



Simulation Australasia Limited

Report to the 2022 Annual General Meeting

VISION

We envision a future where modelling and simulation enables us all to create and live in a better, safer world.

MISSION

We strive to build a better future by connecting Australasia's modelling and simulation communities, promoting cross-industry research and collaboration and fostering the development of modelling and simulation professionals and standards of good practice.

ORGANISATION OBJECTIVES

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 Australasia's economy and society.

To optimise the Company's ongoing value to and relationship with members generally;

To support the professional development and certification of simulation professionals;

To support and undertake research and development that demonstrates the benefits and applications of simulation and related fields to the Australasian economy as a whole or to specific sectors of it;

To advocate on behalf of members to decision-makers and influencers in government, business, education, training and the media regarding the benefits and use of simulation;

To actively support diverse participation in all aspects of Company activities in line with Commonwealth guidelines for Diversity. The Company's diversity objectives include, but are not limited to, gender diversity;

To develop external relationships with like-minded organisations to progress the use of simulation; and

To engage in other activities in support of these objectives.

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Report from the Chair

Dear Members,

It is my pleasure to present this 2022 Annual Report, and to welcome you to the 2022 Annual General Meeting (AGM) of Simulation Australasia Limited (SimAust).

I'd like to take a moment to thank you, our members, for your continued support of Simulation Australasia. You make this organization possible, it is your enthusiasm and encouragement that drives us forward!

This is quite an exciting time for the organisation, and for in simulation in general! We've seen tremendous activity in the past 12 months, and we're excited to continue on the path defined by our strategy, which was unveiled in the 2021 Annual Report.

Apart from implementing the strategy that was discussed at the 2021 AGM, a major focus for the board has been to secure the 2023 Simulation Congress. The community has expressed the desire to return to the more standard format conference, and so the arrangements foreshadowed last year have been completed. Simulation Australasia has entered into a funding agreement with Business Events Adelaide (BEA, formerly the Adelaide Conference Bureau) and also taken out contracts with the Adelaide Convention Centre for ASC events in 2023, 2025 and 2027. I would like to acknowledge the fantastic support from the South Australian government via BEA. Conferences are expensive events to run, and especially in recent times, somewhat risky financially. The organisation would not have been able to move forward confidently without this support. We have also engaged The Association Specialists to provide Professional Conference Organiser support for ASC 2023.

I would like to note the efforts of the leadership teams of the various Sim Aust groups, and other volunteers. As a result of this effort, we have made significant progress towards achieving our vision and mission. We continue to work collaboratively across boundaries and disciplines, which is vital for the future success of our organisation.

As a professional body, Simulation Australasia relies on our volunteers for many aspects of our work. Over the years, volunteers have contributed time, energy, ideas and creative support for the conferences, special interest groups and Professional Development activities of various kinds – including leading the Simulations Foundations workshops.

To continue to expand our activities, we need members and interested simulation professionals to contribute ideas and time drive growth and capacity to achieve local and national goals and priorities in the many fields of simulation activity. The board has recently reviewed and updated our volunteer policy to support this work.

We are therefore inviting anyone interested in being involved in this important work to contact the office at admin@simaust.com with your ideas for activities, or to ask questions about how you might be involved. All enquiries will be answered personally and new ideas and suggestions are especially welcome.

I would like to thank the Board members for their enthusiasm and support during the past 12 months. We're not just a diverse group of individuals; we are a team, and it has been a pleasure to work with them all. I look forward to our continued progress in the coming year. A special acknowledgment goes to Kellie Britt, who had to resign from the board in April this year for health reasons. Kellie's tremendous work on the board, and on the ASSH exec was very much instrumental in the success of a number of initiatives. We wish Kellie a speedy recovery. I would also like to acknowledge the fantastic support from Gillian

Vesty, who has continued to provide financial and accounting support when Gerry Bluett has been unavailable.

I'd also like to once again thank Lyndel Baker of Everyday Admin for her exceptional support over the last year.

As always, I look forward to hearing from you and working with the community to advance the profession of simulation!

Yours sincerely,



Philip Swadling
Chair
chair@simaust.com

18 November 2022

Your Board

The Board members at 21 November 2022 were:

Chair: Philip Swadling

B.E (Electrical Engineering) B.Sc (Computer Science) MIEAust, CPEng NER SM IEEE

Philip is Technical Director for Avionics at Thales Australia. He has over 25 years' experience in the simulation industry and previously served 6 years on the Simulation Australasia board, including 2 years as deputy chair. Philip serves on advisory boards at a number of universities and is an active member of the Thales Australia Diversity and Inclusion and Reconciliation Action Plan working groups.

Deputy Chair: Prof. Marcus Watson

BSc (Hons), MSc, Grad Cert Computer Science, PhD (Cognitive Systems Engineering)

Honorary Professor in the Faculty of Health and Behavioural Sciences, at The University of Queensland. Lead researcher on Human Factors education and design. Extensive knowledge of simulations in Healthcare and Defence and is a national leader in simulation based research. Past Chair of SimAust, a founding member and past Chair of the Australian Society for Simulation in Healthcare (ASSH). Expert in simulation design, including computer- based simulation, serious games and distributed learning.

Treasurer: Gerry Bluett

Gerry has over 30 years' experience in the Simulation industry, with a background in Defence Simulation and Training Programs. Gerry has worked with a variety of companies across that time and is an experienced project manager with a strong background in logistics, cost estimation and training methodologies. Gerry has worked on a variety of projects across the years in the Defence Simulation industry. He also has previous experience as a managing director

Member Of Good Standing: Dr. Elysabeth Leigh

BA Dip Ed (History & Ed), GDE (Social Ecology), M Ed

As a public servant, Human Resources Manager, consultant and educator. Elysabeth's career traversed the domains of finance, entertainment, administration and academic research. Elysabeth has published books and articles on simulation in workplace learning and tertiary education, and designs games and simulations for large and small groups, and is a passionate advocate for simulation.

Member Of Good Standing: Gary Eves

In 30 years of simulation industry experience, Gary has worked in most functions of simulation capability delivery. He has had the unique opportunity to gain experience of simulation application develop and business management across multiple industries and applications: civil flight, automotive, general VR, high-performance computing, engineering, resources, healthcare and defence. Gary holds PhD in the application serious games in simulation and has a role at UNSW in lecturing in the subject. He also has held industry and private committee roles from ordinary member, through treasurer and chairman.

Member Of Good Standing: Fred Hardtke

B.E, Electrical Engineering, B.A, PhD

Fred is Enterprise Modelling & Simulation Manager, Raytheon Australia. He has a strong passion in the field of M&S and has focussed the development of his career around it. A secondary area of interest is in the realm of Human – Computer Interaction and Human Factors. Systems and Software architectures of Virtual and Constructive simulation systems are a key interest, as are technical leadership and new Business Development.

Member Of Good Standing: Matthew Harper

B. Admin Leadership Assoc Dip Disaster Management, Assoc Dip Engineering

Matthew is Managing Director of Resilient Results and is a professional emergency resilience specialist with over 30 years working and leading resilience activities in Australia and overseas. He has worked with

police, fire, ambulance, hospital, cross agency coordination bodies and private industry, to identify, negotiate, design, and implement simulation solutions. As an exercise manager and designer, Matthew is passionate about ensuring people achieve the learning objectives desired by simulation.

Member Of Good Standing: Jan Roche

Jan is an innovative leader and visionary with a proven track record as a manager, Board Director and Chair of the Board, consultant, researcher and in health education provider. She has a proven ability to think outside the box, delivering creative solutions to complex problems.

Starting in the field of acute Health Care, intensive care and perioperative nursing, Jan moved into the newly created role of Trauma Manager to implement innovative changes to Trauma responses institutionally and to represent the area Trauma Service through the State Advisory Group reporting to the Department of Health.

Jan transitioned into the fields of Nursing, Medical and Health Education to research and implement high-quality Simulation into University curriculum. Her research areas within simulation include clinical reasoning, developing quality simulations and standard setting.

Member Of Good Standing: Fiona Love

M.A, B.A (History)

Fiona is currently General Manager, Workforce Development at Australasian Railway Association (ARA). Fiona is an experienced senior leader with a proven record in strategic change management and educational leadership. Fiona's learning leadership in the rail industry began in 1996 when she joined State Rail as a senior educational leader. Following 9 years in rail Fiona transitioned to Sydney Ferries as Director of Training and Development where she was responsible for driving development of key operational and safety capabilities.

Fiona has extensive experience in, and a passion for, designing and implementing capability development solutions needed to ensure the learner is at the centre of the solution and that the learning supports business objectives and meets compliance obligations.

Officers to the Board

Gillian Vesty

Board Meetings

Board meetings were held on the following dates during the reporting period:

30th November 2021
18th January 2022
15th February 2022
29th March 2022
26th April 2022
31st May 2022
28th June 2022
26th July 2022
30th August 2022
27th September 2022*
25th October 2022

All meetings except 27th September were held with a quorum present. Due to lack of a quorum, September's meeting is not considered to be a board meeting.

2022 Simulation Australasia Award Winners

Lifetime Membership Award

Associate Professor Anjum Naweed, *Theme Leader Human Factors and Operational Readiness, Appleton Institute, CQ University Australia*



Lifetime membership has been awarded to Professor Naweed in recognition of the significant contribution he has made to the organisation as Scientific Convenor over many years. He has arranged publication of conference papers in widely read journals, and ensured that the high standards required to maintain the reputation of the Australian Simulation Congress have been maintained.

Simulation Achievement Award

Associate Professor Anjum Naweed, *Theme Leader Human Factors and Operational Readiness, Appleton Institute, CQ University Australia*

"If a picture is worth a thousand words, then a simulation is worth a thousand pictures." Dr Anjum Naweed (CQ University) used this principle to craft and hone a novel simulation based process called the Scenario Invention Task Technique to elicit tacitly-wielded knowledge. The process is published openly and widely, clearly and unambiguously making outstanding contributions to science, technology, and education, demonstrating management and leadership in simulation and modelling capability in Australia and overseas.

Major Andrew Bone, *S02 Simulation, Headquarters Force Command Australian Army*

For contributions to the enhancement and advancement of the Australian Army's simulation and modelling capability, as SO2 Simulation, Headquarters Forces Command. MAJOR Andrew Bone has been a tireless advocate for simulation systems and solutions within the Australian Army, and a persistent partner to the simulation industry. Recognising the need for and value of simulation enabled training, MAJ Bone has ensured Army's simulation capabilities are effective and that the door to industry is always open.

Dr Susannah Whitney, *Senior Human Scientist, Department of Defence*

Susannah Whitney is a Senior Human Cognition and Behaviour Scientist in Australia's Department of Defence. Since 2007, she has conducted innovative research providing the Australian Defence Force with high quality advice and expanding the body of knowledge on human factors in training systems design. Susannah is a keen advocate for the development of the simulation community and the next generation of STEM researchers. She is recognised for her sustained achievement in science, technology, and leadership.

Project Innovation Award

ONE- Sim Education, *MCH Simulation, Monash Health and Monash University*

ONE-Sim Education (onesimeducation.com) is an innovative interprofessional simulation workshop based program founded in 2016-17 by A/Prof Atul Malhotra and A/Prof Arunaz Kumar to improve procedural and teamwork skills of (different) health professionals involved in obstetric and neonatal emergencies at childbirth. These workshops provide student and staff, simulation education in Australia, and in low- and middle-income countries (funded by philanthropy). During the pandemic, ONE-Sim workshops have been delivered in hybrid (local) and online (interstate, overseas) formats.

WSLHD Emergency Code Black Response Revision Project, Western Sydney Local Health District

Following increased incidents of Violence and Aggression in Emergency departments in WSLHD a district wide multidisciplinary team was assembled to overhaul Code Black training processes and procedure. A multi-modal approach was utilised including policy revision, medication guidelines, team assembly processes, debriefing, new observational tools, and verbal de-escalation training. These approaches were implemented using a combination of educational modalities including bedside teaching, written and electronic resources, traditional simulation-based learning and locally developed virtual reality-based training.

Specialist Committee Reporting

Australian Society for Simulation in Healthcare

The ASSH committee would firstly like to thank the outgoing members for 2022, Kellie Britt (Chair) & Peter Radonyi (Member of good standing). We welcomed Kelly Squires to the team this year.

The current ASSH team is:

Belinda Judd (acting Chair)

Pauletta Irwin (Secretary /acting Deputy Chair)

Tayne Ryall (Member of good standing)

Kelly Squires (Member of good standing)

The ASSH team would also like to recognise the ongoing support from Sim Aust Board and Administrative staff.

With reduced numbers, the team revised their roles and priorities for 2022. They were to support our Affiliates, mainly SSH and NZASH and support those working in simulation across health and education. As such, we have representation in person at the 2022 NZASH Simulation in Healthcare conference in Wellington, NZ (2022). The event was a great opportunity to grow the relationship with our colleagues in New Zealand. Other achievements have included supporting the ASC with ASSH representation on the organising and scientific committees for the 2023 Congress.

ASSH is also renewing the collaboration agreement with the US based Society for Simulation in Healthcare.

The ASSH executive are also well underway with an innovative research project, a cross institutional Interprofessional Simulation program for health professional students, to aid in professional identity development. ASSH would like to thank the Sim Aust Board and the Britt Family for funding to record vignettes of the patient cases with professional actors. Milestones achieved on the project thus far are ethics approval, case scenario development and proposal for a reference group. Implementation is planned for March next year. We are joined on this project by two other colleagues, Kellie Britt (Deakin Uni) and Christie Van Diggele (Sydney Uni).

Running parallel to this, the education and research arm of ASSH is conducting a Scoping Review that will be disseminated via publication and conference presentations.

Moving forward, the ASSH executive committee have released an EOI to increase committee membership. This has been a successful strategy and we expect to endorse recruitment of up to an additional four members to the committee by 2023. We are still open to receive further EOI's for positions on the committee for 2023.

Our priorities for 2023 include supporting the 2023 ASC, increasing connections with our formal and informal affiliate groups nationally and internationally. We are looking to increase our committee numbers and continue with the IPL Sim research project. We will also look to offer a small professional development opportunity for Sim Aust members with ASSH interests.

Thank you again for your support and looking forward to 2023 and another Congress.

Belinda Judd

Acting Chair ASSH

Women in Simulation

Current Committee Members

Chair: Jessica Stokes-Parish

Deputy Chair: Steph Barwick

Members: Jan Roche, Bec Szabo, Sakuni Ranwala, Erica Southgate

The work of the committee is still being impacted by the ongoing COVID-19 pandemic in terms of events, but the committee have made progress with a series of projects including the following:

SimAust Equity & Diversity Survey

This is an interdisciplinary, cross-profession study that will explore diversity in the simulation workforce across Australia. We will use the survey data to develop recommendations for the simulation sector on improving equity and diversity. Unfortunately, this project has had significant delays related to obtaining Defence sector ethics approval. The research team made the decision to remove the survey from Defence review and it has now been submitted at Bond University ethics. As a consequence, no defence members will be requested to complete the survey.

SimAust Awards

Three workshops were held to increase the number of applications from women to the SimAust annual awards. This workshop covered the application process, experiences of others who have submitted previously and peer review of applications. One of our attendees was successful!

Manikin sex characteristics project

An analysis of CPR manikin sex characteristics has been conducted and the manuscript is in final stages of edits. This work is likely to have significant impact on manikin manufacturers and the resuscitation community.

Jessica Stokes-Parish - Chair Women in Simulation

Standards Australia IT-031 Committee Report to Simulation Australasia

SA's Committee IT-031 is responsible for Modelling and Simulation. The committee continues its support and review of ISO/IEC JTC 1/SC 24's work program as a mirror committee.



IT-031 Key Developments

IT-031's main project is production of the third edition of *SA HB 116: Modelling and Simulation – Framework of Related Standards* - Project 106151. This is now in the editorial stage for review by committee.

The committee plans to hold a hybrid meeting in Sydney 12 December 2022.

ISO/IEC JTC 1/SC 24 Update

ISO/IEC JTC 1/SC 24 is the parent ISO/IEC JTC 1 subcommittee (SC) for IT-031. Australia will host the next SC 24 Plenary meeting in Sydney during July 2023. A briefing was provided at the 2022 online Plenary. SC 24 documents where Australia has played a significant role include:

- ISO/IEC TS 5147: *Guidelines for Representation and Visualization of Smart Cities* has passed committee balloting and is at the editorial review stage.
- ISO/IEC NP 5927: *AR/VR Safety-- Guidance on Safe Immersion, Set up and Usage*. Australia is progressing the WD to a CD for review by SC 24.

SC 24/Working Group 10 (convened by Australia) was requested to start foundational work on the emerging Metaverse. A presentation was developed for the 2022 SC24 Plenary and IT-031 is developing a document - *Discussion Paper: Standards for the Metaverse* describes Metaverse terminology and concepts.

Peter Ryan, Chair IT-03115

November 2022

Focus Areas

Professional Development

During 2022 the decision was made to revise the learning resources for the Simulation Foundations courses that had been offered to members and simulation professionals in face to face mode prior to Covid. While some of the necessary work has been completed a shortage of available volunteers has meant slower progress than anticipated. It was hoped that an online course could be developed for accessing via the website, with current materials reshaped as online learning modules, but unexpected staffing and technical problems delayed this.

However, we are looking forward to introducing a hybrid program in 2023 that will once again be making available to anyone needing a sound basic understanding of core principles of simulation.

The first edition of the revised course will be offered in conjunction with Thales in the first quarter of 2023. This will incorporate a personalised needs analysis inventory, an online introductory overview of theory and basic concepts followed by attendance at a one day face to face practical workshop. The workshop is designed to provide participants with relevant skills for employing simulation in technical, educational and research contexts. Interested participants will also be able to undertake a follow-up project, successful completion of which will receive an acknowledgement of capability via an RPL (recognition of prior learning) certificate.

Projects will address participants' current and anticipated future learning needs, and be workplace based. The intention is to employ an action-learning approach to such projects so that the completed work contributes to development of both personal skills and knowledge and improvements in the application of simulation concepts in workplaces.

Simulation Australasia members are invited to contact the PD project team via admin@simaust.com if you are interested in contributing to development of the Foundations and /or planned Master Class seminars during 2023. We are keen to expand the range of resources available to members and hope to be able to showcase the expertise of Australasia's simulation professionals as the Professional Development activities expand in 2023 and beyond.

Members are invited to nominate participants to join the 2023 Foundations course and to become involved in this vital aspect of Simulation Australasia's growth program.

Elysebeth Leigh

Networking/Engagement

Sim Aust Website: The Sim Aust website's structure has been reviewed with a number of improvements identified. Meetings held with Jan Roche, Elysebeth Leigh and Lara Roche to discuss what improvements to be made. Lara, as a human factors consultant, highlighted the need to understand the demographic using the website. The feedback will be used for further website improvements. Currently considering upgrade of website as part of ASC 2023 work.

Early Career Engagement: Fred Hardtke has engaged Engineers Australia (Peter Briggs) to identify synergies with the Sim Aust Professional Development program.

Fred Hardtke

Partnerships

Members of the Board met last month with the US National Training and Simulation Association Chair RADM (Rtd) James Robb to begin to re-establish relationship from previous years. Sim Aust will be represented at the International Simulation Associations meeting at the NTSA's I/ITSEC conference in late November by Bjorn Wharff and Gerry Bluett.

Fred Hardtke has engaged the **Military Operations Research Society (MORS)** to discuss potential synergies. This is to bolster Sim Aust involvement in Operations Research and Capability development areas of simulation.

Systems Engineering Society of Australia (SESA): Met with Jawahar Bhalla to discuss collaboration for next ASC Adelaide. Co-hosting potential. A Memorandum of Understanding will be developed to define the nature of the relationship, with a focus on ensuring the principles for co-location the ASC and SESA 2023 events.

Japanese Society for Simulation Technology (JSST): In order to establish ties in the Asia Pacific region, Fred Hardtke has engaged the JSST. An overview of the JSST can be found at

https://www.jsst.jp/e/jsst_info/introduction.html. The first meeting on collaboration was held on the 16th of November.

The Asian Simulation Federation currently comprises five member nations around Asia. JSST is involved in a Japan-based JSST conference (next: 25/8/23) as well as the Asian Simulation Conference (next: October 2023) – both are run as hybrid.

There are opportunities for a presence at the respective organisation's conferences. The most likely would be Simulation Australasia attendance at the Asian Simulation Conference which will be in Singapore or Malaysia. Simulation Australasia will also look to inviting members of JSST & Asian Simulation Federation to the next ASC conference in Adelaide.

Serious Games Engagement: Fred Hardtke attended the Games for Change festival last month to consolidate links with the Serious Games community

Fred Hardtke

Simulation Research

With our major simulation conference moving to biennial, Simulation Australasia is working on expanding the existing conference scientific committee to a standing committee to support all forms of research. We are planning a terms of reference workshop for early 2023 to establish how we can expand the conference scientific committee role to support review and dissemination of simulation research year-round. Topics that are likely to fall under this expanded role that were proposed at our last conference include: mentoring and reviewing of higher degree research; ethics, and leading the development of special issues in relevant journals. Equally important, we would like to establish a Practitioner's Handbook based upon the insights presented at our conference. This is likely to include post conference analysis of how different research fits together as well the lessons from people's practical experience.

Marcus Watson

2023 Australasian Simulation Congress

Committee:

Deanna Hutchinson (Convenor)
Fred Hardtke (Board Liason)
Anjum Narweed (Scientific Convenor)
Belinda Judd (Health)
Amanda Davies (Emergency Mgt)
Bjorn Wharff (Defence)
Michael McGarity (TBC - Defence)

Proposed Theme: “Life Between Reality and Simulation”

The subtext of the proposed theme reflects the tensions simulation professionals have to balance in terms of ethics, budgets, innovation and other factors when bringing simulation as a solution to problems in work life. The committee have made some recommended adjustments are we are formalising text for the call for papers accordingly.

This theme is sufficiently broad to allow transition from business as usual to integrating a new strategic approach as described below

Designers currently working on save the date, website banners and other material.

Critical Path and Budget

The Association Specialists (TAS) have prepared a milestone schedule and budget for review by the committee – see Call For Papers section below for context.

Guideline dates (subject to change):

- Save the date – late November
This will introduce committee and foreshadow the intention to up the ante on amplifying the dissemination of knowledge created through the conference process (papers, case studies etc)
- Call for Papers – 6 December
- Abstracts due – Feb 2023
- Registration Opens – Feb 2023
- Keynotes announced from January 2023

A program strawman will be published with registration link.

Call for Papers

The Call for Papers is scheduled for distribution on 6th December.

The OC is currently strategising how to maintain a ‘familiar’ call for papers while communicating SimAust’s goal to advance simulation knowledge production and dissemination more strategically – refer to the [Simulation Research](#) section.

The objectives are:

- To advance the evidence base as it pertains to community needs (research)
- To disseminate practical support for simulation professionals (practical tools)
- To advocate on behalf of the simulation community (policy and recommendations)

These objectives require tangible outputs which may include but are not limited to:

- Journals and special issues
- Books and book chapters for practitioners
- Reports (a summary of the conference, or translation of research for decision makers)
- Courses and events, including student engagement

Information will be sought from authors during the submission process to inform future steps as community engagement in all aspects of this strategy is needed to meet a broader objective of SimAust growth

A workshop will be held during the conference to advance this agenda – refer again to the [Simulation Research](#) notes.

The committee is considering how these objectives might be able to be delivered over three time horizons:

- **Horizon 1 – ASC2023:** information gathering and initial design phase. Some form of publication outcome yet to be determined (for example a book of abstracts similar to 2021)
- **Horizon 2 – Between conferences:** forming up the ideas emerging from phase 1.
- **Horizon 3 – 2025 conference,** execution of the first set of outcomes.

Some budget allowance to facilitate this shift is likely to be required and will be given consideration through the budget review process (current thought is Research Assistant support for the Scientific Convenors, and graphic design for publications as per 2021).



2021-2022 Financial Year Annual Report

The organisation maintains a CommBiz account with the Commonwealth Bank. Xero is used to track and categorise expenditure and prepare Business Activity Statements to lodge with the Australian Tax Office. Membership payments are managed by Stripe or direct payments into the Sim Aust bank account.

The full financial report for the 2021/2022 financial year is attached.

For information, the following figure shows the current state of the organisation's balance sheet as of 12 November.

Balance Sheet	
Simulation Australasia Ltd	
As at 18 November 2022	
Account	18 Nov 2022
Assets	
Bank	
Main Account	118,726.74
Total Bank	118,726.74
Fixed Assets	
Office & Computer Equipment	0.00
Office & Computer Equipment Acc Depn	0.00
Total Fixed Assets	0.00
Total Assets	118,726.74
Liabilities	
Current Liabilities	
GST	7,787.70
Total Current Liabilities	7,787.70
Non-current Liabilities	
Suspense	146.65
Total Non-current Liabilities	146.65
Total Liabilities	7,934.35
Net Assets	110,792.39
Equity	
Capital Contributions	14,884.90
Current Year Earnings	27,695.73
Retained Earnings	68,211.76
Total Equity	110,792.39

Figure 1 – Current Balance Sheet

Strategy Reminder

The Sim Aust Strategy that was developed in 2021 remains in place and has been guiding our activities during the year. The strategy is included below as a reminder to members. The board would very much appreciate any feedback on the strategy, or the implementation covered in sections above.

Organisation Objectives

The objectives of Simulation Australasia are defined in the constitution, which was written when the former Simulation Industry Association of Australia was first established, and has been modified from time to time as circumstances have changed.

The objectives are high level statements that guide the actions of the Board, and of the organisation as a whole. Each initiative we undertake should be traceable to one or more of these objectives.

In the view of the current board, the current objectives remain valid, and do not currently require any change. These are:

- 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 Australasia's economy and society.
- To optimise the Company's ongoing value to and relationship with members generally;
- To support the professional development and certification of simulation professionals;
- To support and undertake research and development that demonstrates the benefits and applications of simulation and related fields to the Australasian economy as a whole or to specific sectors of it;
- To advocate on behalf of members to decision-makers and influencers in government, business, education, training and the media regarding the benefits and use of simulation;
- To actively support diverse participation in all aspects of Company activities in line with Commonwealth guidelines for Diversity. The Company's diversity objectives include, but are not limited to, gender diversity;
- To develop external relationships with like-minded organisations to progress the use of simulation; and
- To engage in other activities in support of these objectives.

Vision and Mission Statements

In reviewing the current vision and mission statements, the board considered the need to adjust the wording to make the vision more inclusive and perhaps a little broader than the previous vision.

Our new vision statement reads as follows:

We envision a future where modelling and simulation enables us all to create and live in a better, safer world.

The wording for the mission statement was simplified to more clearly reflect the key focus areas that the board defined, which were discussed above. The new mission statement is as follows:

We strive to build a better future by connecting Australasia's modelling and simulation communities, promoting cross-industry research and collaboration and fostering the development of modelling and simulation professionals and standards of good practice.

Strengths, Weakness, Opportunities and Threat Analysis

A SWOT analysis looks internally at the organisation to identify strengths and weakness, and externally to identify threats and opportunities. The results of the SWOT discussion are shown below

The **Strengths** can be summarised as:

1. The diversity of the member base, representing:
 - a) people who develop models and simulation products and those who use them,
 - b) within broad range of sectors (defence, healthcare, emergency management),
 - c) both small and large companies, academic institutions and federal and state government departments
2. Strong support from a wide range of volunteers, some of which are not actually members.
3. A board that represents the membership diversity and has itself a range of skills, and
4. A 25-year history to draw on, with the organisation being founded as the Simulation Industry Association of Australia in 1996.
5. Significant resources resulting from our history, including conference papers and other documents,
6. A solid constitution, with clear and simple objectives.

Weaknesses fall into the following areas:

1. Poor communication with members, and inability to convert the support from members into action, and in fact, not having a sufficiently strong connection with or understanding of the members, including their needs and expectations.
2. Not properly exploiting the significant resources available to provide value to members. Linked to this is the need to overhaul the website, which while having been updated during the last few years, does not provide a strong focal point for the organisation, either for members, prospective member or any one interesting in learning more about us.
3. Having too short term a focus in Board activities, that is to say not having a clear enough focus on the actions needed to continue to achieve the organisation's objectives in the longer term, which would include taking appropriate risks to grow.
4. Lack of a clear organisation of groups that conduct activities under the banner of Simulation Australasia
5. Lack of a clear policy to encourage and reward volunteers.
6. Not fully making use of the skills and capabilities of board members and other volunteers

It should be noted that the board currently considers that organisation does not currently have sufficient financial resources to employ anyone full time to put more effort into addressing these issues.

Opportunities identified included:

1. The current pandemic has provided a number of opportunities to increase the visibility and highlight the importance of modelling and simulation to the community more broadly.
2. A number of government grants have been established to rebuild the economy – some of these grants could provide an opportunity for us to access funding to carry out relevant activities, such as education, training and research collaborations.
3. Increasing focus by the Australian government on sovereign capabilities

And of course, better exploiting the strengths listed earlier.

Threats:

1. The current economic climate, in particular in the academic sector, has reduced the funding available for academic members to renew membership or participate in our activities, as well as in many cases increasing their workload.
2. A number of groups have recognised the use of modelling and simulation in their membership, and are operating internal modelling and simulation interest groups, seminars and conferences.
3. Lack of engagement from some key industry actors.

Focus Areas

Looking then to the areas the organisation should focus on for the coming years, the board reviewed the key focus areas that we described in the previous strategic plan, and decided to express these as follows:

Networking and Engagement

1. Establishment or re-invigoration of partnerships - both local and global - with organisations that have agendas consistent with those of Sim Aust,
2. Communications – forming a communications team to manage, and energise links with members,
3. Updating the web site to make content more accessible, ensuring that material and reports from events and activities is made available for members,
4. Engaging with students and early career professionals, potentially by way of forming an Early Career advisory group, and
5. Holding regular networking events, in person where possible, as well as networking opportunities at the ASC.

Partnerships should be selected to provide value to members and extend the reach of the organisation. In particular, partnerships with organisations in the rail and emergency management should be identified to add to those in place.

Previous or exiting partnerships or collaborations with the System Engineering Society of Australia (SESA), the Simulation Interoperability Standards Organisation (SISO), the US National Training and Simulation Association (NTSA), European Training and Simulation Association, Society for Simulation in Healthcare (SSH), NZ Association for Simulation in Healthcare (NZASH), International Simulation and Gaming Association (ISAGA) need to be progressed to be more active.

Research

1. Sharing knowledge, via events such as the ASC, Unconferences, SIMposium and Sim Cafés.
2. Facilitating collaboration on research topics between members,
3. Publicising outcomes of relevant research by members and others,
4. Identifying relevant topics needing to be researched,

5. Supporting research by assisting with grant submissions or funding research where appropriate, and
6. Consider establishment of a research fellowship, similar to the Churchill Fellowship.

It was suggested that this focus area be supported by the establishment of a permanent technical and scientific committee.

Credibility

1. Providing opportunities for professional development, by development of education material and establishment of simulation professional certification standards by collaborating with other bodies
2. Contributing to the development of standards and good practice guides,
3. Develop a simulation professional code of ethics,
4. Develop a policy for diversity and inclusion for Simulation Australasia, and collate or develop supporting resources,
5. Increase advocacy for simulation and modelling with government departments and other key organisations,
6. Actively seeking opportunities to publish opinion type articles in journals and magazines (on line and in print), and
7. Maintain annual awards program, and actively seek to nominate members of the community for awards and recognition outside the organisation.

Governance and Sustainability

1. Re-establish frameworks for communities of practice,
2. Develop policy for volunteering,
3. Establish framework for seeking and responding to feedback from members,
4. Establish policy to maintain oversight of membership fees and charges for events and access to resources to ensure consistency and fairness.

Of course, as a registered company, Simulation Australasia must maintain compliance with regulatory reporting requirements and ensure strong governance in managing the organisation's funds and other assets, for the benefit of members.