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The CRC for Construction Innovation was established and is supported under the Australian Government's Cooperative Research Centres Program

CRCs bring together researchers from universities. CSIRO and other government laboratories, and private industry or public sector agencies, in long-term collaborative arrangements which support research and development and education activities that achieve real outcomes of national economic and social significance.

# Strategic Plan 2005–2008

(Executive Summary)

#### **Our Vision**

To lead the Australian property and construction industry in collaboration and innovation.

### **Our Mission**

To deliver tools, technologies and management systems that will improve the long-term effectiveness, competitiveness and dynamics of a viable construction industry in the Australian and international contexts. This will be achieved through greater innovation in business processes, strengthened human relations and ethical practices, and more effective interactions between industry and its clients.

To drive healthy and sustainable constructed assets and optimise the environmental impact of built facilities through a sound conceptual basis for economic, social and environmental accounting of the built environment, virtual building technology to examine performance prior to documentation, construction and use, and through assessing human health and productivity benefits of smart indoor environments.

To deliver project value for stakeholders for the whole-oflife, from business need, design and construction through to ownership, asset management and reuse through improved communication and use of knowledge; increased productivity and value; and effective delivery and management of whole-oflife assets.

### **Our Values**

- Collaboration
- Respect for People
- Integrity
- Research ExcellenceInnovation and Sustainability
- Leadership Responsibility

### **Our Objectives**

To enhance the contribution of long-term scientific and technological research and innovation to Australia's sustainable economic and social development.

To enhance collaboration between researchers, industry and government, and to improve efficiency in the use of intellectual and research resources.

To create and commercially exploit tools, technologies and management systems to deliver innovative and sustainable constructed assets to further the financial, environmental and social benefit to the construction industry and the community.

#### **Achieving Our Plan**

Working collaboratively, our education, communication and commercialisation programs will play a critical role in supporting our core research activities to disseminate the outcomes and benefits to all partners, the industry and the broader community.

			GOAL	STRATEGIES	
		QUALITY RESEARCH	To be recognised as a reputable and prominent source of relevant data and applied research within the industry. To be the focus for construction and property research within Australia and to be internationally recognised as the reference point for Australian research. To be known as the lead developer of at least three major innovations that will fundamentally change the Australian property and construction industry. To provide benefits to Australian industries to develop their competitiveness in the national and global marketplace. To create outcomes that will lead to significant economic, environmental and/or social benefits to our partners, the Australian property and construction industry and the community. To be positioned to provide ongoing research support for the needs of the Australian property and construction industry.	<ul> <li>Maximise the internal opportunities for collaboration within partner organisations with a blend of research and industry driven initiatives.</li> <li>Coordinate research into and across the research programs to secure the strength of multi-disciplinary research and specialist expertise.</li> <li>Select and conduct excellent research in order to achieve: <ul> <li>a) appropriate balance between commercial and public good outcomes</li> <li>b) Construction Innovation research objectives</li> <li>c) the return on investment of Construction Innovation funds</li> <li>Leverage Construction Innovation funds via collaboration with key national and international partners.</li> </ul> </li> <li>Map project achievements against Construction 2020.</li> <li>Engage industry early.</li> <li>Apply research outcomes through demonstration projects.</li> </ul>	Satisfaction of p Increase volume Adoption of rese Increase nationa Increase in indu The developmen Contribution by Strength of colla researchers and External recogni innovative resea
	ESS FACTORS	EDUCATION & TRAINING	To enhance the value to Australia of graduate researchers. For Construction Innovation's Education and Training strategy to be recognised as a significant contributor to enhancing the collaborative culture of construction. To partner with organisations to develop educational and professional development courses based on outputs from Construction Innovation research outcomes.	Provide input to university, TAFE and VET curriculum development. Provide scholarship funds and a focus of industry reference for high quality PhD and Masters students. Identify education and training opportunities from research projects. Provide opportunities for continuous professional development for industry and research personnel, ideally linked to certification processes. Work with existing professional development providers such as professional associations.	Uptake of Const Co-supervision Uptake of Const Growth in numb Alliances deliver Growth in value industry for rese
/	<b>CRITICAL SUCCESS</b>	EXTERNAL Communication	To promote the benefits of collaboration and innovation in the Australian property and construction industry. Position Construction Innovation to achieve goals in Research, and Education and Training.	Targeted promotion of Construction Innovation research activities to the property and construction industry and the community to confirm Construction Innovation as leading property and construction research in Australia. Use simple, sharp messages to identify industry impacts. Development of robust and rigorous communication for government and industry. Target industry illuminaries.	Press releases re promotion of co Growth in numb partners. Numbers of pap promotional acti Number of prese
		COMMERCIALISATION	To enhance the transfer of research outputs into commercial or other outcomes of economic, environmental or social benefit to Australia.	Develop commercialisation plan for targeted Construction Innovation projects. Educate and train key Construction Innovation personnel to understand management of Intellectual Property and strategies for commercialisation. Partner with others in the commercialisation of research outcomes. Transfer project outcomes to partners and industry. Develop prototypes suitable for demonstration purposes. Use experts when appropriate in the commercialisation process. Ensure early involvement of potential commercialisation partners.	Diffusion activiti Invitations as ke Increase in parti Increase in publ Increase in num Growth in incom Property.
AL L		ADMINISTRATION	To provide Construction Innovation with effective management. To position Construction Innovation to continue to address the needs of the Australian property and construction industry.	Identify the important drivers for each Construction Innovation Participant and better meet these needs. To increase our financial base and to deliver on our Commonwealth goals. Leverage research activities to create a larger critical mass of research effort. Effective leadership and coordination of industry, government and research participants. Provide administrative support at the Program level.	Satisfaction of p management sys Effective Centre Collaborative tra research project Growth in numb industry. Growth in repear

## **KEY PERFORMANCE INDICATORS**

- of partners and users, and value to industry
- lume of research contribution to CRC.
- f research results/Benefits of results by partners.
- tional and international collaborations.
- industry innovations and shifts in the knowledge base.
- oment of improved standards of design and construction.
- n by CRC participants in developing public policy initiatives.
- collaboration achieved in research development between s and industry.
- cognition of Construction Innovation as a leader in collaborative and research in Australia.
- construction Innovation inputs to curriculum.
- sion of students by industry partners.
- Construction Innovation Research Scholarships by quality candidates. numbers of industry users involved in research training.
- elivering Construction Innovation research outputs to industry.
- value of research training sponsorship awarded by government and r research and/or study related to CRC projects.
- ses raising profile of Construction Innovation and its partners in the of collaboration and innovation.
- numbers of publications recognised as key by industry and academic
- f papers presented to national and international conferences and I activities.
- presentations to partners, industry and community groups.
- ctivities undertaken by Construction Innovation audience.
- as keynote speaker to industry conferences, seminars, etc.
- participation in industry, trade and academic conferences.
- publications for industry users.
- number of media clippings/appearances.
- ncome and industry uptake from commercialisation of Intellectual
- n of participant and Commonwealth financial and research nt systems.
- entre operations across all Commonwealth programs.
- ve transactions with industry or government partners, including ojects.
- number of additional collaborations annually, particularly with
- epeat collaborations with partners on projects and related activities.