

Notice of Voluntary Liquidation

The AFCA Board has resolved to place the Association into voluntary liquidation.

This decision follows an extended period of financial remediation, stakeholder consultation, and unsuccessful efforts to resolve a historical project-related liability and establish a viable long-term operating pathway for the Association.

Since September 2025, the current Board has undertaken extensive efforts to:

- strengthen governance and financial processes;
- reduce operating costs;
- complete outstanding commitments;
- engage transparently with stakeholders; and
- continue progressing key industry reform priorities affecting forest service businesses.

Consultation and feedback received from members and sponsors confirmed that, while there remains strong support for contractor representation and the issues AFCA has been advocating on, confidence in AFCA's ability to continue effectively under its current structure had been significantly impacted by historical legacy decisions and resulting actions.

The Board concluded that voluntary liquidation represents the most responsible course of action to transparently address the organisation's liabilities and provide clarity for members, sponsors, and industry stakeholders.

An accompanying Operational Snapshot summarises the tenure and activities of the current Board.

AFCA acknowledges and thanks its members, sponsors, stakeholders, and industry partners for their support and contribution over many years.

Further information regarding the liquidation process will be communicated as appropriate.

Operational Snapshot

DATE	ACTION
Sep.2025	AFCA Annual General Meeting held. New Board of Directors elected.
Oct.2025	CEO financial mismanagement resulting in a materially significant debt owed to FWPA, with no means or plan to repay, uncovered at 29 Oct Board meeting.
Nov.2025	FWPA letter (12 Nov 2025) received by Board outlining communications with the CEO since May 2025 regarding his financial mismanagement and breach of contract.
	Board enters good faith negotiations with FWPA to find a solution on the repayment of the debt to FWPA.
	CEO terminated for reasons not related to financial mismanagement.
	Due to insufficient funds: <ul style="list-style-type: none"> • Board resolved to ratify the sale of ForestFit as recommended by the Working Group (comprised of previous Board members). • Supplier agreements with administration contractors were ceased. • Board members take on some administrative duties
Dec.2025	Board strategy session held: <ul style="list-style-type: none"> • Operational future of AFCA • Outstanding member issues prioritised. • AFCA national reform agenda developed. Terminated CEO lodges a General Protections application with the Fair Work Commission seeking additional monetary compensation. No unfair dismissal claim has been made.
Jan.2026	Continued financial governance remediation. All ongoing projects completed. FWPA negotiations ongoing.
Feb.2026	Members and Sponsor meeting. Attendees were notified of the legacy debt to FWPA with no means to repay. Priorities for operations survey distributed.
Mar.2026	AFCA national reform agenda finalised based on member priorities and presented to State and Federal Ministers. AFCA Chair and FWPA Chair meet in person
Apr.2026	Board request emergency meeting with industry stakeholders and seeks input from members and sponsors. No outcome was secured. Majority member and sponsor written feedback concluded AFCA had suffered irreparable reputational damage during the tenure of the terminated CEO. AFCA receives legal demand letter for debt repayment from FWPA issue.
May.2026	Significant legacy debt from financial mismanagement means AFCA has to enter voluntary liquidation.

