



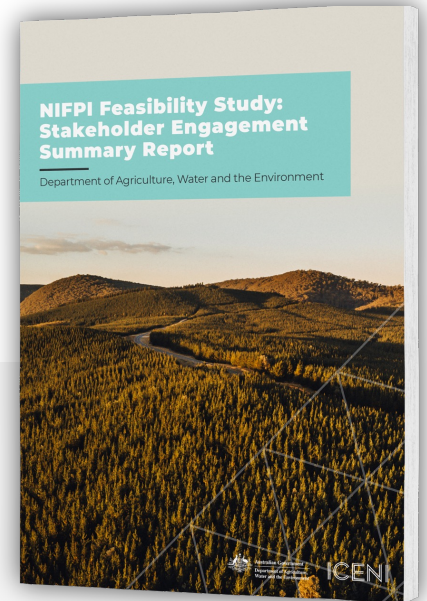
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Revitalising Australia's forest sector: feasibility study proposes National Institute for Forest Products Innovation

Department of Agriculture, Water and the Environment, National Institute for Forest Products Innovation feasibility study

Summary

Iceni partnered with Department of Agriculture, Water and the Environment (DAWE) to conduct an independent feasibility study of the proposed National Institute for Forest Products Innovation (NIFPI). Our study also saved DAWE time and money and eliminated bias and reputational risk through an independent study.



Client's challenge

Australia's forest sector has been facing significant challenges, including declining R&D investment and a reduction in researchers. To address these issues, the Australian Forest Products Association (AFPA) and University of Tasmania (UTAS) proposed the establishment of a new organisation – a National Institute for Forest Products Innovation. However, DAWE recognised the need for a feasibility study to ensure this new operating model aligned with broader industry requirements.

DAWE partnered with Iceni to conduct the study, focussing on governance, funding and operations. Iceni was then tasked with developing model options for the new Institute.

Our approach

Recognising the lessons learnt from previous attempts to develop a national model, we collaborated with highly respected subject matter experts to develop our methodology. Their insights were invaluable in designing a method to develop and test the operating model for the new Institute. We also ran several stakeholder workshops to ensure a wider level of co-design was considered for the proposal.

Our methodology included collaborating with subject matter experts to develop a bespoke approach that addressed industry needs. Drawing on past experiences, both domestic and international, enabled us to navigate through the intricacies of the sector and achieve a comprehensive understanding of its challenges and opportunities. The involvement of these experts also instilled confidence in DAWE that our final report was both thorough and contextualised.

Value-adds

We didn't just develop the NIFPI operating model for DAWE – we brought our extensive experience from other sectors and our collaborative approach to the table to map a clear way forward. We identified early on that success required key elements, such as cost efficiency, transparency, effectiveness, equity and sustainability to be considered.

By doing so, we saved the government substantial reputational risk. It also provided other areas of the Australian government with a higher level of confidence in the NIFPI as all aspects were considered for the establishment of the new organisation.

We helped DAWE to develop a comprehensive understanding of the sector's challenges and opportunities, which led to bipartisan support for the establishment of NIFPI in Australia. Ultimately, this resulted in funding being provided in the 2022-23 October Budget to establish NIFPI.

Client Outcome

In collaboration with DAWE, we created a big-picture perspective on what was needed to reinvigorate research in the forestry sector in Australia – reviewing both domestic and international experience. We developed a compelling brief of evidence which assisted in securing \$100M in funding from the 2022-23 October Budget for the establishment of the NIFPI. Most importantly, due to the strength of our design and review, there was bipartisan support for the establishment of a NIFPI in Australia.