



**Clifford
Craig**

Medical
Research Trust

Strategic Plan 2008 – 2018

Vision

Our aim is to be:

**A respected community-based enterprise
in Northern Tasmania, renowned for
quality medical research**

A respected community-based enterprise in Northern Tasmania

It is important that the Trust continues to have the respect and support of its community. As an enterprise, the Trust has the opportunity to be innovative and entrepreneurial in its approach, connecting to the rest of the state, nation and world.

Renowned for quality medical research

The reputation and credibility of the Trust needs to be a source of pride for our community and recognised by research communities everywhere. We will build partnerships, capacity and celebrate success through the facilitation of quality medical research.

From the Chairman:

This is the strategic plan for the Clifford Craig Medical Research Trust. It sets out how we want to grow and develop in the future.

The plan was developed from content generated by the *'Have your say today, for Clifford Craig's tomorrow'* workshop held on August 25th 2007. Our stakeholders came together for a day to explore past achievements, present issues and future possibilities. Considerable common ground was found on the characteristics of our ideal future.

The board and management used the workshop outputs to shape a strategic framework to guide our development over the next seven years. The framework includes a vision of where we want to be; values to guide future choices and behaviour and four future directions to follow.

The Clifford Craig Medical Research Trust was formed in 1992 and has funded many innovative medical research projects of benefit to the health of the Tasmanian community. We recommit to this focus and to working toward growing and developing as *'a respected community-based enterprise in Northern Tasmania, renowned for quality medical research.'*

Clinical Associate Professor Don McTaggart
Chairman, Clifford Craig Medical Research Trust

Values to guide our future choices and behaviour

In all we do we will be:

- Community spirited
- Ethical
- Inclusive and respectful of all
- Independent

Future Directions

To achieve our vision we will pursue these directions

Tell people who we are and what we do

To involve people in the Clifford Craig Medical Research Trust vision we need to communicate who we are and what we do. Celebrating the success of our work will further engage others, making us more visible and accessible. The more that is known about the Trust and its aspirations, the greater the opportunity for extending and broadening our support base.

Raise funds for our work

We need to broaden and build relationships with our volunteers, donor base, potential funding sources and the corporate sector. Our fundraising efforts need to be targeted, bold and resourced to succeed. Awareness of current funding trends is essential to maximise opportunities that match our research strengths with the ideals of donors. Investing in The Clifford Craig Medical Research Trust must be a desired and easy choice to make.

Create an effective enterprise

Our governance standards, organisational structure and operating procedures need to keep pace with our growth and contemporary standards. Keeping pace means we will have both the skills and resources to continuously improve and build our reputation as a professional enterprise. Long-term strategic and financial planning will also help both board and management prioritise actions and monitor progress.

Grow our research opportunities

Being proactive, building our research funds and strong partnerships with organisations and researchers that share our values will open future research opportunities. Building capacity through research training will help attract researchers, higher degree students and specialist doctors to work with us in our region. Connecting with other national and international research organisations has the potential to expand research relevant to the health needs of the Tasmanian community.

Strategic objectives for each future direction

Tell people who we are and what we do

Assisted by our Marketing subcommittee

Strategic objectives	Priority	Performance measures
Review the communication plan including target audiences, key messages and supporting resources	High	<ul style="list-style-type: none"> Establish marketing sub committee Communication plan adopted by the board
Increase our community visibility and accessibility	High	<ul style="list-style-type: none"> Qualitative market research assessment
Further develop our website as a virtual shop front	High	<ul style="list-style-type: none"> Web site usage statistics
Showcase our portfolio of past and current research projects to demonstrate the value of investing with us.	Medium	<ul style="list-style-type: none"> Research Register and plain-English version
Integrate case studies and stories about our work into the communication resources of the organisation	Medium	<ul style="list-style-type: none"> Number of stories published in media Research publications

Raise funds for our work

Assisted by our Fundraising subcommittee

Strategic objectives	Priority	Performance measures
Further develop our funding policy and plans	High	<ul style="list-style-type: none"> Achievement of funding targets Annual review of funding mix
Explore the funding potential of national and international trusts and foundations	Medium	
Review the internal resourcing of fundraising	Low	

Monitor and respond to current trends in corporate sponsorship and involvement	High	
Develop funding mechanisms to support longer term research projects	Medium	

Create an effective enterprise *Assisted by our Quality and Improvement systems*

Strategic objectives	Priority	Performance measures
Ensure the board and organisation has the necessary skills needed to grow the enterprise	High	<ul style="list-style-type: none"> • Performance against strategic plan • Achievement of operational plans and targets
Increase the understanding and application of contemporary corporate governance standards	Medium	
Develop a long term financial plan	High	<ul style="list-style-type: none"> • Long term plan adopted by the board

Grow our research opportunities *Assisted by our Scientific and Research subcommittee*

Strategic objectives	Priority	Performance measures
Foster and facilitate research that benefits the health needs of the Tasmanian and wider community	High	<ul style="list-style-type: none"> • Projects funded annually • Amounts invested in projects
Build strong partnerships with research organisations and researchers	Medium	<ul style="list-style-type: none"> • Partnerships fostered
Provide opportunities for supporting higher degree students and specialist training	Medium	<ul style="list-style-type: none"> • Number of students supported
Monitor and report on research outcomes	High	<ul style="list-style-type: none"> • Number research outcomes published