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Subject: Update and clarification on upcoming deep dives
Date: Friday, 13 November 2015 12:46:53 PM
Attachments: [Business Unit deep dive discussions.docx](#)

Dear BU leaders,

I am looking forward to catching up with each of you over the next few weeks as part of the deep dive sessions.

Coming out of two days of ET we wanted to share a few points to assist you with your preparation:

- 1) We are seeking to create an environment of open sharing and collaboration where we all walk away with a clear view of the business opportunities and the warts....we will be seeking to collectively problem solve and create opportunities.
- 2) As part of our discussions on your growth opportunities and significant increase/decrease in appropriation (items 2 & 3 of the attached) we would appreciate you sharing the high level external revenue, labour, operating and bottom line implications of each scenario by FY. We aren't expecting granule information. A general indication of the scale of the impact on your financials will suffice.
- 3) The deep dives will start as per the times in the meeting invitations. Please note however meetings will close 30 minutes early than scheduled to allow for ET members to meet separately to close out their discussions.
- 4) Please note that Larry, Hazel, your ED, Laurence Street, Mark Bazzacco (Secretariat) and I will be attending.

Apologies also for the recent rescheduling of a few meetings. We appreciate it may have caused diary challenges and we appreciate your flexibility.

Please do not hesitate to contact Mark Bazzacco or myself with any questions.

Thanks

Craig

Approach to Business Unit Deep Dive Discussions

1.1 Purpose

Further to the recent SICOM presentations on Business Unit's (BU) strategic direction, the purpose of the deep dive sessions are to engage in a more detailed discussion with BUs on portfolio shifts, growth opportunities, revenue pipeline and other related matters to inform ET investment decisions for FY2015/16 to FY2019/20 at the Business Unit level (prior to the end of the calendar year) for Board endorsement in early 2016.

This year's investment process is a fundamental pivot point for the organisation in terms of ensuring the organisation best positions its resources over the next four years to focus on those areas of strategic importance to the nation, provide sustainable good revenue streams, and achieve our Strategy objectives and KPI targets by 2020.

1.2 Approach

Presentations should be kept to a minimum with the approach being largely one of an open dialogue structured around the following four key themes:

- 1) **Business Unit pipeline health**, including:
 - a. Performance for FY2015/16, including target, pipeline to date and likely outcome for the FY.
 - b. Overview of outer year performance to FY 2019/2020
- 2) The **three big growth opportunities*** for the BU over the next four year, which *might* include, for example:
 - a. Priority shifts in existing or new markets, capability and / or clients
 - b. Changes in capability or investment models
- 3) How Business Units would respond to any **significant portfolio investments shifts**, for example, in the following two scenarios*:
 - a. 20% increase in appropriation funding over four years
 - b. 20% decrease in appropriation funding over four years

Business Units should be clear where and how they would respond to these scenarios including specific changes in their business model, capability or external engagements, and associated risks.

- 4) Any **other key issues** the Business Unit wishes to raise.

*These points should be discussed in the broader context of industry roadmaps and cover any key barriers to achieving these shifts, and where executive support or enterprise initiative is required to support delivering the shift. We encourage Business Units to be bold, specific and open as part of these dialogues.

The agenda for the four hours on the day will be fluid with the emphasis being guided by the key issues and challenges coming out of the above areas.

Completed briefs against the above items should be submitted to the Planning Office (planningoffice@csiro.au) one week prior to the deep dives. Submissions should be a maximum of 3 pages. Template has been provided.

1.3 Pre-reading

Prior to the deep dives the following information will be sent to the Executive and BU Directors as pre reading:

- CSIRO and BU level financial overview including high level pipeline information; and
- KPI data at BU and Program level.

Business Units are also encouraged to familiarise themselves with SICOM feedback received through your Executive, as well as the [Investment Decision Framework](#) – in particular, the science investment criteria.