

IFA STRATEGIC PLAN 2013 TO 2015

Preamble

A well-crafted strategic plan provides clear direction for members, Boards and management of not-for-profit organisations, particularly in times of change. For the IFA to thrive for another 80 years it needed to re-focus and the strategic direction articulated in this plan, which took 18 months to complete, provides a roadmap for the future.

The strategic goals present a continuum of action from inward-looking (items in direct control such as the organisation and individuals as addressed in strategic areas 3 and 4) to outward-looking (areas where there is less direct control such as research, education and policy in strategic areas 1 and 2). In this way the organisation will be governed under the plan to support the development of people who create best practice, ideas and policy, and capture and use this to influence and drive the future of the sector.

VISION AND MISSION

VISION - WHAT WE WANT TO SEE IN THE FUTURE?

Ecologically sustainable use and conservation of all forests for all forest values (including but not limited to timber, carbon storage and sequestration, water, bioproducts, biodiversity and recreation, spiritual and aesthetics)

MISSION - HOW DO WE GET THERE?

Best-practice (Sustainable) management of all forests in Australia, including woodlands and plantations, in all tenures including National Parks, State forests, Crown Land and private property

VALUES

For forests: abundant, healthy, accessible, productive, diverse and valued

For foresters/forest managers: professional, scientific, informed and informative, expert, objective, trustworthy, adaptable, self-determining

FOUR STRATEGIC AREAS

1. **Influence**. Respected regionally, nationally and internationally for expertise, ideas, direction and policy in forest management, regardless of forest tenure or use
2. **Inform**. Foster the development, promotion and delivery of forest management, information and research
3. **Skill people**. Develop and support skilled professionals to work in forest management, policy, research and education
4. **Govern**. Build an organisation that supports and responds to the needs of its members.

STRATEGIC AREAS ARE DEPENDENT ON EACH OTHER

Influence is based on well-developed ideas backed by reliable and expert information...

Information is only made useful through skilled and experienced people...

Skilled people need the support of a strong and responsive organisation ...

Good governance ensures structures support the strategic direction

STRATEGIC AREA 1. INFLUENCE

GOALS

Influence broadly as the ‘go-to’ organisation for ideas, direction, policy, best practice for forest management, regardless of forest tenure or use

- Provide effective leadership and direction
- Act as an honest broker - objective, balanced and independent
- Provide science and evidence to inform and balance debate and policy
- Provide recommendations on improved policy
- Engage broadly – socially, environmentally, politically, globally using a wide range of communications tools including social media

INFLUENCE: WHAT WE DO NOW

- Develop IFA policy statements
- Develop invited submissions (state and national)
- Write letters and produce media items to comment on forest policy
- Hold membership of IUCN and engage globally
- Partner with NZIF in submissions
- President forges networks and relationships at national level
- State Chairs forge networks and relationships at state level
- Representation of IFA members on boards and committees

INFLUENCE: STRATEGIC ACTIONS

- Identify a patron
- Develop regional and national relationships and partnerships with major stakeholders, socially, environmentally, politically, to position the IFA as the “go-to” organisation for advice on forest management

- Engage with other landscape and resource managers ie in catchment management and agriculture
- Engage in global issues, and develop relationships with key Asia -Pacific forestry organisations
- Conduct public forums (supported with quality audio-visual material) and develop “white papers” on emerging issues
- Redevelop IFA policy statements to contain recommendations for the future
- Selectively respond for calls for submissions from policy makers

INFLUENCE: SUCCESS INDICATORS

- Patron appointed by 2013 AGM
- Effectively engaged with at least one national ENGO and one community representative group by mid-2014
- Known to and sought out by policy advisers at state and national levels by end 2014
- Active partnerships with at least 2 Asia-Pacific forestry organisations by end 2013
- Revised set of policy statements in use by end 2013

STRATEGIC AREA 2. INFORMATION

GOALS

Foster the development and delivery of forest management research and information

- Formally capture and make accessible scientific knowledge, best practice and technology
- Identify research priorities and gaps
- Conduct regular information exchange events (conferences, seminars, networking events)

INFORMATION: WHAT WE DO NOW

- Produce peer-reviewed journal
- Communicate via print newsletter, email bulletin, website
- Develop policy statements and submissions
- Collect and collate thesis reports
- Fund research using Max Jacobs Grants
- Conduct conferences and member meetings and field tours
- Conduct occasional overseas study tours

INFORMATION: STRATEGIC ACTIONS

- Compile and maintain an accessible searchable online database of currently held scientific knowledge, best practice and technologies
- Develop and promote a range of best practice guidelines for forest management for all tenures and uses
- Develop, promote and monitor a national research priorities for forestry
- Develop event program to better disseminate information and seek feedback from membership including webinars, seminars, field days and CPD events

- Develop and implement communications plan to better integrate and leverage off all activities

INFORMATION: SUCCESS INDICATORS

- Major conference every two years meeting needs of both members and broader audiences
- One public forum and one white paper per annum against pre-agreed set of topic areas
- Online database operational and gaps identified by end 2013
- Knowledge database commercially accessible beyond membership by end 2014
- Two new best-practice guidelines developed each year
- National research priorities for forestry established by mid-2014 and monitored at least every two years

STRATEGIC AREA 3. SKILL PEOPLE

GOALS

Identify and develop skilled professionals to work in forest management policy, research and education

- Encourage and support participation in forestry-related education
- Establish and uphold professional standards
- Identify and promote specialisation
- Have ready access to expertise held by members
- Provide access to best practice information tools and technology
- Build and sustain pride in being a professional forester, forest scientist or forest manager
- Support development of new entrants, particularly young entrants into the profession

SKILLED PEOPLE: WHAT WE DO NOW

- Run a charitable trust to fund scholarships (FSF)
- Provide awards (medals) for tertiary students
- Recognise excellence: Fellows, Honorary members, Jolly Medal, Max Jacobs Oration
- Fund short course: A J Henderson award
- RPF scheme and ACFA consultants
- Code of Ethics
- ACFA valuation standard
- Work through education committee, awards committee

SKILLED PEOPLE: STRATEGIC ACTIONS

- Identify and promote the multiple educational pathways into forest professions

- Establish special interest groups or link to existing groups (ie forest research working group network) to connect and inform members
- Develop and promote recognition programs to better identify expertise and specialisation
- Support recognition program with best practice guidelines, Code of Ethics, complaints and disciplinary procedures
- Ensure skills are kept current through formal Continuing Professional Development program
- Develop support program for new entrants (mentoring/internships)
- Resource Forestry Scholarship Fund

SKILLED PEOPLE: SUCCESS INDICATORS

- Broader definition of a forest professional by end 2013
- Active special-interest groups
- Single robust recognition program by end 2013
- Implement and uphold Code of Ethics
- Numbers of recognised personnel increasing at 5% each year
- Multi-mode delivery Continuing Professional Development program launched by end 2014
- Active support program for new entrants by mid-2014
- Increased resources in Forestry Scholarship Fund with incoming and outgoings growing at 10% each year
- Engage with and support forest professionals working in reserve management

STRATEGIC AREA 4. GOVERNANCE

GOALS

Build an organisation that supports and responds to the needs of both its members and the forest management sector.

- Engage with all forest professionals, locally and nationally
- Support international members
- Foster the membership and active engagement of young professional and retired foresters
- Tailor structure, business model, rules and services to address changes in the profession

GOVERNANCE: WHAT WE DO NOW

- Divisional structure in national company entity
- Support individuals and divisions
- Membership database and services
- Merchandise and member benefits
- Manage ASIC, ATO requirements
- Financials, audit, reporting, board meetings
- Articles, memorandum and regulations
- Library and records repository

GOVERNANCE: STRATEGIC ACTIONS

- Consult with members on governance issues
- Develop a single constitution to replace multiple governance documents
- Review organisational structure, entry requirements and membership categories and fees
- Develop a value proposition for each membership category
- Rebrand and possibly rename organisation to better represent a broader membership ie Institute of Forest Management

- Diversify income streams beyond membership eg. donations, project funding from external sources, external grants, sponsors, partnerships

GOVERNANCE: SUCCESS INDICATORS

- Member numbers increasing by 10% each year
- Constitution and associated organisational changes accepted by members by 2015 conference
- New brand and possibly new name for organisation by AGM 2014
- Have a substantial increase of new funds through diverse income streams