

## EDUCATION, SCIENCE AND TRAINING

### SENATE LEGISLATION COMMITTEE – QUESTIONS ON NOTICE 2003-2004 SUPPLEMENTARY ESTIMATES HEARING

**Outcome:** CSIRO  
**Output Group:** - CSIRO

#### **DEST Question No. E632\_04**

Senator Carr asked on 5 November 2003.

#### **Question:**

Could you tell us how many versions were produced, and how many copies of each version?

#### **Answer:**

CSIRO has provided the following response.

#### *Strategic Plan costs*

The development of CSIRO's Strategic Plan for the period 2003 to 2007 went through a series of iterations, related to the wide-ranging stakeholder discussions and feedback, from November 2002 through to finalisation in August 2003.

CSIRO's Strategic Plan is the key strategic document outlining the organisation's intent over the next four financial years. It is therefore a critical piece of work.

Building on the Strategic Action Plan, first developed in May 2001 (with its three versions, SAP I, SAP II, SAP III, relating to consecutive periods thereafter), the conceptual issues and strategic goals to be incorporated into the Strategic Plan were first discussed with the CSIRO Board at its meeting on 10 December 2002. Subsequent developments of the plan were discussed with the Board at its meetings on 27 February 2003, 28 April 2003 and 17 June 2003. At this latter meeting, the conceptual framework and strategic objectives were formally approved and signed off by the Board, recognising that some minor amendments would need to be incorporated prior to document finalisation and widespread distribution.

Over the period 24-26 February 2003 the Executive Management Council deliberated around many of the strategic issues impacting on the organisation. Over the subsequent six weeks, drafts were discussed with each of the Divisional Chiefs in the four Groups of Divisions. From these discussions further insights and refinements were developed.

Following Board sign-off at its meeting on 17 June, the Plan was discussed with 251 senior managers across the organisation, in seven cities – Sydney, Canberra, Brisbane, Perth, Melbourne, Adelaide and Hobart. In each of these presentations/discussion sessions feedback was received which enabled the responsible managers, led by the Chief Executive, to incorporate minor amendments to facilitate optimum alignment and communication effectiveness. In addition, the Plan was presented to support manager forums involving more than 150 people.

The Plan was also discussed over the course of these months with the Executive Team who obviously also added value and facilitated draft development.

In this context, therefore, and over the abovementioned time period, the total number of versions of the plan was approximately 14, with print numbers ranging from 15 to more than 100. The final print run for distribution to stakeholders was 1000.