

Stakeholder Engagement Strategy



Forestry Tasmania

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Forestry Tasmania recognises that to do our job well we need to engage effectively with all our stakeholders. While we have been engaging with many stakeholders as a regular part of doing our job over the years, we also know that there are areas in which we need to improve and we are committed to doing so to better meet the needs and expectations of our stakeholders.

Our Approach

In engaging with all our stakeholders, Forestry Tasmania is committed to:

- Being open and transparent – we will make information available unless there is a strong business reason for not doing so
- Being proactive – we will try to anticipate needs and provide information to meet those needs, rather than just responding to direct requests
- Genuinely seeking views and input in advance to inform our planning and decision making on matters that affect or interest our stakeholders
- Listening – asking rather than telling, and considering all input`
- Seeking to understand and respect the needs and expectations of stakeholders

Purpose and Scope

This Stakeholder Engagement Strategy sets out:

- What we are trying to achieve with our stakeholder engagement
- What our basic approach is
- Who we are engaging with
- How we are engaging
- Improving our engagement

The Strategy applies to all of the operations undertaken by Forestry Tasmania, staff, contractors or any other person who engages with stakeholders on behalf of Forestry Tasmania. While recognising the importance of ongoing positive engagement with Forestry Tasmania's Government shareholders, this Strategy specifically focuses on our relations with stakeholders affected by, or interested in, Forestry Tasmania's operational activities.

What are we trying to achieve?

Forestry Tasmania seeks to engage with its stakeholders as an important and integral part of doing its job well. In particular, Forestry Tasmania aims to:

- Ensure we are aware of and respect the needs and expectations of our customers, neighbours, staff and the wider community
- Obtain valuable insights and input that will assist our planning and decision making
- Ensure we are aware of and can respond promptly to issues of concern before they become more significant problems
- Develop and maintain open, trusting relationships with our stakeholders
- Build understanding, trust and support for what Forestry Tasmania does

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What are the benefits for stakeholders?

Forestry Tasmania wants to achieve better outcomes for all concerned by being aware of and taking into account the needs and expectations of its stakeholders when developing its plans and conducting operations in a way that minimises potential issues of concern.

- Through better relationships and improved two way flow of information, stakeholders will be better informed of what is being planned, and will have better understanding of the operational and other considerations that are being taken into account in decision making
- Early identification of opportunities to work together to achieve mutually beneficial outcomes
- Reduced conflict and early resolution of issues

Stakeholders – who are we trying to engage with?

Forestry Tasmania aims to engage with all stakeholders including but not limited to our staff, customers, contractors, neighbours and the wider community.

Stakeholders of Forestry Tasmania are any person, group or organisation that is directly affected by or interested in the operations of Forestry Tasmania.

Affected Stakeholders

Affected stakeholders are:

- Those who live in, manage or own neighbouring property within close proximity of our operations
- Residents who live along roads that may be directly affected by our harvest or haulage operations
- Local councils
- Other persons, groups, or organisations who have identified themselves to Forestry Tasmania as potentially affected by our operations

Forestry Tasmania is a committed signatory to the [Good Neighbour Charter](#), an agreement that describes how Tasmanian forest companies will communicate with their neighbours.

We have procedures in place to identify stakeholders that may be directly affected by our forestry operations, including harvesting, burning, roading, quarrying, and other silvicultural operations.

These procedures utilise the Tasmanian Government's central Land Information System Tasmania (LIST) to identify all neighbours and other stakeholders within defined distances of each of these operations.

We also have arrangements in place with key stakeholder organisations such as the Tourism Industry Council of Tasmania and Wine Tasmania to keep each other informed of issues (such as planned burns) that could affect or are of potential interest to their members.

Local knowledge and experience is also critical in identifying stakeholders. All of our operations are managed by regionally deployed staff who are encouraged to be aware of issues of local concern and interest.

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In addition we also invite stakeholders to register with Forestry Tasmania's Stakeholder Engagement Coordinator. In particular we encourage stakeholders to review our Three Year Wood Production Plan and the interactive map viewer to identify potential operations that may be of interest to them.

Interested Stakeholders

Interested stakeholders are:

- Persons, groups, or organisations that are interested in our operations but are not directly affected by them
- These may include but are not limited to groups such as
 - Industry organisations
 - Environmental non-government organisations
 - Community organisations
 - Scientific community

We have undertaken a detailed stakeholder mapping exercise in an attempt to identify and document our key stakeholder groups and individuals who we know have an interest in Forestry Tasmania's operations.

Other interested stakeholders are also invited to register at any time with us as a stakeholder. Initially this was via the promotion of an online stakeholder survey, and continues via the Forestry Tasmania website, direct contact with staff, and public invitations to provide input to the development of various plans and processes.

An online stakeholder survey and detailed stakeholder audit interviews have also provided insights into which issues are of greatest interest to different stakeholder groups to help us in ensuring that we engage with stakeholders on those issues that are of interest to them.

How - what mechanisms do we use to engage with our stakeholders?

Affected Stakeholders

The majority of engagement with stakeholders that are likely to be directly affected by Forestry Tasmania's forestry operations occurs through Forestry Tasmania's district offices and operational staff on issues such as planning, harvesting, roading, quarrying, planned burning, spraying, browsing control, and forest activity assessments.

The engagement activities for directly affected stakeholders in relation to forest operations are described below for each type of forest operation.

Planning

Forest Management Plan

The Forest Management Plan is a key guiding document and aims to provide an overview of Forestry Tasmania's Forest Management System. It provides stakeholders with a high level description of how Forestry Tasmania conducts its business and details Forestry Tasmania's approach to managing social, economic and environmental values while meeting log supply requirements from Permanent Timber Production Zone land.

Stakeholder input is welcome on Forestry Tasmania's Forest Management Plan during the drafting and review phases of the plan. This input is sought via written submissions, emails, phone calls and

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also face to face meetings. The draft plan is also publicised on Forestry Tasmania's website and all known stakeholders are notified. The range of input from stakeholders will be taken into account along with operational, legislative and policy constraints in developing a finalised Forest Management Plan. Comments received after finalisation of the plan are also welcome and will be taken into account in future reviews of the plan.

Three Year Plan

Forestry Tasmania's Three Year Wood Production Plan is developed consistent with the overarching Forest Management Plan and describes Forestry Tasmania's intent to harvest particular coupes within the next three years and proposed road building to enable harvest and delivery of forest products to customers. Input has previously been sought from local councils by Forestry Tasmania's Planning Coordinators through annual meetings and ongoing liaison pre and post meeting. These meetings normally occur in the first half of the calendar year. In addition, the previous Three Year Wood Production Plans have been publicised on Forestry Tasmania's website.

Forestry Tasmania is planning to expand this engagement process by providing more easily accessible information to other directly affected stakeholders and interested stakeholders by producing a Three Year Plan that will be published on Forestry Tasmania's website along with an interactive map viewer. This map viewer will enable stakeholders to more easily identify potential operations that may be of interest to them. The aims of this process are to:

- Inform stakeholders of the intended coupes in the next three years
- Identify whether stakeholders have any specific concern in relation to particular coupes
- Identify whether those stakeholders have an interest in being informed about any future operations on those coupes, and
- Identify issues that will need to be taken into account in detailed planning and decision making related to specific coupes

Stakeholders are encouraged to contact the Stakeholder Engagement Coordinator either in writing or by phone as early as possible after the annual publication of the Three Year Plan to register their interest in relation to any particular coupes, to advise of any issues of particular concern, or if they would like any further information. Stakeholders that identify themselves will be added to Forestry Tasmania's stakeholder engagement database for that coupe to ensure their input is taken into account and to keep them informed as the site specific plans are written.

Public notices in daily and local Tasmanian newspapers will be used to increase awareness of this process.

Forest Operations

Harvesting

Following production of the Three Year Wood Production Plans, Forest Practices Plans (FPPs) are the key operational documents developed that set out the requirements for management and monitoring of harvesting and establishment of any particular coupe, road line or quarry. Input from directly affected stakeholders will be sought during the preparation of FPPs by the author of the FPP. Identification of these directly affected stakeholders will be assisted by the consultation process described above on the annually published Three Year Plan and the capture of this information within Forestry Tasmania's stakeholder engagement database. While every effort will be made to implement this new procedure as quickly as possible, full rollout to every FPP produced may take until the end of 2014.

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Contact with identified directly affected stakeholders may occur via phone, email/letter and/or face to face meetings dependent upon the circumstances. This consultation assists in ensuring that Forestry Tasmania is aware of potential stakeholder issues and concerns and can put in place measures to mitigate or eliminate these concerns wherever possible during planning and conduct of subsequent operations.

Finalised FPPs and any variations to those plans will be made available as soon as possible after certification of the plan or variation on Forestry Tasmania's website. The FPP author is responsible for advising directly affected stakeholders of the availability of these plans. Hard copies can be provided from Forestry Tasmania offices with an appropriate charge to cover printing costs. Forestry Tasmania is looking to improve the accessibility and searchability of FPP's on its website via integration with its new interactive map viewer.

As FPPs may be written some time in advance of the actual operation, a separate Notice of Intent (NOI) will also be issued by the FPP author to neighbouring landowners within 100m of the planned operation, other identified directly affected stakeholders and local councils at least 30 days notice prior to the likely commencement of operations. This final advice also acts as a check that there are no additional issues from affected stakeholders to take into account.

Roading and Quarrying

Forestry Tasmania constructs and maintains a vast network of roads to access the Permanent Timber Production Zone land for harvesting and subsequent regeneration and forest management operations. Road and quarry construction requires a Forest Practices Plan (FPP), and therefore the processes for stakeholder engagement mirror those for harvesting outlined above.

In addition to FPPs for quarry construction, actual blasting operations within operating quarries or for road construction have additional notification requirements for affected stakeholders prior to blasting. These notifications normally occur via phone. Email/letter and face to face meetings may also occur. Forestry Tasmania's Roothing Coordinators are responsible for ensuring this notification occurs.

In addition to road construction operations, Forestry Tasmania recognises that stakeholders have an interest in the availability and use of forest roads that are managed by Forestry Tasmania. Currently closures of significant link roads managed by Forestry Tasmania that are used by non-forestry users are advertised after they occur via our website.

In addition to this information about currently closed roads, Forestry Tasmania is looking to improve the notification of non-forestry users of roads of any planned closures of significant link roads. Wherever possible, the district Forest Managers in liaison with the Roothing Coordinators will seek to notify local councils, put signage in place on the affected road, and include information on the Forestry Tasmania website at least 30 days prior to the planned road closure.

However, it must be noted that some roads will need to be closed with little if any notice if safety of the road has been compromised, for example as a result of a bridge failure.

Information on planned road closures and emergency closures will be updated regularly on Forestry Tasmania's website.

Planned Burning

Forestry Tasmania conducts planned burning operations to regenerate harvested forests and to improve the safety of the community by reducing fuel loads in production forests. Forestry Tasmania

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engages key affected stakeholder organisations and the general public prior to the seasonal commencement of these operations. The Stakeholder Engagement Coordinator notifies the public by public notices in state and regional papers as early as possible before the burning season commences in autumn. The key affected stakeholder organisations are engaged via meetings with the Stakeholder Engagement Coordinator and the Manager Fire Management. Details of Forestry Tasmania contact officers are provided if any further information is required.

Prior engagement also occurs during planning of individual planned burns with potentially affected neighbours and other identified stakeholders in advance of the burning season. This is done by the Fire Management Coordinator or their delegate by phone calls and face to face meetings to discuss the burning program and site specific plans. These site specific plans also detail the notification requirements for affected stakeholders by the Duty Officer prior to ignition on the day of the burn.

Twice daily media and website reports are provided by the State Duty Officer during the burning season to provide information on likely impacts and progress, along with daily information uploads to www.plannedburnstas.com.au

Spraying

Forestry Tasmania conducts spraying operations using chemicals where essential to manage weeds and pests and to promote optimal growth in plantations. Up until this time, Forestry Tasmania has been notifying potentially affected stakeholders (defined as owners or occupiers of properties within 100 metres of the operation) of our intention to apply chemicals at least one day prior to the operation. Dependent upon the circumstances this may be via phone and/or letter and is completed by the Senior Forest Officer coordinating the operation.

Forestry Tasmania will now be seeking to engage with potentially affected stakeholders during the planning of broadacre spraying operations. The Stakeholder Engagement Coordinator will make available the following information prior to the spraying season via the Forestry Tasmania website and public notices:

- The planned areas of herbicide application
- The area of plantations to be monitored for insect attack
- The area of plantations sprayed in the previous season (as an indication of likely extent of areas to be sprayed in the coming season)

The aims of this process are to:

- Inform stakeholders of the likely areas to be sprayed
- Identify whether stakeholders have any specific concerns in relation to particular coupes
- Identify whether they have an interest in being informed about any future operations on those coupes, and
- Identify issues that will need to be taken into account in the detailed planning and decision making related to specific coupes.

Stakeholders are encouraged to contact the Stakeholder Engagement Coordinator as early as possible after the annual publication of the likely spraying program either in writing or by phone to register their interest in relation to any particular coupes, to advise of any issues of particular concern, or if they would like any further information. Stakeholders that identify themselves will be added to Forestry Tasmania's stakeholder engagement database for that coupe to ensure their input

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is taken into account and to keep them informed as the site specific plans are written with the aim of putting in place measures to mitigate or eliminate these concerns wherever possible in the site specific plan.

Wherever possible the Senior Forest Officer coordinating the operations will notify potentially affected stakeholders a day before any spraying operations are commenced.

Browsing Control

During both the regeneration of native forest and the establishment of plantations young forests are susceptible to the effects of browsing mammals. Forestry Tasmania conducts control operations to maintain the viability of these young forests until they pass through the susceptible phase.

Affected stakeholders (defined as occupiers of dwellings within 250m of any planned firearm use) are notified of our intention to use firearms during preparation of the site specific control plan by the Senior Forest Officer coordinating the operation. This contact with affected stakeholders usually occurs via phone or face to face meetings to seek permission prior to firearm use.

Forest Activity Assessments

Forest activity assessments cover a variety of uses of Permanent Timber Production Zone land that are not covered by an FPP. Examples of this type of activity include recreational events and occupational right applications (for example leases for telecommunications, energy or water infrastructure, and licences for tourism operations). An assessment is conducted to assess the environmental values and potential impacts of the proposed activity.

The proponents of these activities are required to demonstrate to Forestry Tasmania that where appropriate they have sought to identify and engage with potentially affected stakeholders. The level of the engagement is dependent upon the nature and extent of the proposed activity as deemed by the district Forest Manager. The actual stakeholder engagement is primarily the responsibility of the external proponent, which is the person or organisation requesting permission to undertake the activity. If necessary, prescriptions may be added to any lease, licence or permit to minimise adverse impacts.

Agreements with stakeholder groups

Forestry Tasmania has developed a number of formal agreements with stakeholder groups. The purpose of these agreements is to:

- Develop and consolidate relationships with the stakeholder group
- Understand the needs of the parties involved, and
- Have agreed guidelines on the mutual management of potential future issues

Agreements are in place for example with beekeepers, mountain bike clubs, and other service organisations. Forestry Tasmania is open to discussion with other stakeholder groups to put in place similar arrangements where there are mutual benefits in doing so.

Customers

In developing this Stakeholder Engagement Strategy, Forestry Tasmania identified that we did not have a customer service charter that effectively articulates our commitment to our customers. A draft Customer Service Charter has therefore been developed, and will be refined in consultation with our customers, to meet this identified gap. The key elements of this charter are expected to include:

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- Forestry Tasmania is committed to meeting the needs of and developing strong relationships with our customers - providing reliable and valued services to our customers is fundamental to this commitment
- We will strive to be responsive and efficient in providing customers with valued professional service. Excellence in customer service will be realised through team effort and the ongoing relationships with our customers
- We will continue to manage the Permanent Timber Production Zone land in a sustainable and commercially viable manner to produce wood products that meet the requirements of our customers and for the benefit of the Tasmanian community generally
- To achieve this, Forestry Tasmania employees will:
 - Treat each customer with respect, in a fair and honest manner
 - Be discreet and respect the confidentiality of each customer
 - Develop an understanding of each customer's needs and values
 - Co-operate to identify, confirm and capture opportunities to improve the quality and value of Forestry Tasmania's business with each customer
 - Establish and maintain effective two way communication
 - Use simple and clear language in written and verbal communications
 - Treat identified problems in each business relationship promptly and with a commitment to resolving them

Staff

Internal engagement within Forestry Tasmania is vital to ensuring that Forestry Tasmania can effectively and efficiently deliver on its responsibilities to sustainably manage and produce wood products from Tasmania's production forests. The organisation as a whole is committed to open, inclusive and effective engagement with staff, and recognises that this is a shared responsibility of managers and staff at all levels within the organisation. A range of mechanisms are in place and/or planned to facilitate this engagement including:

- Use of the intranet to deliver key, timely information and news to all staff
- Monthly meetings of work groups
- Involvement of all staff in the development of key plans and policies
- Monthly reporting on key operational and other deliverables
- Regular rotation of key management meetings across Forestry Tasmania's District offices
- Regular review and update of relevant policies and procedures
- Review of staff training requirements, leadership development, and succession planning

Interested Stakeholders

Forestry Tasmania engages with a wide range of interested stakeholder groups and individuals through a variety of mechanisms including:

- Ongoing direct contact by senior management with key stakeholders through regular meetings, phone calls and emails
- Seeking stakeholder input to the development of plans, activities and operations of potential interest to them through advertisements, mail outs, website information, meetings and phone calls. These include in relation to:

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- Draft Forest Management Plans
- Draft High Conservation Value Assessments and Management Plans
- Three Year Wood Production Plans
- Forest Practices Plans
- Planned burning operations
- Planned spraying operations
- Seeking stakeholder views on Forestry Tasmania's operations and performance through online surveys and through detailed stakeholder audit interviews with a representative group of stakeholders
- Seeking stakeholder input on our forest management policies and procedures as part of our third party forest management, environmental and safety certification processes
- The production of an annual sustainability report, (currently titled the Stewardship Report) to inform stakeholders of our economic, environmental and social performance. The annual report is tabled in Parliament and made publically available to stakeholders via the Forestry Tasmania website and on request in hard copy
- Informing stakeholders of the five yearly reviews of sustainable yield of high quality sawlogs on Permanent Timber Production Zone land as required by the Tasmanian Regional Forest Agreement. The report is made publically available via the Forestry Tasmania website
- Informing stakeholders by proactively making information publicly available to meet and exceed the requirements of the *Right to Information Act 2009* via the websites:
 - Forestry Tasmania, www.forestrytas.com.au
 - Warra Long Term Ecological Research, www.warra.com
 - Giant Trees, www.gianttrees.com.au
 - Planned Burns, www.plannedburnstas.com.au

Information on these websites includes:

- Interactive map viewer
- Publications
- Brochures
- Guiding policies and plans
- The outcomes of research
- Other information of interest to the wider community
- Responding to informal requests for information prior to formal right to information applications
- The production of an email update, *Branchline*, to registered interested stakeholders on a flexible schedule to inform stakeholders of current issues
- Continuing to consider how best to use social media to notify and engage with stakeholders on issues of greatest interest to them
- Improving community knowledge and understanding of forest environments and their management, forest products and their processing, and human interactions with forest environments, such as by conducting forest tours during National Science Week and conducting public open days during school holidays. Forest tours and open days are promoted through advertisements, *Branchline* and National Science Week promotions.

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How do we manage engagement activities?

Forestry Tasmania has put in place a number of processes to ensure that stakeholder engagement is a key and integrated part of our business. This includes:

- Regular reporting to the Forestry Tasmania Board via the Board's Stakeholder Engagement Committee
- Monthly reporting and oversight by Forestry Tasmania's General Management Team and Field Operations Group
- A dedicated stakeholder engagement team to assist the efforts of all staff in stakeholder engagement
- The use of a stakeholder engagement database to collate stakeholder details, record and report on engagement activities, and to action follow up requirements
- Ensuring that stakeholder engagement requirements are built into Forestry Tasmania's standard operational and planning processes and systems

What do we do when stakeholders do not agree with an outcome?

Forestry Tasmania will always aim to do our best to make relevant information available to stakeholders in a timely manner and in a way that they can easily access and understand. We also aim to engage with stakeholders and get their input in advance of making decisions on operations that may affect them. Forestry Tasmania will take this input into account along with other stakeholder input and other operational factors in determining the best way forward. However, despite our best efforts, we recognise that there will be times when we don't get it entirely right or when some stakeholders will be unhappy with the final outcome.

In developing this Stakeholder Engagement Strategy, Forestry Tasmania has identified the need for a complaints and dispute resolution process.

As a result, Forestry Tasmania has recently adopted a Complaints Policy and a Dispute Resolution Process that clearly outlines the process for responding to complaints based upon the guiding principles of the *Australian Standard AS ISO 10002-2006 Customer satisfaction – Guidelines for complaints handling in organisations*. Under this policy, Forestry Tasmania:

- Is committed to constructive engagement with stakeholders as essential to continual improvement of its business
- Recognises that constructive engagement includes the right of stakeholders to expect that complaints will be treated courteously, respectfully and promptly
- Views the complaints and dispute resolution process as an opportunity to build relationships by addressing stakeholder concerns
- Aims to resolve all complaints and disputes as quickly as possible to the satisfaction of all parties

Our Dispute Resolution Procedure involves the following steps:

- Recognition of complaint
- Investigation by relevant operational managers
- Resolution and feedback

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- Internal review if required
- External review if required
- Changes made if necessary and appropriate to improve Forestry Tasmania's systems and processes

Improving our engagement with stakeholders

Forestry Tasmania recognises that effective stakeholder engagement is an ongoing journey - our needs, stakeholder needs, and our stakeholders will change over time. We will therefore seek to continually improve our processes to better meet the needs and expectations of our stakeholders.

Forestry Tasmania will systematically review its policies and procedures to ensure we identify areas for potential improvement. We also welcome input from stakeholders regarding any potential improvements. In particular Forestry Tasmania is interested in getting feedback on:

- Any stakeholders we have inadvertently missed
- Any additional issues that we should be engaging on
- The way we are engaging on issues, and
- How we provide feedback on issues

Input can be provided to the Stakeholder Engagement Coordinator by:

- email stakeholder@forestrytas.com.au, or
- writing to the Stakeholder Engagement Coordinator, Forestry Tasmania, 79 Melville St, Hobart 7000, or
- calling the Stakeholder Engagement Coordinator on 03 6235 8151

Note: This Stakeholder Engagement Strategy will continue to evolve. It will be regularly revised and refined based on the feedback we receive from stakeholders and our experience in practical implementation of the proposed processes.

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