



# STRATEGIC PLAN 2023 - 26



# ACKNOWLEDGEMENT OF COUNTRY



The Australian Forest Products Association acknowledges and pays respect to the past, present and future Traditional Custodians and Elders of this nation and recognises the continuation of cultural, spiritual and connection to lands, water and communities.

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## ABOUT AFPA

The Australian Forest Products Association (AFPA) is the national representative and advocacy body for Australia's sustainable and renewable forestry and forest products industries. AFPA was formed by the merging of the National Association of Forest Industries (NAFI) and the Australian Plantation Products and Paper Industry Council (A3P) in 2011.

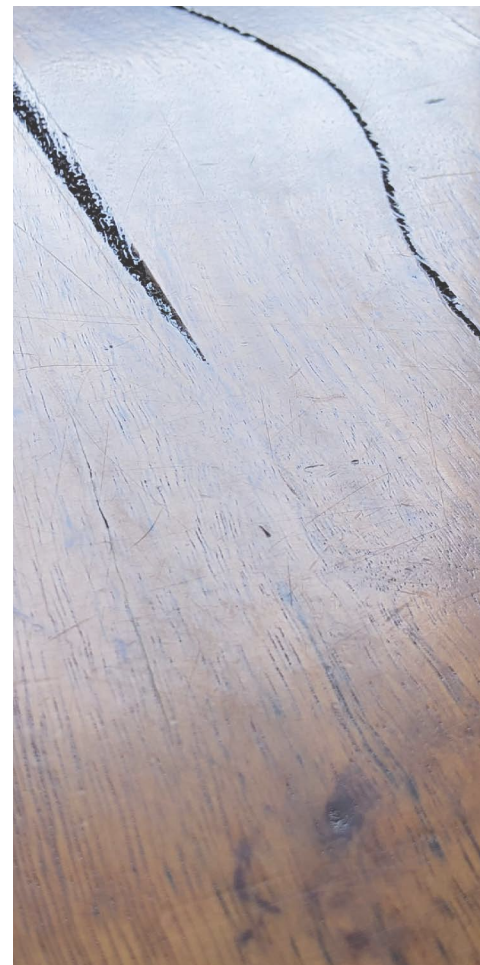
AFPA represents all elements of the value chain from the sustainable harvesting of plantations and multiple use natural forest resource including forest establishment and management, harvesting and haulage, processing of timber resources and manufacture of pulp, paper and bioproducts.

Our membership falls under four chambers (Growers, Hardwood Processing, Softwood

Manufacturing, and Pulp, Paper and Bioproducts) covering the core operations at different points in the value chain and more than 90 percent of overall production.

A not-for-profit industry association, AFPA is governed by a board which features two Directors drawn from each of the four membership Chambers, plus up to four independent skills-based directors.

AFPA is also the declared industry representative body for forestry and forest products industries as part of the industry-government partnership to support research and innovation investment through the forest industry's Research and Development Corporation, Forest & Wood Products Australia.



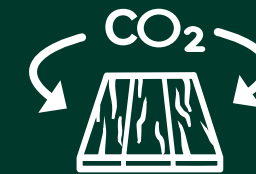
# AUSTRALIAN FOREST PRODUCTS - BY THE NUMBERS



1.7 - million hectares, the area of commercial plantation in Australia



0.06% - the area of Australia's 132 million hectare native forest estate sustainably harvested and regenerated annually



94.1 - million tonnes of carbon stored in harvested wood products in use



80,000 - people directly employed across the forest products sector



10 storeys - at 45m high 25 King Street in Brisbane is currently Australia's tallest timber building



\$24 billion - value of sales and services income associated with wood product and paper manufacturing



\$2.8 million - levies collected in 2021/22 to fund industry research, development, marketing and biosecurity



3.6 - million tonnes of paper and cardboard recovered for recycling, 2021/22



# FROM THE CHAIR

DIANA GIBBS - CHAIR



AFPA is committed to delivering beneficial outcomes for our sector and our members remain the central focus for the Board and management. AFPA recognises that the policy environment has shifted with the Australian Government's increased commitment to achieving a higher economy wide emissions reduction target to 43% by 2030 in its ambition to 'net zero by 2050' and at the same time securing sovereign capability.

We too have adjusted our focus to demonstrate the importance of the circular bioeconomy and the role the forest and wood products sector will play in the nature-based solutions opportunities, as so ably demonstrated in our presence at COP27 to keep the ambition of 1.5 alive.

AFPA has now prepared an updated Strategic Plan, which recognises the opportunities presented for our sector in this new policy environment. This clear Plan will allow AFPA to demonstrate our commitment to our stated values and priorities in working to achieve the desired outcomes for our members. The Plan is based on our role in continuing to work with key policy and decision-makers within all governments and relevant agencies and allows our members to gain a clear understanding of how AFPA is working on your behalf.

I commend the AFPA Board and staff for devising such an important guiding document for the organisation's pursuits.



# FROM THE CEO

HON JOEL FITZGIBBON - CEO



To be successful, every representative entity needs a clear and concise view about why it exists and what it aims to achieve.

AFPA's Strategic Plan provides a pathway to success by clearly defining what we seek to do, how we seek to do it, and what we believe success looks like. It also lists the values that guide the organisation's actions and reactions.

AFPA's overarching goal is to promote and grow the forest products sector by influencing the behavior, perceptions, and attitudes of our key stakeholders. Chief amongst those stakeholders are those who serve in our parliaments, and those who advise them.

This is our plan to deliver for those who put their faith in us to promote and grow the forest products sector.



# PLAN ON A PAGE

## MISSION

To promote and grow Australia's sustainable and renewable forest products sector

## COMMITMENT

To be the leading national voice on public policy for the Australian forest products sector, delivering positive outcomes for industry and increasing community understanding and support

## VALUES



INTEGRITY



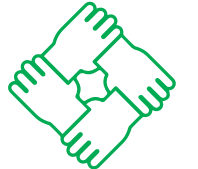
EXCELLENCE



RESPECT



COLLABORATION



DIVERSITY

## PRIORITIES

## OBJECTIVES

## KPIs

### MEMBERS

Excellent service delivery

- Provide clarity on AFPA member national priorities
- Consistently deliver high quality AFPA member face to face meetings
- Provide forums for members to connect and exchange knowledge and ideas
- Set sector priorities and develop policy responses that drive outcomes for the sector
- Provide regular updates and briefing opportunities to members

- Member company satisfaction survey
- Articulate and deliver on national priorities
- Growing and diversifying membership

### ADVOCACY

Trusted authority on national issues

- Advocate on AFPA Member national priorities
- To provide leadership as the trusted and respected voice for the forest products sector
- To support and promote value and volume growth by calling for resource certainty and security needed to build Australia's sovereign capability
- Develop clear scientific evidence-based policies that advance the sustainability of the forest products sector
- To promote the positive benefits of the forest products sector including, climate change timber resource security, housing construction, manufacturing, and regional employment
- Develop a clear evidence-based election priorities AFPA Action Plan

- Build trusted relationships and achieve regular meetings with decision makers
- Increase the delivery of member priorities through policy arrangements
- Assess the delivery of priorities against the AFPA Action Plan

### PARTNERSHIPS

Effective engagement with a partnership mindset that advances the sector's priorities.

- Advance AFPA Member national priorities
- Bringing a range of different voices together
- Proactively engage with relevant stakeholders and the broader community to build forest products sector trust, knowledge and acceptance (social licence)
- Collaborate with Research and Development Corporations, industry bodies and relevant Government agencies on common objectives
- Engage in relevant Australian and international conferences
- Lead the promotion of National Forestry Day

- Achieve high levels of participation by AFPA at strategic events
- Achieve strong industry and stakeholder partnerships
- Increase levels of support for the forest products sector



# AFPA STRATEGIC PLAN 2023-26

## COMMITMENT

To continue to be the leading national voice on public policy for the Australian forest products sector, delivering positive outcomes and increasing community understanding and support for the forest products sector.

Developing within the Australian community and polity a better understanding of the renewable and sustainable nature of the local forest and forest products sector.

Effectively representing the whole forest products value chain, from the sustainable management of plantation and natural forest resources, through to processing of timber and the manufacturing of pulp, paper, fibre packaging and bioproducts.

To energetically sustain the one billion trees ambition, focusing on sovereign capability while addressing challenges and risks of climate change through mitigation and adaptation policies as part of the increased impact of the bioeconomy.

## MISSION

To promote and grow Australia's sustainable and renewable forest products sector.

## VALUES



### INTEGRITY

Demonstrating honesty, transparency and accountability in all aspects of our work



### EXCELLENCE

Striving for the highest quality outcomes through innovation and a commitment to our workforce



### RESPECT

Being mindful and maintaining our commitment by interacting with others in an open and courteous manner



### COLLABORATION

Operating in a collaborative and positive manner with members, stakeholders and the wider community



### DIVERSITY

Providing an inclusive and tolerant environment and promoting the benefits of workplace diversity







# OUR APPROACH

AFPA is proud of its reputation as a trusted and well-regarded organisation from all sides of politics and government agencies. AFPA's Strategic Plan will build on past successes to ensure the future prosperity of the forest products sector.



# SIGNIFICANT RECENT ACHIEVEMENTS

*BUILDING ON OUR SUCCESS*



Trusted and well-regarded reputation



Working with government, unions, and States and Territories to develop a Timber Fibre Strategy



Establishing a strategic partnership providing communication between industry and government and being a recognised advisory body to Government



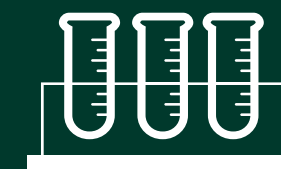
A commitment to removing the water rule



\$100 million for the National Institute for Forest Products Innovation (NIFPI)



\$86 million for the plantation grants



Increased investment for forestry R&D and Biosecurity

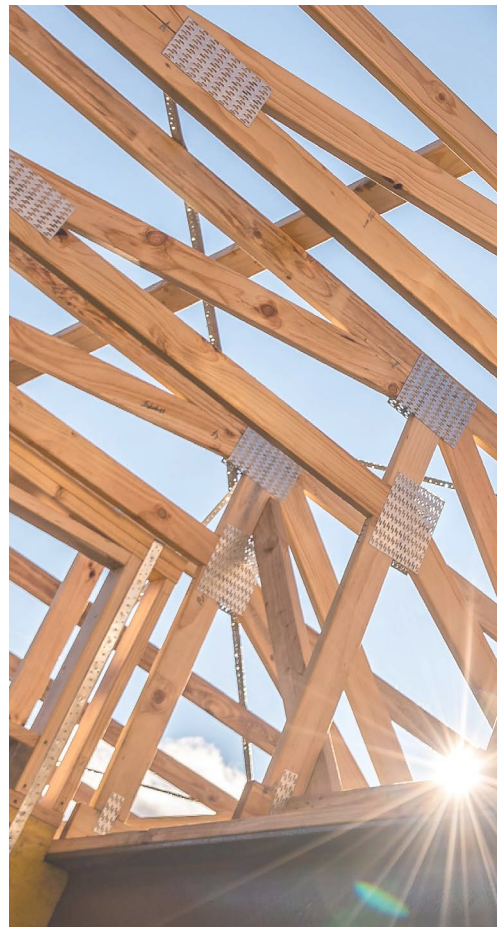


\$108 million for innovation grants for timber processors



# AFPA OPERATING ENVIRONMENT

AFPA's operating environment spans the three priorities of Members, Advocacy and Partnerships (MAPs). **MEMBERS** and delivering value for them is at the heart of AFPA's purpose and practice. Our core business is **ADVOCACY**, representing and promoting the interests of our members and the sector as a whole. This is primarily to national and state governments, the regulators, policy makers and parliamentarians who are designing, deciding and implementing policies and programs that impact on our industries. To strengthen the voice and position of the sector we build **PARTNERSHIPS** with like-minded organisations, nationally and internationally, across forest products industries, land and resource management and broader agriculture.

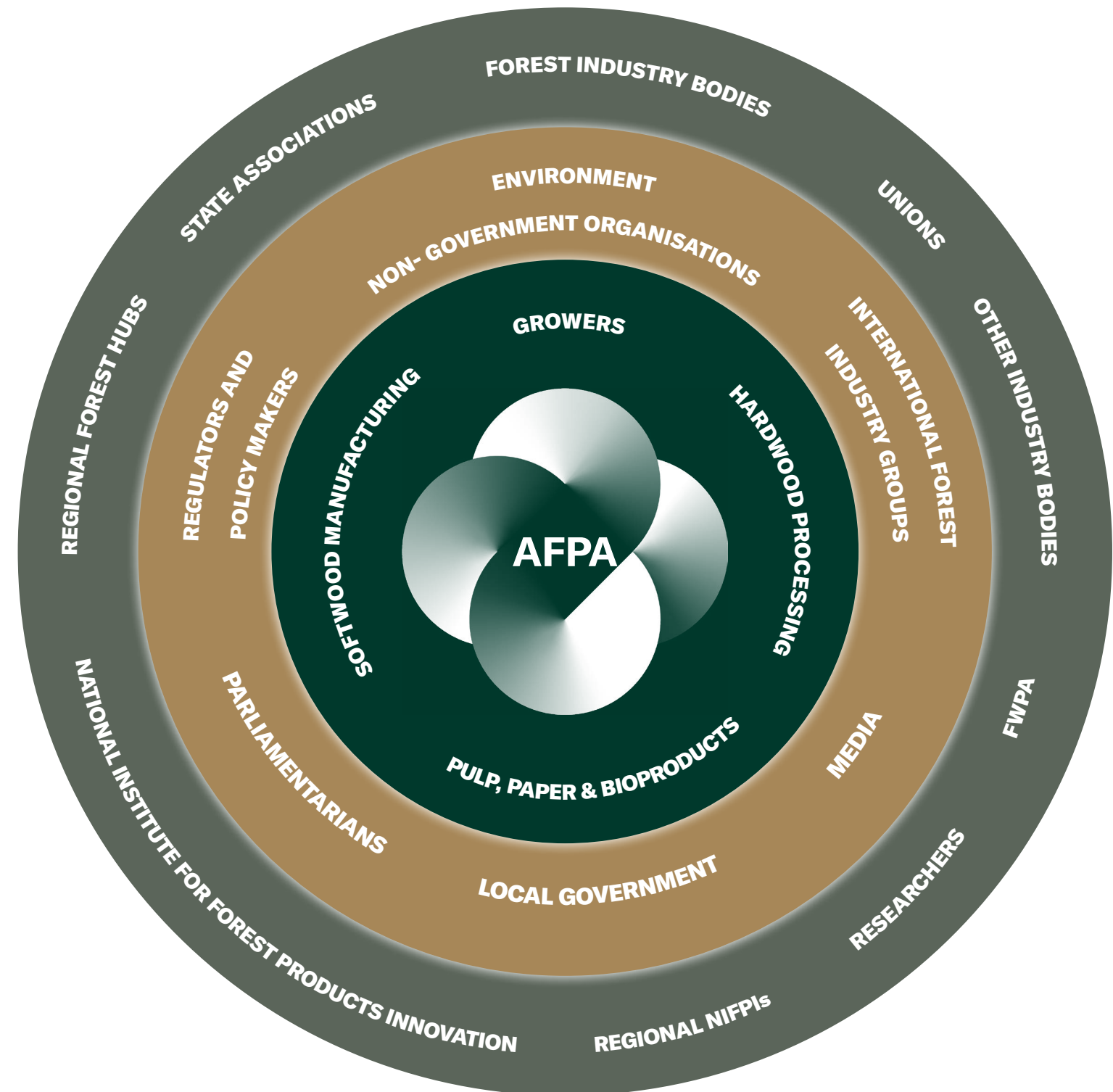
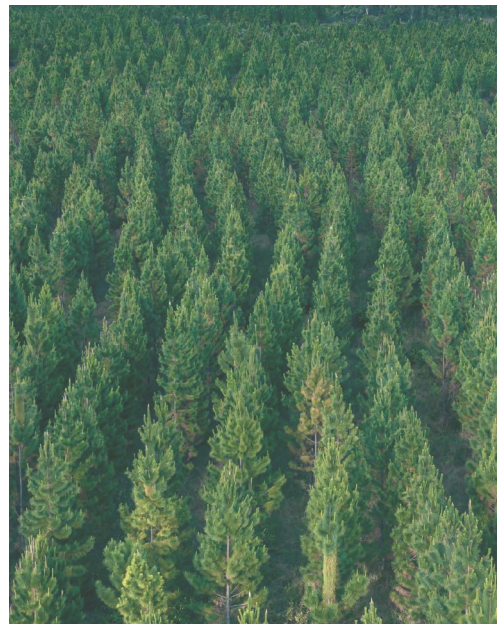


# OUR MAP STRATEGY

**MEMBERS**

**ADVOCACY**

**PARTNERSHIPS**







# AFPA DOES:

-  Informed by our values we work to provide excellent service delivery for AFPA members
-  Provide opportunities for members to engage and contribute to evidence-based policy
-  Regular high quality member face-to-face meetings
-  Ensure briefing opportunities for members
-  Facilitate significant projects to promote and grow the sector

## PRIORITY 1: MEMBERS

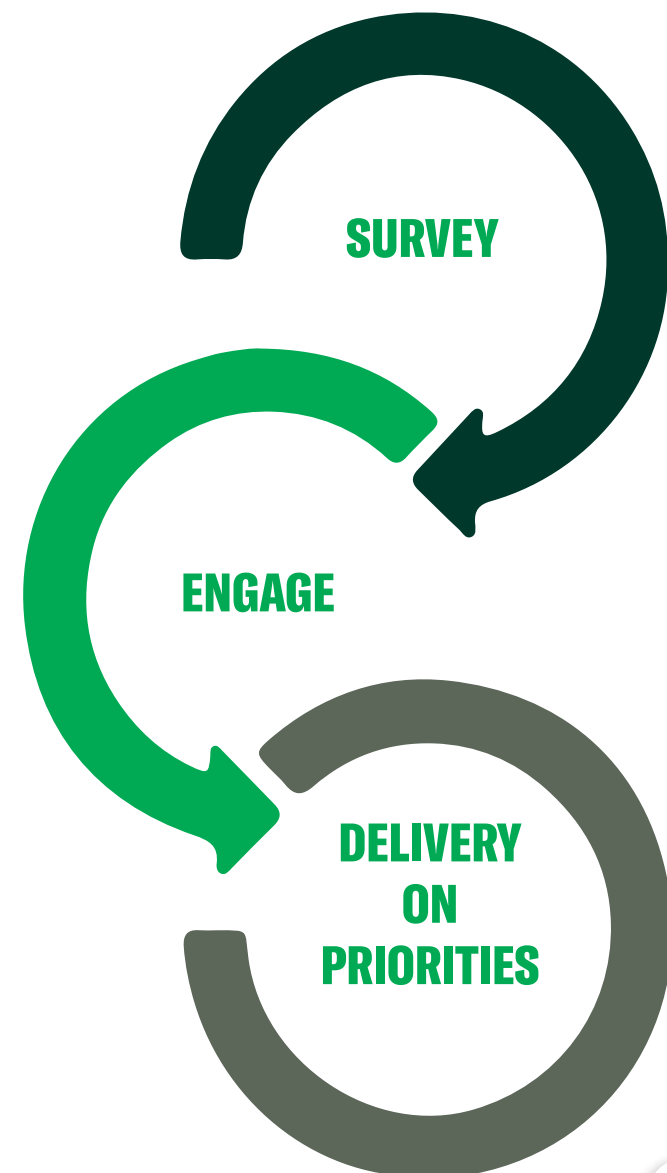
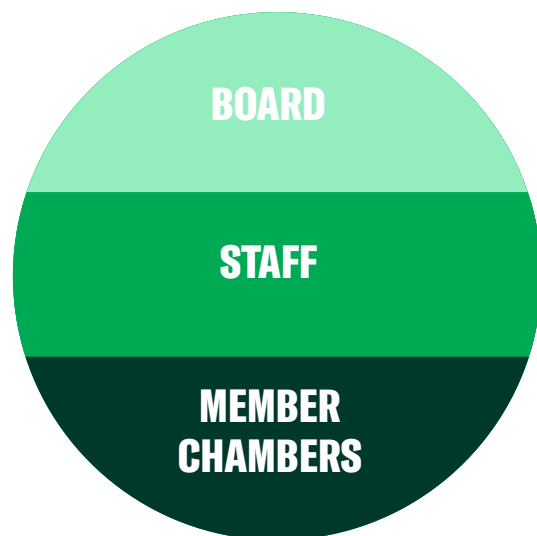
Member engagement and delivery is guided by these key priorities.

### DELIVERY

AFPA delivers to its members on their collective priorities through our organisational infrastructure.

### KPIs

AFPA measures its success on delivering for our members through continual engagement with our members and assessment of our work.





# PRIORITY 2: ADVOCACY

As the trusted and respected lead national voice on policies and issues that impact the sustainable forest sector, AFPA is committed to being a strong advocate in Canberra to promote and grow the sector to secure a sustainable, productive and profitable future.



## HOW WE DO THIS:



Develop scientific evidence-based policies and advocate for programs which advance and promote the sustainability of the forest products sector



Advocate on behalf of our members in Canberra to promote and grow the sustainable forest sector to the Federal Government and across all political parties, our work is apolitical and in line with our values



Represent the industry at parliamentary hearings, develop submissions to departmental and parliamentary reviews, including the development of new legislation, and support the industry positions through direct engagement with regulators and other government agencies



Prepare industry advocacy positions based on well-developed analysis of accepted science, economics and social and environmental sciences



Respond quickly and effectively to national issues that require an industry response



Support research that informs the positive role that the industry can and does play in addressing some of the major challenges facing the nation including climate change

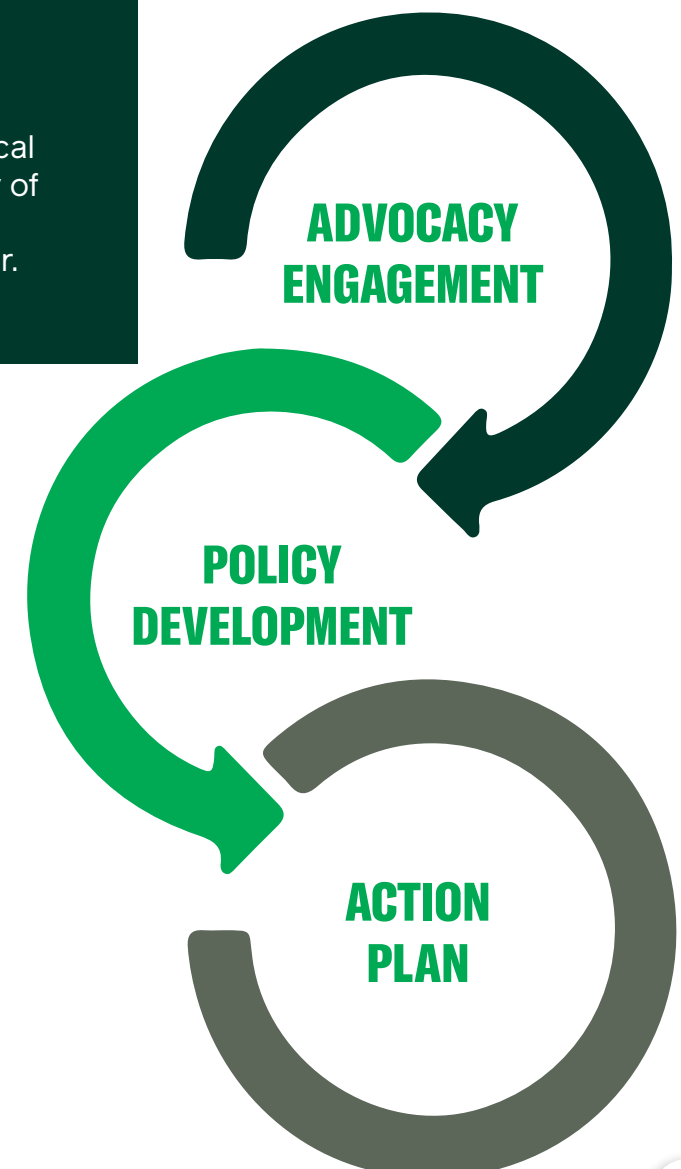


Monitor and evaluate election priorities via our Action Plan



## KPIs

AFPA measures its success in advocacy through our apolitical engagement and the delivery of short, medium and long-term positive policies for the sector.





# PRIORITY 3: PARTNERSHIPS

APFA prides itself on seeking to engage with a partnership mindset, meaning that we look for win-win outcomes. We actively strive for positive interactions between the forest products sector, government, other stakeholders and the wider community.

## WHAT A PARTNERSHIP MINDSET LOOKS LIKE:



Supporting greater cooperation among AFPA members through meetings in related sectors and on topics of shared interest



Organising and delivering community and stakeholder engagement to build an improved understanding of the sector



Meeting with and briefing politicians and key decision makers



Maintaining effective working relationships with organisations such as the Department of Agriculture, Fisheries and Forestry, National Farmers Federation, Forest and Wood Products Australia, state-based forestry associations and other related national and international organisations



Connecting community to the forest sector through National Forestry Day



## KPIs

AFPA measures its success in advocacy through our apolitical engagement and the delivery of short, medium and long-term positive policies for the sector.

**POSITIVE COLLABORATION**

**INCREASED PARTICIPATION**

**IMPROVED UNDERSTANDING**





