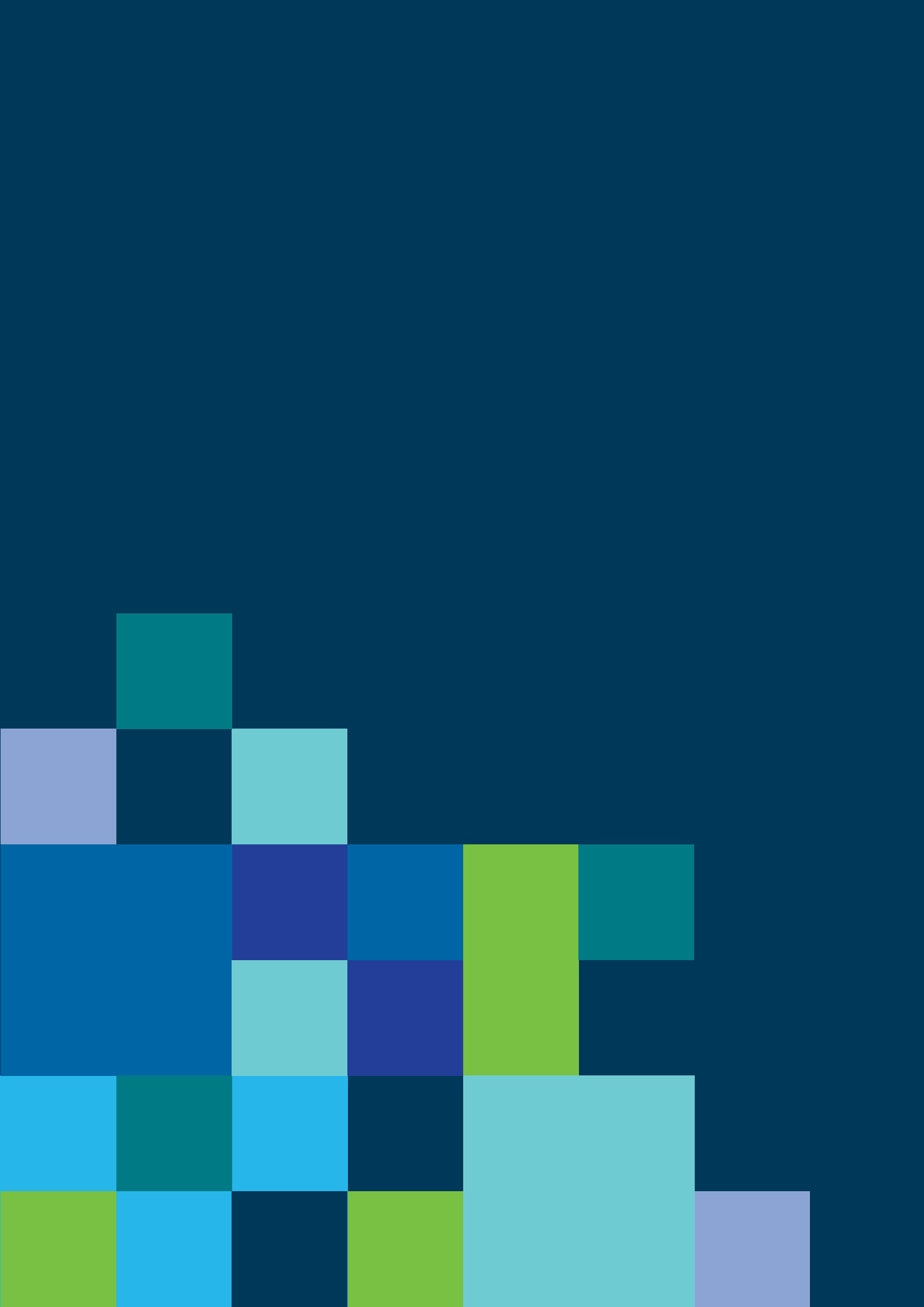




CSIRO Corporate Plan 2018–19

SUMMARY







Message from our Chief Executive

THE POWER OF PURPOSE

CSIRO is Australia's national science agency, with experts in science, engineering, and technology across 57 sites globally united by our common purpose – to solve Australia's greatest challenges through innovative science and technology. Australia is a great nation of scientific inventors and adopters of innovation from across the seas, but for the opportunity before us, we are relatively poor creators of new value from innovation or science. In the digital age, value is often created through efficiency, which can eliminate jobs, but in innovation economies these jobs are replaced by new jobs and growth for the future. This is Australia's innovation dilemma – and through our corporate plan, we set the course for overcoming it.

Our people are our most valuable asset, and this plan lays out our transition to a new 'rolling strategy process' to better draw on the expertise of our people and partners at regular points during our planning cycle. By creating more regular and responsive engagement, our plan will evolve with our people and partners, and respond to a rapidly changing world. We will also continue to make CSIRO a great place for our people to do their best work. Staff engagements, like strategy-focused employee events (called CSIRO Connect), safety-focused days (called HS-Me Day), and our diversity and inclusion programs (such as Science in Australia Gender Equity – SAGE), will continue to demonstrate our commitment to a healthy, sustainable, and growing organisation.

Our science and technology expertise is informed by our own market insights, and directed through our industry-aligned Business Units and our forward-looking future science platforms. Our breakthrough innovation solves some of Australia's greatest challenges while growing our national competitiveness. To ignite the spirit of entrepreneurship across the Australian research sector, and boost our ability as a nation to take science from benchtop to beta and into the hands of the people it

can truly benefit, our ON accelerator will continue to graduate more teams as it expands its footprint, and maintain outstanding advocacy. To strengthen the appetite of the Australian investment community in deep science and technology, the CSIRO Innovation Fund, managed by Main Sequence Ventures (MSV), will continue to grow its pipeline of investable propositions. Together, ON and MSV expand the role of CSIRO to support innovation at all stages of its creation and position them to seize opportunities offered by a shifting global market.

Shifting the needle on Australia's innovation dilemma is a huge goal. We might even call it a moonshot. But the depth of our partnerships and breadth of our work has always enabled CSIRO to deliver complex, ambitious and ground-breaking work. The Innovation and Science Australia (ISA) Report outlined possible 'national missions', two of which we've invested in supporting through our 'future science platforms' program: Hydrogen Energy Systems and Precision Health. We will also continue to pursue solutions to multifaceted challenges like restoring the Great Barrier Reef, modelling our future cities, and harnessing the potential of Artificial Intelligence. National missions don't just call for science and technology solutions, they inspire our next generation of science pioneers, which we will continue to support further through our range of outreach programs.

Solving Australia's greatest challenges through science and technology has never been more important – for our quality of life, for the economic health of our nation, and for our contribution to Australia's globally competitive place in the world. As you read through our corporate plan, we hope you'll take pride in our ambition, note the big science and great challenges we're tackling, and rest assured that we've been solving the impossible for 100 years, but our best years are still ahead of us.

Dr Larry Marshall | Chief Executive

July 2018

Corporate Plan 2018–19

Our Corporate Plan is our primary planning document, describing how we aim to focus the work that we perform every day to realise our purpose.

VISION: Australia's innovation catalyst, collaborating to boost Australia's innovation performance

WHAT WE DO



Conduct, and encourage the uptake of, world-class scientific research



Mobilise and develop the best talent, for the benefit of Australia

HOW WE DO THIS

- 1.1 Provide and facilitate uptake of excellent scientific and technology solutions to deliver impact to the nation
- 1.2 Connect to global science, technology and innovation to access new opportunities for Australian innovation
- 1.3 Manage funding for industrial scientific research activities and assist industry through research collaboration and capacity building

- 2.1 Promote Science, Technology, Engineering and Mathematics (STEM) capability development and education

OUR STRATEGIC PRIORITIES



Customer first

Create deeper innovation relationships with our customers and prioritise the highest value investments



Breakthrough innovation

Increase our capacity to help reinvent existing industries for Australia and deliver public good



Collaboration

Integrate the best solutions for our customers, increase our flexibility and enhance Australia's innovation performance



Global engagement, national benefit

Deliver connectivity to the global science, technology and innovation frontier as well as access new markets for Australian



This information is a summary extracted from our Corporate Plan 2018–19 available on [CSIRO.au](https://www.csiro.au).

PURPOSE: We provide innovative scientific and technology solutions to national challenges and opportunities to benefit industry, the environment and the community, through scientific research and capability development, services and advice



Manage research infrastructure on behalf of the nation



Overarching function

3.1 Ensure utilisation of national facilities and collections

4.1 Be a healthy and sustainable organisation



Excellent science

Create breakthrough technology and knowledge and be a trusted advisor for Australia



Our people

Fully enable and support the innovative capacity of our creative people and teams to take risk and deliver to customers



Health safety and environment

Enhance staff safety and wellbeing and to further our aspiration towards zero harm



Adaptiveness

Enhance our agility, financial sustainability and capacity to respond at the speed of business

The outcomes we aim to achieve



Conduct, and encourage the uptake of, world-class scientific research

Function 1.1: Provide and facilitate uptake of excellent scientific and technology solutions to deliver impact to the nation

- Australian industries improve their competitiveness through the application of new technologies and solutions
- The application of research benefits the Australian economy, society and environment
- The provision of timely advice, information and specific solutions that inform and protect society and the environment
- New knowledge and solutions available to/ utilised by academia, government and customers
- Deeper relationships with universities and other research organisations which enhance Australia's innovation capacity
- CSIRO has a reputation for world-class, pioneering research

Function 1.2: Connect to global science, technology and innovation to access new opportunities for Australian innovation

- Operations and partnerships allow greater value to be captured for Australian research and innovation
- Accelerate our overall rates of international

Function 1.3: Manage funding for industrial scientific research activities and assist industry through research collaboration and capacity building

CSIRO uses the CSIRO Innovation Fund and the Science and Industry Endowment Fund (SIEF) to deliver against this Function

- Australian industries improved their competitiveness through the application of new technologies and solutions
- Deliver economic, social and environmental benefit to Australia against national challenges and opportunities
- Strong, innovative research partnerships
- The research community has access to research infrastructure



Mobilise and develop the best talent for the benefit of Australia

Function 2.1: Promote STEM capability development and education

- Australia's science capacity is increased, which helps the nation to remain innovative and competitive in science
- Awareness is continually raised of the benefits of science and engineering to the community and industry
- Increased industry participation in CSIRO science and engineering project



Manage research infrastructure on behalf of the nation

Function 3.1: Ensure utilisation of national facilities and collections

World class facilities and collections are available and accessed by the research community and public



Overarching function

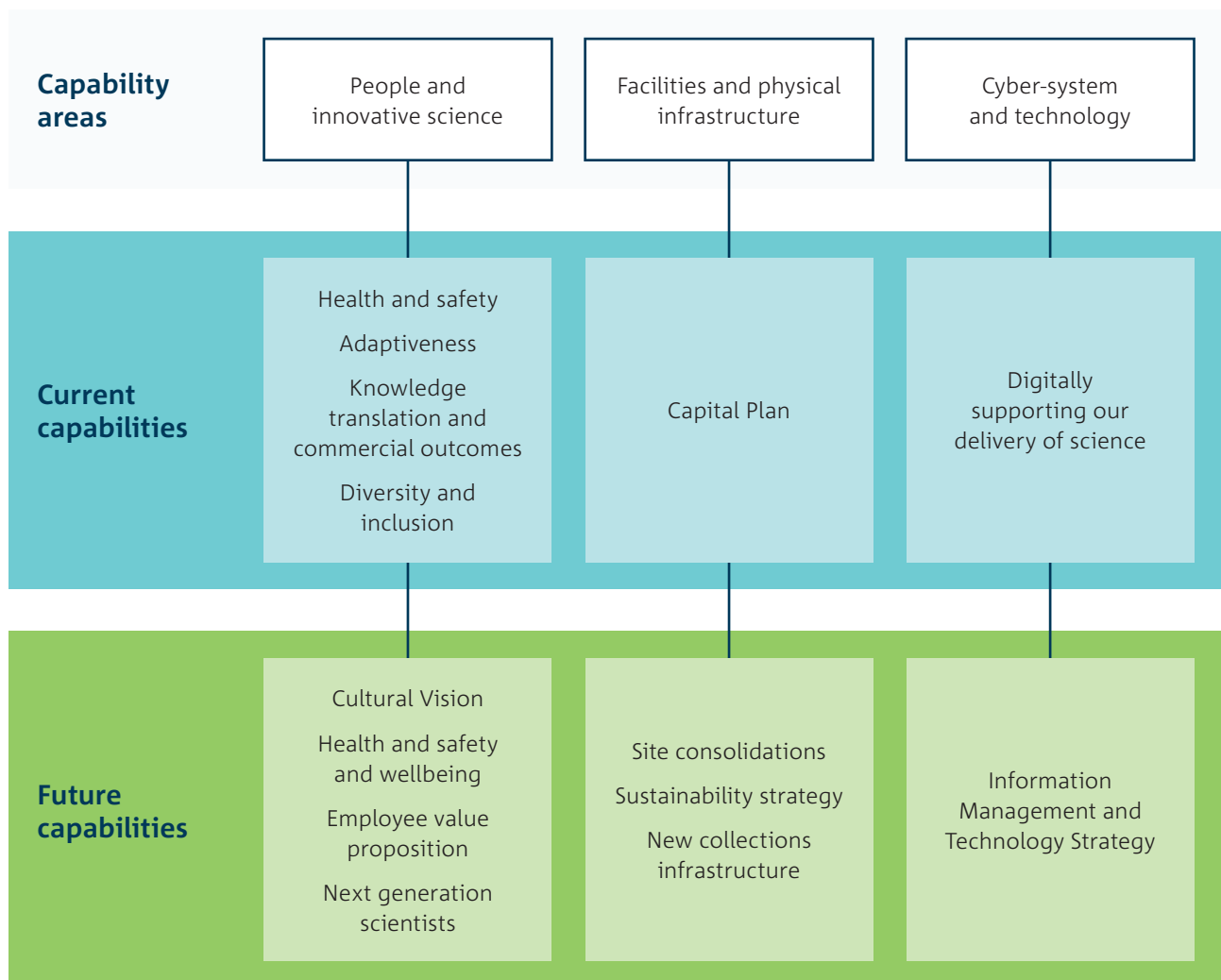
Function 4.1: Be a healthy and sustainable organisation

- Our staff are engaged and empowered in their work
- Our innovation culture and operations enhance the wellbeing of our staff
- CSIRO is financially sustainable and able to move quickly to address opportunities, thus maintaining our capacity to innovate for Australia

Building on our capabilities

To achieve our outcomes we will build capabilities in our:

1. **People and innovation science** to build resilience in our people and be outcome-oriented.
2. **Facilities and physical infrastructure** to deliver new infrastructure.
3. **Cyber-system and technology** to secure our systems and processes, and support innovation.



Preparing for our greatest challenges



Agriculture and Food

Improving productivity, profitability and sustainability



Data61

Solving Australia's largest data-driven challenges



Energy

Delivering a low emissions energy future



Health and Biosecurity

Understanding human, animal and environmental health and biosecurity



Land and Water

Addressing environmental and land and water management challenges



Manufacturing

Innovative industry-driven manufacturing solutions



Mineral Resources

Mineral resource discovery and efficient development



Oceans and Atmosphere

Safeguarding our marine and atmospheric environments



Future Science Platforms

Active Integrated Matter

Creating Industry 5.0

Deep Earth Imaging

Unlocking our resource potential

Digiscape

Digital solutions for the land

Environomics

Environmental genomics to care for biodiversity

Hydrogen Energy Systems

Next generation energy industry

Precision Health

Integrated and tailored health solutions

Probing Biosystems

Innovative medical devices and diagnostic technologies

Synthetic Biology

Artificial engineering of biological systems



CSIRO Services

Education, SME Engagement, Infrastructure Technologies, Publishing and Futures



Digital National Facilities and Collections

Astronomy and Space Science

Understanding the universe

Australian Animal Health Laboratory

Protecting Australia

National Research Collections Australia

Securing our biodiversity future

Marine National Facility

Supporting, enabling and inspiring marine science

National computing infrastructure

High performance innovation



Enterprise Support Services

Professional, relevant advice and assistance

Shape our future plan

Our Corporate Plan sets out how we deliver on our purpose, and turn our strategy into action over the next four years. As we move to a rolling strategy process, you'll have more frequent opportunities to participate in our strategy process and see your input reflected in our Corporate Plan. You can join webinars, contribute to online discussions, and attend strategy events to have your say each time we open a strategy question, as well as providing input through other planning processes like our Annual Performance and Investment Reviews (APaIRs).

Visit our [strategy timeline](#).

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