



Simulation Australasia Limited
Report to the
2023 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 objective

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From the Chair

Dear Members,

I am very pleased to present the 2024 Annual Report, which summarises the key activities carried out over the last year, and looks forward to plans for 2025.

To begin, I would like to extend my heartfelt thanks to you, our members, for your steadfast support of Simulation Australasia. You are the foundation of this organisation, and your engagement is what drives our mission forward. The Board remains dedicated to placing your needs at the forefront of our priorities, ensuring that all our efforts reflect and support your goals.

As we reflect on 2024, I am excited to highlight the achievements and progress made, signifying the impact of Simulation Australasia. For example, during the year, we strengthened our global presence, with Belinda Judd representing ASSH at IMSH conference in San Diego. We also re-established our connection with the US based National Training & Simulation Association and continued growing links with aligned groups in New Zealand and South-East Asia.

Our advocacy efforts were equally impactful, contributing to the Global Consensus Statement on simulation-based practice in healthcare and responding to the AHPRA Public Consultation on guidance on embedding good practice in simulation-based learning in student health practitioner education.

Sim Aust has also joined the Augmenting Ability Co-operative Research Centre (AA CRC) in an advisory capacity. The AA CRC recently submitted their second-round proposal, and we will see how this progresses. The announcement of successful applications is expected later this year or early in 2025.

I would like to express my sincere gratitude to the Board, the ASSH Executive Committee, the leadership teams of the various SimAust groups, and all our dedicated volunteers. Simulation Australasia thrives on the contributions of its volunteers, who support every aspect of our work and make these achievements possible. Thank you for your dedication and commitment.

A special thanks to Matthew Harper, Fiona Love and Gerry Bluett, who are retiring from the board at the end of 2024. They have all made significant contributions over their terms on the board, and will be missed! As always, a massive thank you to Lyndel Baker of Everyday Admin for keeping things running and me more or less on track over the past year – any derailments were entirely due to me!

With one year left to run in my six-year term on the board, I am keen to make sure this coming year is an especially outstanding one for Sim Aust, and I look forward to working with both the board and members to achieve this! We need members and interested simulation professionals to contribute in order to achieve our mutual goals. We invite anyone interested in being involved in this important work to contact the office at admin@simaust.com with your ideas, or to ask questions about how you might be involved.

The Board looks forward to hearing from you and working with the community to advance the profession of simulation in 2025!

Yours sincerely,



Philip Swadling
Chair
chair@simaust.com
26 November 2024

Your Board

The Board members as at 26 November 2024 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 (Retiring)

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: Derek Wade

Derek is the founder of Kumido Adaptive Strategies, an organizational performance consultancy that has measurably improved hundreds of collaborative efforts across a broad range of industries. He has found that change initiatives tend to fail not because of implementing the wrong process, but from disconnects between performance needs and the psychological constraints of adaptation. Derek applies principles of human cognition and cybernetics to bridge these gaps. Derek has served on the Board of Directors for the Agile Leadership Network, has been certified as an Accredited Kanban Consultant, and has presented at forums including the International Simulation and Gaming Association, Lean-Kanban France, and The Science of Team Science. He is also a Commercial Pilot and Flight Instructor; these have more relevance to organizational behaviour than he ever expected.

Member Of Good Standing: Dr 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: Dr 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 (Retiring)

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, 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 (Retiring)

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.

Advisor to the Board: Dr. Elysebeth Leigh

Dr Elysebeth Leigh

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

As a public servant, Human Resources Manager, consultant and educator. Elysebeth's career traversed the domains of finance, entertainment, administration and academic research. Elysebeth 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. Elysebeth's role as advisor focuses on professional development activities.

The role of Advisor to the Board is a recent creation. It allows for people with specific expertise and experience to provide ongoing input to the board. They are invited to attend board meetings, but do not get involved in decision making or governance activities of the board.

In 2025, it is intended to appoint Gerry Bluett as an Advisor in relation to engagement with defence organisations overseas.

Board Meetings

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

30th January 2024

27th February 2024

26th March 2024

30th April 2024

27th May 2024*

25th June 2024

30th July 2024

29th August 2024

26th September 2024

29th October 2024

* Meeting held but quorum not present.

Conference Activities

Australasian Simulation Congress 2025

ASC 2025 will be held from **11 – 14 August 2025, in Adelaide**. As noted last year, Sim Aust has a six year, three event agreement with Business Events Adelaide, and also with the Adelaide Convention Centre to support the ASC, which greatly assists the with viability of running the ASC.

The conference theme is Transformative Futures – Building Tomorrow Together, with topics addressing the theme, including:

- Modelling & decision support systems
- Human dimensions in simulation
- Serious Games & Concepts
- Technology Innovations
- Education Development (curriculum and techniques)
- Advancing Professional practice with simulation-based learning

We will again be working with The Association Specialists (TAS) as our Professional Conference Organiser and continue the collaboration with SESA and ITEA.

An organising committee is in place. With Dr Amanda Davies, from Charles Sturt University, taking on the role of Convenor. Jan Roche is leading the Scientific Committee.

The Call for Abstracts is now open and closes on 30th of March 2025. Options include full papers, short papers, presentations and workshops. Full papers will be eligible for publication in /special edition Simulation and Gaming (Scopus Indexed), and Health short reports will be eligible for publication in International Journal of Health Simulation.

A flyer, promotional slide and video have been developed to assist with publicity.

We will renew our collaboration with the US National Training and Simulation Association (NTSA), the organisers of I/ITSEC, who have agreed to include our serious games challenge and best paper award winners at ASC25 in I/ITSEC 2025. As part of the collaboration, Amanda has been given a dedicated presentation time in the international pavilion at I/ITSEC 24 to market ASC2025, and we will be linking in with key NTSA personnel at I/ITSEC 2024 with the aim of engaging interest for attendance at ASC25.

The US Society for Simulation in Healthcare will also be involved in ASC2025, with SHAPES (SSH Asia Pacific Evolution Summit) possibly being held during ASC 2025.

We are looking forward to ASC 2025 being even bigger and better than ASC 2023!

Prepared by Dr Amanda Davies

ASC2025 Convenor

SETE 2024

Simulation Australasia was well represented at this year's Systems Engineering and Test and Evaluation conference, which was held at the Pullman on the Park in Melbourne from 22 – 25 September.

SETE is the premier conference for the Systems Engineering Society of Australia (SESA) and the Southern Cross Chapter of the International Test and Evaluation Association (ITEA), with SETE 2024 continuing the collaboration with Simulation Australasia following a very successful Australasian Simulation Congress (ASC) in 2023.



The SETE 2024 conference program included numerous presentations, papers and panel sessions on Modelling and Simulation (M&S) with a particular focus on the foundational role of M&S in the understanding of complex societal challenges and in the development of safe, secure, ethical and sustainable socio-technical solutions. With record registrations, SETE 2024 really reinforced the value of the collaboration between Sim Aust and SESA and ITEA, which will continue with ASC 2025.

Australasian Society for Simulation in Healthcare

The current ASSH Executive consists of:

Dr Belinda Judd (Chair)

Assoc Prof Pauletta Irwin (Secretary /Deputy Chair)

Tayne Ryall (Member of good standing)

Kelly Squires (Member of good standing)

Dr Anna Phillips (Member of good standing)

Luke Wainright (Member of good standing)

Dr Nathan Moore (Member of Good Standing)

Personnel: In 2024 Dr Nathan Moore was welcomed into the ASSH Executive committee as a member of Good standing.

Achievement: Some of the key achievements for ASSH in 2024 included:

- ASSH was represented by Belinda Judd at the IMSH conference in San Diego and the SHAPES summit on Simulation in the Asia Pacific Region
- ASSH connected with APRHA around quality and benchmarking in Simulation in Healthcare
- ASSH hosted an online SIMposium provided valuable insights into technology-supported simulation in healthcare, offering critical learning opportunities for our members.

Advocacy: Our advocacy efforts were equally impactful, contributing to the Global Consensus Statement on simulation-based practice in healthcare and responding to the AHPRA Public Consultation on guidance on embedding good practice in simulation-based learning in student health practitioner education.

Research: The ASSH Research Group saw another year of success continuing its cross-institutional, interprofessional simulation program for pre-registration students in allied health, medicine, and nursing in 2024. Fruits from this initiative saw three research papers in progress and their work contributed presentations in multiple conferences through the year, fulfilling our objective of supporting research development and education.

Looking forward: In 2025 ASSH will continue to increase the Executive Committee membership with Expressions of Interest welcome from the community. There will be ongoing work in the ASSH Research group and the IPL project, and a focus on running additional professional development events including Sustainability in simulation programs, and an Introduction to simulation in healthcare research. We will continue to strengthen partnerships with affiliate groups in Australia, NZ and overseas as well as the AHPRA partnership. The ASSH committee will also have a focus on continuing to support preparations for the Australian Simulation Congress for 2025.

Dr Belinda Judd

Chair, ASSH Exec

Focus Areas

Networking/Engagement/Web

With the 2024 formation of the SimAust Web Team, the formerly static SimAust website has been brought to dynamic life.

The web site also now provides access to the journals of the Australian Consortium on Experiential Education (ACEE), which was a community of practice proving members with support to develop and disseminate knowledge about cooperative learning, knowledge sharing and challenging boundaries.

By instituting policies, processes, and technical workflows, the Web Team has put site content authorship into the hands of those closest to the action, making the site truly member managed. The site is kept up to date with the latest simulation [News](#) , [Events](#), and affiliate organizations such as SETE and ISAGA have enjoyed additional visibility via the SimAust site.

Members may email SimAustWebTeam@simaust.com to make a content request for News/Events, or to request website authoring rights for a member.

Prepared by Jan Roche and Derek Wade

Sim Cafes

SIMCAFE has relaunched this year as **SIMCAFE 2.0**, bringing a renewed focus and a slate of fresh discussions starting in August 2024. The first session explored the **Use of Immersive Experiences in Nature for Health and Well-Being** and was led by **Dr. Renee Zahnow**, an Associate Professor at the University of Queensland. Dr. Zahnow shared insights into how immersive nature-based experiences can be harnessed to enhance **community resilience, social cohesion, and individual well-being**. Her presentation underscored the potential of these experiences to address mental health needs, improve community dynamics, and support overall wellness.

Following this, **Vantari VR** presented on the **Applications of Virtual Reality in Healthcare Training**. This session highlighted VR's capacity to accelerate and enrich training processes for healthcare professionals, offering real-world examples of its impact on skill development and preparedness. To enhance the learning experience, Vantari VR included a **live demonstration broadcasted from the U.S.**, allowing attendees to witness firsthand how VR can transform healthcare training. This interactive component underscored VR's role in creating immersive, effective learning environments for medical professionals.

A planned presentation by **John Welsh from NQSPARK** on the **Northern Queensland Simulation Park** had to be postponed due to technical difficulties, but SIMCAFE organizers aim to reschedule this session for future events.

Looking ahead, **SIMCAFE 2.0** has an exciting lineup of speakers and topics in the pipeline. Collaborating with various industries, the platform will continue to showcase simulation technologies that support training and decision-making across sectors. Although specific dates and speakers for the **November/December sessions** have not been finalized, the SIMCAFE team is dedicated to ending the year with a meaningful and impactful session, setting the stage for continued innovation and engagement in 2025.

Prepared by Uditha Rajasekara

Partnerships

1. Maintenance and Revivification of Past Partnerships

a. NTSA& I/ITSEC Conference

- The longstanding collaboration with NTSA for the I/ITSEC conference remains a key focus. The initiative to present the Best Paper from the Australasian Simulation Congress (ASC) at I/ITSEC will continue. This strengthens the academic exchange and showcases our region's leading simulation research on an international stage.
- The Simulation Australia Serious Games Showcase & Challenge (SGSC) will persist as a flagship event, promoting local talent from Australia and New Zealand. Funding has been secured for the top entrants to attend I/ITSEC in Orlando, facilitating exposure to global industry leaders and enhancing the reputation of our national capabilities in serious games.
- We will maintain our engagement with the US military by organizing keynote speakers for future events. This has been a crucial element in providing high-level insights and drawing significant interest from our membership.

b. Relationship with SESA/ITEA

- The collaboration with the Systems Engineering Society of Australia (SESA) and the International Test and Evaluation Association (ITEA) is set to continue. Preparations are underway for a co-hosted event combining the ASC and the Systems Engineering Test and Evaluation (SETE) conference in Adelaide in 2025. This joint event aims to leverage shared expertise and broaden the scope of attendees, enhancing the overall impact of the conference.

2. New Partnerships Development

a. AsiaSim/Japan Society for Simulation Technology (JSST) Collaboration

- Efforts to establish a strategic partnership with the AsiaSim Federation are progressing well. Following productive discussions, the following agreements were made:
 - **Mutual Representation:** Both SimAust and JSST/AsiaSim will designate representatives and keynote speakers for each other's conferences, fostering cross-border exchange of knowledge and innovation.
 - **Board Participation:** SimAust will invite a JSST/AsiaSim representative to attend an upcoming board meeting, further solidifying the relationship and aligning our goals.
 - **Council Involvement:** AsiaSim is exploring opportunities to involve SimAust in their council meeting during the official opening of the AsiaSim Federation from December 20-22, 2024. This would mark a significant step in strengthening ties with our Asian partners.
 - **Cross-Promotion:** Both organizations have agreed to explore avenues for promoting each other's conferences, enhancing visibility and participation across the Asia-Pacific region.

b. New Partnerships in Development

- Discussions are underway with the Modelling and Simulation Society of Australia and New Zealand Inc. (MSSANZ) to enhance our local presence and engage more deeply with the local Modelling & Simulation (M&S) community.
- We are also initiating contact with the Society for Modelling & Simulation International (SCS) to bolster our international footprint. Collaboration with SCS could provide new opportunities for joint events, workshops, and publication exchanges, further elevating our profile on the global stage.

Conclusion

Significant progress has been made in reviving past partnerships and forging new ones, aligning with our strategic goals of expanding our influence and fostering collaboration within the simulation industry.

Continued efforts in these areas are expected to yield positive outcomes for the upcoming events and enhance the value offered to our members.

Next Steps:

- Confirm keynote speaker lineup for upcoming conferences.
- Formalize partnership agreements with AsiaSim and MSSANZ.
- Develop a joint promotional strategy with new and existing partners to maximize event reach.

Prepared by Fred Hardtke, Lead, Partnerships Development Simulation Australasia

Professional Development

Progress on professional development goals during 2023/ 2024 has been slow due to increased work commitments of volunteers. However, this work has included research which shows promise for further development in making simulation a more widely understood educational practice.

A major member driven development has been the launch of the first nationally recognised Certificate III in Certificate III in Simulation and Interactive Technologies (<https://training.gov.au/training/details/10805NAT/summary>). The commitment from Townsville based staff of Cubic, a Simulation Australia member, to bring to this work to completion has seen the first Townsville cohort began their study in November this year, with a second cohort due to being studying early in 2025. Simulation Australasia has been assisting this work, where possible, and will be continuing to support the program as it becomes available nationally.

Some of the research completed, as noted above, concerns the use of the phrase “simulated environments” in nationally accredited Vocational Education and Training (VET) documents. While it is good to see the extensive referencing of simulation there a few associated resources available to help educators make good use of simulation as an educational methodology. In 2025 Professional Development at Simulation Australasia aims to address this gap. More information will be available in the New Year as work for the 2025 conference ramps up, and research results become available.

Prepared by Elyssebeth Leigh

Simulation Research

Augmenting Abilities Cooperative Research Centre

Earlier in 2024, Sim Aust joined the AA CRC as an industry body. In addition, Sim Aust Chair Philip Swadling is a member of the Industry Advisory Board.

The Augmenting Ability Cooperative Research Centre (AACRC) will provide essential knowledge and guidance for industry, directly support the commercialisation and adoption of Australian innovation, and help build the skills and training resources required to drive a productive workforce.

The AACRC will create a collaborative, innovative ecosystem to fast-track and adapt existing and emerging human-centric technologies that preserve, prolong, and enhance human capability and capacity, investigate the impacts and risks in this rapidly developing digital ecosystem and address fundamental questions around adoption.

Research Partners of the AA CRC include University of South Australia, the University of Adelaide, Swinburne University of Technology, Macquarie University and Griffith University. Industry partners include a wide arrange of organisations working in healthcare, aged care, manufacturing and defence.

You can learn more on the [AA CRC web site](#).

Anticipated Sim Aust contributions to the CRC could include:

- **Expertise in Simulation Technologies:** Sim Aust can provide expertise in simulation technologies, methodologies, and best practices to support research and development within the CRC. Their knowledge in designing realistic simulation scenarios, virtual environments, and training programs can help drive advances in augmented reality and sensor technologies.

- **Collaboration and Networking:** Sim Aust serves as a network of professionals from various industries and disciplines, offering opportunities for collaboration and knowledge exchange. By connecting researchers, industry partners, and practitioners within the CRC, we will facilitate cross-disciplinary collaborations and foster innovation in augmenting human abilities.
- **Training and Education:** Sim Aust's experience in simulation-based training and education can contribute to the development of educational programs and resources within the CRC. We will assist in designing training modules, simulations, and assessment tools to enhance skills development and learning outcomes in augmented reality technologies.
- **Research and Evaluation:** Sim Aust can support research initiatives within the CRC by providing expertise in research design, data collection, and analysis related to simulation technologies and human performance. We will contribute to evaluating the effectiveness and impact of augmented reality solutions on enhancing human abilities and performance.
- **Industry Engagement:** Sim Aust has connections with industry partners, healthcare organisations, educational institutions, and government agencies involved in simulation and technology-related fields. Our industry engagement can help the CRC identify industry needs, trends, and opportunities for collaboration in developing innovative solutions for augmenting human abilities.
- **Knowledge Transfer and Dissemination:** Sim Aust can facilitate knowledge transfer and dissemination of research outcomes, best practices, and innovations developed within the CRC. Through conferences, workshops, publications, and educational programs, we can help disseminate research findings and promote awareness of the CRC's contributions to the field.

Simulation Australasia Road Map

Stakeholders	Internal	Membership	Sector Engagement	Partnership	Cross Sector Aspects	
Services	Board Processes Operational Process, Service, Risk Organisation	Website Volunteer Coordinator	Courses SimCafe Conference	ASSH Defence Serious Games Operational Leadership Women in Sim Human Factors Engineering Technology	SSH SISO ISAGA NTSA	Research
Done		Web Team Summary Newsletter call for the Council	Form Org. Committee	Assessing BMS with SSO		
In Process	SSU Home as single point of truth Outcomes Task / Charter Board	Bring attention to the relevance of the website Highlight the value of content		Assessing BMS with SSO		
Q3 - Aug		Social Media Call for the Council Website call for the Council Website a Volunteer Coordinator				
Q3 - Sept		Website members email list Volunteer for Social Media Management Website call for the Council for the 2025 service Website a Volunteer Coordinator for Members				
Q4			Assessing the Content Strategy	ASSH Symposium Re-integrate WIS	2024 Audit process @ SISO Develop content strategy @	
2025			Re-Release the Proc Conference Member Trust ASS 2025 Aug Website	SSH SHARES @ ASSC "SERVIC" @ ASSC	ISAGA Industry Research Paper	

The SimAust Board has drafted a Capability Roadmap of the broader capabilities the SimAust body is committed to providing. Serving as a means to focus the necessarily limited capacity of the Board, the Roadmap is a living timeline of planned and in-development Board deliverables; each of which will provide defined, tangible, and assessable benefit to the SimAust community. Since its initial creation the Roadmap has been incorporated into monthly Board meetings. Members are invited to review and comment on the latest version of the [Roadmap](#).



2023-2024 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 2023/2024 financial year is attached.