
2001 Strategic Plan

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1 STATEMENT OF STRATEGIC PURPOSE

1.1 Executive Summary

In the 21st century successful economics will be those that encourage innovation, enterprise and technology involvement. Fundamental to achieving this is improving the ways in which science and technological skills are harnessed to build new industries and new innovation.

First set up in 1987 to mark one hundred years of teaching engineering at the University of Canterbury, the Centre for Advanced Engineering (CAE) has played a strong integrating role within New Zealand's engineering and technology sectors - undertaking major projects that seek to build this country's technological capability in areas of national importance.

It does so through the facilitation of expert groups across a wide discipline base and through advancing the ideas, methods and solutions that derive from such collaborative effort.

Initially strongly engineering focused, CAE has over recent years increasingly engaged in projects that go "beyond" current technologies and engineering practice and has begun to develop a strong platform of work that recognises the complexity of the social and economic environment within which New Zealanders live and work.

The knowledge and insight that engineering practice can bring to these issues has become the hallmark of CAE's work. Its success depends on being seen as neutral, far-sighted and sufficiently flexible to respond to the major technology issues of the day.

CAE has a lot to offer. National in scope, CAE can create value and new perspectives through transferring new knowledge and ideas from international practice to New Zealand and across disciplines in ways that raise awareness of the underlying technical issues.

An important component is CAE's ability to leverage interactions between university, research, business, government and the wider New Zealand public. So doing enables integrated approaches and action in response to identified needs.

By progressing knowledge and technological understanding, CAE is uniquely positioned to facilitate an expanding role for the engineering profession and to bring about real change in the technological capability of New Zealand. We seek to make a difference, particularly in those areas when the application of the unique problem-solving skill set offered by engineering and its related disciplines will produce dividends within a wider social context.

This Strategic Plan includes chapters on the nature of CAE, how it operates, its chosen strategic direction, market focus, action plans and financial forecast. The Plan expresses CAE's view of the principle issues affecting the organisation and the programmes proposed for attaining its strategic goals through to the year 2002.

"By progressing knowledge and technical understanding, CAE is uniquely positioned to facilitate an expanding role for the engineering profession"

1.2 Mission

To advance social progress and economic growth for New Zealand through broadening national understanding of emerging technologies and facilitating early adoption of advanced technology solutions.

“Bringing together knowledge and capability for New Zealand’s advancement”

1.3 Objectives

- To progress engineering and engineering-related knowledge for the benefit of all in society.
- To initiate projects and collaboration that advances solutions to the emerging issues of the day.
- To stimulate the uptake of advanced technology.
- To raise awareness within the business and public sectors of New Zealand of the benefits that come from technological advance.

1.4 Keys to Success

To meet these challenges the following goals will be key to our success in the medium term:

Q: “What goals do we want to achieve in the medium term?”

- to become the “partner of choice” in the technology arena and recognised for offering new insights, fresh perspectives
- to demonstrate in all our activities thinking that goes beyond technical issues or deficiencies in engineering practice
- to ensure that projects we initiate are relevant to the emerging issues and embrace a wide discipline base
- to bring together through collaboration a sufficient “critical mass” or capability in project areas that increases CAE’s value as a technology pioneer and integrator
- to achieve a standard of performance in day-to-day operations and management that delivers the required capability for New Zealand’s advancement.

2 The Nature of CAE

2.1 Not-for-Profit Organisation

CAE was established in May 1987 as an independent charitable trust to commemorate the centenary of the School of Engineering at the University of Canterbury.

CAE activities are financed from earnings of the Trust Fund (which consists of monies donated by 150 corporate donors and 750 individual donors during the 1987 Centennial Appeal, supplemented by further donations during the 10th Anniversary Appeal), as well as other donations, sponsorship for specific projects, book sales and seminars.

CAE's policy is to make each activity self-funding, although currently staff and administration charges are more or less covered by income from the Trust investment funds. In working to this policy provision is also made by CAE in its operating budgets to set aside an annual amount equivalent to the rate of inflation to preserve the original capital value of the Trust fund.

Any surpluses from normal activities are thus reinvested back into furthering the aims and objectives of the Trust.

Q: "How does CAE operate?"

2.2 Administration

The Trust is administered by a Trust Board consisting of the Chancellor, Vice-Chancellor, the Dean of the Faculty of Engineering of the University of Canterbury and not more than five other members. Currently the Trust Board has three additional members; the Chair and Deputy Chair of the Board of Directors, plus the Pro Vice-Chancellor (Research).

In turn, the Trust Board has delegated the running of the day-to-day affairs of CAE to a Board of Directors comprising the Chancellor, Vice-Chancellor, Dean of the Faculty of Engineering and all the Heads of Departments of the Faculty of Engineering, and up to twelve other persons engaged in activities related to engineering.

Currently the Board comprises a full compliment of University staff plus 11 of the 12 allowable "outside" Directors. Precedence has established that outside Directors are appointed on their influence within the profession and capacity to contribute to the furtherance of CAE objectives.

The Board meets at least quarterly with general operational responsibilities delegated to three Board Committees. This committee structure increases the opportunity for using voluntary resources to add to the Centre's skills and experience, as well as providing a focus on stimulating new initiatives. The roles of each of the committees is outlined below, and their interrelationships shown schematically overleaf.

"Individual contributions that create opportunity"

Executive Committee

The managerial instrument of the Board responsible for all Board operational and policy matters that:

- oversees the implementation of policy and directions as approved by the Board;
- assists CAE management in fulfilling the Objectives and Strategic Directions approved by its Board;

- provides a “sounding board” to the Executive Director on any matters of CAE policy; and
- undertakes audit of management systems and operations as required.

Promotions Committee

An advisory body to assist CAE management with:

- relationship management;
- fundraising; and
- communications.

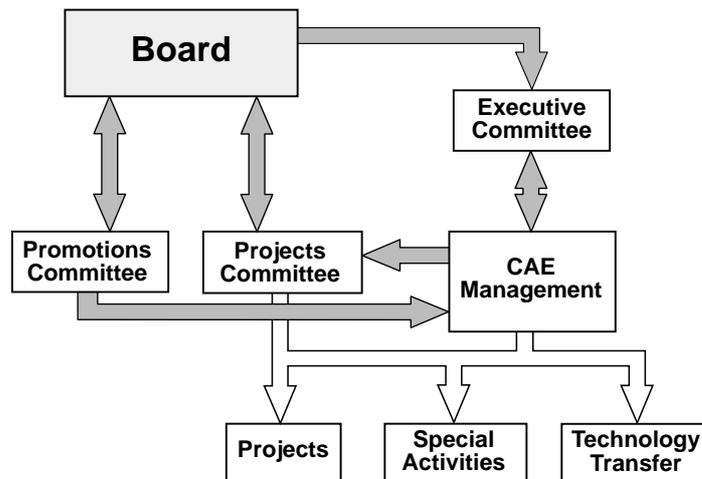
Projects Committee

A recommending body responsible for project development and control to:

- facilitate the development of new projects by the CAE management;
- act as a sounding board for new project ideas;
- monitor and maintain oversight of CAE project activity; and
- report to the CAE Board on project activity and advise the Board of events likely to adversely impact on project delivery.

“A committee structure that focusses on new ideas”

CAE Management and organisational structure



The CAE management team is headed by an Executive Director who is responsible to the Board for day-to-day management and activity as provided for by the Business Plan and Budget approved each calendar year.

The organisational capabilities of the CAE managerial team can be described as covering:

- Project management;
- Knowledge brokering;
- Information services;
- Advocacy and public relations; and
- General management.

“Key organisational capabilities cover project management and technology transfer”

The core role of the CAE management team is to provide for the overall direction, content and financial performance of CAE activities. The Executive Director has special responsibility for developing and recommending strategic plans and organisational objectives for Board consideration plus implementation of all approved plans, policies and programmes. The Executive Director is supported by a full time staff of three (Project Director, Information Services Specialist and Business Support Co-ordinator). Staff roles are described more fully in the table below. Currently, part-time office support and journalism services are provided on a casual basis.

EXECUTIVE DIRECTOR	George Hooper
Key responsibilities are:	
<ul style="list-style-type: none"> • Development and recommendation of long range strategic and corporate plans and objectives for Board consideration • Successful implementation of agreed plans • Financial, operational and human resource management for the organisation • Promotion of business and project opportunities in accordance with the mission statement • External communication and relationship management 	
PROJECTS DIRECTOR	John Lumsden
Key responsibilities are:	
<ul style="list-style-type: none"> • The direction, management and resourcing of project activity • Maintaining and developing technology transfer mechanisms • Providing major input into CAE business development initiatives 	
INFORMATION SERVICES	Charles Hendtlass
Key responsibilities are:	
<ul style="list-style-type: none"> • Production of books, newsletters and other printed material • Maintaining and developing CAE's website and expanding it into the areas of marketing and e-commerce • Maintaining a reliable computer network 	
BUSINESS SUPPORT CO-ORDINATOR	Emma Griffin
Key responsibilities are:	
<ul style="list-style-type: none"> • Book sales profitability and sales co-ordination • Identification of marketing opportunities • Provide business support services to CAE staff 	

*CAE Staff
responsibilities*

2.3 History and Financial Performance

CAE's previous history has been characterised by a successful track record of front infrastructural projects and quality publications, all directed at producing a body of knowledge in specific engineering fields.

A full list of projects and relevant activities since 1987 is shown in Appendix 1. These activities have mostly been financed by Trust earnings or donations received, supplemented by direct project sponsorship. In recent years, revenue from the Trust Fund has significantly decreased (from a peak of \$480,000 in 1992 to a current level of \$160,000 in 1998 and 1999). This reduced revenue has imposed severe constraints on CAE operations and, as a consequence, considerable staff resources have been taken up over recent years in fundraising activities to ensure ongoing financial viability.

Q: "How do we initiate changes in funding generation?"

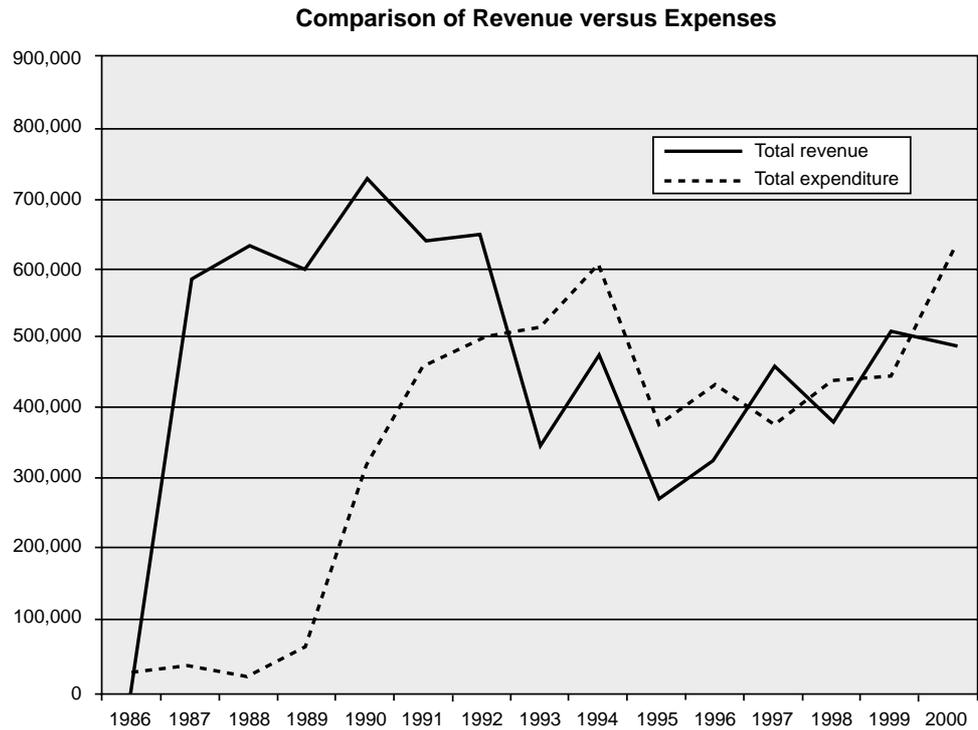
In addition to normal earnings capital distributions of \$376,000 in 1997 and \$300,000 in 2000 by Canterbury University as a result of a revaluation of its common funds provided a significant boost to the CAE cash position.

Movement in the CAE Trust Fund over the last five years and revenue streams during the life of the organisation are shown in the figures below. As can be seen, nowadays, income from the Trust makes up about 30% of total revenue.

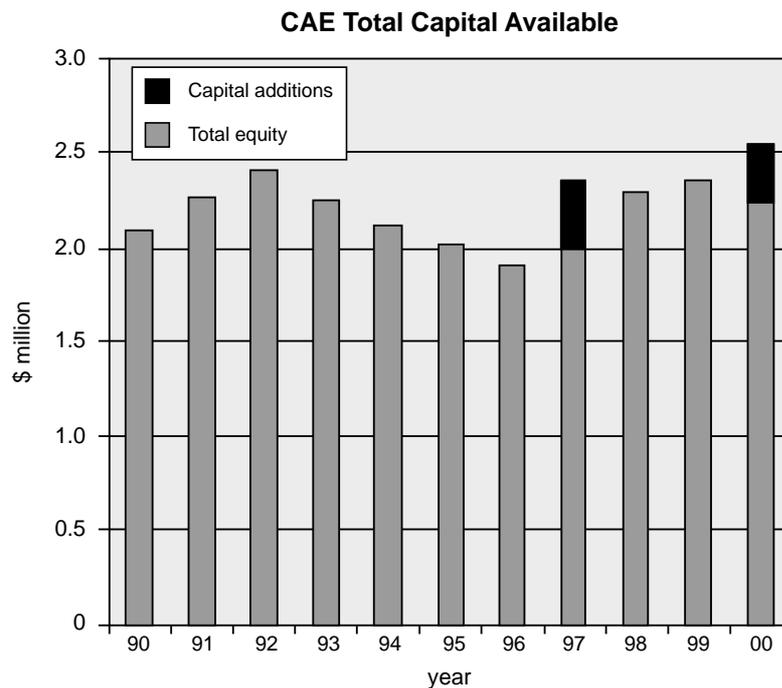
CAE's recent financial performance has been relatively static and today remains largely dependent on project sponsorship and its donor base. CAE is thus unlikely to grow its activities base without also extending its revenue sources. In addition it needs to increase the value of activities it engages in so as to allow reinvestment in new programmes and initiatives.

“CAE must increase the value of activities it undertakes”

Comparison of revenue vs expenses



CAE Trust position



2.4 Key Relationships

Key stakeholders for CAE are the University of Canterbury as Trustee, the School of Engineering as the founding body for the Centre, and donor groups.

University of Canterbury

The University of Canterbury has a new progressive mood. The strategic blueprint for the University - the “Canterbury Way Forward” – seeks to establish the University as a premier academic and research institution, internationally focused and recognised by the community and academia for these qualities. CAE, albeit an independent organisation, can and should make its contribution to these aspirations.

Q: “Can CAE achieve a national reach just from Christchurch?”

Currently our relationship with the University is on a sound footing. Trustees have indicated their willingness to consider new ways of conducting our business and at an operational level an equitable agreement has been reached on reimbursement (\$15,000 annually) for the provision of accommodation, financial management and human resource management assistance.

Two of the CAE staff remain full time University employees under secondment. Their salaries and superannuation are fully reimbursed by CAE with staff administration, including salary/performance reviews, the responsibility of CAE. CAE policy is to retain comparability between CAE and University employment conditions.

Currently CAE is located on campus in separate premises with its own road frontage. Whilst in the medium- to long-term its location may need to change because of future University expansion plans, the value of CAE to the university as an independent agency able to act on its own right, is recognised. CAE essentially provides a “shop window” to the wider University community.

Engineering School

CAE interactions with the Engineering School are important to our role as a technology pioneer. Academic heads, through their appointment as CAE Directors, are generally well informed of the CAE, but other academic staff and students considerably less so. There thus remains significant untapped intellectual resources within the Engineering School — resources that could provide new impetus for intellectual growth.

The CAE Executive Director attends faculty meetings, but otherwise there are no formal links with the school. From time to time CAE facilitates seminars or meetings in response to initiatives from individual staff or as a result of having overseas visitors on-site involved in CAE projects.

“CAE needs to rekindle its international dimension in order to build credibility”

It is noticeable that CAE has not on its own right hosted an overseas visitor to the University of Canterbury since 1996, and that this type of interaction has diminished. CAE needs to rekindle this international dimension for its work to have more credibility within the Engineering School and to establish those linkages able to span the gap between idea and solution.

A special relationship should exist between CAE and the School of Engineering. More needs to be done to foster and respond to this challenge through the scope and direction of our activities.

Donor Groups

Currently donor contributions to CAE are of the order of \$80,000 per annum. These monies are a direct result of the 10th Anniversary Appeal plus independent donations channelled through annual IPENZ membership appeals. The 10th Anniver-

sary Appeal commitments lapse after 2001, whereupon donation levels will fall to approximately \$10,000 annually unless new initiatives are contemplated.

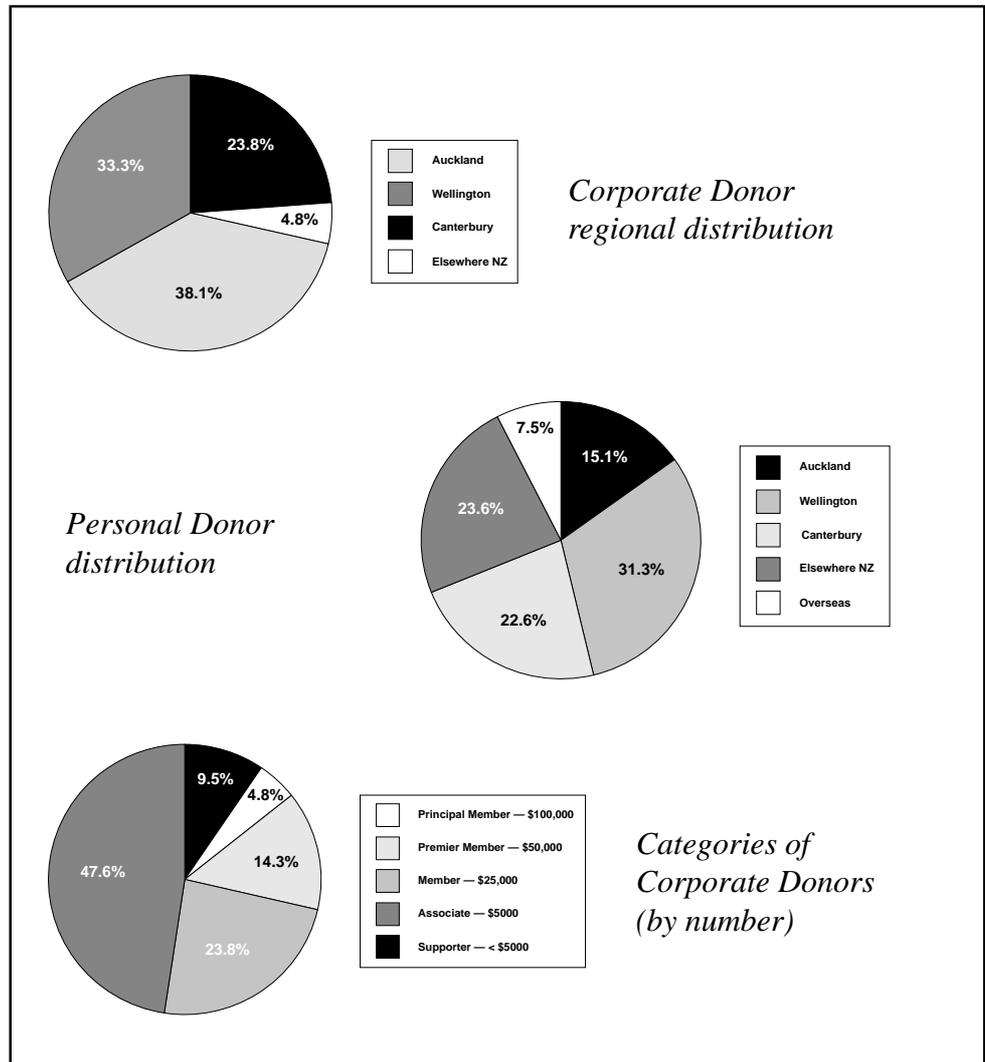
An important aspect of the support received for the organisation is that is nationally based, reasonably evenly distributed throughout the country although concentrated around the three major cities. there is a useful, albeit not huge, levels of donations from international sources A breakdown of the donor groups is given below.

CAE is developing processes to better manage the relationships with this important stakeholder group. With one or two notable exceptions, it can be said that most donors have zero contact with the Centre on a yearly basis apart from an Information Bulletin issued twice a year. This bulletin has a wide general distribution and is not specifically targeted to donors.

CAE needs to rethink its relationship to sponsors and reposition its activities to improve rewards and benefits for sponsor organisations. Knowledge and the knowledge business is a complex concept – the benefits include many intangibles – but including sponsors more in CAE activities and enhancing sponsor recognition will be an important part.

Historically contributions to CAE have stemmed from philanthropic motives. In today’s environment, however, where sponsors look for value for money the challenge for CAE is to remain mission-driven but market-led.

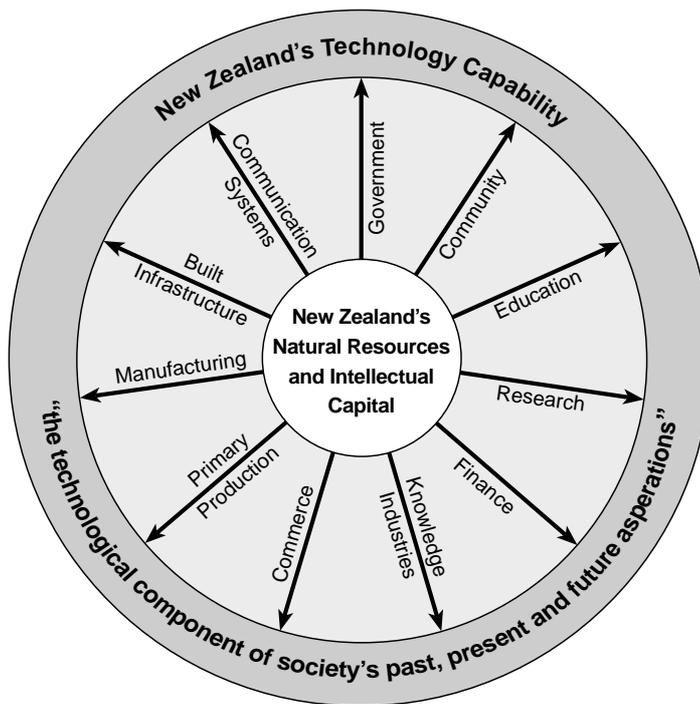
“CAE needs to rethink its relationship with sponsor groups and reposition its activities to improve its overall value proposition”



3 STRATEGIC DIRECTION

3.1 Situation Analysis

It is the ability of CAE to span the technical, economic and societal aspects of key issues that give it a critical role within New Zealand's technology infrastructure. This span of influence and potential contributions are as described below.



Q: What do we mean by New Zealand's technology infrastructure?"

Within this framework our key stakeholder groups are:

- the engineering profession
- academic and research organisations throughout New Zealand
- business and industry in the wider context
- national and local government
- the community

However, current trends are challenging the relationship that CAE has traditionally had with its stakeholder groups.

In a society that is increasingly characterised by a greater polarisation of views and a diminishing acceptance of historical structures, the so-called "technology field" is increasingly being dominated by narrow interest groups or sector-focused organisations. Yet, to an unprecedented degree, today's technology and the interconnectivity that derives from the unfolding technological revolution is delivering radical and transforming change.

"Advances in today's technology and the unfolding technological revolution is delivering radical and transforming change"

“Q: What roles could CAE play in New Zealand’s technology infrastructure?”

In this environment of change CAE occupies a special position in bridging the gap between academia, from whence the new ideas derive, and business, whose responsibility it is to take ideas to market. Encouraging wider support through broadening participation and raising public awareness of technology matters is thus central to ongoing success.

In the New Zealand context the driving forces for change are several:

- increasing globalisation
- emergence of the IT industry from its former technical base has created new market places and the ability to disseminate and share new knowledge instantly.
- increasing complexity of systems and problems means that traditional approaches no longer apply.
- blurring of the boundaries between industries and disciplines is re-inventing the role of the engineer.

The new focus demands broad participation, cross-discipline approaches, integration of complex ideas and issues and cooperation between wide constituencies of interest. To respond to this challenge, CAE must increasingly become involved in facilitating projects which span conventional engineering boundaries and that deliver on integrated body of knowledge addressing major issues of importance to Government and the community.

“Owning the future — new ideas, technologies and solutions”

Restraining these advances is a society that has become less tolerant of risk, less accepting of “technocrats” or “experts”, and which seeks to protect its own sustainability.

In many instances this manifests itself in a strong public scepticism and negative attitude towards further technological advance or engineering development. Engineering, in turn, has become so diverse and wide ranging it is difficult for the non-technical person to fully comprehend and understand the many contributions made by engineering to today’s society. The challenge for CAE is to develop the recognition and credibility in the public mind of New Zealand that the values and guiding principles of CAE make good sense in today’s world.

The cornerstone to achieving that goal is differentiating CAE as a non-partisan, knowledge-based organisation contributing fresh perspectives and new ideas to the emerging issues of the day.

Q: “How can CAE make a difference to social progress and economic growth in New Zealand?”

CAE can make a difference to social progress and economic growth in New Zealand through bringing together knowledge and capability for New Zealand’s advancement. In doing so, the key roles of CAE can be enumerated as:

- **pioneering** - applying engineering knowledge and insight to emerging technology issues/trends
- **integrating** - bringing together knowledge, money and resources to create opportunity
- **awareness raiser** - helping inform and educate New Zealand communities about technology matters
- **knowledge broker** - facilitating the cross-pollination of knowledge across disciplines and institutional barriers

4 STRATEGY AND IMPLEMENTATION

The issues and actions that arise from the previous situation analysis form the basis of CAE's future strategy. It is clear, that in order for CAE to fulfil the roles identified, the following critical organisational issues must be addressed:

- enhancing our credibility and reputation
- building operational capability
- establishing operational mechanisms that foster collaboration
- ensuring financial viability

These are individually analysed in the sections that follow.

4.1 Enhancing our Reputation

We must differentiate ourselves from other organisations if we are to justify:

- i) our desired leadership role
- ii) strong participation and financial support by our various stakeholder groups

Those that know CAE recognises the level of excellence of its work, but awareness outside this narrow sector is low. Relationship with the media is sporadic at best. Significant work is required to support the brand and long term this will be a need to rebrand the organisation to give better effect to our role.

In the interim the critical issue facing New Zealand's technology sector is the image of technology and the engineering profession. CAE can do a lot to build its reputation through investing in programmes that address the image of technology and the profession. We need to sell the idea that science and engineering careers are fun and contribute to societal wellbeing.

CAE's credibility comes from its status as a not-for-profit organisation and its portrayal of the "public good". Ultimately, it is our performance as a knowledge-based organisation that delivers reputation, but effective communication with key stakeholder groups is essential to maximise their perception of CAE's work and the values we offer.

To ensure that we become the partner of choice for our stakeholders, we will:

- **build our brand to reflect CAE's pathfinder role and culture of inspiration and integrity.**
- **give more prominence to governmental relationships and to the image of the profession within the community.**
- **promote the idea of science and technology as an agent for future change.**
- **establish an active promotions programme to deliver on the above.**

Q: "What are the issues important to CAE in order for it to progress its role and contributions to New Zealand?"

"CAE can do a lot to build the idea that science is fun and socially responsible"

"It is our performance as a knowledge-based organisation that delivers reputation"

4.2 Building Organisational Capability

No other organisation in New Zealand is as well placed as CAE to get an “engineering perspective” into public sector decision making. CAE’s independence combined with its diverse discipline base ensures a unique technology capability. By creating a merged core of “in-house” knowledge through its technology platforms CAE offers New Zealand a window on advancing technology trends and applications.

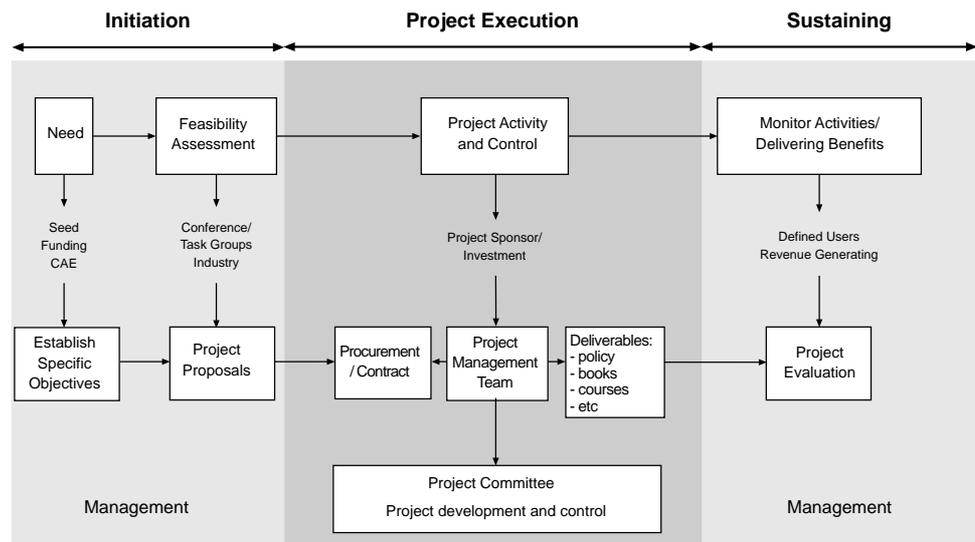
“For CAE to be relevant, it must create new channels for the initiation of projects”

However, for CAE to be relevant, it must create leverage across disciplines and provide new channels to ensure that projects are aligned with emerging trends/major technology issues affecting New Zealand.

New project mechanisms will be instigated which realign the project lifecycle with functional responsibilities of the management team and the Board’s own Projects Committee. This model recognises:

- Initiation phases to ensure clear identification of the business needs;
- Project implementation phases for development and execution of the project; and
- A final sustaining phase using the outcomes of the project to deliver benefits both to the Centre and stakeholders.

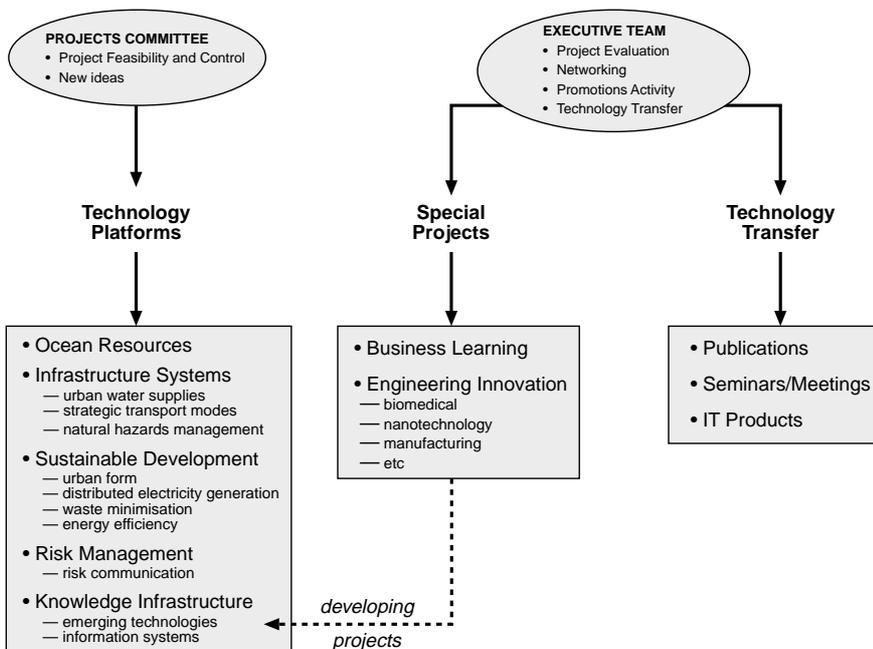
CAE Project development



“A special projects portfolio will be established”

It is anticipated that in establishing this approach some previous projects may not fully satisfy criteria that individual projects should enhance CAE capabilities, support core activities, or contribute to building its networks. To effect this change a special projects portfolio will be established to incorporate a developing band of projects that may ultimately move to major project status. Each project in this category shall have a champion outside of the management team to actively guide and participate in resourcing the project.

CAE projects are initiated from one of five key technology platforms. These technology platforms represent subsystems of our various knowledge bases and capabilities. The end products of all our project activity combine to represent the engineering fields where CAE has an established or emerging reputation for its special knowledge and insight.



CAE Project structures

CAE is an organisation that has been spawned out of both academia and the engineering sector — so there is very much a culture of pragmatism coupled with scholarship in the work undertaken by the Centre. Its role as a technology pioneer and integrator remains fundamental. To fulfil this role, CAE needs to create the special knowledge and insight that differentiates it from others. The relationship with the various engineering schools throughout New Zealand is very important, but also we must not lose sight of international linkages that provide the impetus for intellectual growth and expert input.

To give effect to that capability we will:

- build our international alliances and university linkages
- revise the terms of reference of the Projects Committee to give better effect to building capability within our Major Projects portfolio
- establish “Industry Forum” in support of the identified technology platforms or special interest areas so as to accelerate the development of project opportunities in areas of common or joint interest with commercial and government agencies
- complete a strategic overview of existing projects in line with the proposed changes, and to enable the integration of both existing and planned projects into new “Technology Platforms”.

“CAE must create the special knowledge and insight that differentiates it from others”

“Integration equates to ideas plus money plus resources”

4.3 Fostering Collaboration

The essence of value creation is building a better and better fit between relationships and knowledge. In this sense CAE’s strength is its ability to facilitate collaborative effort to enable those who participate in CAE programmes to create their own value from the integrated knowledge and expertise offered through the involvement of other collaborators.

“CAE is about learning and ways in which knowledge and best practice can be developed, disseminated and applied”

In other words, in the eyes of our stakeholders their involvement in CAE should be about learning and seeking ways in which knowledge and best practice can be developed, disseminated and applied.

To achieve this CAE needs to focus on bringing people together through networks, both in a business and social context, to explore these areas of special interest. Individual stakeholders will not necessarily have the resources or desire to be fully involved in all aspects of the Centre’s work, but each stakeholder must know what CAE does, its vision and role. People who have some involvement with CAE must enjoy the experience.

As a knowledge broker, CAE helps transfer technology and ideas between New Zealand organisations and international collaborators, and sometimes CAE can help participating organisations to develop the ideas themselves. Stakeholders must be encouraged to seek active participation in those areas of direct benefit to them.

In addition, however, achieving the understanding and successful application of the new and emerging technologies requires business thinking (or strategy) now-a-days to span an ever-greater technical range. Corporate decision-makers need to be at the “leading-edge” of technological expertise but, paradoxically, the significant restructuring of our government and technology sectors over the recent past have significantly reduced the technical competency of many New Zealand institutions to very low levels.

CAE can address this by bringing resources together at a national level that provides the critical mass to give effect to new initiatives or knowledge.

New Zealand has a well developed capability in science and engineering but it is often fragmented. Improved integration in strategic technology areas not only offers better resource utilisation but also provides for the sharing of knowledge as well as encouraging individuals to get involved in activities that push the boundaries.

To achieve this goal we will:

- create new arrangements within our “Projects” structure that provides improved channels for the sharing of knowledge and industry support**
- develop the CAE Web site to provide both public domain and private browser environments containing processed information in support of the proposed “Technology Platforms” and to support e-business initiatives.**
- decide on areas of interaction between the private and public sectors that embrace the emerging issues of the day and initiate one Major Project that will make a difference.**
- establish new sponsorship structures that encourage participation and collaborative effort.**

“Bringing resources together at national level provides the critical mass for success and the capability required for technology advance”

4.4 Ensuring Financial Viability

CAE projects are intended to be self-funding and contributing to the Centre’s financial performance in order that CAE maintains its future capacity to invest in new strategic imperatives. Currently our major projects portfolio is contributing no revenue to the organisation and other areas of activity have limited market penetration.

In short, more needs to be done to increase the value of outputs, improve cost effectiveness and to enable staff to work to their full potential. CAE’s immediate objective must be to increase revenue by \$100,000/y; i.e. from current income levels from

Q: “How do we obtain a sustaining investment in CAE programmes?”

operations of around \$250,000/y to \$350,000/y. We cannot build the service and expert capability we require without such increased revenue.

In addition, organisational capabilities currently are concentrated on Project Management and Publication activities. CAE staff, through the nature of their duties, are in many ways in the best position to stimulate new initiatives or facilitate business learning. Emphasis must be given to freeing up management time to enable a more proactive approach to project development and exploiting new opportunities.

Employee expertise and skills in these key areas will be critical to CAE's success. It is essential that the Centre provide a stimulating work environment and effective management structures for staff to work to their full potential. Our goal must be to ensure that the CAE is seen as fully professional in all that it undertakes and that we extend the "commercial" side of our business to create new revenue streams.

In order to achieve these goals we will:

- implement changed work practices which recognises that the long-term viability of the Centre is impacted by how the outside world sees us, and how we deliver value to stakeholder groups**
- investigate non-traditional sources of income to support a wider framework of knowledge broking activities; including consulting, seminars and the provision of specialist support services to client organisations**
- develop a formal marketing plan to govern the commercial aspects of the organisation, whilst also ensuring that an appropriate balance is achieved between "not-for-profit" and "earned income" imperatives.**
- update sponsorship arrangements to meet market requirements within the changing business environment**
- strive to achieve a professional standard of performance in our day-to-day operations that earns us respect for the quality of our work.**

"The need is to create new initiatives for enhancing stakeholder relationships"

