



Simulation Australia

Plan for going forward as a peak body (2008-2013)

Version 1.1

17 December 2008

Version Control

Issue	Date	Description
1.0	7 August 2008	Written by Kathleen Singleton of Eliquent Consulting Taken to the AGM for endorsement
1.1	17 December 2008	Change agreed at the AGM: "National Peak" Changes agreed at the Exec workshop 13th November 2008 CEO Position Description revised

Background

This document contains the proposed strategic framework and plans to transition the SIAA from being a primarily volunteer-based association of industry players into the peak body representing the interests of the simulation community within Australia over the next five years. The term *simulation community* has been used to include providers (corporations/suppliers), practitioners (technical people) and users (individuals and entities applying simulation in practice). A change of name to Simulation Australia is proposed to reflect this more inclusive approach.

The strategic framework is deliberately a hybrid document, containing what could be regarded as both strategic and business planning elements. It has resulted from work undertaken over the last 2 months by Eliquent Business Consulting in collaboration with Board representatives. This work included the analysis of background information, telephone interviews and a workshop with the board representatives, the development of the strategic framework and a workshop with attendees at the Board meeting on 22 July 2008, and subsequent refinement of the plan.

The interviews undertaken and the first workshop showed a strong and shared view of the vision for the organisation and the strategy and structure required to achieve that vision or aim. Essentially this can be encapsulated as:

- To take advantage of the opportunity to be a true peak body and the voice for the *range* of simulation stakeholders, not only “industry”
- To address the issue of being a member body and providing meaningful membership benefits, professional development programs and a structure that encourages a broader and diverse membership base
- To increase the organisation’s profile and actively influence the views of decision-makers about the contribution simulation makes to the economy and its role in skills development
- To build on the success of SimTecT and take this to another level
- To use retained funds to initially support organisational development (including a full-time Executive Office and administrative assistance) while additional funding streams are being obtained.
- Adopting high standards in leading and managing the organisation.

The plan takes account of the somewhat limited organisational resources and recognises the continuing commitment and support required from volunteer members (and in some cases the goodwill of their employers). Without this, it will be extremely difficult for the vision to be achieved.

Eliquent Business Consulting would like to acknowledge the assistance and guidance given by Peter Hill, Executive Officer and the project team of Directors (Alan Johnson, Adrian Smith, Peter Cantwell, Philip Swadling, Phil Diver, Daniel Munro and Brendan Flanagan).

Part A

Strategic framework

2008-2013

OUR VISION

Where we are aiming

To be the National Peak body for the simulation community in Australia and recognised as such by relevant decision-makers in government, business and education.

OUR VALUES

What will get us there

- Integrity – in all our dealings with each other and on behalf of the simulation community we will be seen as a trusted advocate
- Independence – we will safeguard our independence, exercising our discretion openly and in the best interests of our community
- Enterprise – we will break new ground in promoting the contribution that the use of simulation makes to a knowledge economy
- Enthusiasm – we will provide energetic, passionate and committed leadership in pursuing our aims

OUR PURPOSE

Why we exist

Simulation Australia exists to promote the use of simulation for the benefit of providers, practitioners and users in order to increase the use of simulation in achieving organisational goals, for the advancement of Australia's economy and society.

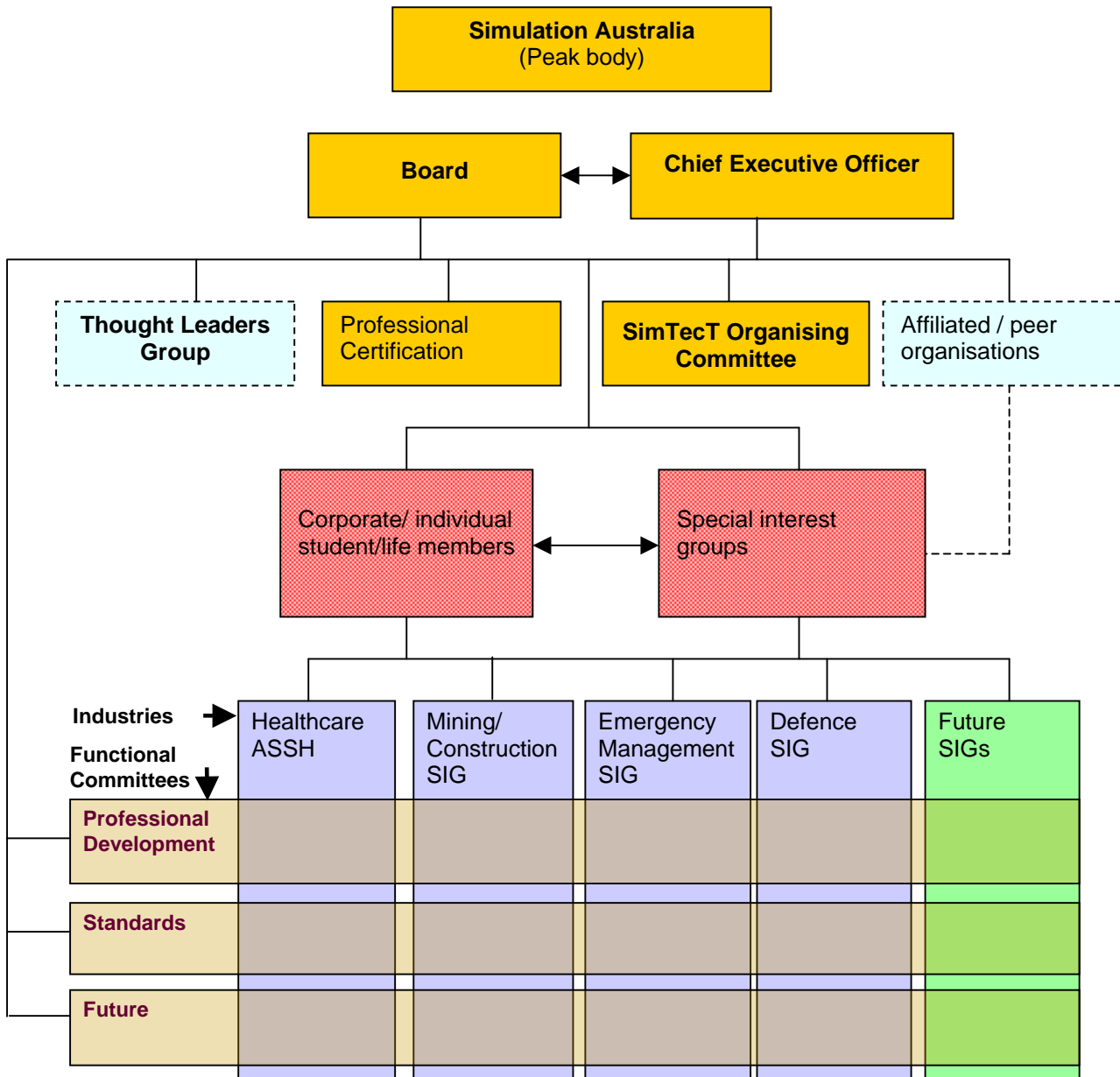
OUR GOALS

Member engagement: To provide a compelling case for membership throughout the simulation community by developing meaningful membership services and benefits that enhance members' organisational and professional objectives and the image of Simulation Australia.

Advocacy: To influence the perceptions and policies of decision-makers in government, business and education of the benefits of simulation to the knowledge economy in Australia, leading to increased use of simulation.

Management and governance: To ensure a robust management and governance framework with the required resources and capability supports the organisation's national peak body status.

PROPOSED ORGANISATIONAL STRUCTURE



Note: The goals, objectives and strategic priorities that follow provide the strategy behind the structure and material in Part B contains greater detail of specific elements.

Peak body: Essentially the peak body will have three key roles:

- providing services to members, particularly by fostering the growth of special interest groups (SIG)
- advocating on behalf of and providing a united voice for the simulation community to inform key decision-makers of the benefits of simulation and to thereby influence perceptions and policy
- providing strong governance, management and support services.

Membership of the peak body will include membership of one SIG.

Board: To be a strategic management board, with operational aspects delegated effectively. There may be fewer directors and some may have non-simulation backgrounds

Executive Officer: upgraded full-time position with administrative support

Thought leaders group: the equivalent of a Strategic Leaders Group, an Advisory Panel or subject matter experts/champions who would give their time on an as needs basis, probably no more than 2 or 3 times a year, to support SA in its advocacy role

Members: A broader membership base with new classes of members and voting rights is envisaged

Special interest groups: To provide a forum for specialised groups based on common areas of interest to advance simulation use, practices, knowledge and technologies, and opportunities for networking and information sharing.

To be the National Peak body for the simulation community in Australia

MEMBER ENGAGEMENT GOAL

To provide a compelling case for membership throughout the simulation community by providing meaningful membership services and benefits that enhance members' organisational and professional objectives and the image of Simulation Australia.

Objectives

1. To retain all existing members and increase the number of new members by providing additional value through the development of chapters/special interest groups with defined organisational objectives/terms of reference and membership benefits
2. To optimise the peak body's ongoing value to and relationship with members and special interest groups
3. To support the professional development and certification of simulation professionals

Strategic priorities

- (a) Develop and promote a number of priority special interest groups and articulate the terms of reference, conditions/categories of, benefits associated with, and cost of membership (value proposition)
- (b) Determine and regularly review the services and benefits to be provided by the peak body directly to members and special interest groups
- (c) Develop and implement a marketing and communications plan to promote the value of membership and awareness of the organisation
- (d) Develop a business plan for the annual conference that lifts it to a "mega conference" status, including potential strategic partnerships with state and federal governments
- (e) Align the professional development and certification programs with the revised membership framework
- (f) Review the corporate image of SA to reflect its changed market position
- (g) Provide an annual report to members and other stakeholders on achievements in membership service provision

Success measures

- (a) Development of terms of reference for special interest groups (Aug 2008)
- (b) Increased numbers of/revenue from members in all categories (to be quantified when financial modelling completed)
- (c) The development of Defence and Mining/Construction SIGs by June 2009; Emergency Management/National Security (June 2011)
- (d) Staging of first "mega" conference by June 2010
- (e) Approximately 50% of the quantified simulation professional demographic certified and actively pursuing professional development (by June 2011)
- (f) Strong positive feedback from periodic membership surveys

To be the National Peak body for the simulation community in Australia

ADVOCACY

To influence the perceptions and policies of relevant decision-makers in government, business and education of the benefits of simulation to the knowledge economy in Australia, leading to increased use of simulation.

Objectives

1. To undertake/support research and development that demonstrates the benefits and applications of simulation to the Australian economy and to specific sectors.
2. To disseminate research and information to decision-makers and influencers in government, business, education, training and the media regarding the benefits and use of simulation.
3. To develop external relationships with like-minded organisations to progress the use of simulation.

Strategic priorities

- (a) Develop an R&D plan that will provide the basis for evidence of the benefits of simulation or areas in which research is required, and the resources/capability required to undertake this research.
- (b) Identify and apply for government and other sources of funding to support research and development initiatives; ensure the organisation meets funds holding requirements.
- (c) Establish a group of simulation thought leaders prepared to assist in policy development and representing the views of the simulation community to decision-makers and influencers on behalf of the peak body ("think-tank").
- (d) Prepare or obtain robust business cases, submissions, research papers and other supporting material for use by thought leaders.
- (e) Develop a database of key decision-makers and influencers whose area of responsibility or influence includes current or potential simulation-related decisions.
- (f) Engage a PR firm to develop and implement a PR/media plan to gain media coverage of simulation-related issues and research outcomes as finances permit.
- (g) Identify, join and collaborate with like-minded organisations on issues relevant to the simulation community.
- (h) Facilitate/co-ordinate the development of simulation standards.

Success measures

- (a) Calibre of leaders who agree to participate in thought leaders group
- (b) Level of funding obtained for R&D initiatives
- (c) Contributions to government reviews and policy formation
- (d) Frequency of productive engagement/collaboration with like-minded organisations
- (e) Effectiveness of media/PR releases and coverage gained.

To be the National Peak body for the simulation community in Australia

MANAGEMENT AND GOVERNANCE GOAL

To ensure a robust management and governance framework with the required resources and capability supports the organisation's peak body status.

Objectives

1. To adopt a constitution, Board structure and compliance regime that reflects the revised membership framework and corporate intent
2. To obtain sufficient stable and reliable funding to support the core operating activities of the peak body to enable the employment of a full-time Chief Executive Officer and administrative staff
3. To establish a national office
4. To provide organisational support for membership services (including special interest groups)
5. To embody internationally-recognised best practices for not-for-profit organisations in the governance of SA

Strategic priorities

- (a) Review the existing constitution and prepare required motions for the AGM* (2009)
- (b) Develop a budget to cover operational costs for initial 3 years and identify potential sources of additional funding
- (c) Develop a plan for the establishment of a national office and processes involved in the hiring of a Chief Executive Officer, administrative and research staff as finances permits
- (d) Develop required infrastructure services to support member services
- (e) Adopt and educate Directors on the Carver governance model

Success measures

- (a) Planning framework accepted by members (August 2008)
- (b) Revised constitution adopted by members* (2009)
- (c) National office established (by June 2011)
- (d) Budget completed with potential funding sources identified (2008/09)
- (e) Effective membership services support established and monitored (2009/10)

* It would appear that relatively minor amendments only are required to:

- Name of the organisation
- Constitutional objects
- Classes and rights of membership
- Reference to Special Interest Groups viz the "Chapter" amendments
- Who may become a director to take account of potential non-member directors

Proposed phased implementation of key strategies

Financial year	Activities
2008/09	<ul style="list-style-type: none"> • Planning framework accepted by members (August) • Terms of reference for Special Interest Groups finalised (September) • More detailed financial modelling completed (November) • Initial Thought Leaders Group members on board (March) • Constitutional review completed and adopted (June) • Professional development program enhancements (June) • Rebranding and revised corporate image adopted (June) • Plan for mega conference completed (June)
2009/10	<ul style="list-style-type: none"> • Executive /Administrative Officers recruited • Marketing plan completed • Initial work completed on R&D plan and first R&D funding secured • Defence SIG established • Mining/Construction SIG established • New membership scheme operational • First mega conference held • New Board elections held and education sessions completed • New formal relationships established with peer organisations • Enhanced Thought Leaders Group • Effective contributions made to government reviews and policy formation • Enhanced/aligned professional development program offered • Media/PR targets set and achieved • Strategic plan interim review completed • Formal Annual Report to members and stakeholders
2010/11	<ul style="list-style-type: none"> • Emergency Management/National Security SIG established • 50% of quantified simulation professional demographic certified and pursuing professional development • Membership growth (target to be quantified) • Membership satisfaction survey undertaken • National office established • R&D initiatives and funding continues • Increased number of peer organisation alliances established • Second mega conference held • Enhanced Thought Leaders Group • Effective contributions made to government reviews and policy formation • Enhanced professional development program offered • Media/PR targets set and achieved • Annual Report produced
2011/12	<ul style="list-style-type: none"> • Review of SIGs conducted and emerging areas identified • New SIG in planning stages • Enhanced professional development program offered • Continued growth in membership • Effectiveness of Thought Leaders Group evaluated • Annual Report
2012/13	<ul style="list-style-type: none"> • Research conducted into awareness of peak body and its achievements • Next 5 year plan completed • contributions made to government reviews and policy formation • Enhanced professional development program offered

Part B

Attachments to the plan

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Attachment 1: Peak body role and value proposition

The three key roles of the peak body are seen to be

- (a) providing services to members, particularly by fostering the growth of special interest groups (SIG)
- (b) advocating on behalf of and providing a united voice for the simulation community to inform key decision-makers of the benefits of simulation and to thereby influence perceptions and policy. A strong research arm will underpin this, together with the dissemination of research findings and other material, thought leadership and media/lobbying/ PR campaigns
- (c) providing strong governance, management and support services.

The peak body itself must remain relevant and offer a distinct value proposition beyond that provided by the special interest groups. This is seen to include:

- a “home” and sense of belonging to a community
- corporate compliance eg ABN, BAS, accounting/audit/reporting
- a standard governance framework
- approval of SIG strategy (from a governance perspective)
- membership/secretariat services
- insurance (liability/products/D&O, professional indemnity)
- funds holder capability
- research capabilities
- co-ordinated lobbying
- a mega annual conference, with the opportunity for concurrent sessions for SIGs
- marketing and communications
- encouraging the development of simulation standards
- professional development opportunities/certification of individuals and/or a framework for the SIGs to follow in this regard
- relationships with affiliated/peer organisations and potential access to some of their membership benefits

Membership categories will be amended to:

Corporate: may be any Australian registered firm, company, corporation or organisation interested in simulation.

Individual: may be any persons who are interested in simulation.

Student: discounted individual membership (but no voting rights).

Life: as at present

The level of membership fees and associated benefits will be finalised by the end of 2008, after more detailed financial modelling is completed. The aim will be to retain all existing members and increase the potential for new members. For corporate membership, fee options being explored include a flat rate (as at present); a sliding scale based on number of employees/turnover; or a combination of a flat rate (with a nominated person as the member) plus additional individual memberships at a discounted rate or based on a sliding scale eg \$x for up to 3 members; \$y for next 2; \$z for next 5.

Each individual member/nominee of a corporate member would be eligible to vote and become a member of one SIG, at no extra cost.

Basic membership benefits of the peak body remain as at present:

Matrix of membership benefits

Benefit	Corporate	Individual	Student
Voting rights	Yes	Yes	No
SimTecT exhibition discount	Yes *	No	No
Preferential SimTecT exhibition booth location selection	Yes	No	No
SIAA sponsored course discounts	Yes	Yes	Yes
Simulation organization profile (web-site and SA presentations)	Yes	No	No
Eligible to participate in invited Government Meetings	Yes	No	No
Eligible to participate in Government industry policy formulation (if sought through SA)	Yes	Yes	No
Eligible for inclusion in SA role of representing member interests to Government and the marketplace without perceptions of self interest or promotion by a single company	Yes	Yes	No
Links to allied associations overseas and the ability to provide members with introductions to these organisations	Yes	Yes	No
Web-site Members data repository area	Yes	Yes	Yes
Emails of business opportunities, invited Government Meetings minutes, and members news	Yes	Yes	Yes
General SIAA news, events	Yes	Yes	Yes
Membership of one SIG**	Yes	Yes	Yes

*depending on level of membership ** includes SIG-specific benefits

Attachment 2: Key Elements of Proposed Guidelines for Special Interest Groups

1. Definition

- A Special Interest Group (SIG) is a group of members of the peak body formed to enhance the use and practice of simulation in a particular field and to encourage learning and development activities relevant to their area of special interest.
- A SIG has no separate legal existence from the peak body.

2. Aims

- To provide a forum for specialised groups based on common areas of interest (industry eg healthcare; particular aspects of simulation eg simulation professionals; management discipline eg project management) to advance simulation use, practices, knowledge and technologies, and opportunities for networking and information sharing.

3. Formation

- It is anticipated that a Board member will be responsible for recommending the formation of a special interest group
- The recommendation will be accompanied by:
 - a statement of the SIG's aims and objectives
 - the names and contact details of intended management committee members for the first year of operations
 - draft terms of reference consistent with these guidelines
 - a list of initial members
 - a business plan (following a standard template) and budget outlining the way in which aims and objectives will be achieved in the coming 2 years
- Special Interest Groups will be established only with the approval of the Board of the peak body.
- The peak body may provide (repayable?) seed funding, subject to details contained in the detailed business plan for the group.

4. Scope of activities

- Providing professional development opportunities through seminars, workshops and other activities
- Disseminating information to members via newsletters and web list servers
- Encouraging the development of courses in relation to various aspects of simulation
- Contributing to the development of Australian and International Standards with respect to simulation
- Advocating for continued development and use of simulation-based practices in education, training, skills development and research
- Working with the thought leaders group to influence decision-makers in government and elsewhere with respect to simulation practice, policy, legislation and regulation
- Liaising with international simulation organisations and other like-minded groups
- Encouraging research
- Developing capability statements and demonstrations
- Sponsoring student scholarships in relation to simulation

5. Membership and benefits

- Peak body membership for individuals/nominees of corporate members includes membership of one SIG with the opportunity to pay an additional fee for second and subsequent SIG memberships

- A SIG will receive an agreed percentage of the membership subscription and renewal fee paid by a peak body member who elects to join that SIG
- Membership benefits include
 - peak body member benefits
 - receive minutes of SIG Annual General Meetings
 - have one vote in decisions put before SIG members
 - be invited to nominate and vote for other members, and themselves be nominated and voted a member of the SIG Executive Committee
 - receive relevant publications in electronic form as they become available
 - receive information about professional development programs and networking opportunities
 - receive an annual report on SIG progress and achievements

6. Governance

- Each SIG will be managed by an Executive Committee comprising:
 - a Chair
 - a Chair elect
 - the immediate past-Chair
 - an honorary secretary
 - an honorary Treasurer
 - two peak body representatives (a Director and the Chief Executive Officer)
 - a maximum of 6 members of good standing
- Nominations will be called for all but the two peak body representative positions and each SIG member (including nominees of corporate members) will be eligible to vote in the elections
- Responsibilities of the Executive Committee include:
 - Business planning for the SIG and the oversight and execution of that plan
 - Co-ordinating an annual general meeting
 - Participating in the SimTecT organising committee and organising a discrete segment relative to the special interest group
- Executive Committee meetings shall be convened at least quarterly and will include one face-to-face meeting annually held in conjunction with the AGM.
- A quorum of a SIG Executive Committee meeting will be five persons including the peak body Chief Executive Officer and one peak body director

7. Administration

- The peak body will provide administrative support services to a SIG as follows:
 - membership inquiries and processing of new members
 - annual membership renewal processes
 - lists of new, renewing and terminated members
 - access to the peak body membership database containing details of SIG members
 - accounts management including incorporation into SA's accounts
 - funds holder capability, payments and acquittals
 - membership services provided directly by the peak body (see Attachment 2)
 - administrative office including phone, fax, email, internet address and stationery
 - venue for SIG meetings
 - web-site structure and hosting
- The peak body may provide additional services on a cost recovery basis from time to time if requested by a SIG

Note: These guidelines would be subordinate and in addition to those contained in the constitution.

Attachment 3: Role of thought leaders group

The thought leaders group is seen as an equivalent of a Strategic Leaders Group, an Advisory Panel or subject matter experts/champions who would give their time on an as needs basis, probably no more than 2 or 3 times a year, to support SA in its advocacy role. Participants would be expected to share the ideals of SA and put aside personal/business self interests to advocate for the broader simulation community and the contribution simulation can make to economic and social progress.

Potential participants in the group would be identified by Board members, liaising as required with Executive Committees of SIGS and the Chief Executive Officer. The Chair of SA and of each SIG would participate in the group. When a particular issue arises, the Chief Executive Officer will liaise with the Board to determine those leaders whose support would be important. A Working Group would be formed; background briefing material would be prepared for the participants by or under the direction of the Chief Executive Officer who would also develop a project plan to achieve the desired outcome. The leaders' duties will include:

- Giving strategic advice as required based on experience
- Reading and commenting on material prepared by SA for presentation to influencers and decision-makers
- Joining with SA in representing its views to influencers/decision-makers
- Assisting SA in gaining media coverage relating to the particular issue

Attachment 4: Draft position description for the Chief Executive Officer

Position Title:	Chief Executive Officer
Accountable to:	Simulation Australia Chair and Executive Board of Directors
Employment Status:	Permanent and Full Time
Supervision:	Administrative Assistant

Position Purpose:

Simulation Australia, as the national peak body for the simulation sector, works collaboratively with members, government, non-government, business and community sectors to promote the use of simulation for the benefit of providers, practitioners and users in order to increase the use of simulation in achieving organisational goals, the advancement of Australia's economy and society.

The CEO is responsible for achieving this mission by providing leadership and through the high level engagement of people, stakeholders and issues.

The role is hands-on, dynamic and requires the capacity to work collaboratively with the SA Executive Board, members, staff and a very broad range of key stakeholders, including government officials, politicians, the media and other national organisations.

Responsibilities

The CEO will be required to:

- Undertake strategic planning to assist the Board to determine short and long term priorities
- Apply high level management skills to implement SA's vision and goals
- Act as principal adviser to the Board of Directors. This includes provision of advice about all aspects of SA's operations and the preparation of reports and submissions as required by the Board of Directors
- Undertake and/or oversight the development of policy approaches to the management of simulation issues
- Establish and maintain effective liaison with politicians, senior government officials, media representatives, other national organisations and decision makers relevant to simulation application and policy in Australia
- Develop and implement marketing, media, public relations and advocacy plans and be the key media spokesperson for SA.
- Promote a professional and effective organisational profile for SA in all relevant public and professional forums and through the media and other communication channels
- Oversee and monitor the successful conduct of SA's annual conference by working closely with the SimTecT Organising Committee
- Provide management and leadership skills of a high order in achieving the full potential of SA's resources
- Oversee and monitor the implementation of SA's membership strategy and ensure a high level of service to and consultation with SA members
- Ensure financial viability of SA through probity in financial management, working to maintain adequate financing through a variety of funding sources
- Act as Company Secretary in accordance with the SA Memorandum and Articles of Association
- Other duties as directed by the Chair or Executive Board

Salary and Conditions

An attractive remuneration package will be negotiated with the successful applicant in line with qualifications and experience.

SA is an equal opportunity employer and provides a smoke free work environment.

Selection Criteria

The following selection criteria will be used to assess applicants for the position of Chief Executive Officer. It is mandatory that applicants address each of the criteria.

Essential

- Proven leadership and strategic thinking skills.
- Strong political acuity and a sound appreciation of the workings of government in both a strategic and operational context.
- Executive level experience in strategic planning, development and review, preferably in a non-government environment.
- High level written and oral communication, liaison and negotiation skills, including a demonstrated capacity to facilitate co-operative partnerships with internal and external stakeholders.
- Capacity to build and maintain an effective organisational profile with key stakeholders including politicians, the media, senior government officials, the simulation sector and key national organisations.
- Demonstrated ability to use and engage national media capability, including proven capacity in effective media representation and presentation.
- Demonstrated ability to manage an organisation, including budget accountability.
- Demonstrated ability to develop policy and project implementation.

Desired Skills and Experience

- Experience and knowledge of the Australian simulation sector or a related technology sector.
- Relevant tertiary qualifications, for example in the areas of management, engineering or operations.
- A record of achievement working with not for profit or a demonstrated understanding of the non-government sector.

Attachment 5: Draft position statement for Administration Officer

Remuneration: To be decided
Tenure: To be decided
Reports to: Chief Executive Officer
Supervision: Nil

Position summary

The Administrative Officer carries out the operational tasks of the organisation and provides administrative support to the Executive Officer, the Board, its committees and members.

Key responsibilities

- Carry out general office duties including answering the telephone, dealing with enquiries, taking messages, receiving written correspondence and emails.
- Maintain effective office systems and procedures, ensuring confidentiality, quality assurance and compliance with organisational policies, procedures and legislation.
- Undertake administrative support duties using MS Office package.
- Maintain membership databases and processes associated with membership enquiries and renewals
- Assist with the content management and maintenance of the website.
- Provide assistance to the SimTecT conference organisation committee
- Support the Board in its administrative requirements including preparation of agendas, minutes, supporting documentation for Board meetings.
- Support Board subcommittees with the implementation of their responsibilities
- Assist with maintaining accounting systems including purchase ordering, invoice creation, payments, bank reconciliations, Business Activity Statements and budgets.

Key Selection Criteria

- Proven ability to provide a range of accurate and efficient administrative duties under limited supervision
- Highly developed organisational skills including management of organisational systems and procedures.
- Proficiency in use of MS Office and accounting software
- Excellent written, interpersonal and oral communication skills including the ability to liaise and consult with a range of key stakeholders.
- Sound project management skills.

Attachment 6: Critical success factors

Factor	Risk management strategy
1. Achieving the vision and outcomes of this plan	<ul style="list-style-type: none"> • Proponents pledge their commitment to achieving the plan • Ownership of the plan is shared by more than a dozen senior executives whose reputation, standing and track record has been behind the achievement of SIAA for many years
2. Secure, ongoing funding	<ul style="list-style-type: none"> • Initial funding for 2 to 3 years available from retained earnings • Becomes a KPI for Executive Officer and Board • A number of initiatives will only be pursued if funding is secured • Priority strategy included to lift the conference to another level to increase profit and fund key operational requirements • Influencing/advocacy strategy will increase the likelihood of attracting funds • Thought leader group strategy will enhance level of awareness/thought leadership position
3. Continuing volunteer commitment and passion	<ul style="list-style-type: none"> • Determination, shared views and values amongst existing directors and supporters to achieve the vision • Development of SIGs will maximise the benefits for segments of providers, practitioners and users and encourage participation • Influencing/advocacy strategy will demonstrate the benefits of simulation and enhance career paths and options
4. Retention/increase in members	<ul style="list-style-type: none"> • Development of SIGs will provide greater focus and more direct benefits to members • Formation of thought leader group and the advocacy strategy will provide opportunities for the broader simulation community and all players in that “business” • Corporates will want to be seen to be supporting the peak body
5. Relevance of peak body to successful SIGs	<ul style="list-style-type: none"> • Identification of this as an issue has ensured the value proposition withstands scrutiny. Provided the promised benefits are delivered, there is little reason for SIGs to desire to duplicate the efforts and benefits provided by the peak body.
6. Agreement of high calibre people to participate in thought leaders group	<ul style="list-style-type: none"> • Core of initial group known to existing members and directors who will use their influence to “sell” the role • High likelihood of being able to capitalise on the goodwill that exists towards SIAA in key industry/market segments • Outcomes will contribute to growth in simulation and the economy so a “win/win” scenario for those involved

Attachment 7: Resourcing plan

Work is still being done on this and it will be presented to members at the AGM.