and includes, but is not limited to all staff, contractors and volunteers.

All staff and stakeholders are alert to risks and are capable of undertaking a risk assessment and confident to report risks or opportunities perceived to be important or a threat to our priorities.

The identification and management of risk will be undertaken in a systematic process, adopting the principles set out in *AS ISO 31000:2018, Risk Management – Guidelines,* and incorporating identified risks into PFT's Risk Management Framework.

Financial risks and their mitigation are reported annually in our Annual Report.

Financials

The following tables contain a summary of:

- The financial results of the Authority in respect of the financial year immediately preceding the current financial year; and
- The projected financial results of the Authority in respect of the current financial year and each financial year covered by the plan.

Statement of Comprehensive Income
For the year ended 30 June

Revenue *($'000)*	**Previous Year 2024-25 Actual**	**Current Year 2025-26 Forecast**	**Year 1 2026-27 Estimate**	**Year 2 2027-28 Estimate**	**Year 3 2028-29 Estimate**	**Year 4 2029-30 Estimate**
Receipts from Government	1,898	1,936	1,975	2,014	2,054	2,095
Grants & industry contributions	102	129	352	163	0	0
Private Forests Service Levy	178	160	165	170	175	180
Interest received	143	138	88	84	87	87
Other income	6	9	5	5	5	5
Total Revenue	**2,327**	**2,372**	**2,585**	**2,436**	**2,321**	**2.367**

Expenses *($'000)*	**Previous Year 2024-25 Actual**	**Current Year 2025-26 Forecast**	**Year 1 2026-27 Estimate**	**Year 2 2027-28 Estimate**	**Year 3 2028-29 Estimate**	**Year 4 2029-30 Estimate**
Employees & Directors	(1,382)	(1,275)	(1,425)	(1,489)	(1,556)	(1,626)
Operating expenses	(830)	(873)	(1,161)	(967)	(799)	(822)
Total Expenses	**(2,212)**	**(2,148)**	**(2,586)**	**(2,456)**	**(2,355)**	**(2,448)**
Operating Surplus/(Deficit)	**115**	**224**	**(1)**	**(20)**	**(34)**	**(81)**

Statement of Financial Position
For the year ended 30 June

$'000	**Previous Year 2024-25 Actual**	**Current Year 2025-26 Forecast**	**Year 1 2026-27 Estimate**	**Year 2 2027-28 Estimate**	**Year 3 2028-29 Estimate**	**Year 4 2029-30 Estimate**
Assets						
Cash & deposits	2,141	2,236	1,877	1,686	1,649	1,569
Receivables	101	101	101	101	101	101
Right of use assets	265	177	90	23	0	0
Other assets	47	47	47	47	47	47
Total Assets	**2,554**	**2,561**	**2,115**	**1,857**	**1,797**	**1,717**
Liabilities						
Payables	81	81	81	82	81	82
Provisions	211	211	211	211	211	211
Contract liabilities	644	515	163	0	0	0
Lease liabilities	282	194	101	25	0	0
Total Liabilities	**1,218**	**1,001**	**556**	**318**	**292**	**293**
Total Equity	**1,336**	**1,560**	**1,559**	**1,539**	**1,505**	**1,424**

Governance and Corporate Structure

Legislation	*Private Forests Act 1994*
Minister	Minister for Resources
Portfolio Agency	Department of State Growth
Board	Six (6) Directors (including the CEO) appointed for their practical knowledge, industry, commercial and technical expertise in forestry
CEO	Day-to-day management of PFT (consistent with the Ministerial Charter, strategic and operational plans, and State Service employment conditions)
PFT staff	Nine positions across three offices located in Hobart, Launceston and Burnie

Attachment 1 - Statement of Corporate Intent

The Statement of Corporate Intent is a summary of the Corporate Plan and is provided as required by section 19F of the *Private Forests Act 1994.*

Introduction

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Section 6 of the *Private Forests Act 1994* lists our statutory functions, while Schedule I of the Act outlines our statutory objectives.

About the Corporate Plan

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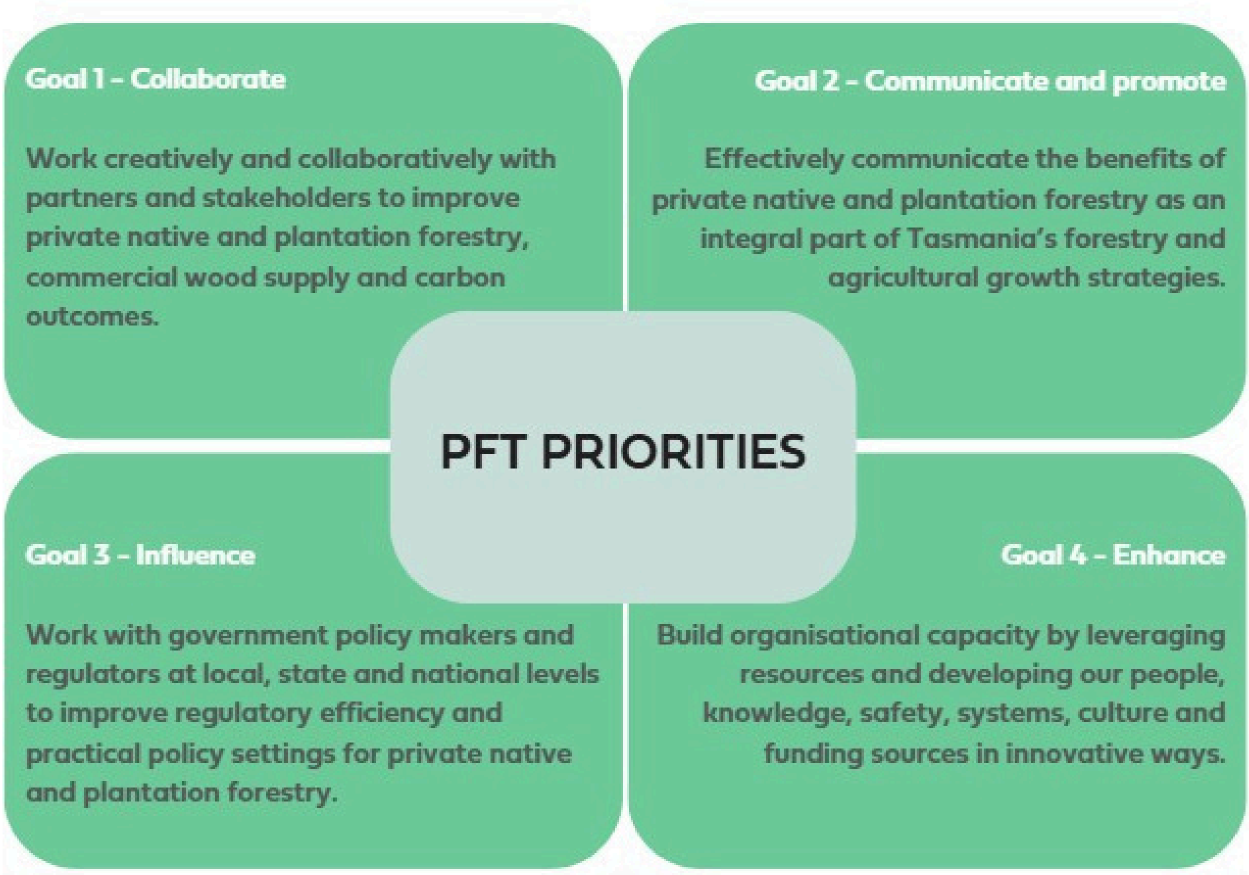
The Corporate Plan sets out the projects and activities that will be delivered for the coming year, however, is provided as a rolling three-year document. In March 2026, the Corporate Plan 2026-2029 was adopted by the PFT Board, which was followed by formal approval by the Minister for Resources.

PFT Goals & Priorities



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- Landholders engaging with PFT communicate the valuable contribution farm forestry is making to whole-farm productivity and profitability gains.

Goal 3 indicators
- PFT informs Tasmania's forest policy and regulatory framework to efficiently mitigate environmental, social and economic risks; and
- Forestry and agricultural growth strategies are aligned from a policy setting perspective.

Goal 4 indicators
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