

Study of CRCs

Laurie Hammond

Chairman, Mining3 (CRCMining until July 2014)

Chairman, Bushfire and Natural Hazards CRC

CRCs that continued, ex-funding from Government

- Since 1991, 211 CRCs have been funded; 31 of them are currently operating (single term, 10-year maximum). 5 more are entering into contacts.
- Of the other 180 CRCs, 91 were earlier iterations of the 89 that exited the CRC Programme when their funding agreements ended (Department of Industry, Innovation and Science (DIIS) data)
- Only 15 continued to operate after exiting the CRC Programme (~17%) (2 since wound-up)
- Little understanding of why so few;
- Laurie Hammond (Chair of former MiningCRC, now Mining3) and Emma Potter-Hay, with support from QUT Business School and input from the CRC Association, are engaging with a group of peers (Chairs and CEOs of the CRCs that transitioned) to identify the shared and unique factors that enabled a few CRCs to transition to sustainable operations.

Outline of the Study

Interview phase (currently underway)

- Seeking information on **planning** process and timeframes, **execution** (including resources), **transition** process and member/stakeholder commitment, **structure** and **governance** (CRC vs post-CRC), and **subsequent operations**
- Inviting assessment of key **success factors** and **strategic opportunities** of post-CRC entity

Group meeting phase (after June)

- Discuss/test/challenge/refine the interim findings from interviews

Reporting and completion (September)

- Audience for the report is the CRC community (especially existing CRCs that may attempt to transition)
- Findings may contribute to future policy and program design (CRC Program in DIIS)

Preliminary findings

Planning and timeframes

- Allowing significant time for transition planning and execution (years not months)

Resources

- Reserving funds to cover typical decline of revenues during transition or after
- Ensuring continuity of activities and people e.g. projects with lifespans beyond CRC Programme exit

End-user participants in CRC

- Successful transition in most cases correlated with high end-user commitment (they understood the value proposition).