A 'typical' CRC
and how it works

eWater CRC

Speaker: Prof. Gary Jones, CEO

Eight critical steps to a successful CRC !!

1. Form the collaborative Partnership

2. Submit a winning Proposal

3. Draft and negotiate Agreements

4. Enact good Governance and Management

5. Monitor and manage Performance

6. Develop and insist on collaborative Culture

7. Focus on Adoption and Outcomes

8. Prepare early for the Future

1. Form the collaborative Partnership

From

- Government industry partners

- Private industry partners

- Research & Education partners

- Need to get the <u>number and mix</u> of partners right
  - 'optimum' number or research partners (perhaps 4-6)
  - right range and number of industry partners to <u>guide</u> R&D and to <u>utilise/adopt</u> your work

- Negotiate cash and in-kind contributions

- Avoid deal-making with individual partners

2. Submit a winning Proposal

- Pay close attention to the official Guidelines

- Preparing a <u>Business Plan</u> not just a Research Plan:
    - Strategic plan
    - Research plan (<u>must be guided by industry needs</u>)
    - Education & Training plan
    - Adoption/Utilisation plan
    - Commercialisation plan (optional)
    - Human Resources plan (<u>get the people you want</u>)
    - Marketing & Communications plan
    - Program Budget (cash & in-kind)

- Seek professional advice – few researchers or government officials can write a good Business Plan

3. Draft and negotiate Agreements

- **Partners (Participants) Agreement**

- Sets out organisational <u>governance and management</u>, how partners must work together, accountability, IP ownership/sharing, and other 'rules and codes'

- Binds the partners to each other <u>legally</u>

- **Commonwealth CRC Agreement**

- Sets out the legal relationship between the partners and the Commonwealth funding agency

- 'Ground rules' for CRC structure and operations

- Includes the Proposal (Business Plan) and 'milestone' deliverables

4. Enact good Governance and Management

- My preference for incorporated business ie. a company, (bound by Constitution and Corp. Act), but not essential

- Essential to have a 'good' governing Board of Directors

- My preference for independent 'non-representative' directors, but this can be difficult for 'first-round' CRCs, but Chair should be independent

- Whatever, board should be 'skills-based', directors with a range of core domain and general business skills

- Ensure CEO and other Senior Managers have practical organisational management training and experience

- The roles of the CEO and Chair are extremely important

5. Monitor and manage Performance

- Running a business not a funding scheme

- Stick to your Business Plan

- Implement good project management 'system'

- Stay on-time, on-budget, on-target, on-quality

- Regularly monitor progress, and report to senior management and the board (at least quarterly)

- Hold organisations, managers and individuals accountable for lack of delivery (time, budget, target, quality) and/or lack of collaboration

- Significant risk that a lot of active management occurs in early days, but becomes more 'passive' as time goes on (after funding is agreed)

6. Develop and insist on collaborative **Culture**

- Need to get the collaborative <u>culture</u> right

  - Between different research groups

  - Between industry and researchers

  - A major leadership challenge

- Needs to be a new 'CRC' culture

  - If individuals and organisations do not change their traditional 'non-collaborative' behaviours, the CRC is far less likely to be successful

- Build trust between organisations and individuals. It is the personal relationships and trust that will underpin long-term success, even beyond the life of the CRC

7. Focus on Adoption and Outcomes

- Research organisations traditionally focus on <u>outputs and 'passive' communications</u> (eg. publication)

- The core responsibility of a CRC is to ensure that there are policy, management, technological and knowledge/capability improvements <u>in their industry</u>, and in regional/national economies more generally

- <u>Utilisation</u> by industry of the CRC's research findings, inventions, software, etc. is paramount

- A publication or patent is good, but it is only a stepping-stone (an output) on the way to the desired outcome(s)

- Need to be clear <u>from the beginning</u> of how the outputs from your CRC will be utilised by industry or the public

8. Prepare early for the Future

- Don't wait until the last year to think about the future

- Should consider future options, almost from the beginning:

    - Renewal (rebid) Plan ……… and/or

    - Exit Plan

- Ultimately, at exit, our successful CRC's aim to :

    - Licence know-how and technologies to partners/industry

    - Spin-out commercially independent companies

    - Get our core industry to invest in our organisational future outside CRC Program (esp. public good CRCs)

Eight critical steps to a successful CRC !!

1. Form the collaborative Partnership

2. Submit a winning Proposal

3. Draft and negotiate Agreements

4. Good Governance and Management

5. Agree and execute Business Plan

6. Monitor and manage Performance

7. Focus on Outcomes and Adoption

8. Prepare early for the Future