

# Forestry Centre of Excellence Mount Gambier

Strategic  
Directions



Government  
of South Australia

Department of Primary  
Industries and Regions





The Forestry Centre for Excellence acknowledges and respects Aboriginal people as the state's first people and nations, and recognises Aboriginal people as the traditional owners and occupants of South Australian land and waters.



## FOREWORD

With 140 years of innovation and experience in growing and producing world recognised products, the Green Triangle timber industry is acknowledged as Australia's plantation forestry pioneers, significantly contributing to the nation's economic, environmental and social fabric.



**The Hon. Clare Scriven MLC**

Minister for Primary Industries and  
Regional Development  
Minister for Forest Industries

The success of the Green Triangle industry is inter-generational, and has been forged through investment in the education and training of forward-thinking people. Working collaboratively and sharing knowledge has delivered innovation in plantation products and practices.

The region is now consolidating its strengths to invest in a Forestry Centre of Excellence which will maximise this wealth of local expertise, skills and knowledge.

Located in Mount Gambier, the Centre seeks to elevate research outcomes and their translation into business, supporting additional workforce capability and ultimately increased employment opportunities.

This Strategic Plan provides the visionary path to build upon this long-standing collaboration. It supports a commitment to invest in the development of new innovations and opportunities to boost the region's economic outcomes. It will encourage increased and diversified market demand for wood fibre, address barriers to growth and enhance global competitiveness.

This will be achieved through enhanced delivery of existing research, development,

and extension activities, including education, skills and training, to support continuous improvement across the supply chain.

The centre aims to increase the expertise of the sector's workforce providing rewarding work for its people and developing highly skilled local employment pathways for the next generation.

This centre will build on existing strengths to seek broader co-investment and cooperation to deliver nationally significant research outcomes. It will provide high level advice to government and key industry partners to support improved decision making and practical outcomes.

It will also create an opportunity to share industry's success stories, and educate the broader community on the value and contribution of this world-class sector and its people.

I wish to thank members of the forest and timber sector who invested their time to build this Strategic Plan which provides a clear vision for the foundations of this historic centre.

This comprehensive plan is an important major step in strengthening the region's market capability so we can realise the aspirations of being Australia's source for timber fibre, products, markets and economy.







## SUMMARY

A summary of the strategic directions for the Forestry Centre of Excellence (FoCE). Detailed directions are found from page 6.

### Strategic Direction 1

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Enhance the commercial competitiveness, profitability and prosperity of forest industries and the region.

### Strategic Direction 2

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Identify and initiate new strategic opportunities, products and markets.

### Strategic Direction 3

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Deliver practices and technologies maintaining the sustainability of the forestry reliant natural resources, environment and biosecurity.

### Strategic Direction 4

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Enable national and international collaborations, partnerships and business models.

### Strategic Direction 5

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Enable effective technology, knowledge and expertise transfer.

### Strategic Direction 6

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Provide a safe work environment and inclusive supportive organisational culture.

### Strategic Direction 7

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Promotion and communication of the forest industries.



## VISION

The FCoE - Mount Gambier is acknowledged as an international leader in forest industries<sup>1</sup> research, education, product and market development, enhancing the Green Triangle region through built local capacity, national collaboration and reputation.

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<sup>1</sup>Forest industries covers all forestry derived participants in the industry's supply/value chain from production to markets, including complementary support and service activities.





## MISSION

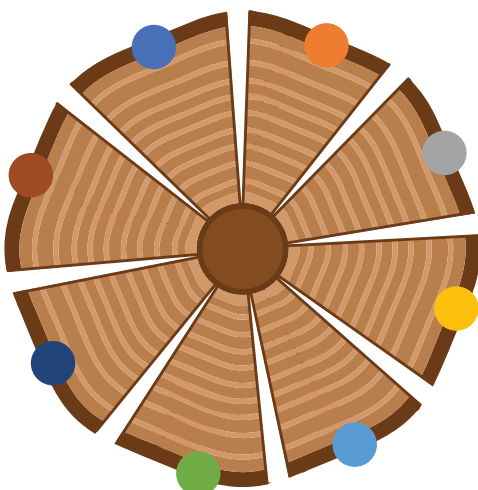
The FCoE delivers global leading research, development and education to enhance the competitiveness, diversification and prosperity of the Green Triangle regional economy and communities, while building overall resilience in the Australian forest industry.

## VALUES

The FCoE's values have been developed in consultation with its staff, industry and key stakeholders. It is a commitment on how the FCoE will engage with and nurture its staff, clients and stakeholders.

- **Care for people** - We recognise people are our most valuable asset, encouraging diversity and inclusion, pride, trust and commitment through job satisfaction, skills enhancement and career opportunities.
- **Service and delivery** - We add value to the Green Triangle forestry industries, communities and region, as well as demonstrating relevance to the national forestry industry.
- **Innovation** - We undertake creative research and application to deliver novel solutions to address industry needs, diversification of opportunities and markets.
- **Collaboration and engagement** - We create solutions together.

- **Professionalism** - We provide independent, defensible evidence-based research, advice and solutions with a quality approach to lead, excel and achieve.
- **Integrity and ethics** - We act truthfully, consistently and fairly.
- **Commercial sustainability** - We support our industries to be profitable now and for the future.
- **Care for the environment** - We promote healthy environmental systems on which forestry industries rely for sustainable use. We acknowledge the need to deliver community social licence standards.



### FCoE values equally ranked

- |                                |                             |
|--------------------------------|-----------------------------|
| ■ Care for people              | ■ Professionalism           |
| ■ Service and delivery         | ■ Integrity and ethics      |
| ■ Innovation                   | ■ Commercial sustainability |
| ■ Collaboration and engagement | ■ Care for the environment  |



## STRATEGIC DIRECTIONS

The Strategic Plan outlines a visionary path to invest in the development of new innovations and opportunities.

### Strategic Direction 1

Enhance the commercial competitiveness, profitability and prosperity of forest industries and the region.

#### The FCoE will:

1. Survey major international and national markets to identify new and emerging trends and opportunities applicable to Green Triangle forest industries.
2. Review the Green Triangle forest industry business dynamics to grow through increased i) efficiencies, ii) value-added market opportunities and iii) product demands.
3. Develop the infrastructure and capabilities to increase/diversify Green Triangle manufacturing of premium products as a priority.
4. Develop domestic and global campaigns to generate new markets for i) premium transformed products ii) increased fibre utilisation and iii) contemporary trends in the building and construction sectors.
5. Develop plantation practices and innovations to increase production through i) extension of forest life, ii) plantation expansion and iii) greater recovery and quality.
6. Develop capability and infrastructure to maintain and grow FCoE as a key delivery base to the Green Triangle forest industry.



## Strategic Direction 2

Identify and initiate new strategic opportunities, products and markets.

### The FCoE will:

1. Develop and deliver new technologies, education offerings and services driving innovation across the Green Triangle forest industry supply/value chain.
2. Explore the global opportunities for the Green Triangle forest industry to generate increased returns and diversification through i) global carbon credits, ii) circular economy and iii) net zero impact markets.
3. Develop next generation timber products that i) increase the recovery from established practices ii) utilise more efficient/higher value tree varieties and iii) deliver new transformed composite products in response to construction industry trends.
4. Develop opportunities to enhance Green Triangle breeding programs through i) adoption of advanced genomics and phenomics and ii) increased local capacity, resources and infrastructure.
5. Develop knowledge and practices to reduce i) biotic, ii) abiotic and iii) commercial risks to the forest industry.

## Strategic Direction 3

Deliver practices and technologies maintaining the sustainability of the forestry reliant natural resources, environment and biosecurity.

### The FCoE will:

1. Develop i) a 'Forest ecology - healthy system = healthy forests' approach to its operations and offerings, ii) the capabilities and resources to implement the forest ecology approach that integrates forest inputs and practice impact programs and iii) practices to manage native fauna and flora interactions.
2. Collaborate nationally to address challenges and the risk exposure to the forest industry from climate change.
3. Champion the creation of an 'Australian Forest Industry Observing Database System (AFIODS)' integrating forestry industry data bases nationally.
4. Ensure forestry resource management research and policies are scientifically based and peer reviewed for the protection and optimum use of natural resources.
5. Provide advice and direction to guide the sustainability of the state's forest ecology resources.



## Strategic Direction 4

Enable national and international collaborations, partnerships and business models.

### The FCoE will:

1. Be established i) consistent with its stakeholder objectives, ii) with agreed structure and governance arrangements and iii) with agreed staffing, infrastructure and operating agreements between the parties.
2. Develop a 'Collaboration and Communication for Success and Growth' strategy at local, national and global levels to i) increase potential collaborator attraction to the FCoE, ii) develop additional capability, infrastructure and funding and iii) increase the profile of FCoE's brand and impact.
3. Provide consultancy services to industry and collaborators, with the aim of developing new and maintaining established alliances.
4. Actively participate in, and where appropriate lead the development of national and international science programs, policies and strategies for the benefit of the Green Triangle and South Australia.
5. Encourage collaborators to make use of FCoE research and education facilities, sites and resources.

## Strategic Direction 5

Enable effective technology, knowledge and expertise transfer.

<sup>2</sup> Commercialisation – The primary objective of commercialisation should be to obtain effective implementation and dissemination technology and products in the market place. This may involve revenues where appropriate, but achieving revenues should not be in conflict with achieving the primary objective.

### The FCoE will:

1. Develop an Education Plan addressing the forest Industries' needs in i) higher, ii) secondary, iii) vocational and iv) skills based training offerings.
2. Develop a balanced portfolio of research, development and education programs aligning with the strategic and tactical needs and opportunities of the Green Triangle forest industry.
3. Ensure FCoE technologies, research and development are transferred and adopted i) utilising the full range of extension and commercialisation<sup>2</sup> options, ii) utilising market aware staff, iii) in line with FCoE IP management policies, systems and training and iii) with a freedom to operate in the commercial market.
4. Develop mechanisms to ensure the industry, community, key stakeholders and policy influencers have access to factual, relevant and timely information.
5. Survey clients and stakeholders to confirm FCoE's relevance as a provider and source of innovation, identification new opportunities and directions.



## Strategic Direction 6

Provide a safe work environment and inclusive supportive organisational culture.

### The FCoE will:

1. Achieve excellence in organisational performance.
2. Achieve excellence in occupational health, safety and welfare through commitment, cooperation and training.
3. Ensure all FCoE staff have an outcome orientation and staff development plan.
4. Develop and implement a workforce succession plan that maintains and grows a competent skills base.
5. Pursue opportunities for inclusion of First Nation peoples in regional forestry industries and develop strategies to address inclusion opportunities for under-represented groups.

## Strategic Direction 7

Promotion and communication of the forest industries.

### The FCoE will:

1. Develop and implement a FCoE forest industries marketing and promotion plan i) matching its services and products to customer needs and ii) establishing effective communications between the FCoE and customers.
2. Develop or contribute to programs to i) promote and communicate the Green Triangle forest industries brand awareness, ii) educate and facilitate knowledge of the forest industries and iii) accommodate a range of training opportunities.
3. Gain recognition and support for FCoE's achievements and its role contributing to regional and national economic, social and environmental benefits.
4. Network nationally and internationally through conferences, seminars and multi-sector engagement, in addition to collaborative support to current organisations (for example, Forest & Wood Products Australia) commissioned to carry out promotion and marketing for the industry.
5. Deliver consistent and transparent communication of FCoE outcomes to the next generation.
6. Provide an evidence-based foundation to communications, addressing key forest industries brand integrity, supporting technical and innovation advice, industry policy and social licence initiatives.



# Forestry Centre of Excellence Mount Gambier



The Forestry Centre of Excellence extends its thanks and gratitude to key stakeholders, particularly from the forestry and timber sector, for their valued contributions to this plan. The centre also extends its thanks and gratitude to its steering committee including UniSA, Green Triangle Forest Industries Hub, Tree Breeding Australia, South Australian Forest Products Association, LITA Training, TAFE SA and the Department for Education, and other valued community supporters who contributed to the development of this plan.



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