



CRC Construction Innovation
BUILDING OUR FUTURE

Final Report Your Building

Research Project No: 2005-015-B-02

The research described in this report was carried out by:

Project Leader	Tony Stapledon
Researchers	Peter Boxhall Robin Drogemuller Greg Foliente Murray Hall Mellisa James Peter Newton Michael Syme Emily Yip
Project Affiliates	Tony Marker Stephen Berry Caroline Pidcock John Ridgway Peter Verwer Paul Waterhouse Stewart Jones Tony McDonald Peter Szentel Mark Liste

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Leaders in Construction and Property Research

Distribution List

Cooperative Research Centre for Construction Innovation
Authors

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Please direct all enquiries to:

Chief Executive Officer
Cooperative Research Centre for Construction Innovation
9th Floor, L Block, QUT, 2 George St
Brisbane Qld 4000
AUSTRALIA
T: 61 7 3138 9291
F: 61 7 3138 9151
E: enquiries@construction-innovation.info
W: www.construction-innovation.info

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Executive Summary

The Your Building Project to build a website as the business and technical guide to sustainable commercial buildings has now been completed. The site is available at www.yourbuilding.org. The project was delivered to meet the requirements of the funding agreement between the Commonwealth of Australia represented by the Department of the Environment and Heritage (now Department of the Environment and Water Resources) and the Cooperative Research Centre for Construction Innovation (*Construction Innovation*).

The project to define, prepare and deliver the Your Building website was established as a collaborative project between Construction Innovation, the Australian Greenhouse Office (AGO) of The Department of the Environment and Water Resources, and the Australian Sustainable Built Environment Council (ASBEC), the peak body of industry and research organisations concerned with sustainability of the built environment.

CSIRO, a partner of Construction Innovation was the lead partner of Construction Innovation charged with the delivery of the site under a Project Agreement for project 2005-015-B Your Building [Stapledon, CSIRO], dated 6 September 2005. This agreement set out the primary objectives for the website, which may be summarised as being to provide an interactive web portal that will contribute to changing the behaviour of the commercial property and construction sectors to achieve more sustainable outcomes.

A Steering Committee was established with representatives from each of the collaborating partners and CSIRO contracted Dr Tony Stapledon, an architect and economist, to lead the project.

This Final Report of the Your Building Project is provided in accordance with the requirements of item J of the schedules of the Funding Agreement dated 27 July 2005 between the Commonwealth of Australia represented by the Department of the Environment and Heritage (now Department of the Environment and Water Resources) and *Construction Innovation*.

The report has five sections.

1. Section 1 discusses the project objectives and outlines how the website is designed to meet those objectives.
2. Section 2 describes the key activities involved in delivering the site, with particular attention to industry engagement, the definition, authoring and review of the content, the processes around defining, designing and developing the website platform, and project administration and communications.
3. Section 3 proposes mechanisms for ongoing management of the website and its content.
4. Section 4 evaluates the project against the four criteria set out in the Funding Agreement, namely

- a. Outcomes
 - b. Appropriateness
 - c. Effectiveness
 - d. Transferability
5. Section 5 lists the project team, including the Steering Committee members.

The Final Report is a stand alone document which can be used for information and dissemination purposes on the operation, mechanisms, and processes employed in the Project.

1. Project objectives

1.1 Objectives

The objectives set out in the Project Agreement for project 2005-015-B Your Building [Stapledon, CSIRO], between *Construction Innovation* and CSIRO, dated 6 September 2005 are as follows.

Outcomes

- To change market behaviour in the conceptual context setting, design, procurement, construction, management and operation of commercial buildings in relation to whole of life and sustainability performance objectives through development and use of an interactive Your Building portal.
- To establish a focal point for industry driven education and training programs that encourage a multi-disciplinary approach to the creation of innovative solutions to address environmental issues in the built environment and within a business context.
- To promote the development of industry capacity to deliver sustainable outcomes to the property construction and management industries.

Views

The contract required that the Your Building portal be created in a manner which supports the following views:

- Portal allows each stakeholder group in the building, construction and property sectors to understand and communicate the benefits of using a triple bottom line approach for commercial buildings.
- Portal provides higher level views of this knowledge base tailored to the needs (drivers) of key stakeholder groups eg Boards of property companies, financial institutions, design professions, facility managers, etc, to affect market change.

1.2 Response to objectives

Eynde et al. (1992)¹ suggest that to change culture (and so behaviours) it is necessary to

- Empower people to act
- Create openness in communication
- Facilitate ownership of the change process and its outcomes
- Promote a culture of collaboration
- Encourage continuous learning.

Accordingly, the Your Building website is designed to facilitate

- The provision of information that is relevant to each user
- Making the information accessible for sharing on a free website, with the capacity for users to download, email and link to the information
- Allowing users to interact freely, subject to registering as a user of the site
- Building confidence about being able to make a difference through facilitating improved knowledge, explaining how to use that knowledge and to what benefit, and through being able to contribute new and edit existing content.

2. Major activities

2.1 Project definition

An active process of industry consultation was conducted to define the project. It engaged with people who are hands-on in imagining, procuring, constructing, and managing sustainable commercial buildings in Australia. Involving an industry email survey of ASBEC members, cross-industry and cross-geography workshops, telephone surveys, focus groups and one-on-one meetings, the consultative process was aimed at:

- Gaining industry support for the project
- Identification of stakeholders
- Rationalisation of stakeholders into industry groups
- Establishing the knowledge areas of interest for each group
- Identification of particular topics within those topic areas
- Understanding what would make the site relevant, accessible and valuable to users from across the industry's diverse groups of stakeholders.

Two reports were prepared. These are available from Construction Innovation.

¹ Eynde, DF, Church, A, Hurley, RF & Burke, WW (1992), *What old practitioners believe*, Training and Development, Apr, vol. 46, no. 4, pp. 41-44.

1. CRC for Construction Innovation, Tony Stapledon (ed.) (February 2006), *Your Building Scoping Study*, Report 2005-015-B R1.

This report had two functions: to gain industry support for Your Building and to make it relevant, accessible and valuable to users from across the industry's diverse groups of stakeholders.

The first section discusses certain contract obligations of the Your Building project, including its aims and approach. It then explains the methodology for the stakeholder consultation process.

The second section reveals the findings of the stakeholder consultation and discusses four themes that encapsulate additional qualities sought by those stakeholders represented in the survey and workshop:

- **Justify** the adoption of sustainability in the commercial buildings industry
- **Integrate** and promote collaboration across content silos, disciplines, and the supply chain by building links and promoting the use of new technologies
- **Simplify** and demystify industry and sustainability language, tools, and resources by providing common definitions and practical tools and by interpreting the complex and specialised nature of many of the currently available resources
- **Contextualise** the topic of sustainable commercial buildings by locating them within the industry, the Australian socio-political environment, and globally.

The second section also discusses the target audience for Your Building, and identifies those stakeholder groups who should have priority in development of the portal because of the impact they could have in bringing about change towards sustainability.

The report then discusses the nature of the content recommended for inclusion on the site. A definition for "commercial buildings" is provided along with a listing of potential content areas and a discussion on those areas of content that should be prioritised for early development.

2. Sustainable Built Environments (August 2006) *Your Building: Development of Industry Activity/Process Checklists*.

This report identifies and prioritises the needs of potential users of the portal, consolidated into five groups; Designers, Developers / Builders, Managers, Occupiers and Owners. Outcomes were informed by stakeholder consultation and include five user-specific checklists based on the industry processes and activities of these user groups. Each of the checklists contains the top twenty priority issues for each user group and each of these twenty items contains a description. These informed briefing documents for content authors.

2.2 Content preparation

To increase the potential for the content to be accurate, up-to-date and relevant to a wide audience, the content authoring involved academics, researchers and industry in collaboration.

The content preparation process is represented in Figure 1 below.

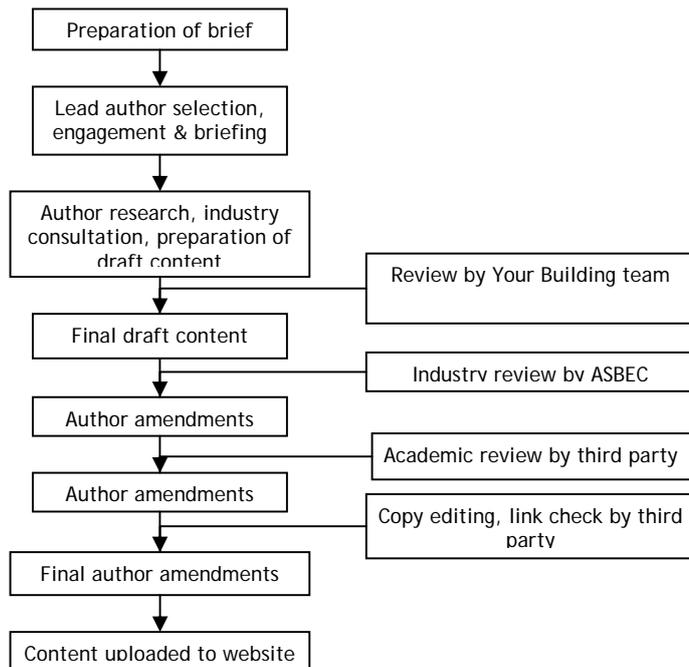


Figure 1 Content preparation process

Preparation of briefs

Briefs for each package were prepared by the Your Building project team. These outlined the objectives and nature of the project and then described:

- The topic and its purpose and context within Your Building;
- The budget for the particular piece of content;
- The role of the lead author, and of the requirement for industry involvement in the authoring process;
- The portal structure and its content flow, including the types of content, the need for illustrations, checklists and “snapshot” case studies, and the qualities of the content sought to make it relevant and accessible to a wide audience;
- Deliverables, including their timing and format.

Copies of the briefs are available from *Construction Innovation*.

Author identification

Potential lead authors were identified by the project leader working with Construction Innovation and the Steering Committee. These lead authors, generally academic researchers, were then required to involve industry specialists and other researchers in the authoring process to ensure that content had leading knowledge from both research and practice.

In the first instance, authors were selected from partner organisations of Construction Innovation. This proved satisfactory where those organisations had researchers with specialist knowledge in appropriate areas relevant to sustainable commercial buildings. However, in some instances, Construction Innovation's primary contacts with these organisations were founded on research other than sustainable commercial buildings (for example, computer modelling) and the nominated authors lacked the necessary specialist knowledge to meet the expectations of the project team. In these cases the lead authors were replaced, either by others from partner organisations, or if necessary by external researchers.

Author briefing and engagement

Lead authors were provided with copies of their briefs and asked to confirm their acceptance of the engagement conditions set out in contracts prepared by CSIRO. On engagement, they were briefed in person by the project leader.

Content review and editing

Review of content had three stages.

Authors were required to submit their draft content for review by the project team.

Further reviews were then carried out by specialist industry practitioners nominated by ASBEC; ASBEC was separately contracted by AGO to provide this service.

Following author amendments, content was then reviewed by a non *Construction Innovation* academic editorial team from The University of Melbourne, led by Dr Dominique Hes. Author amendments were again made following each stage of this process, prior to final copy editing and checking of internet links by The University of Melbourne team. Following any final author amendments, the content was then uploaded to the website.

In retrospect, it may have been preferable to have carried out the academic and industry reviews concurrently (due to time constraints, this was in fact done with some content that was delivered late). This would have allowed the authors to consolidate comments and attempt to resolve issues in one, rather than two, stages.

Nonetheless, the review process appeared to work well when ASBEC was able to nominate enough suitably qualified reviewers. The requirement (or project preference) was for ASBEC to nominate more than one industry specialist for each topic so that alternative views were obtained. In some cases, particularly for the "soft" topics including strategy, culture change and education, and for some of the process topics (for

example, construction, valuation, and facility management) ASBEC was unable to identify specialists to meet this requirement. In these cases, the project team either arranged alternative reviewers or team members carried out detailed reviews themselves.

2.3 Website design and development

This was in two stages. First a brief was prepared which set out the broad requirements of the site sufficiently to tender for and appoint a consultant to prepare a detailed requirements brief. Once this latter brief was completed, the web designer and web development teams were appointed to develop the site itself.

Website definition

Following a tender process, Handshake Media (director Rachel Dixon) was engaged to prepare the requirements documents.

The web portal itself is distinct from the project as a whole (it is a subset). It therefore required the definition of its own aims and objectives. These were agreed as:

- To identify and concentrate on audiences with the potential to catalyse the greatest amount of change;
- To provide useful, pertinent information to allow audiences to understand the issues involved in creating and maintaining sustainable buildings;
- To put tools for catalysing into the audiences' hands by specifically developing content to aid them in communicating the benefits of improving sustainable performance;
- To provide functionality that will enable users to create dialogues with each other about the content.

Two reports were prepared by the briefing consultant, Handshake Media. These are available from Construction Innovation.

1. Handshake Media (8 August 2006), *Your Building Business Requirements Document*, prepared by Rachel Dixon and Melissa Firth.

This report provides the high-level business requirements for the Your Building Website and defines the scope for what is expected to be delivered from this project and its feasibility.

2. Handshake Media (3 August 2006), *Your Building Requirements Definition and Strategy*, prepared by Rachel Dixon and Melissa Firth.

This report captures and elaborates on Construction Innovation's business, functional and supplementary requirements for the development of the website and its supporting content management system.

Website design

Handshake Media were appointed by Construction Innovation to carry out and manage this process. Handshake Media engaged Hilbert Ho as web designer. The designer worked closely with the web developers and the project leader, under Handshake Media's direction, to prepare designs for the various templates required for the development of the site.

Website development

Handshake Media were appointed by Construction Innovation to manage this process. The Web Team from Queensland University of Technology was engaged as the web developer; its members worked with Handshake Media, web designer, the CRC's project administrator, Bradley Warner, and the project leader, to select a content management system, design the web page templates, and to establish and test the site.

2.4 Project administration

The project leader was supported in the administration of the project by Peter Boxhall from CSIRO and Bradley Warner from Construction Innovation. The former was particularly involved in the engagement and financial management of contractors, including authors. Bradley Warner coordinated the project from Construction Innovation's perspective, managing the budget and internal reporting. He also engaged, and coordinated the web development process with, the QUT web team.

2.5 Project reporting

Reporting was on three levels, as described below.

1. Construction Innovation was required by the Commonwealth's Funding Agreement to report on progress and to submit this final report.
2. Construction Innovation quarterly reports. These were prepared by the Project Leader and signed off by the Steering Committee chair and ASBEC. These are available on the project page on *Construction Innovation's* intranet.
3. The project leader provided regular reports to the Steering Committee for its meetings. These were generally held bi-monthly, although monthly meetings were held at critical stages. Most meetings were face-to-face, some were by teleconference.

2.6 Industry engagement and communications

Industry engagement was considered central to capturing and holding industry attention during the site development process, defining the scope, nature and structure of the content, gaining support and input for content preparation, and for advising potential users of the availability of the site. Various avenues have been, and will continue to be used, to promote the site and to engage its audiences:

- Active engagement through involving researchers and industry practitioners in the definition and delivery of the site, using surveys, workshops, and presentations.
- Regular reporting by the project leader to ASBEC council meetings, including presentations on progress and site features.
- Public relations communications, managed by Colleen Foelz of Construction Innovation. This included promotion on the Construction Innovation website and at Construction Innovation events, preparation of email postcards for distribution to the members of ASBEC organisations and of a brochure for distribution at the media launch and subsequent events.
- The media launch, held on 28 September at the Sydney offices of Stockland, a project sponsor.
- A series of industry seminars to be held in Brisbane, Sydney, Canberra, Melbourne and Perth following the media launch, which are designed to inform and educate attendees using material from the website.
- Training Workshops being planned by Construction Innovation based on the site materials, with the initial courses planned to be about the Business Cases for Sustainable Commercial Buildings.

2.7 Sponsorship

An item was introduced into the project budget for sponsorship that would help to fund the first year of operations of the website.

A sponsorship package was prepared to explain the website and the benefits that sponsors may expect. A copy is available from Construction Innovation. The intention was to have:

- A maximum of 12 sponsors contributing \$15,000 each
- A spread of sponsors from across the industry to demonstrate the intention that the site should have industry-wide application and to allow some exclusivity by limiting the number of sponsors from competing businesses.

Organisations identified as potential sponsors were directly approached by the Project Leader, various members of the Steering Committee, and Ms Melissa James from CSIRO. At the date of this report 10 private, public, and government organisations have committed to sponsorship.

It is essential that a close relationship be maintained with each of the sponsors. The sponsor funds for next year that will be easiest to attract will be those from existing sponsors if they are satisfied with the results from this year. Consequently, sponsors should be given every opportunity to showcase their products and services at Your Building workshops and events, should be kept informed of when they are promoted, and should be offered value-added opportunities like free banner ads on the website.

Ultimately, the more sophisticated sponsors will be highly influenced by the number of hits on the website, and so regular inclusion of space activity data in reports to sponsors will be important.

3. Ongoing site management

A proposal has been prepared for ongoing site maintenance. Set out below in slightly amended form, this has been discussed and approved in principle by the Steering Committee. It identifies the needs of the site to keep it up to date and relevant, and suggests how these needs may be met.

Essentially, there are five basic needs -

1. Website maintenance and ongoing development
2. Site administration, including comment review, query responses, content uploading and editing, etc.
3. New content commissioning, review and approval
4. A decision on who gets “authorised contributor” rights
5. Communication.

3.1 Website maintenance and ongoing development

This will be provided by the web developers at QUT, under an agreement with Construction Innovation. It will involve resolution of technical issues as they arise, improving site functionality, and assistance to the site administrator and editor.

3.2 Site administration

Content maintenance

The site administrator is responsible for keeping content up to date and relevant to the audience. This will primarily involve:

1. Keeping abreast of new developments in the field of sustainable commercial buildings
2. Commissioning new material for the site (see 3.)
3. Authorising the registration of approved contributors to the site
4. Considering, managing the review process, and approving or rejecting, submitted articles (see 3.3)
5. Reviewing - and possibly responding to - comments, article ratings, and queries from registered users of the site
6. Removing unsuitable comments and inserted material from the site
7. Updating the feature article and feature building banners on the site
8. Coordinating the work of the site editor (if a different person – see 3.3 below).

While the site administrator may make minor changes, more significant or specialised additions and changes may require the commissioning of new material, or referral back to the original authors.

The administrator is also responsible for identifying and coordinating necessary development issues with the web developer.

Time commitment

While the site administrator role may be one day a week to begin with, it is likely to expand as site usage picks up, possibly to three days a week. Ideally, an open arrangement could be reached with the site administrator to review the time commitment as the site usage develops.

3.3 New and existing content commissioning, review and approval

Keeping content current

The site must be kept current and have new content added if it is to remain relevant and attract repeat visitation. It is worth remembering that Your Home, the AGO's website about sustainable residential buildings, has approximately doubled its content in six years. New and updated content can come from two sources – the site owner and site users:

- New content may be either commissioned by the Your Building owner or
- Submitted by site users. Two levels of site user submission are possible:
 - Articles submitted by registered users
 - Articles added directly to the site by authorised contributors

In addition, existing content may require updating following new developments or comments from site users.

However, without a significant injection of funds it is unlikely that it will be possible to fund enough new material to maintain the interest of existing users and to keep attracting new users. Consequently, the use of the website's "social" capability – that permits authorised contributors to add/edit any existing material and registered users to submit articles - will be important. The submissions and edits of these users will require review to ensure that they are appropriate for the site.

Content uploading and editing

Uploading material to the site and keeping it "tidy" is not an onerous task, but may involve a reasonable amount of time once site usage increases. This role could be fulfilled by the site administrator or a lesser paid person working under the site administrator's direction. This role has been carried out during the site establishment by Ms Emily Yip with assistance from Ms Rosie Meaton at Construction Innovation.

Review panel

While the front-line responsibility belongs to the site administrator, all significant new content should receive the same level of academic and industry review, as (the bulk of) the foundation content. At the time of this report, Construction Innovation is negotiating to form a review panel made up of ASBEC members.

Alternatively, individual pieces of new/significantly amended content could be referred to individual research/industry specialists, although this is likely to be less reliable, more

problematical in getting people to participate, and less timely. Timely response is going to be an issue – if people submit material they will not expect to go through a six month review and editing process before they see it on the site. The web is an instant medium, unlike an academic journal.

3.4 Who gets “approved contributor” editorial access?

The amount of work will depend to some extent on the level of authority granted to site users. Ideally, the site will have sufficient management resources to enable its wiki (social) functions to be widely utilised by approved contributors and therefore regularly have new things for users to see and comment on. This will require a thorough level of attention to be paid to comments, newly posted material and content edits.

It is suggested that approved contributor status be phased in:

- Initially, status would be given to the foundation authors and to current sponsors (with instructions on expectations of what they will/will not do/place on the site). This is important; we have already had one sponsor querying a statement in one of the articles because it did not support its product (although the comment came from a DEH report).
- This status would also be granted to contributors who have had a full article approved for publication by the site administrator and review panel. This would have two purposes – it would be an incentive to authors to submit material, and would mean gradual allocation of this status, allowing the site and its administration to be well bedded in.

Any approved contributor access rights will be at the site owner’s discretion and able to be rescinded at any time without need for explanation.

Promotion of the alternative status levels

Site users must be encourage to contribute to the site by submitting articles as registered users, becoming approved contributors, commenting and editing. On most social sites there are community members who take it upon themselves to respond to questions, clean up inappropriate comments, etc, about topics in which they are interested. This reduces the workload of the site administrator, which is particularly important as the user base grows; see the Brain Sparks blog at <http://tinyurl.com/ytg4f5>.

3.5 Communications

The major communications functions will be:

- Reporting to the site owner on usage, budgeting, content updating, additions, and review, and on relations with authors, users and sponsors
- Reporting to sponsors on site usage and opportunities
- Preparing and sending the eNewsletter
- Identifying and handling advertising and promotional opportunities
- Representing and promoting Your Building at conferences, seminars, etc.

- Procurement of ongoing sponsorship and income from advertising (eg banner ads, feature buildings, and feature articles), together with maintenance of sponsor relations.

These functions could be carried out by the site administrator or by others appointed by the site owner. The latter would have the advantage of keeping external relations with the owner and so allowing change of site administrator if necessary without loss of industry and sponsor contact.

4. Evaluation

Item J of the Funding Agreement between the Commonwealth and Construction Innovation requires reporting on the performance of the project with respect to four qualities:

1. Outcomes
2. Appropriateness
3. Effectiveness and
4. Transferability.

4.1 Outcomes

The Funding Agreement requires reporting on the degree to which the project has achieved the following outcomes:

- Feedback received on the beta version of Your Building website.

The project is currently in the beta testing phase prior to the media launch. It is generally receiving between 450-700 hits per working week day and there appear to be few problems with the functioning of the site. There has been one adverse comment (from a sponsor) on an aspect of the content, and this has been addressed and resolved satisfactorily.

- A short summary brochure with executive summary style text and graphics of a maximum of four pages for promotional and marketing purposes.

A brochure has been prepared in both hard and soft formats for release at the media launch and for subsequent distribution. 3000 copies will be printed of the hard copy brochure initially.

- Assessments by members of ASBEC of the effectiveness of the Your Building website.

These have not been formally sought at this point. However, ASBEC has been represented on the Steering Committee, its council meeting attendees have been kept regularly informed, and members of its organisations have been involved in both content authoring and review.

4.2 Appropriateness

The approaches used in the development and implementation of the website were designed to facilitate changed industry behaviours by:

- Providing information that is relevant to each user

The definition, design, and development of the content and of the website itself involved a wide group of people. These people were drawn from different geographies, different disciplines and different parts of the commercial buildings community, and with disparate interests – from research to consulting to practice, and from investors to developers and designers to facility managers. Consequently, there can be a high level of confidence that the information is relevant to a wide group of users.

In addition, the knowledge codified on the site is provided in a variety of ways, with both summarised information (for example, the *Six Steps to Sustainability* articles for each user group) and highly detailed articles (for example, *Indoor Environment and Productivity*).

- Making the information accessible for sharing

The use of the site is free. The information on it is easily accessible and it is able to be downloaded for distribution.

- Allowing users to freely interact

All site users have the opportunity to register and to interact through posting comments and rate the articles. Subject to resolution of the “authorised contributor” status issue described in 5.4 above, the ability of site users to interact and to conduct a dialogue around the many topics to do with sustainable commercial buildings

- Building confidence about being able to make a difference.

By codifying and making accessible knowledge that covers a wide scope across both “soft” (for example, the *Culture Change* and *Educating and Awareness* articles) and “hard” technical topics, the site provides users with the opportunity to be educated, informed and up-to-date about sustainable commercial buildings. They also have the ability to better appreciate the issues and ambitions of their clients and others in the industry. They will be armed with knowledge and more confident about being able to make a difference.

4.3 Effectiveness

The Project has effectively positioned Your Building to meet its stated objectives:

- To change market behaviour in the conceptual context setting, design, procurement, construction, management and operation of commercial buildings in relation to whole of life and sustainability performance objectives through development and use of an interactive Your Building portal.

While it is not possible to measure in the short term that this has been achieved, the website is specifically designed to deliver on this objective as discussed in 4.2.

- To establish a focal point for industry driven education and training programs that encourage a multi-disciplinary approach to the creation of innovative solutions to address environmental issues in the built environment and within a business context.

The content on the site is industry focused, founded on leading Australian and international research, and it exposes the business cases and key issues for a wide variety of interested user groups involved in the whole sustainable commercial buildings industry. It is freely available for public and private institutions and for industry organisations to use as a basis for their education, training and continuing professional development programmes.

- To promote the development of industry capacity to deliver sustainable outcomes to the property construction and management industries.

The content and the technology of the website have been designed to consolidate, demystify and make accessible the knowledge around sustainable commercial buildings, as was requested in the scoping workshops used to define the project. In a sense, it is now up to the industry itself, and to the users of the site, to build on the foundations provided by the website.

4.4 Transferability

Your Building, and the processes and outcomes of the project to establish it, can be used to establish, implement and administer the operations of other projects. In particular, the content structure, the industry engagement processes used, and the structure and innovation of the website technology can inform and influence future projects.

5. Project team

The Your Building project team and Steering Committee comprised academics, researchers and industry practitioners from government and private sector organisations.

Project Leader: Dr Tony Stapledon (Stapledon & Co for Construction Innovation)

Researchers: Emily Yip, Murray Hall (both CSIRO)

Administration: Bradley Warner (Construction Innovation), Peter Boxhall (CSIRO)

Communications: Colleen Foelz (Construction Innovation)

Web site definition: Rachel Dixon (Handshake Media)

Web site design: Hilbert Ho

Web site project management: Naomi Norman (QUT Web Team)

Web site development: Patrick Burke, Matt Bailey, Andrew McBride (all QUT Web Team)

Web site infrastructure: Jodie Stuart, Chris Grist, Greg Palmer (all QUT Web Team)

Industry content review: ASBEC

Academic content review and edit: The University of Melbourne (Dr Dominique Hes)

Steering Committee

Chair: Dr Peter Newton (CSIRO – to Feb 2007)

Peter Scuderi (Construction Innovation – from Feb 2007)

Project Leader: Dr Tony Stapledon

Department of the Environment and Water Resources representatives:

Tony Marker (AGO)

Stephen Berry (AGO)

Construction Innovation representatives:

Peter Scuderi

Bradley Warner

Colleen Foelz

Lyn Pearson

Professor Peter Newton (Swinburne University – by invitation from Feb 2007))

ASBEC representatives:

Caroline Pidcock (President ASBEC)

John Ridgeway (Association of Consulting Engineers Australia – to Sept 2006)

Juleen McTaggart (Association of Consulting Engineers Australia – Sept 2006 – Apr 2007)

Caroline Ostrowski (Association of Consulting Engineers Australia - from May 2007)

Tony McDonald (Building Products Innovation Council)

Peter Szental (BCSE)

Paul Waterhouse (Property Council of Australia)



**Cooperative Research Centre
for Construction Innovation**

9th Floor, L Block
QUT Gardens Point
2 George Street
BRISBANE QLD 4001
AUSTRALIA

Tel: +61 7 3138 9291

Fax: +61 7 3138 9151

Email:
enquiries@construction-innovation.info

Web:
www.construction-innovation.info



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