

STRATEGIC PLAN 2025-2028



FOREST INDUSTRY
CONTRACTORS
ASSOCIATION

VISION

A resilient, innovative, viable contractor workforce, delivering quality services ensuring a safe and sustainable industry

MISSION

To promote a safe, professional, innovative, and sustainable forest contracting industry

VALUES

Integrity
Professional
Collaborative
Resilience

STRATEGIC OBJECTIVES



LEADERSHIP

Provide proactive industry leadership to enable a stable and sustainable forest contracting industry



ADVOCACY

Be the leading voice for our NZ forest contracting industry members



HEALTH + SAFETY

Support a healthy and safe industry to increase health, safety, and wellbeing culture and performance in the industry



COLLABORATION






Continue to engage with our members and sponsors through increased collaboration and information sharing



LEARNING

Support the access of effective industry training and certification to all members

STRATEGIC OBJECTIVES STRATEGIC OUTCOMES

 1	LEADERSHIP Provide proactive industry leadership to enable a stable and sustainable forest contracting industry	1.1 Participate in the NZ Forest & Wood Sector Forum Pan Sector Group
		1.2 Actively promote and advocate for the market diversification of the NZ forest industry away from heavy reliance on SE Asia log exports
		1.3 Lead innovation in the industry and ensure Forest Growers Research (FGR), SCION and other stakeholders include contractor perspective
 2	ADVOCACY Be the leading voice for our NZ forest contracting industry members	2.1 Increase engagement with central and local government as the voice of forest industry contractors
		2.2 Establish resilient, collaborative relationships with relevant and appropriate organisations and associations
		2.3 Actively monitor, participate and influence local and central government policy and regulation to improve outcomes for a sustainable and enduring forest industry
		2.4 Work closely with FOA to address critical industry issues in the industry
		2.5 Actively participate in the Forest Stewardship Certification (FSC) process by providing collective 'contractor voice'
 3	HEALTH + SAFETY Support a healthy and safe industry to increase health, safety, and wellbeing culture and performance in the industry	3.1 Maintain a strong partnership with WorkSafe focused on industry priorities that improve industry safety
		3.2 Show leadership in the review and completion of the ACOP by June 2025 to produce a document that is contractor friendly and incorporates mandatory certification
		3.3 Work closely with FISC to play an active role to drive the strategic direction and delivery of H&S initiatives to the industry
		3.4 Work with FISC to drive contractor and faller certification to ensure it is fit for purpose
		3.5 Work with ACC to improve the education and distribution of guidance materials to contractors to improve the efficient use of the service
		3.6 100% of our members and all tree fallers are certified by Dec 2027
 4	COLLABORATION Continue to engage with our members and sponsors through increased collaboration and information sharing	4.1 Implement two business support programmes (workshops/webinars) for members delivered by WIF
		4.2 Complete evaluation of an annual financial health check survey on our members (tbc)
		4.3 Activate a FICA communication and advocacy plan that's tailored to incorporate more positive personalised/ interesting stories to build industry back up again
		4.4 Empower our members to adopt, implement and comply with key industry policy and regulation changes via access to resources, tools, and information
		4.5 Implement a bulk purchasing programme that leverages our combined buying power (date tbc)
		4.6 Develop a referral service for our members that covers legal, financial, employment and EAP services (date tbc)
		4.7 Accurately maintain our CRM (Capsule) and integrate this with all other FICA systems to improve engagement with members and sponsors (tbc)
		4.8 Conduct an annual member and sponsor satisfaction survey to improve our performance (tbc)
		4.9 Develop an annual networking/engagement plan for members and sponsors targeted at more regional engagement and one national event (date tbc)
 5	LEARNING Support the access of effective industry training and certification to all members	5.0 Have a formal sponsorship agreement in place for all sponsors (date tbc)
		5.1 Take a leadership role in the strategic review of training in the forest industry through the newly formed joint FICA/FOA training committee.
		5.2 Take a leadership role in the implementation of the new model of training delivery in the Industry that is fit for purpose