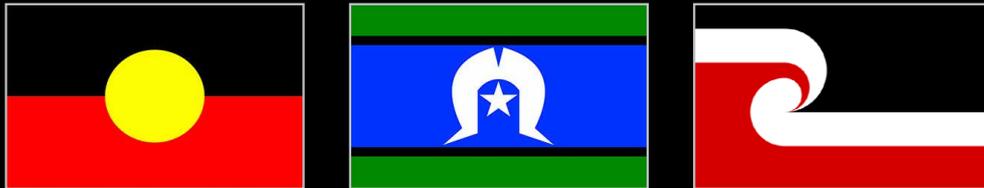


FOREST STEWARDSHIP COUNCIL®  
AUSTRALIA AND NEW ZEALAND

**STRATEGIC PLAN  
2021-2026**

**FORESTS™  
FOR ALL  
FOREVER**





The Forest Stewardship Council Australia and New Zealand acknowledges the Traditional Owners of the land. We pay our respects to their Elders, past, present and emerging, for they hold the memories, the tradition and the culture of all Aboriginal and Torres Strait Islander people.

FSC ANZ recognises the unique role of Māori as Tangata Whenua and embraces Te Tiriti o Waitangi recognising Māori as tino rangitiratanga of Aotearoa/New Zealand while embracing the three guiding principles of the Treaty – Partnership Participation and Protection.

We will endeavour to implement bicultural policies and practices that incorporate and value Māori cultural concepts, values and practices.

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# Foreword

With the global COVID-19 pandemic causing us to shift and rethink the way we all operate, we have taken the opportunity to reflect and consider what the future holds for FSC® in Australia and New Zealand (FSC ANZ).

The essence of an effective strategy is to consolidate big ideas while building common ground around a vision of what success looks like in years to come.

The strategy outlined in this document is intended to provide the direction to build specific plans and projects developed to achieve that ambition. These specific plans will be guided by FSC International's Global Strategic Plan and articulated in an operating plan and related annual priorities.

## Where we come from

The 2015-2020 Strategy provided a clear direction and level of ambition for FSC Australia and New Zealand (ANZ) and became a strong reference point for the organisation. It created a basis for measurable objectives and outlined a vision in which the true value of forests is recognised and fully incorporated into society.

The past five years, FSC Australia and New Zealand (FSC ANZ) focused on building trust and credibility with all our stakeholders. This was summarised in to four key strategic objectives:

1. Building trust in FSC ANZ as an enabler of responsible forestry by supporting the approval and implementation of FSC standards (the National Forest Stewardship Standard and the Controlled Wood - National Risk Assessment) interpretation process and timely and transparent management of complaints ie the 'normative framework'.
2. Working with environmental, economic and social chamber members and Indigenous People to build confidence in the impact and potential of FSC.

3. Leveraging the investment of certificate holders (CHs) and large retailers to raise market awareness of FSC ANZ in the Australian market creating a dividend for FSC CHs.

4. Building credibility and confidence in FSC by sound and transparent governance.

There have been some significant achievements over the past five years, including the development and approval of the National Forest Stewardship Standard and the National Risk Assessment for Controlled Wood.

## Where to from here

We have reached a defining moment for the world's forests, and for our organisation. Global agendas increasingly recognise the role of forests in enabling and maintaining life, and as a major tool to help mitigate the global challenge of climate change, biodiversity loss, and the social and gender injustice and inequity related to both.

At the same time, forest products are increasingly important as renewable materials that can be a main factor in enabling the bio-based and circular economy which the world needs to develop.

FSC's concept of responsible forest stewardship, including protection, conservation and restoration as well as management for forest products and services, can provide important contributions to solving global crises. But FSC cannot tackle these challenges alone. Efforts are needed by many actors in society, and increasingly we need to work in alliances to create incentives that make a holistic approach to forest management attractive.

Most of the world's forests are still not certified according to FSC's standards for responsible forest stewardship, notably tropical forests and forests managed by smallholders and communities. We strongly believe that certification has been – and remains – a powerful solution, but its reach is still too limited to be able to address the extent of the challenge.

## We are part of the FSC 2050 Vision: Our part in the world FSC will be a part of creating

FSC world vision by 2050 is one of healthy forests recognised by society to be sustaining life on Earth – the world's forests must be treasured for their intrinsic values as vital ecosystems within the wider landscape. This will contribute to Indigenous Peoples' livelihoods, healthy communities and gender equity, while driving towards the necessary shift towards bio-based and circular economies.

In keeping with the global vision, we believe that everyone has a role to play, to take on the stewardship of our forests by recognising and advocating their true value and how they positively impact every our lives.



# About us

We are a network partner for a global not-for-profit organisation that sets the standards for what a responsibly managed forest is, both environmentally, socially and economically.

FSC ANZ's responsibilities include implementing a range of related programs in the region on behalf of FSC International as well as promoting responsible forest management by developing standards for forest management adapted to local circumstances.

FSC ANZ also provides accurate policy, training, market support, and media liaison to grow the brand in Australia and New Zealand.

FSC ANZ is part of the Asia Pacific region for FSC and develops best practice standards for responsible forest management according to the FSC 10 principles and criteria.

We are foundation members of the Trusted Labels Group in Australia and New Zealand and members of ISEAL.

We aspire for everyone in our community to act as steward of our forests through recognising their true value and how they positively impact our lives.

The beliefs that define our practice

**We believe**

healthy forests enable healthy communities

**We believe**

in the positive environmental and economic impact of ethically certified timber and non-timber forest products

**We believe**

that only through connection and partnership with community, industry and government will we create sustainable forestry

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## Our Vision

**Forests for all, Forever**

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## Our Purpose

**To promote environmentally healthy, socially beneficial and economically viable management of Australian and New Zealand forests**

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## Our Goals

**for the next 5 years and beyond**

**Increasing influence THAT scales our impact**

Increasingly recognised throughout the supply chain from forest managers to buyers as the certification of choice, representing better, evidence-informed practice and strong investment in sustainability.

**Connection to brand and purpose THAT increases community recognition and action**

Increasing recognition of our brand and understanding of what it represents in terms of environmental, social and economic benefits throughout the supply chain. Influencing and shaping community purchasing behaviours that positively impact demand and sustainable forestry outcomes

**Enabling product innovation THAT strengthens existing and develops new markets**

Strengthening existing and encourage new markets for FSC Certified forest products, non-timber forest products, and services and benefit (such as environmental and social values). Engaging and increasing demand within the industry and marketplace.

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## Our Enablers

**for creating impact**

**Purposeful engagement THAT builds recognition**

Informed and value-add engagement with consumers and our members, partners, industry and government. Enabled through well defined and shared understanding and recognition of FSC brand, benefits and offerings.

**Partnerships and connections THAT grow our reach**

Creating partnerships that support growth, innovation and community across the industry from forest managers to consumers. Recognised as one AUS/NZ team with strong connections and effective working relationships with FSC International and FSC Asia Pacific.

**Organisational Resilience THAT enables investment and impact**

Financially and operationally strong organisation. Enabled by fit-for-purpose governance; defined, diversified and sustained funding sources; and a talented and supported team.

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# Strategic plan

## Overview

FSC ANZ's 2021-2026 Strategic Plan has been developed in close collaboration with the FSC ANZ Board of Directors, staff, and partners from across our region.

It outlines the future FSC ANZ strives for, the organisation's role in delivering on this, and the outcomes and areas of development that the organisation will focus on over the next five years. The plan is aligned to international and regional FSC bodies and their strategic plans and shares the global vision and aspirations of the movement.

## Our vision

**Forests for all, Forever.**

Our vision is that everyone in our community will act as stewards of our forests through recognition of their true value and how they positively impact our lives.

## Our purpose

To promote environmentally healthy, socially beneficial and economically viable management of Australian and New Zealand forests.

## Our beliefs

Our beliefs shape the way we interact, connect and work with one another. They underpin our organisational culture, strategy and the way we deliver on our purpose.

**We believe** healthy forests enable healthy communities

**We believe** in the positive environmental and economic impact of ethically certified timber and non-timber forest products

**We believe** that only through connection and partnership with community, industry and government will we create sustainable forestry

## Our goals

These goals reflect a collective set of outcomes that we will commit to delivering over the next five years and beyond.

### 1. Increasing influence THAT scales our impact

Increasingly recognised throughout the supply chain from forest managers to buyers as the certification of choice, representing better, evidence-informed practice and strong investment in sustainability.

This will be delivered through...

- Increased demand for locally grown FSC certified timber and non timber products;
- Building connection, engagement and cross-sharing with certification bodies and auditors;
- Completed review of existing membership program. Providing a refreshed and high value proposition, designed with our members;
- Increased links with FSC International and FSC Asia Pacific demonstrated through more collaborative projects and Australia and New Zealand-led initiatives; and
- Stronger engagement with government, other representative bodies and industry groups.



### What success will look like in 2026

- Growth in the area of forests that is certified;
- Growth in the number of chain of custody certificates;
- Growth in small holding and indigenous land under management;
- Greater consistency in forest management and chain of custody audits;
- Portfolio of joint initiatives across FSC partners globally, with FSC ANZ recognised as a centre of excellence in at least one focus area for FSC international;
- Development of joint projects and initiatives across FSCI and FSC Asia Pacific that strengthen connection and engagement; and
- Open line of communication and engagement with relevant Government stakeholders and departments.

## Our goals

### 2. Connection to brand and purpose THAT increases community recognition and action

Increasing recognition of our brand and understanding of what it represents in terms of environmental, social and economic benefits throughout the supply chain. Influencing and shaping community purchasing behaviours that positively impact demand and responsible forestry outcomes

This will be delivered through...

- Increasing community awareness of the environment, social and economic value of FSC managed forests;
- Connecting with new or less engaged sectors to build interest and demand for use of FSC timber and non-timber products;
- Increased reach and coverage through FSC Promotional License Holders' channels;
- Building recognition and understanding of the FSC brand, three-chamber model and the environmental, social and economic impact created; and
- Credibility in the marketplace and across the environmental movement for consumers, retailers and forest managers.



### What success will look like in 2026

- Engaged and active community of partners, consumers and industry advocates promoting the value and impact of FSC certified products and services;
- Greater recognition and understanding of the FSC model and the environmental, social and economic impact created;
- Increased interest in using FSC timber and non-timber products in targeted industries not currently highly engaged, such as the construction sector; and
- Increased interest and use of Australian and New Zealand Indigenous timber products coming out of managed lands.

## Our goals

### 3. Enabling product innovation THAT strengthens existing markets and developing new opportunities.

Strengthening existing markets and developing new opportunities for FSC certified forest products, non-timber forest products, and services and benefit (such as environmental and social values). Engaging and increasing demand within the industry and marketplace.

This will be delivered through...

- Re-establishing the FSC Foundation to support FSC projects and goals;
- Working in partnerships that generate increased demand for timber and non-timber products and services;
- Connecting through our messaging and engagement explaining how existing and new products deliver environmental, social and economic benefits within the industry and for our community; and
- Working alongside the forestry sector to encourage and promote a growing range of FSC certified products and services available across existing and new markets.



### What success will look like in 2026

- Active FSC Foundation, drawing in philanthropic funds and community engagement to drive and support strategic initiatives;
- Partnerships in place that directly drive increased demand of FSC timber and non-timber products and services, including ecosystem services;
- Increased distribution of FSC content and material through partner channels, promoting the social, economic and environmental impact of FSC certified products and services; and
- Greater range of products and services in place, directly increasing demand for FSC certification.

## Our enablers

These enablers outline focus areas for the next five years.

### 1. Purposeful engagement THAT builds recognition

Informed and value-add engagement with consumers and our members, partners, industry and government. Enabled through well-defined and shared understanding and recognition of FSC brand, benefits and offer.

We will deliver on this through...

- Working with and alongside members, partners and industry to ensure FSC has a high value offer through membership, products and services;
- Investing in strategic and targeted engagement and promotion to consumers; and
- Using evidence-informed data to demonstrate and promote the value of FSC managed forests.



### Examples of strategic initiatives that will drive this enabler

- FSC membership audit and refresh, focussing on value creation for the organisation and stakeholders;
- Development and embedding of community awareness benchmarks that inform strategic communication activity and content creation; and
- Develop and embed an impact assessment framework that guides data and evaluation activity and captures the story of greatest impact through FSC certified products and services.

## Our enablers

### 2. Partnerships and connections THAT grow our reach

Creating partnerships that support growth, innovation and community across the industry from forest managers to consumers. Recognised as one AU/NZ team with strong connections and an effective working relationship with FSC International and FSC Asia Pacific.

We will deliver on this through...

- Contributing and nurturing a global community through connection to FSC International and FSC networks;
- Engaging and working with members and partners to encourage innovation and growth, reaching new audiences and building FSC brand and profile; and
- Strengthening government engagement to access opportunities, influence and advocate for change.



### Examples of strategic initiatives that will drive this enabler

- Scoping and development of strategic industry partnerships that build trust, grow engagement and increase demand for FSC certified products and services;
- Development of a strategic communications plan that incorporates targeted campaigns focussed on partnership development and engagement with targeted industries, particularly the construction sector in focus industries, such as construction;
- Review of the Marketing Advisory Group to shape and inform approaches to joint campaigns and activities that leverage the reach of promotional license holders and member organisations;
- Development of joint projects and initiatives across FSCI and FSC Asia Pacific that strengthen connection and engagement; and
- Development and execution of government engagement strategy to drive FSC outcomes.

## Our enablers

### 3. Organisational Resilience THAT enables investment and impact

Financially and operationally strong organisation. Enabled by fit-for-purpose governance; defined, diversified and sustained funding sources; and a talented and supported team.

We will deliver on this through...

- Identify and pursue diversified and sustainable funding to support our goals and aspirations;
- Retain and attract a talented workforce;
- Continue to invest in and embed fit-for-purpose organisational governance and systems; and
- Excellent in governance in the exercise of its fiduciary responsibilities.



### Examples of strategic initiatives that will drive this enabler

- Delivery and evaluation of pilot projects to test new approaches, such as, fast-track continuous improvement certification;
- Develop and embed employee value proposition that captures and embodies the values, beliefs and impact of FSC;
- System, process and operational governance review to inform best practice approaches; and
- Explore and test business models that could drive alternative or diversified revenue streams.



# Measuring success

FSC ANZ is committed to implementing and monitoring this strategic plan. To do this, FSC ANZ will develop and use a range of indicators to evaluate progress and performance from reports to the Board to engagement with our members, partners and industry.

These indicators will include the measurement and assessment of our organisational activity, as well the broader environmental, social and economic outcomes we contribute to at a local, national and global level.

## Organisational performance indicators

These indicators assess the status of our operations and organisation. Examples of these include:

- **Financial reporting**, highlighting the organisation's position in relation to financial and operational strength;
- **Performance across our services and projects**, indicating the engagement in our services and activity and the progress being made in the projects being delivered;
- **Member and industry engagement** such as capture and reporting on the reach and engagement through our multiple communication channels and the change in the number of license holders across different types; and
- **Staff survey results and organisational HR data**, showing the retention, wellness and engagement of staff.

## Local, National and Global indicators

These indicators assess a range of environmental, social and economic determinants. In combination, they provide a view on how FSC certified products and services create positive impact on our community, locally, nationally and globally.

To guide this monitoring and evaluation, FSC ANZ will align with FSC International in progressively seeking to incorporate a number of the UN's Sustainable Development Goals (SDGs) and outcomes.

Today, the work of FSC both at home and across the world is helping achieve 40 targets under 14 sustainable development goals (SDGs). FSC primary impact relates to achieving sustainable forest management, a key measure for SDG 15 (Life on Land).

In addition, the broad environmental, social, and economic focus of the FSC forest stewardship principles also contribute to the SDGs focused on poverty, equality, natural resources, production and consumption patterns, decent work, climate change, inclusive and accountable societies, and global partnerships.



Launched by the UN in 2015, the SDGs are made up of 17 overarching goals that set out a global aspiration for peace and prosperity for people and the planet, now and into the future. The SDGs cover a broad spectrum of social, economic and environmental health and wellbeing indicators. They use a shared language and set of aspirations that can be communicated across organisations, industries and countries. In total, 230 indicators underpin the 17 goals, with organisations targeting those that most align to their purpose.



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