



AFS/01-10-01

PROMOTING SUSTAINABLE FOREST MANAGEMENT – FOR MORE INFO: www.forestrystandard.org.au

AFS Limited Strategies and Actions		
I Promoting sustainable forest management practices in Australia, including the maintenance of the Standards to reflect continuous improvement and leading practices	II Building recognition and acceptance of and confidence in the AFCS as the pre-eminent forest certification scheme for market demand	III Efficient, sustainable and accountable operations of the AFCS and AFS Ltd
<p>Be prepared for, and carry out, scheduled updates to the Standards:</p> <ul style="list-style-type: none"> • Maintain Standards Australia (ABSDO) accreditation for SDO status • Monitor developments in the industry and its leading practices • Monitor international developments related to the Standards and monitor related/ competing standards and government policies • Maintain and enhance the membership of technical committees, and broaden the company's general membership base, so that broad representations of interests are engaged and ready to participate in the standard revision process 	<p>Build acceptance of the Standards by:</p> <ul style="list-style-type: none"> • Businesses customers (Business to business focus) • End consumers • Regulators and other 'standard' specifiers • Opponents • Industry and Industrial Organisations 	<p>Reduce reliance on sponsor funding grants. Replace with recurring income from memberships and logo use</p>
<p>Maintain mutual recognition arrangements</p>	<p><i>Pulp/paper and printing sectors (including print media companies)</i> Targeted PR/ membership drive activities aimed at potential members along the supply chain Build consumer level awareness in partnership with consumer product manufacturers Conduct a targeted campaign of meetings with large paper companies and 10 - 20 largest printing/ publishing companies</p>	<p>Develop and/or broaden new income streams</p>
<p>Proactively participate in the development (and debate of) related governmental and non-</p>	<p><i>Construction sector/ building products</i> Influence the specifiers (e.g. architects, design</p>	<p>Investigate new and alternative income sources. e.g. training and seminar income. Seminar</p>



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<p>governmental standards policies and procurement settings. (For example, Green Building Council of Australia and Eco-Specifier).</p>	<p>professionals) Inform the merchants (ie wholesalers and retailers) Promote the AFCS as satisfying reasonable standards and being capable of supplying Australian materials Primary focus to be on developing a program of seminars/ forums and training for target audience of specifiers Secondary focus to be on Business to Business purchasing and procurement. That is, promote the merits of the Standard to the purchasing areas of major building companies and to the merchant sector. Obtain Green Building Council of Australia and other similar organisations' recognition of AFCS</p>	<p>sponsorship income</p>
<p>Undertake targeted drive for Forest Management organisations, with focus on:</p> <ul style="list-style-type: none"> • Small-medium private native forests and plantation owners • Managed Investment Scheme forests • Indigenous landowners • Group certification 	<p>Furniture, joinery and art Engage in joint awareness building initiatives Build upon positive messages in: Australian products, high value added, artistic merit, hand crafted, the great qualities of timber Confirm this sector's interest and then jointly develop action plans</p>	<p>Develop appropriate procurement policies (to lead by example)</p>
<p>Develop promotional kits to support initiatives for increasing membership and the uptake of the Standard (AFS)</p>	<p>Lead (or at least be proactively involved in) new policy debate, through participation in policy fora and conferences. Promote the acceptance of the Standards as a legitimate basis for certification of products</p>	<p>Re-structure and recruit Marketing and Communications Executive. Role to lead AFS Limited engagement in policy and market procurement issues</p>
<p>Research and prepare promotional material outlining benefits of adopting the Standard with respect to carbon trading and offsets opportunities for growers</p>	<p>Develop communications materials (adverts and hand outs) to support direct promotion activities</p>	<p>Establish appropriate budgets to provide resources for communication initiatives, including associated travel to facilitate interaction</p>
<p>Undertake targeted membership drive - to be conducted in line with the industry sectors and our need to increase participation by potential members</p>	<p>Conduct forum/ seminar series to promote and train and/or get input of issues</p>	<p>Recruit administrative support officer</p>



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with social and environmental interests and the strategy discussed under 'II build acceptance'		
Develop promotional kits to support membership / Standard (CoC) uptake initiatives	Get involved in other standard setting organisations / processes and related organisations to influence the development of standards	Implement Group Certification project outcomes, and investigate other initiatives for reducing compliance costs (particularly smaller growers)
Research and prepare promotional material outlining benefits of adopting the Standard with respect to carbon opportunities & embodied energy for supply chain	Proactively communicate to counter adverse messages with market segments	Review Board governance structure to widen stakeholder input and skills
	Resolve issues related to multiple logos, brands and business names	Engage with environmental interests and broaden environmental participation Review membership categories to enhance opportunities for and influence of broader social and environmental interests
	Prepare a formal communications plan consistent with these strategies	Review structure and composition of Technical Committees to ensure balance and transparency consistent with national and international best practice
	Develop communications materials, kits & information papers to support these strategies and activities	Use community based feedback mechanism as part of revision processes for Standards. Objective is to engage with interested parties as a first step to getting their active involvement as members
	Conduct communications activities according to the industry sector strategies described above	



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**Business Projections for AFS Limited 2008 – 2013
(5 year projection)**

	Current	2009	2010	2011	2012	2013
Business Projections						
Certified are (ha) growth	7 813 160	9 100 000	9 250 000	9 500 000	10 000 000	10 500 000
Logo licence growth	33	55	100	145	190	260