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Change support to modernise Australian biosecurity laboratory tools and practices.

Department of Agriculture, Forestry and Fisheries,
Modern Technologies and Diagnostics Tools program

Summary

In this success story we share how Iceni partnered with the Department of Agriculture, Fisheries and Forestry (DAFF) to enhance their national biosecurity laboratories and strengthen Australia's plant biosecurity system. Through our change management, program management expertise and customised communication strategies we improved collaboration, enhanced capabilities and successful program delivery.



DAFF's challenge

DAFF's Modern Technologies and Diagnostic Tools (MTDT) program aimed to strengthen the department's plant biosecurity diagnostics system by enhancing agility, improving effectiveness and modernising equipment and technical capacity in national biosecurity laboratories.

Due to the complexity of this function, DAFF faced challenges in managing the program's program and project management, change management and communication activities and required expert support to ensure successful delivery and seamless implementation of the program.

Our approach

To address these challenges, Iceni took a comprehensive approach focused on change management and program management. We began by creating a change management framework specifically tailored to the MTDT program. Thorough analysis identified seven critical success factors, emphasising effective program management and communication as key drivers of success.

We provided program and project management expertise, developed change strategies and plans and implemented tailored communication approaches for the program's diverse stakeholders. Our team prioritised understanding the goals and objectives of different teams, integrating them into existing processes and frameworks.

Change management was a critical aspect of our approach. We implemented a change framework, identified key risks and roles, engaged sponsors and champions, and established a network of change champions to address resistance and promote adoption throughout the program. Open and transparent communication was promoted among program leads, teams and the program management office to ensure alignment and effective expectation management.

Value-adds

Our extensive engagement and collaboration with DAFF's program team and stakeholders allowed us to identify challenges and gaps in achieving the plant biosecurity diagnostics system outcomes being sought.

Through active engagement and teamwork, we encouraged stronger collaboration, streamlined processes and a cohesive environment within DAFF. Dynamic co-design sessions motivated stakeholders to actively shape the program's initiatives, resulting in shared ownership, alignment and increased engagement among team members.

Through our continuous support, key projects gained enhanced change management capabilities, established measurable KPIs and developed plans to monitor project benefits, enabling the program's value to be validated by senior executives. Furthermore, the program benefited from foundational project management frameworks, processes and tools, improving the understanding of good program management practices.

Client outcome

As a result of our collaboration, the program team experienced enhanced collaboration, fostering stronger relationships with stakeholders and senior executives. Program and change management capabilities were notably improved, empowering the team to drive the program forward effectively. Key projects within the program also benefited from the implementation of foundational business artifacts, ensuring long-term success and value delivery.