

Responsible Wood Strategy 2023 to 2028

Strategic Intent		<i>Through certification, education and communication, we will foster demand by providing confidence, security, authenticity and authority for Australian and New Zealand wood products that are sourced using sustainable forest management practices tailored to specific regions and environmental conditions</i>				
Vision		<i>Australia and New Zealand's forests and the products sourced from them are amongst the most sustainable in the World</i>				
Guiding Strategy		<i>To develop credible and consistent world leading standards</i>	<i>To promote authentic, sustainably managed forests and the products originating from them</i>	<i>To support scheme participants and Responsible Wood members</i>	<i>To educate all users and purchasers of forest products on the value of credible forest certification</i>	<i>To promote, grow and facilitate the global trade in sustainable forest products by supporting the PEFC system.</i>
Strategic Pathway	Strategic Goal	Measure for each goal		Priorities 2023 to 2028		
Standards	1. Standards remain science based, current, best practice and support innovation.	The successful completion and implementation of the AS/NZS 4708 and AS4707 revisions Successful re-endorsement of the RWCS to PEFC requirements and completion of corrective actions		<ul style="list-style-type: none"> Effectively transition to the revised RW Standards. Progress PEFC re-endorsement of revised RW standards. Effective engagement in PEFC global processes to ensure Aust/NZ situation and experiences are appropriately considered. Prepare for the next 5 yr standards revision by building strategic relationships and stakeholder capacity in the areas of small forest ownerships, Indigenous forestry and climate change. Scoping processes commence in preparation for the next 5yr revision to identify matters of concern and relevance for SFM for consideration in the revision e.g. carbon, ecosystem services, Indigenous forestry, trees outside forests etc. 		
	2. The positive contribution of RW Standards is recognised	Our Standards are recognised for their positive contribution towards demonstrating sustainability and mitigating climate change		<ul style="list-style-type: none"> The positive contribution of our Standards towards climate change, deforestation, protection and enhancement of significant biodiversity, fire management, indigenous peoples, communities and economic development is recognised through the use of refined messaging and communications and are valued by stakeholders. Our Standards are increasingly recognised and used as a platform to demonstrate effective ESG (environmental, social and governance) through the provision of education and tools. 		
Deliver tangible benefits to members	3. Effective marketing and acceptance	Increased recognition of Responsible Wood brand and use of the product label		<ul style="list-style-type: none"> Restructure and provide appropriate resourcing for marketing and comms in line with Brand audit report. Identify impediments to greater logo use and proactively support certificate holders to promote RW labelling. Improve systems to measure and more effectively report on logo usage. 		

		Increased recognition, specification and acceptance of Responsible Wood certified and branded products in the market	<ul style="list-style-type: none"> • Maintain engagement with and the provision of technical support for specifiers and brand owners. • Respond effectively and proactively to environmental rating systems and organisations that exclude/refuse to recognise/accept the RW and PEFC systems. • Study and consider the opportunity for greater recognition/acceptance under environmental systems/programs such as the International Social and Environmental Accreditation and Labelling alliance (ISEAL) Code of Good Practice.
	4. Engagement with existing and potential scheme participants	<p>Growth in membership, certified forest area and Chain of Custody (CoC)</p> <p>Responsible Wood is seen as an organisation with a strong membership/customer focus that strives to meet the needs and exceeds the expectations of members and scheme participants.</p>	<ul style="list-style-type: none"> • Develop new and maintain existing pathways for proactive engagement with members and scheme participants such as thematic and/or regional advisory groups. • Develop a range of tools/materials to support scheme participants. • Engage with and motivate certification bodies to promote CoC to existing and new clients. • Engage effectively with potential new members and scheme participants in Australia and New Zealand. • Ensure that the Responsible Wood certification scheme remains cost effective, value for money, free from unnecessary bureaucracy and applied in a non-discriminatory manner.
People, Communities, and Industry	5. Maintain and develop effective and mutually beneficial strategic relationships	Responsible Wood is as an organisation that engages proactively, effectively and culturally appropriately with a range of stakeholders.	<ul style="list-style-type: none"> • RW develops an effective and respectful indigenous program that supports the development and recognition of indigenous forestry initiatives and facilitates meaningful engagement in Standards and development processes. • Maintain and develop strategic relationships with forest sector education and marketing initiatives (e.g., FWPA Forest Learning and other aligned initiatives, AFPA, Gottstein Trust, Forestry Hubs) to support and promote sustainable forestry management in the context of Responsible Wood/PEFC certification. • Enhance engagement and collaboration with green product and other supply chain organisations influencing the market i.e., GBCA, Planet Ark, Global Green Tag, GECA, Thinkstep and Sustainable Choice. • Strengthen and develop relationships and have effective engagement with all levels of Government. • Maintain and effectively deliver the Community Grants program with the participation and strong support of members and certificate holders.

			<ul style="list-style-type: none">• Maintain strong and respectful relationships with workers across the forest products supply chain and recognise their contribution to sustainable forest management.		
	6. Develop the Responsible Wood platform for education, training and communication of sustainable forest management	<p>Reference to, and use of Responsible Wood materials in educational packages and events</p> <p>Development and accreditation of Continuous Professional Development (CPD) training packages</p> <p>RW is recognised for its leadership role in regional, national, and international dialogue promoting SFM, credible forest science and the values of certification.</p>	<ul style="list-style-type: none">• Expand RW resourcing to support an active SFM program of developing relationships and networks, and communicating the RW SFM message across the professional, educational, scientific, and environmental communities, including the development of accredited CPD packages and tools suitable for deliver by RW, RW members and certificate holders.• Develop new CPD packages and other tools for promotion of SFM certification.• Champion excellence and innovation in certified forest management and product use		
	7.Support the PEFC System in the Asia Pacific region	<p>Countries in the Asia Pacific region strengthen or progress towards the adoption of PEFC endorsed systems.</p> <p>RW/PEFC is fully accepted by purchasers of wood products across the Asia/ Pacific region.</p>	<ul style="list-style-type: none">• The relationship with PEFC New Zealand is maintained and strengthened.• Promote PEFC in key Australian export markets.• Provide regional leadership in the PEFC- Asia/Pacific HUB and MCA Groups.• Ensure that the Japan marketing initiative is well resourced, supported by domestic and international sponsors and effective.• Use existing relationships arising from ACIAR and FAO project work in Asia/Pacific to assist, on an opportunistic basis, the development of PEFC in the region.		
Responsible Management	8.Organisational governance is effective at all levels	<p>Balanced and appropriately skilled Board.</p> <p>Senior management effectively delivers Board policy and strategy.</p> <p>Risk is effectively identified and managed at all levels of the organisation.</p>	<ul style="list-style-type: none">• Encourage the engagement of members and stakeholders in RW governance processes (eg committees and working groups)• Ensure board subcommittees are effective and undertake activities in accord with each committee’s charter.• Conduct an annual review of Board’s achievements and effectiveness.		
Underpinning Values		Transparency	Consistency	Definitive Advice	Integrity