

CRC for Spatial Information



Strategic Plan

2008-2010

(Plan approved 11 June 2008)

Notes:

1. This plan covers the period July 2008 to June 2010 and was approved by the Governing Board of the CRC for Spatial Information on 11 June 2008 for public distribution.
2. This plan has been prepared in full knowledge of the current Review of the National Innovation Systems (incorporating a review of the Cooperative Research Centre Program) that is being conducted by the Australian Government over the period January to October 2008. Accordingly this plan will be reviewed once the results of the Review are known.
3. There is a companion document entitled “Know, think, communicate – key elements of Virtual Australia” (Thompson *et al*) which describes the concept of Virtual Australia: it is available at www.crcsi.com.au/pages/publications.aspx

1. INTRODUCTION

The shareholders and partners of the CRCSI have committed over \$95 million of cash and in-kind to the CRCSI joint venture over the period July 2003 to June 2010. The CRCSI will maximise the return on this investment through this Strategic Plan and its predecessors. The CRCSI places great emphasis on the importance of end-user engagement in all research activities.

2. KEY RESEARCH DISCIPLINES

The five core areas of spatial information science within which the CRCSI has a world-class research capability are:

- Integrated positioning and mapping systems
- Metric imagery as source of spatial information
- Spatial information system design and spatial data infrastructure
- Earth observation and remote sensing for renewable natural resource management
- Modelling and visualisation for spatial decision support

These form the basis of the research investments.

3. STATEMENT OF PURPOSE

To create new wealth for the participants of the CRCSI, and for the nation, through research innovation and commercialisation; through educational activities; and through powerful collaboration that builds institutional capacity.

4. VISION

To make the CRCSI a world leader in spatial information applications that are affordable, useful and readily available to all – at any time and in any place.

5. FULFILLING THE STRATEGIC PLAN

The CRCSI places great importance in fulfilling the collective expectations of its participants. Our governance and management structures are designed to encourage regular consultation with participants at strategic levels through to the level of each project. Our transparent decision making for all investments ensures a high degree of accountability. Constant scanning of developments internationally, nationally and regionally encourages the creation of an increasingly flexible and responsive research and development portfolio and education program.

The Strategic Plan is underpinned each year by an annual business plan which contains the key performance targets for that year. These same targets are included in the annual performance plans for senior managers, thereby ensuring a strong alignment between the strategic directions of the whole organisation and the individual performance of staff.

The CRCSI is happy to take new proposals for research and for demonstration projects at any time. The criteria for the development of these proposals is set out in Appendices A and B.

6. PERFORMANCE MEASURES TO 30 JUNE 2010

6.1 Submit a successful new bid for funding in the coming CRC Program round.

6.2 External earnings of \$3,694,000: The overall 7 year Commonwealth Agreement target is to generate \$5.3 million of new revenue (from consulting, new grants, partners, commercialisation, and other sources). Annual targets are 2007/08: \$1,100,000, 2008/09:1,240,000, and 2009/2010:\$1,354,000. Higher internal stretch targets have been set by the Board for the Executive of the CRCSI.

6.3 Create a product pipeline: The CRCSI aims to ensure that all of its projects have outcomes that can be used by its partners and the community.

- 2007/08: Complete due diligence review on all current projects, including impact assessment for rebid, complete 2 licences / company start-ups.
- 2008/09: Complete 3 licences / company start-ups.
- 2009/10: Ensure uptake of final project outcomes by partners. KPIs to be further defined in 2009/10 Business Plan.

6.4 World class research and education program. It will be assessed by independent experts.

- 2007/08: 22 PhD and Masters students completed or underway (10 who have passed 12 current). The citation target will be 50 (ie the number of times our papers in aggregate are cited in the literature by other researchers. The Masters program will have 6 units completed and the target for the short course program is 12 delivered courses and online courses
- 2008/09: 14 PhD and Masters students underway, (2 students who have passed examination and 12 current). The publications target will be 75 (comprising books, book chapters, refereed journals and conference publications).
- 2009/10: 12 PhD and Masters students completing. The publications target will be 75 (comprising books, book chapters, refereed journals and conference publications).

6.5 High shareholder and partner satisfaction. The CRCSI participants will have obtained significant tangible and intangible benefits as a result of their participation. This will be measured through the annual stakeholder survey. It should show that at least 75 percent of respondents meet this measure. Participants can determine their own definition of the term 'direct and significant tangible and intangible benefit'.

6.6 Play a strong role in the Federal Governments review of the National Innovation Systems (incorporating the CRC Programme Review) and other reviews that may be initiated.

The CRCSI will make a submission to the National Innovation Systems Review. It will also contribute to the CRC Association's submission to the NIS Review. It will liaise with key groups including the Australian Spatial Consortium and NICTIA, amongst others, to widely articulate the key role that spatial information plays in the innovation and industry-development agenda of Australia.

7. VALUES OF THE CRCSI

- **Innovation and Entrepreneurship** ... foster a collaborative CRCSI culture that is innovative, passionate and results driven with an emphasis on economic and financial outcomes
- **Integrity** ... engender behaviour in our staff and directors of high ethical standards and integrity
- **Transparency** ... provide open and transparent decision making with priority based on the merit of the resource investment
- **Excellence** ... pursue excellence in all activities, driven by best practice governance
- **Responsiveness** ... respond to user and stakeholder needs with empathy and timeliness
- **Equitability** ... ensure participants have equitable appropriate access to the activities and outcomes of the CRC
- **Goodwill** ... encourage harmony and cooperation amongst participants

Appendix A. CRITERIA FOR SELECTION OF RESEARCH PROJECTS

Each research project proposal will undergo rigorous review. The criteria for the review and ultimate selection for approval are:

1. Excellence of research and alignment with CRCSI Strategic Plan, the Virtual Australia paper and with existing CRCSI projects
2. Impact of industry/end-user outcomes, in particular the generation of new intellectual property, and potential for market adoption
3. Extent of participation by CRC participants with at least six stakeholders including at least one from each of the industry, government and education sectors making major contributions to each project.
4. Strong alignment with published national research priorities.
5. The degree to which the project proposal aligns with the proposed programs of the new bid. (Note the programs for the new bid will be progressively developed during 2008 and early 2009, and advice should be sought regarding the most recent developments with the new bid).

Each project will require a detailed business case that sets out its commercial potential or its community good outcomes, overall benefits to participants in particular and the Australian community generally and a description of the pathway to commercial adoption. Shareholders and participants are encouraged to make submissions at any time. Criteria three may be relaxed for small projects.

Appendix B. CRITERIA FOR SELECTION OF DEMONSTRATOR PROJECTS

The criteria for the selection of demonstrator projects are:

1. Projects will be judged on their ability to produce outcomes within 12-18 months that either can be used by one or more clients, or can prove up an area of important new research. If the project is intended for commercialisation it must have a well developed business plan with a clear pathway to market that sets out the case for the investment of CRC funds consistent with the Strategic Plan and the Virtual Australia paper.
2. Demonstrator projects will be strongly user driven and have at least two stakeholders from the across the industry, government and education sectors.
3. Demonstrator projects will have a highly competent project leader drawn from one of the non-university participants.
4. The degree to which the project proposal aligns with the proposed programs of the new bid. (Note the programs for the new bid will be progressively developed during 2008 and early 2009, and advice should be sought regarding the most recent developments with the new bid).

Shareholders and participants are encouraged to make project submissions at any time. Criteria three may be relaxed for small projects.

Independent Assessment of the quality of research proposals and completed research

A panel of local and international specialists will be used to advise on the quality of research proposals and will also be used to undertake an independent assessment of the quality of completed research work.

