

# Strategic Plan 2024-29

## Leading a strong, respected and sustainable timber importing industry

Provide members with advice,  
information and support services

Lead and represent the industry

Lead the growth of a skilled and  
professional importing industry

Promote sustainable use and  
procurement of timber



**MEMBER  
VALUE**

**LEADING IN TEACHING & LEARNING**

**LEADING INDUSTRY ADVOCACY & DEVELOPMENT**

**LEADING NATIONAL COLLABORATION & BRAND AWARENESS**

**ENGAGED, TRUSTED & RESILIENT PARTNERSHIPS**

**SECURE, ENDURING & FUTURE-READY ORGANISATION**

**SUSTAINABLE, COLLABORATIVE, PROFESSIONAL**

	FY 2023-24	FY 2024-25	Future years
<b>LEADING IN TEACHING &amp; LEARNING</b>	<ul style="list-style-type: none"> <li>Commence delivering training &amp; educational programs               <ul style="list-style-type: none"> <li>Certifications</li> <li>ESG &amp; reporting requirements</li> <li>ILPA</li> <li>Modern Slavery</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Expanding training offerings in high-demand areas</li> <li>Rotate supplementary content for members to remain updated on changes in these spaces</li> <li>Basic information sessions made publicly available (as public outreach)</li> </ul>	<ul style="list-style-type: none"> <li>Offer rotating hybrid training to increase in-person engagement</li> <li>Introductory and supplementary training sessions run separately to provide more tailored information.</li> <li>Goal: average &gt;35% membership attendance at supplementary sessions.</li> </ul>
<b>LEADING INDUSTRY ADVOCACY &amp; DEVELOPMENT</b>	<ul style="list-style-type: none"> <li>Establish advocacy position papers and regular contact with the Government</li> <li>Differentiate members</li> <li>Lead regulatory change agenda - ILPA</li> </ul>	<ul style="list-style-type: none"> <li>Commence regular representation at high-priority Government consultations</li> <li>Raise member standards &amp; drive overall industry improvement</li> <li>Increase emphasis on sustainable forestry management as a key industry value &amp; membership criterion.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain regular in-person presence as an industry advocate to Government</li> <li>Establish direct involvement in the drafting of industry regulation</li> <li>Demonstrate long-term impact through actions that align with position papers year-on-year</li> </ul>
<b>LEADING NATIONAL COLLABORATION &amp; BRAND AWARENESS</b>	<ul style="list-style-type: none"> <li>Increase two-way member communications</li> <li>Regular newsletter and LinkedIn posts on items of importance</li> <li>Regular ATIF Membership Teams Meetings</li> <li><b>Vet current membership</b></li> </ul>	<ul style="list-style-type: none"> <li>Increase use of informative video content in posts and webpage</li> <li>Develop full brand resource kit to provide uniformity across all media</li> <li>Apply to trademark the ATIF logo and name to gain enforceable IP protection</li> </ul>	<ul style="list-style-type: none"> <li>Launch dedicated information centre on ATIF website, distinguishing public access and member-only content</li> <li>Collaborate with other industry associations to increase brand awareness and prominence</li> <li>Public display of ATIF logo as member-only 'trust mark'</li> </ul>
<b>ENGAGED, TRUSTED &amp; RESILIENT PARTNERSHIPS</b>	<ul style="list-style-type: none"> <li>Enhance depth of relationships and strategic cooperation with other timber associations - NTHA, MTATMA, AFPA and FWPA</li> <li>Be a trusted advisor to government on industry issues</li> </ul>	<ul style="list-style-type: none"> <li>Organise and engage with strategic networking opportunities with other partner timber associations</li> <li>Collaborate to align advocacy positions and increase position strength</li> </ul>	<ul style="list-style-type: none"> <li>Attend and host industry-based conferences to provide forums for discussion with relevant partners and members</li> <li>Aim to have converted all membership targets from 2024 into members</li> </ul>
<b>SECURE, ENDURING &amp; FUTURE-READY ORGANISATION</b>	<ul style="list-style-type: none"> <li>Create Compelling Membership Value Proposition</li> <li>Ensure Good Governance</li> <li>Develop Board succession plans</li> <li>Implement Service Delivery Model</li> <li>Commence full migration to digital systems</li> </ul>	<ul style="list-style-type: none"> <li>Create reciprocal referral arrangements with partners</li> <li>Grow membership and coverage</li> <li>Creation of continuous improvement plan for Service Delivery Model</li> <li>Complete digital transformation</li> </ul>	<ul style="list-style-type: none"> <li>Implement annual membership review process (pre-invoice)</li> <li>Ongoing updates to Code of Ethics to ensure it remains current</li> <li>Generation of aligned and diverse active &amp; passive income streams</li> </ul>