

2012–2013

STRATEGY & BUSINESS PLAN

Welcome to this summarised BRANZ **2012–13 Strategy & Business Plan**, which continues BRANZ's core research and information programmes while venturing into some new business areas.

The BRANZ Board and Executive Team held a combined strategic retreat in late 2011, armed with clear and consistent preparatory input from the industry that BRANZ can and should take stronger leadership in areas where it will add best value. We have taken that message on board, and this plan sets out the new thinking and initiatives BRANZ will work towards – particularly in terms of product assurance and ensuring industry access to the right information.

Our operating environment remains challenging, and we continue to project difficult economic times for the coming year. The longer term view is more promising, with industry work volumes expected to increase as the general economy improves and as the Canterbury rebuild swings fully into gear. These harder conditions mean another year of financial deficit for BRANZ, which is consistent with BRANZ's 10 year financial modelling. This allows BRANZ to dip into reserves when needed (and putting money into reserves when funding allows).

This 'steady state' approach allows BRANZ's important medium-to-long term research to continue through otherwise turbulent times – for the benefit of the industry and New Zealand as a whole.

The Government has set out some core priorities for New Zealand and the building and construction industry, and BRANZ is committed to making the best contribution it can to those priorities – working/partnering with others as appropriate. The core priorities include:

- Supporting the industry's contribution towards the economic recovery;
- Supporting the re-build of Canterbury;
- Improving industry productivity and supporting the adoption of new technologies;
- Ensuring leaky buildings are remediated as optimally as possible;
- Leveraging industry access to the right information that will lead to reduced red-tape;
- Investing in industry skill enhancement; and
- Improving energy efficiency.

Authoritative and independent research remains absolutely critical for the industry and is the core focus of BRANZ as the building and construction industry's research organisation. Building industry

practitioners continue to seek out the good-better-best practice and essential knowledge they need to inform their daily efficiency and effectiveness and plan for the future. Our research and information programmes are anchored in industry, and remain instrumental to the optimal design and operation of New Zealand's regulatory framework, through input to the Building Code, Standards and industry best practice, where we work closely with DBH, Standards NZ and relevant industry bodies. We also continue our emphasis on increasing industry access to BRANZ's broad base of building knowledge.

We will continue to encourage broader conversations about the level of wider research funding coming into the building and construction industry, so we can better support world-class research and innovation. The industry is the foundation of the economy – when it performs well, it creates the climate for the rest of the economy to prosper, and healthy, affordable homes and buildings play a critical part in the wellbeing of all New Zealanders.

Finally, our 20 month \$11.6m refurbishment project was recently completed, and BRANZ now has cutting-edge facilities that further support our people in doing the best research and knowledge transfer possible. We will be developing a rolling 10 year campus plan to clearly identify areas where remaining refurbishment work will be undertaken.

We are proud of BRANZ, our people and our contribution to the building and construction industry – and to New Zealand as a whole. The **2012–13 Strategy & Business Plan** sets out how we intend to continue that contribution this coming year.



 Chris Preston – Chairman



 Pieter Burghout – CEO

BRANZ STRATEGIC INTENT

● Actual 2011/12 ● Budgeted 2012/13

BUSINESS AS USUAL		
BUSINESS GROUP & STRATEGIC OBJECTIVES	CORE BUSINESS OUTPUTS	\$M
RESEARCH STRATEGY <ul style="list-style-type: none"> Strong governance Right strategy Engaged stakeholders Levy accountability Right linkages 	<ul style="list-style-type: none"> Complete <i>Strategy & Business Plan</i> and publish <i>Annual Review</i> Support Board, BRAC, RAGC and LAGC Implement stakeholder engagement plan Implement 3rd phase of Science Audit Plan Develop and publish annual BRIA Support industry leadership work – CSG, CIC, IRANZ Maintain global linkages Oversight of our partnership projects, including Productivity JV Advocate higher research funding levels for the industry 	<p>1.8</p> <p>2.2</p>
SCIENCE & ENGINEERING <ul style="list-style-type: none"> Great science Quality sustainable buildings Improved building stock Well defined practice & performance Innovation and productivity Product integrity 	<ul style="list-style-type: none"> Implement Research programme as per Business Plan <ul style="list-style-type: none"> Fire & Structures, including <ul style="list-style-type: none"> Canterbury rebuild & seismicity tool Building Performance & Materials, including: <ul style="list-style-type: none"> Weathertightness, Air quality & Ventilation Engineering Sustainability, including: <ul style="list-style-type: none"> Building Energy End-Use Study Economics, including <ul style="list-style-type: none"> Productivity Input into Building Code & Standards Consult with industry & stakeholders on required research Continue Appraisals and testing work 	<p>11.0</p> <p>11.9</p>
KNOWLEDGE TRANSFER <ul style="list-style-type: none"> Right knowledge at right time thru right channel Informed practitioners Visible BRANZ leadership 	<ul style="list-style-type: none"> Continue core knowledge transfer programme <ul style="list-style-type: none"> BUILD Website Bulletins Publications, including digital 'editions' Seminars Industry advisory helpline Finalise and implement digital information strategy Continue core marketing programme, including: <ul style="list-style-type: none"> Brand defence Use of social media channels to best suit audience Finalise and implement Knowledge Management strategy 	<p>4.2</p> <p>4.9</p>
CORPORATE SERVICES & HR <ul style="list-style-type: none"> Financial strength Right technology Quality assured Great workspaces Empowered, supported and capable people 	<ul style="list-style-type: none"> Continue sound financial management, including: <ul style="list-style-type: none"> 10 year model Overheads allocation methodology Review of overhead costs Continue IT management and support, including: <ul style="list-style-type: none"> Development and implementation of IT Roadmap Continue QA operations, including: <ul style="list-style-type: none"> Streamlining of tools/requirements as appropriate Develop 10 year campus plan Continue HR Strategy implementation, including <ul style="list-style-type: none"> H&S management Continued implementation of training programme 	<p>1.9</p> <p>2.1</p>

GOING BEYOND – NEW STRATEGY AREAS

2012–13	2013–15
1. Product advisory role (as required) <ul style="list-style-type: none"> Develop policy, implement system 	<ul style="list-style-type: none"> Publish regular 'risk reports' with relevant partners
2. Industry trend & research capability scanning <ul style="list-style-type: none"> Publish global/NZ Inc research trends 	<ul style="list-style-type: none"> Maintain industry research capability map
3. Comprehensive industry research strategy <ul style="list-style-type: none"> Scope intent (with DBH, MSI, others) Develop research roadmaps approach 	<ul style="list-style-type: none"> Revise strategy at 5 year intervals Review roadmaps annually
4. Canterbury remediation strategy <ul style="list-style-type: none"> Develop clear game-plan, including: <ul style="list-style-type: none"> Clarity around who, what, \$ 	<ul style="list-style-type: none"> Support cost effective solutions for Canterbury <ul style="list-style-type: none"> Remediation, strengthening & new build
5. Weathertightness repair assurance <ul style="list-style-type: none"> Develop methodology for assessing cost effectiveness of repairs 	<ul style="list-style-type: none"> Continue monitoring programme as required to support repair efficacy
6. Product assurance (PA) extension <ul style="list-style-type: none"> Re-develop broader PA approach Market test, including \$ Resolve need for single database <ul style="list-style-type: none"> BRANZ alone or with others Develop branding strategy 	<ul style="list-style-type: none"> Strongly advocate more robust product assurance in the NZ market All 'higher risk' products should be Appraised/Product Certified (x 500) Other products can be readily tested to BCA satisfaction (x 5,000) Product database supports electronic consenting efficiency (x 50,000) – no repetition of product information as part of consent
7. BIM adoption support <ul style="list-style-type: none"> Contribute to Productivity BIM/BEIM /electronic consenting proposal(s) Determine and implement BRANZ's best support approach to industry 	<ul style="list-style-type: none"> Continue implementation of appropriate support approach to industry Ensure BRANZ's tool delivery to industry is BIM-capable
8. Re-profiling BRANZ <ul style="list-style-type: none"> Determine stakeholder PR issues and develop response approach accordingly 	
9. Develop and implement BUGLE <ul style="list-style-type: none"> Scope industry interest and value Prepare appropriate business case, in conjunction with other partners Determine relevant phases 	<ul style="list-style-type: none"> BUGLE likely to be implemented in phases eg: <ul style="list-style-type: none"> Optimise BRANZ info availability Automate 'membership' services Add access to info from other sources/organisations
10. CPD/Education offer <ul style="list-style-type: none"> Determine and implement right solution 	<ul style="list-style-type: none"> Increase CPD offering commensurate with industry need and value
11. Implement Knowledge Management strategy <ul style="list-style-type: none"> Finalise Strategy, including phasing 	<ul style="list-style-type: none"> Continue implementation of on-going implementation phases
12. Manage and grow BRANZ's capability/talent <ul style="list-style-type: none"> Review HR Strategy, and re-fresh as required to lift capability/talent development 	<ul style="list-style-type: none"> Continue strategy implementation
13. Implement IT Road Map <ul style="list-style-type: none"> Continue transition of BRANZ to fully digital business 	

Research

Seismic Response of Buildings

Thermal Bridging

Wet Area Membranes

Durability Verification

Corrosivity Map

Whole-House R-Values

Evaluating BRANZ's Site Redevelopment

Mitigating Smouldering Ignition Sources

Current New House Characteristics

Building Moisture and Indoor Environmental Quality (WAVE)

Subfloors and Roofs

NHRP Canterbury Earthquake Research

HCS Data Analysis

Uneven Bracing Stiffnesses in Houses

Prefabrication Impacts

Specific Design for

Revisiting Concrete Floor Slabs

Light Timber Framed Buildings

Grey Star Rating Tool

Building Efficiency

Performance Measures

Model Validations

Life Cycle Assessment Tools

End-Use Study (BEES)

E2 Compliant Retrofit Insulation

Weathering Site Rejuvenation

Prioritising Repairs and

Mapping Auckland's Construction Lifelines

Strengthening in Housing

Designing Buildings for Fire

Generic Bracing Ratings

Productivity

Levy Forecasts

Balcony Spill Plume Effects

Window Thermal Enhancements

Successful Urban

Specifications for

High Performing Houses

Intensification in Auckland

House Lateral Stiffness

Performance of Sustainable Technologies and Systems

Small Firm Work Types

Fire Search Hub

Performance of House

Roofs Under Wind Load

Key Energy Uses

and Resource Use

Design-Fire Tool

Advanced Residential

Post Earthquake Fire Performance

Construction Techniques

of Non-Structural Components

Research Agenda Support

Knowledge Transfer

Records & Management Information

Code & Standards input

Digital Mapping

Guideline

Industry Needs Survey

Builder's Mate

BUILD Magazine

Bulletins

BRANZ Seminars

Help Line

Good Repair Guides

Building Basics - Getting it

Level 2012-2013

Building Industry Library

Maintaining your Home Web Resource

Built & Minimising Building Waste

External Partnerships

Scholarships

Prefab NZ

Structural Timber

Construction Strategy Group

Single Rating Tool for Houses

Innovation Company

Sustainable Built Environment NRC Australia

CCANZ - acoustics

Homestar

Productivity JV Research

Canterbury Demo competition

10 Year Modelling

Internal

IT Strategy

BRAC

BRANZ Governance

Quality Assurance

MSI & DBH Engagement

HR Strategy

RAGC & LAGC

Science Audits

Overhead Allocation

Industry Research Strategy

10 Year Campus Plan