

# SAFETY INSTITUTE OF AUSTRALIA

## SA BRANCH BUSINESS PLAN

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### Approvals

Name	Signature	Position	Date of Issue	Version
M. Thomas		SA Divisional President	27/04/11	1.0
M.Thomas		SA Branch Chair		1.1

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## INTRODUCTION

### Background

1. The review of the Leading the Way Report and findings delivered to the Safety Institute of Australia (SIA) National Board of Management (NBOM) in August 2009 revealed shortfalls in the Institute's business management practices. The November 2009 NBOM agreed that measures are to be implemented to effect business planning at National and Branch level across the Institute. SIA Branches and Chapters have not traditionally developed formal business or operating plans and budgets that give consistent affect to the objectives of the SIA National Strategy. Financial Year (FY) 11/12 will be the first FY that a structured program of business planning and budgeting is in place across the organisation.

### Aim

2. The aim of this Business Plan (BP) is to define the SIA SA Branch business objectives and to detail how and when the objectives are to be achieved. This BP is used by the SA Branch Committee of Management as a baseline against which to monitor and report Branch progress and costs of its business activities.

### Scope

3. In defining the Branch intent this plan documents how the SA Branch aims to support the delivery of the agreed goals of the SIA National Strategy 2011-2016 and the National Business Plan FY 11/12. It defines the business activities to be undertaken in FY 11/12 and provides a budget forecast for the period. An out-year budget estimate is also provided as part of the budget forecast. Finally, the critical success factors and key risk management aspects are detailed.

## INTENT

### Purpose

4. The SA Branch is to deliver a program of activities which advance the charter of the SIA, and delivers on the agreed goals of the Safety Institute of Australia National Strategy 2011-2016 and the Safety Institute of Australia National Business Plan FY 11/12. Specifically, the SA Branch is to contribute to affirmation of the SIA as the peak body for health and safety professionals by driving the development of the health and safety profession, setting and maintaining standards of professional practice, being recognised and contributing to National and International health and safety practice and public policy, and delivering exemplary services to our members.

### Method

5. The SA Branch will achieve its intent through the conduct of business in the following priority areas, which align with the National Strategy:

- a. **Influence.** Influence business, learning and research institutions, regulators, and the public at work, recreation and in the home;
- b. **Capability.** Advance the capability of health and safety professionals and practitioners by promoting the highest international standards of evidence-based health and safety practices that are underpinned by a well defined and broadly adopted body of knowledge;

- c. **Engagement.** Engagement with members, partners, employers, employee groups, allied fields and regulators for SIA to be recognised as the peak body for health and safety professional and to highlight the benefits of membership; and
- d. **Operational Excellence.** Deliver exemplary services to members through effective corporate governance, operational structures, management systems, and organisational accountabilities.

## Endstate

6. The SA Branch's intent will be achieved when
  - a. the following National initiatives have been developed and implemented:
    - i. Corporate Restructure Project,
    - ii. National Conference Program, and
    - iii. National Awards Program; and
  - b. the SA Branch membership has grown by 5 percent;
  - c. the SA Branch has provided input into the agreed National Projects and Technical Panel programs of contemporary WHS issues at local and national levels;
  - d. member services and events have attracted increased SA membership numbers, attendance, and satisfaction rates;
  - e. the Adelaide Conference and Expo has been planned and delivered; and
  - f. key stakeholders have been engaged raising a positive profile for the SIA.

## BUSINESS PROGRAM AND MANAGEMENT STRUCTURE

7. The SA Branch Business Program for FY11/12 is broken down into the four priority areas, as per the Priority Work Teams and Action Areas detailed at Annex A.
8. **Business Plan Change Control.** Changes to the SA Branch Business Plan will be discussed at the Branch Committee meeting and if warranted will be agreed to at this meeting and the BOD will be advised.

## COST MANAGEMENT

9. The proposed financial budget for the Division is at Annex B.

## PROCUREMENT MANAGEMENT

10. All contracts and procurement is to be coordinated through the National Office.

## RISK MANAGEMENT

11. The following table lists the key risks to the Divisional and National objectives<sup>1</sup>:

Description of Risk	Initial risk rating	Mitigation	Residual risk rating
Failure to keep Stakeholder informed of key initiatives	Medium	National initiatives communicated direct to Corporate and Strategic Partners cc to Div Pres. Div Pres to represent issues to DCOM.	Medium
Unavailability of volunteers to support delivery of programs	High	Review of Service Level Agreement with National to ensure maximum support from National office	Medium
Failure to provide services to Members in Regional Areas	Medium	Investigating the feasibility of attracting regional members to be part of Branch Committee via electronic media.	Medium

Table 1 – Significant Business Plan Risks

## BUILDING STRATEGIC ALLIANCES AND STAKEHOLDER MANAGEMENT

12. **Communications Plan.** The SA Branch Communications Plan for FY11/12 is provided at Annex C. The communications plan accords with the National Communications and Marketing Strategy, and provides the range of products to be delivered against a schedule.

13. **Strategic and Corporate Alliances.** Strategic and Corporate partners of the SIA residing in the SA Branch sphere of influence are to be included in the regular stakeholder consultation and engagement program detailed in the Communications Plan. The SA Branch Chair is responsible for the coordination of the engagement with Strategic and Corporate partners residing in the SA, in consultation with the CEO.

## MEASUREMENT, REVIEW AND REPORTING

14. The Branch is to provide progress reports to scheduled National BOD meetings. Reports are to include progress against all Branch milestones and the related expenditure. Key risks should also be highlighted with their planned mitigations and residual levels of risk. Where it is clear that critical milestones are off schedule, cost and/or quality track it is to be reported to the BOD through the CEO as soon as practical.

15. This plan is to be reviewed by December 2011, and updated as necessary prior to submission to the BOD through the CEO.

<sup>1</sup> Risks are identified and rated in accordance with the Draft National Risk Management Process

**Annexes:**

**Annex A: SA Branch Structure and Work Team (Draft)**

**Annex B: SA Branch Budget FY11/12**

**Annex C: Communications Plan**

**Annex D: Divisional committee of management role statements**

**Annex E: Strategic Alliances and Stakeholder Engagement**

## ANNEX A – SA BRANCH MANAGEMENT & GOVERNANCE STRUCTURE

### 2011-2012 SA Branch Committee of Management Priority Work Teams and Action Areas

Strategic Priority	INFLUENCE	CAPABILITY	ENGAGEMENT	OPERATIONAL EXCELLENCE
<b>Teams</b>	<b>Lead - Craig Schopp</b> Markus Trezise Stephen Thomas	<b>Lead - Stephen Thomas</b> Maggie Thomas Paula Reid Brett Herrod	<b>Lead - Craig Schopp</b> Stuart Palmer Maggie Thomas Marc Deer Timothy Hackett	<b>Lead - Markus Trezise</b> Nathan Winter Stephen Dunn Alan Walker
<b>Action Areas</b>	<ul style="list-style-type: none"> <li>● <i>Strategic Partnerships / Regulator and Stakeholder relations</i></li> <li>● <i>National and Local Technical expertise:</i> <ul style="list-style-type: none"> <li>○ <i>Public Policy</i></li> <li>○ <i>Research &amp; Development</i></li> <li>○ <i>Jurisdictional Expertise</i></li> <li>○ <i>Journals/Articles</i></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● <i>Membership</i></li> <li>● <i>Mentorship Program</i> <ul style="list-style-type: none"> <li>○ <i>Professional Development</i></li> <li>○ <i>Professional Coaching</i></li> </ul> </li> <li>● <i>Recognition Awards</i></li> <li>● <i>OHS Educators Chapter developments:</i> <ul style="list-style-type: none"> <li>○ <i>OHS Body of Knowledge</i></li> <li>○ <i>Accreditation of WHS/OHS Courses</i></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● <i>Conferences, Seminars, and Networking Events:</i> <ul style="list-style-type: none"> <li>➢ <i>National Conference Program</i></li> <li>➢ <i>Sydney Safety Conf Partnership</i></li> <li>➢ <i>Local Seminars and functions</i></li> </ul> </li> <li>● <i>Newsletters</i></li> <li>● <i>Webpage Presence</i></li> </ul>	<ul style="list-style-type: none"> <li>● <i>Business Plans</i></li> <li>● <i>Governance Training</i></li> <li>● <i>Service Level Agreement with National</i></li> <li>● <i>Budget Management</i></li> <li>● <i>Member Services</i></li> <li>● <i>Succession Planning</i></li> <li>● <i>Change in Organisation Structure</i></li> </ul>
<p><b>*Note:</b> Priority Work Teams work across and in partnership with each of the Teams to:</p> <ol style="list-style-type: none"> <li>1. Be the local contact and source of information on SIA programs and events for members and prospective members;</li> <li>2. Develop and deliver events, activities and programs for local members;</li> <li>3. Encourage non-Committee members to participate in activity planning and contribute to events, local seminars, etc; and</li> <li>4. Provide a representative to actively support and contribute to activities at a National level.</li> </ol>				

\*\* Priority Work Team Leads to be appointed; Action Plans to be developed; activity cost estimates and budgets to be established.

**ANNEX B – SA DIVISION BUDGET FORECAST**

**Copy of the SA Budget is to be inserted**

## **ANNEX C – COMMUNICATIONS PLAN**

**The purpose of this Communication Plan is to:**

- a. identify the Branch Stakeholders;
- b. determine their relationship to the Branch;
- c. identify and record Stakeholder groups;
- d. determine the information each Stakeholder can supply to the Branch;
- e. assess the information each Stakeholder needs;
- f. plan the communication products to satisfy the Stakeholder needs, including how the information will be provided and how often; and
- g. identify the detailed communication strategies that will create the conditions to achieve the Business Plan objectives.

**The approach to communication is to provide communications to all Stakeholders that is:**

- a. two-way and pro-active;
- b. sufficient to meet their needs, while not providing unnecessary information;
- c. in an appropriate format;
- d. targeted and tailored to people directly affected, when required; and
- e. updated as the FY progresses.

**It is vital for this Plan to use the National Office suite of publications to raise users' awareness of the SIA and its role in delivering safer outcomes for all Australians.**

**Communication Methods. Broadly, communications will include, but not be limited to:**

- f. the Branch Business Plan;
- g. reports and documents;
- h. briefings, both face-to-face and written; minutes and status reports to external Stakeholders;
- i. web and email applications;
- j. print and email/web media;
- k. training;
- l. feedback forms and user surveys; and
- m. internally developed promotional materials.

**Adhoc Communications.**

**When the need to communicate with Stakeholders is identified, and it does not fit in with any scheduled communications products, the Branch Chair will use the Stakeholder Identification Matrix provided at Attachment 1 to this Annex to determine which Stakeholders will receive the communications and the best communication method for each Stakeholder.**

## **Strategic Alliances and Stakeholder Engagement**

**The Stakeholder Analysis has identified a very large and diverse Stakeholder group which is made up of different groups with different information needs. Failing to involve and keep these groups informed on the branch's activities and issues has been identified as a medium risk to the success of the SIA National Strategy.**

**The Communications Plan has identified many different Stakeholders and assessed their relationship to the Branch. In analysing Stakeholder needs, cultural and behavioural issues have been considered to assist in determining which communication methods will be used, at which time and in which environment.**

**Where possible these Stakeholders have been placed into groups with similar relationships and information requirements to simplify the communication process. A table identifying Stakeholders and their relationship to the project with regards to communications is provided at Attachment 1 to this Annex.**

## **Reporting**

**Monthly reports are to be provided to the Branch Committee highlighting the stakeholder engagement activities conducted against the scheduled frequency of meetings and stakeholders to be engaged.**

## ATTACHMENT 1 TO ANNEX C

### Stakeholders

Who are they?

#### SA

- Minister – Industrial Relations – Patrick Colon; and
- SafeWork SA Advisory Committee (Chairperson) – Tom Phillips, AM
- Workcover SA

Kindred Organisation	Method of Contact	Whom	When	Contact
SA Ministers	Phone, visit	SA Chair / Deputy Chair	As required	
SafeWork SA	Phone, visit	SA Chair / Deputy Chair// Committee Members	As required	Level 4 World Park A 33 Richmond Road Keswick Adelaide 5035 08 8030 0400
Workcover SA	Phone, visit	SA Chair / Deputy Chair/ Committee Members	As required	100 Waymouth Street ADLEAIDE SA 5000 Telephone: 13 1855

### Business Group and Unions

- Business SA
- Master Builders Association
- Housing Industry Association
- Hotels Association
- Retail Association
- South Australian Road Transport Association (SARTA)
- Australian Institute of Management
- SA Unions
- CFMEU
- SA Health
- SISA
- Australian industry Group (AIG)

Kindred Organisation	Method of Contact	Whom	When	Contact
Business SA – Rick Canny replaces David Frith	Phone, visit	Stephen Thomas	As required	<b>Business SA</b> 136 Greenhill Rd Unley SA 5061 Phone: (08) 8300 0103 Fax: (08) 8632 3908 Website: <a href="http://www.business-sa.com">www.business-sa.com</a>
Master Builders Association	Phone, visit	Nathan Winter	As required	Address: 47 South Tce, Adelaide SA 5000 Phone: (08) 8211 7466 Fax: (08) 8231 5240 Email: <a href="mailto:buildsa@mbasa.com.au">buildsa@mbasa.com.au</a> Website: <a href="http://www.mbasa.com.au">www.mbasa.com.au</a>

Housing Industry Association	Phone, visit	Markus Trezise	As required	2 Station Place Hindmarsh SA 5007 Phone: (08) 83465091 Fax: (08) 1300655953 Email: <a href="mailto:enquiry@hia.com.au">enquiry@hia.com.au</a>
Australian Hotels Association (South Australian Branch)	Phone, visit	Markus Trezise	As required	4 <sup>th</sup> Floor AHA/SA House, 60 Hindmarsh Square, Adelaide SA 5000 Phone: (08) 8232 4525 Fax: (08) 8232 4979 Email: <a href="mailto:acaretti@ahasa.asn.au">acaretti@ahasa.asn.au</a>
South Australian Road Transport Association (SARTA)	Phone, visit	Maggie Thomas	As required	<b>SA Road Transport Association</b> 17 Wirriga Street PO Box 2420 Regency Park SA 5942 Phone: (08) 8445 8177 Fax: (08) 8445 8199 Website: <a href="http://www.sarta.org.au">www.sarta.org.au</a>
State Retailers Association	Phone, visit	Alan Walker	As required	<b>State Retailers Association</b> 176 Grange Road Flinders Park SA, 5025 Phone: (08) 8352 8233 Email: <a href="mailto:srassoc@adam.com.au">srassoc@adam.com.au</a>
SA Unions	Phone, visit	Maggie Thomas	As required	46 Greenhill Road WAYVILLE SA 08 8279 2222 Web: <a href="http://saunions.org.au">saunions.org.au</a>
CFMEU	Phone, visit	SA Committee Members	As required	<b>CFMEU SA</b> Level 1, 32 South Terrace Adelaide 5000 Phone: (08) 8231 5532 Email: <a href="mailto:queries@sa.cfmeu.asn.au">queries@sa.cfmeu.asn.au</a>
SA Health	Phone, visit	SA Committee	As required	Kate Thompson

		Members		Director of Workforce Health Citi Centre Building 11 Hindmarsh Square Adelaide PO Box 287 Rundle Mall Adelaide SA 5000 Phone: (08) 8226 6562 Email: kate.thompson@health.sa.gov.au
SISA	Phone Visit	Stephen Thomas	As required	Robin Shaw, Manager Hutt St Adelaide
AIG	Phone Visit	Stephen Thomas	As required	James Rock

SIA SA Branch need to work with training providers on the matter of content for becoming RTOs for training in:-

- Cert IV Training and Assessing,
- Cert IV OHS,
- Diploma OHS,
- Auditor Training,
- Lead Auditor Training,
- Risk Management Training and
- HSR training.

SIA SA Branch needs to develop relationships with:-

- Risk Management Institute of Australia SA Branch,
- Self Insurers of South Australia (SISA)
- Human Factors and Ergonomics Society SA Branch,
- Australian Institute of Occupational Hygienist SA Branch,
- South Australian Wine Industry Association
- Mining and Quarrying Occupational Health and Safety (MQOSH)
- South Australian Farmers Federation (SAFF),
- Education Institutions
- Engineers Australia

- Australasian Faculty of Occupational and Environmental Medicine (AFOEM)

<b>Kindred Organisation</b>	<b>Method of Contact</b>	<b>Whom</b>	<b>When</b>	<b>Contact</b>
RMIA - SA	Phone, visit	Stephen Thomas	As required	Risk Management Institution of Australasia Limited Level 8, 600 Bourke Street Melbourne Victoria 3000 Phone: (03) 8341 1000 Fax: (03) 9347 5575
Australasian Faculty of Occupational Medicine AFOEM	Phone, visit	Stephen Thomas	As required	

Human Factors and Ergonomics Society of Australia.	Phone, visit	Markus Trezise		Human Factors & Ergonomics Society of Australia Inc PO Box 7848 Baulkham Hills NSW 2153 Phone: 02 96809026 Fax. 02 96809027 <a href="mailto:secretariat@ergonomics.org.au">secretariat@ergonomics.org.au</a>
Institute of Occupational Hygiene SA	Email	Stephen Thomas		<a href="http://www.aioh.org.au">By email via the website www.aioh.org.au</a>
South Australian Wine Industry Association	Phone, visit	Markus Trezise		1 <sup>st</sup> Floor Industry Offices National Wine Centre Botanic Road Adelaide SA 5000 Phone: (08) 8222 9277 Fax: (08) 8222 9276 Email: <a href="mailto:admin@winesa.asn.au">admin@winesa.asn.au</a>
Mining and Quarrying Occupational Health and Safety Committee (MQOSHC)	Phone, visit	Maggie Thomas		Level 4, World Park A 33 Richmond Road Keswick SA 5035 Telephone: (08) 8204 9822 Fax: (08) 8204 9500 Email: <a href="mailto:Carol.Booth@sa.gov.au">Carol.Booth@sa.gov.au</a> Website: <a href="http://www.maqohsc.sa.gov.au/default.cfm">http://www.maqohsc.sa.gov.au/default.cfm</a>
South Australian Farmers Federation (SAFF)	Phone, visit	Alan Walker		<b>South Australian Farmers Federation (SAFF)</b> Level 1 / 67 South Terrace, Adelaide 5000 Postal Address: PO Box 6014 Halifax Street SA 5000 Phone: (08) 8410 7233 Email: <a href="mailto:info@saff.com.au">info@saff.com.au</a>
Education Institutions	Phone, visit	Stephen Thomas/		Uni SA, Flinders Uni, University of Adelaide, TAFE SA (Maggie) Panorama Campus 621 Goodwood Road PANORAMA SA Phone: (08) 8207 2969
Engineers	Phone, visit	Alan Walker		<b>Engineers Australia – SA Division</b>

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Australia				Level 11, 108 King William Street Adelaide SA 5000 Phone: (08) 8202 7100 Email: <a href="mailto:sa@engineersaustralia.org.au">sa@engineersaustralia.org.au</a>
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## **ANNEX D - RISKS AND ISSUES**

**Any risks and issues relating to project communications will be entered and managed through the Risk Log.**

## ANNEX E – BRANCH COMMITTEE OF MANAGEMENT ROLE STATEMENTS – SA

### BRANCH COMMITTEE

1. The SA Branch Committee is:
  - a. Elected annually by SA members,
  - b. Consists of:
    - i. Chair,
    - ii. Deputy Chair,
    - iii. Secretary;
    - iv. Committee Members
  - c. Made up of individual members of the SIA.
2. **Specific duties.** The specific duties of the Committee is to:
  - a. Develop draft strategic policy in line with national direction , and
  - b. Develop a budget for the SA operations.

### SA BRANCH COMMITTEE

3. The SA Branch Committee consists of self nominated interested members of the Branch.
4. **Specific duties.** The specific duties of the Branch Committee include:
  - a. making decisions acting as a whole, and
  - b. contributing to the development and implementation of strategies and plans for SA consistent with SIA Ltd. direction.
  - c. election of a Chair, Deputy Chair and Secretary.

### CHAIR

#### Responsibility

5. The Chair is to:
  - a. oversee the administration and strategic direction of the SA Branch of the SIA in line with the national direction; and
  - b. Act as a spokesperson in maintaining and advancing good relations with government, industry and professional bodies associated with occupational health and safety.

#### Accountability

6. The Chair is accountable to the Branch Committee , SA members, and the National Board of Directors.
7. **Specific duties.** The specific duties of the Chair include, to:

- a. act as presiding officer at any committee of management and general meetings;
- b. delegate, where appropriate, duties of office to the Deputy Chair and to other members;
- c. ensure that the administration and functions of the SA Branch are managed efficiently and within the confines of the constitution and by-laws;
- d. maintain a direct functional link with the secretariat in the National Office. Where necessary, instruct the Secretariat to call general or special meetings and coordinate public presentations;
- e. liaise with chair persons of the committees, and other office bearers;
- f. sign all documents requiring the signature of the official head;
- g. plan, initiate and coordinate, as appropriate, actions to advance the interest and objectives of the SA Branch;
- h. maintain contact with relevant government officials and other key organisations;
- i. coordinate the preparation of a yearly report on the activities of the SIA and submit it to the members at the AGM;
- j. develop annual targets for the SA Branch and activities for members to attend; and
- k. prepare an annual budget for SA activities.

### **DEPUTY CHAIR**

#### **Responsibility**

8. The Deputy chair is responsible for:
  - a. the development of strategic directions for the Branch as part of the and the development and implementation of an area of the annual plan; and
  - b. acceptance, on behalf of the Chair, of such duties or activities specified by the President.

#### **Accountability**

9. The Deputy Chair is accountable to the Chair for actions delegated and to the Branch and the members.
10. **Specific duties.** The specific duties of the Deputy Chair include, to:
  - a. maintain a constant liaison with the Chair and be held accountable for duties delegated,
  - b. understudy the president if they are unable to perform in office,
  - c. attend Branch Committee meetings,
  - d. assist in the development of annual targets and budget, and
  - e. oversight area of strategic plan to ensure fully implemented.

### **SECRETARY**

#### **Responsibility**

11. The Secretary is responsible for the oversight of the administrative functioning of the Division.

#### **Accountability**

12. The Secretary is accountable to the Chair and the Branch Committee.
13. **Specific duties.** The specific duties of the Secretary include, to oversee the following areas:
  - a. coordination of correspondence, maintenance of full and correct minutes of the Branch Committee;
  - b. attend Committee meetings;
  - c. ensure elections for office bearers are conducted in accordance with the requirements of the SIA Ltd. constitution;
  - d. oversight of SA internet page to ensure currency of information available;
  - e. coordinate development and issuing of quarterly SA newsletter; and
  - f. liaise with SIA magazine to ensure information and stories are provided within publishing deadlines.

## COMMITTEE MEMBERS

### Responsibility

14. While serving Committee Members are responsible for representing the Branch.

### Accountability

15. Committee Members are accountable to the Chair and other Committee members..
16. **Specific duties.** The specific duties of the Committee Members include the following areas:
  - a. table, discuss and seek input about matters raised, or on the agenda to be raised at Committee meetings.
  - b. attend Branch Committee meetings.
  - c. participate in the branch planning process.
  - d. participate in required Branch Committee activities in line with the SA Branch Plan.