

STRATEGIC PLAN 2025-2028

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



SELF-SUFFICIENT

Pursue funding that makes FICA self-sufficient







GOVERNANCE

Develop FICA as an organisation with good governance and management

STRATEGIC OBJECTIVES

STRATEGIC OUTCOMES

 1	LEADERSHIP 1. Provide proactive industry leadership to enable a stable and sustainable forest contracting industry	1.2	Actively promote and advocate for the market diversification of the NZ forest industry away from heavy reliance on SE Aisa log exports
		1.3	Lead innovation in the industry innovation and ensure Forest Growers Research (FGR), SCION and other stakeholders include contractor perspective
		1.4	FICA leverages its position on FGR research committee to get better outcomes for the Industry
		1.5	FICA innovation focus group in submits 5 EOI/submissions to either FGR or FGLT annually in August each year.
		1.6	FICA members are more actively involved in FGR TSG
			2.1
 2	ADVOCACY Established as the leading voice for our NZ forest contracting industry members	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 including financial stress 'margin squeeze'
		2.5	FICA proactively promotes information sharing looks beyond just contractor cost to other parts of the supply chain
		2.6	Forest owners recommend/partially fund contractors to join FICA?
		2.7	Actively participate in the Forest Stewardship Certification (FSC) process by providing collective 'contractor voice'
			3.1
 3	HEALTH + SAFETY Support a healthy and safe industry to increase health, safety, and wellbeing culture and performance in the industry	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
			4.1
 4	COLLABORATION Continue to engage with our members and sponsors through increased collaboration and information sharing	4.2	Implement two business support programmes (workshops/webinars) for members delivered by WIF in Q2 and Q4 2026
		4.3	Complete evaluation of an annual financial health check survey on our members by March 2026 based on the outcome develop
		4.4	FICA runs two financial literacy workshops in Q2 and Q4
		4.5	Activate a FICA communication and advocacy plan that's tailored to incorporate more positive personalised/ interesting stories to build industry back up again
		4.6	Empower our members to adopt, implement and comply with key industry policy and regulation changes via access to resources, tools, and information
		4.7	The N3 investment is being fully utilised by members and their workers, 90% participation rate for members and their workers.
		4.8	There is a referral service for our members that covers legal, financial, employment, immigration and EAP services by Q2 2026
		4.9	The CRM (Capsule) is integrated with all other FICA systems to improve engagement with members and sponsors (tbc)



LEARNING

Support access of effective Industry training and certification to all members

- 5.0 Conduct an annual member and sponsor satisfaction survey to improve our performance (tbc)
- 5.1 Develop an annual networking/engagement plan for members and sponsors targeted at more regional engagement and one national event (date tbc)
- 5.2 Have a formal sponsorship agreement in place for all sponsors (date tbc)
- 5.3 FICA has taken a leadership role in existing WC Forest Industry awards or develop its own biannual Contractor Wards tied in with AGM
- 5.4 The Business of Management of Forestry/Silviculture is completed by Q3
- 5.5 Biannual Wage survey in collaboration with FORME consulting is complete
- 5.6 WE have trialled the use of CEO video to get better communication reach to members
- 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



SELF-SUFFICIENT

Funding, FICA has self sufficiency of funding

- 6.1 We have grown our annual revenue from \$.5 to \$1M by 2030
- 6.2 Retain and grown membership (numbers) by 10% (March 2027)
- 6.2 Retain and grown sponsorship/commercial partner (CP)(numbers) by 25% (March 2027)
- 6.3 We have transitioned from concept of sponsors to CP March 2027
- 6.4 FICA members understand the importance of CP to the success of FICA and actively engage with CPs to deliver value March 2027
- 6.5 Given the importance of finance to the industry, we have increased the number of CPs from the finance sector (UDC, Crediflex, Finance NZ, BN, Spiers etc) March 2027
- 6.6 There are no exclusive options for CPs, we have used this to build the band width of CPs in different categories for example fuel, accounting, supplies
- 6.7 Review and pursue alternative revenue streams for example running field Workshops for Industry eg: SSH, MPI contracts, education in non-corporate sector
- 6.8 Develop an elevator pitch written each quarter for the Board to promote FICA



GOVERNANCE

Organisation, FICA has good governance and management

- 7.1 The strategic direction is reviewed annually, with business plan and budget to support it
- 7.2 There is a robust systems to monitor performance to monitor business plan KPIs and budget
- 7.3 FICA has all appropriate policies in place that are reviewed annually.
- 7.4 There is a succession plan in place for chair and deputy (tbc)
- 7.5 All Board members are formally inducted into role and receive appropriate training
- 7.6 There is an annual calendar (audit, AGM, Elections, all meetings) in Boardpro