

Strategic Plan of the Board of the Forest Practices Authority 2010–11 to 2013–14

Mission statement – The Forest Practices Authority (FPA) is an independent body responsible for the administration of Tasmania’s forest practices system under the *Forest Practices Act 1985*.

Vision – The FPA is recognised for its expertise and effectiveness in promoting high standards of forest practices through a cooperative and balanced approach to advising, researching, monitoring and enforcing the requirements of the forest practices system.

Key strategic objectives of the FPA:

1. a high performance organization
2. fostering effective communication and cooperation with stakeholders
3. independent and effective compliance programs
4. proactively adapting to emerging issues and change.

STRATEGIC OBJECTIVE 1: HIGH PERFORMANCE ORGANIZATION

Goal 1: An effective board

The board will provide high level strategic guidance and review of the operations of the FPA. It will do this primarily through regular meetings and the work of its committees, including:

Audit Committee-	- Ian Whyte (Chair), Gordon Duff, Meredith Roodenrys
FPP Assessment & Compliance	- Peter Davies, (Chair), Steve Luttrell
Investigations	- Meredith Roodenrys, Steve Luttrell
Awards	- Gordon Duff (Chair), Steve Luttrell

All committees will be supported by the Chief Forest Practices Officer (CFPO), Business Manager and FPA senior staff as required.

Performance measures

- 1.1 All committees have terms of reference under which regular reports are made to the board**
- 1.2 The board conducts an annual review of its performance against this Strategic Plan**

Goal 2: High performance of the FPA's core business

The core functions of the FPA are laid out in the FPA's Roles and Responsibilities document. Business goals will be subject to annual reporting and review at the program level and at the individual officer level. The performance and morale of FPA staff is critical to the effective operation of the forest practices system. The FPA will provide a working environment for its staff that fosters high levels of productivity, recognition and job satisfaction.

Performance measures

- 1.1 Detailed annual reports and forward programs (annual and five-yearly goals) are prepared and subject to review by the board and external stakeholders, including the Forest Practices Advisory Council, by August each year.**
- 1.2 The detailed programs will include goals for continuing improvement in research, planning advice, training and monitoring.**
- 1.3 Performance appraisals are conducted for each officer by September each year.**
- 1.4 FPA staff are recognised and valued for their expertise and productivity through publications, conferences and feedback from stakeholders and senior managers.**

Goal 3: High standards achieved by Forest Practices Officers

FPOs play a critical role in the operation of the forest practices system. The FPA will actively support the achievement of high standards by its FPOs.

Performance measures

- 1.1 The FPA will conduct training programs for FPOs.**
- 1.2 The board will ensure that FPOs are appointed and that their performance is monitored in accordance with the FPA's policies and procedures.**

STRATEGIC OBJECTIVE 2: FOSTERING EFFECTIVE COMMUNICATION AND COOPERATION WITH STAKEHOLDERS

Goal 1: Foster an effective Forest Practices Advisory Council

The FPA will actively promote good communication and engagement with the **Forest Practices Advisory Council (FPAC)**.

Performance measures

- 1. The FPA will actively seek advice from FPAC on forest practices matters, including any significant changes to legislation, policies or planning procedures.**
- 2. The FPA will provide executive support in organising regular meetings and papers for FPAC.**
- 3. The CFPO, and where possible the Chair of the FPA, will attend all meetings of FPAC.**

Goal 2: Clearly and transparently communicate the role of the FPA

The FPA will to the best of its capacity use various media to transparently communicate its role in the administration of the forest practices system.

Performance measures

- 1. The FPA will upgrade its web site to provide improved information about the operation of the forest practices system and the FPA.**
- 2. The FPA will conduct workshops and field days for key stakeholder groups, including local government and other parts of the Tasmanian Government.**
- 3. The FPA will publish three editions of *Forest Practices News* per year.**
- 4. The FPA will actively pursue opportunities and activities to promote the role and relevance of the forest practices system to the broader community.**

Goal 3: Foster close dialogue with key stakeholders

The FPA will work to maintain close and constructive communication with Tasmania's forestry industry, Forestry Tasmania and other key stakeholders to foster a mutual understanding of perceptions, needs and priorities.

Performance measures

1. The FPA will work to maintain close communication with Forestry Tasmania and the forest industry at an enterprise level. An important element of this will be periodic meetings during each year with Forestry Tasmania and larger enterprises individually and jointly. Involvement from the FPA in these meetings will include the CFPO and board members where appropriate.
2. The FPA will build and maintain relationships with other key stakeholders through regular meetings involving the CFPO, staff and board members where appropriate.

Goal 4: Maintain an active relationship with the Minister.

The FPA will give advice on forest practices policy and implementation to the Minister.

Performance measures

1. The Chair and CFPO will meet the Minister at quarterly intervals or as required to maintain an active relationship with the Minister and his advisors, and to keep the Minister informed of developments affecting the development and implementation of the forest practices system.

STRATEGIC OBJECTIVE 3: INDEPENDENT AND EFFECTIVE COMPLIANCE PROGRAMS

Goal 1: An effective process for assessing the implementation and effectiveness of forest practices plans

The FPA will allocate its resources to most efficiently and effectively deliver its independent monitoring functions under the Act.

Performance measures

1. The annual program for the monitoring and assessment of compliance with the provisions of forest practices plans is completed by August each year according to the FPA's protocols.
2. A systematic approach is developed and initiated to monitor and report on the effectiveness of provisions in forest practices plans for key environmental outcomes.
3. The implementation of the protocols for monitoring & assessment is reviewed by the board's committee on a regular basis.

Goal 2: A fair and appropriate process for investigations and compliance actions

The FPA will investigate and respond to alleged non-compliances in an appropriate manner, and will ensure that the response matches the potential seriousness of the matter and that all persons are afforded natural justice.

Performance measures

- 1. All reported potential breaches of the Act are investigated in accordance with the FPA's protocols.**
- 2. A random sample of investigation files is audited by the board's committee against the protocols for investigations and enforcement on a regular basis.**

Goal 3: Transparent reporting of information through the FPA's annual report

The FPA will actively report on its compliance work in a transparent manner whilst noting the requirements at law for natural justice and the protection of personal information.

Performance measures

- 1. The outcomes of the FPA's assessment and compliance work will be published in the FPA's annual report.**

STRATEGIC OBJECTIVE 4: PROACTIVELY ADAPTING TO EMERGING ISSUES AND CHANGE

Goal 1: Maintain an adequate research program

The FPA will conduct research and collaborate with other research bodies to improve the scientific information that supports the forest practices system.

Performance measures

- 1. Research findings will be published in appropriate scientific journals, conference proceedings and other media.**
- 2. Findings will be translated into operational practice through improved planning tools and training programs.**
- 3. Research relevant to key aspects of the forest practices system will be actively pursued through funding from internal and external sources, with a focus on maintaining research capacity and relevance.**

Goal 2: Identify and respond to emerging issues and technologies

The FPA will keep abreast of emerging issues, developments and technologies in areas that may affect the future operation of the forest practices system, including climate change, carbon accounting, water management, information technology and other issues.

Performance measures

- 1. The FPA will actively review the relevance and implications of emerging issues and technologies for the forest practices system, by reviewing literature, attending workshops and seeking specialist advice where necessary.**
- 2. The FPA will incorporate new technologies into its business systems where these are justified on the basis of cost-benefit analysis.**
- 3. The FPA will incorporate new elements, processes and/or prescriptions into the *Forest Practices Code* and associated instruments where these are demonstrated to be substantive improvements, and after appropriate levels of stakeholder consultation.**

Goal 3: Position the forest practices system at the forefront of changes in the operating environment

The FPA will pro-actively review the role of the forest practices system into the future to ensure that it adapts to changes in the operating environment, including a transition to plantation forestry and the future relationship of the system to forest certification systems.

Performance measures

- 1. The FPA will actively develop options and promote discussion on potential changes to ensure that the forest practices system best responds to any changes in the regulatory and business environment.**
- 2. The FPA will provide advice to the Minister on potential changes to improve the legislation that governs the forest practices system.**

Document Control Log Table

PLEASE NOTE: This version of the Strategic Plan is identical to that endorsed at the 19 November 2010 FPA Board meeting, except for the addition of the document control information below, the FPA logo on the front page, changes in capitalisation, minor formatting improvement, fixing minor typos, expansion of acronyms, addition of versioning information in the footer and saving in new Trim record 2010/10875.2

Document Summary Information

Document name	Strategic Plan of the Board of the Forest Practices Authority 2010–11 to 2013–14
Version	3.0
Trim record	2010/108752
Owner	FPA Board
Author(s)	Graham Wilkinson & FPA Board
Release date	19 November 2010
Release Approved by	Graham Wilkinson
Release status	Public document

Version Control

Version	Date	Author(s)	Summary of changes
2.0	Nov 2007	Graham Wilkinson & FPA Board	Creation of 2007/08 to 2009/10 version - updated in Oct 2008 (see Trim 2009/31259)
2.1	10 Sep 2010	Graham Wilkinson	First draft of 2010–11 to 2013–14 version for consideration by FPA Board. Many changes.
2.2	8 Oct 2010	Graham Wilkinson & FPA Board	Second draft of 2010–11 to 2013–14 version. Fine tuning of wording by Board members. Saved as 2010/75082[V2] and copied into 2010/108447 for presentation in board papers. Approved at Board meeting 19 Nov 2010.
3.0	9 Feb 2011	Chris Grove, Angus MacNeil & Graham Wilkinson	Finalisation of 2010–11 to 2013–14 version by making numerous styling and minor changes to Ver 2.2 (see top of this page). This was copied into a new Trim record 2010/108752 and finalised.

Stages required for release outside FPA

Category of advice (A1, A2, B1, B2, B3 or C): <i>(Refer to document release protocol in 2009/41809[V2])</i>		C
Stages	Required/not required	Completed (date)
CFPO	Required	12 November 2010
FPAC	For information	21 December 2010
Board	Required	19 November 2010