

INSTITUTE OF ACTUARIES OF AUSTRALIA

STRATEGIC PLAN 2004-07

Summary

A draft of this Strategic Plan was issued to members for consultation during 2004 and has been finalized following a Council workshop held in August. Comments from members, practice committees and Councilors have provided valuable feedback which is reflected in this Summary. In essence the Strategic Plan as drafted remains unchanged.

The key issues arising through the consultation process are the need to set priorities and to allocate financial and human resources in a responsible manner in order to achieve successful outcomes. There is overwhelming support for the core responsibilities the Institute has on behalf of the actuarial profession, namely:

- Education
- Research and Development
- Professional Standards
- Continuing Professional Development

Underlying these core activities are a series of objectives which include:

- Successful implementation of the new Part III education program
- Development of a 'domain' approach to actuarial practice
- Importance of managing reputation risk
- Building influence in public policy development
- Improved internal communications and member services
- Promotion of the value of actuaries to business
- Growth of the Institute's activities in Asia

An operational plan and budget will be developed to identify priorities, establish a risk management framework and sensibly allocate the Institute's financial and human resources. The immediate focus is to secure the core responsibilities of the Institute in education, research & development, standard setting, and continuing professional development.

The Strategic Plan is ambitious operationally and professionally, and a critical part of planning going forward is the introduction of rolling three-year financial projections and a capital management plan. The first of the three-year projections shows a deficit in 2005 with the investment of funds in a number of one-off initiatives, and returning to balance at the end of 2006.

There are risks, particularly in relation to income from the new Part III education program and through over-extending our resources. It is therefore essential to realize the strategic plan within clearly established priorities.

Practice Committees need to be supported and encouraged to provide leadership within the profession to assist the Institute in meeting its strategic objectives. Examples of support may be the attachment of professional staff in liaison roles, leadership programs for convenors

and spokespersons, increased engagement between practice committees and members through meetings and communiqués.

Central to the continuing growth and success experienced by the Institute is the strengthening of the partnership between the professional staff employed in the Secretariat and the hundreds of members contributing as volunteers across the range of Institute activities.

Additionally, for the actuarial profession to develop and extend its influence there is increasing acknowledgement of the need for actuaries to engage with professionals from other disciplines through research projects, public policy discussions, educational programs and practice development opportunities.

1. Introduction and Background

The strong position today of the Institute of Actuaries of Australia (Institute) and the profession in Australia in part reflects the focused execution of the Institute's 2001-4 strategic plan, and in large part reflects the individual and collective endeavors of members of the profession.

The purpose of the 2004-7 Institute Strategic Plan is to set the medium term framework for continued success of the profession. The aim of this Strategic Plan is to set high level themes and strategies to guide Institute and the profession, with detailed operational plans to be reflected in 1 year Operational Plans.

The plans are delivered through a constructive partnership between the Institute's Secretariat and the members' committees.

1.1 Progress to Date

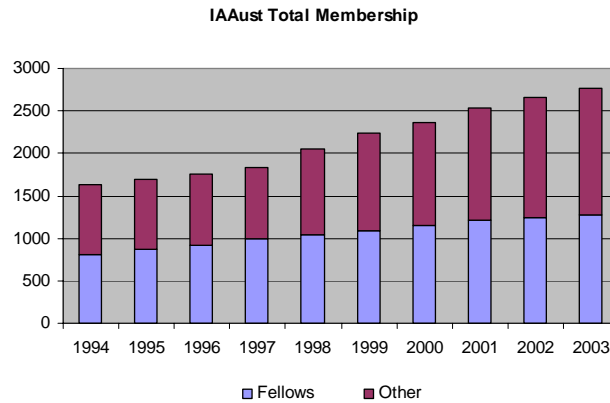
The profession has made significant progress over the last few years, including:

- Increased standing of the profession with a range of key stakeholders, and especially including Government and policy makers
- Major contributions on key public policy issues
- Progress on corporate governance issues – both internal Institute governance and the contribution of the profession to industry governance
- Significant progress in the role of actuaries in General Insurance, including the introduction of the Approved Actuary role and the emerging FCR framework
- Key Education developments including a fundamental review of Part III, and the development of the Actuarial Control Cycle textbook
- Development of actuaries in the “newer” practice areas of Investments/Asset Management, Banking, Finance & Health (although much remains to be done)*
- Professionalisation of the Secretariat
- Developments in Asia (especially Hong Kong, Singapore and Shanghai) whilst acknowledging Asia developments are still at an embryonic stage.

(*Note: actuaries have been involved in Investments matters for a considerable period, but the rich array of new Investments opportunities, strong “supply-led” growth, and continuing opportunities for the application of contemporary actuarial science, warrant inclusion of Investments as a “newer” practice area).

1.2. Recent membership growth

Implicitly or explicitly, growth of the profession has been a function of “supply-led” growth, strong “demand-led” growth in General Insurance and overseas, and “self confident permeation” into new actuarial frontiers. Membership of the profession has been growing at circa 6.5% CAGR since 1993, as demonstrated below.

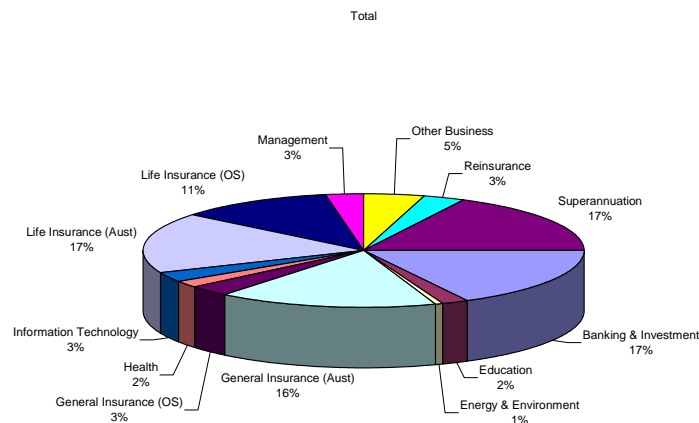


Continuation of this sort of growth will result in over 3,500 members by the end of 2007.

1.3. Current Membership Composition

Approximately 62% of the profession is involved in the established practice areas of Life, General Insurance and Superannuation. The balance of 38% is testament to the success of the “wider fields” development.

Approximately 20% of the membership is now based overseas, with UK, New Zealand, Asia (especially Hong Kong) dominating.



1.4. Development of the 2004-7 Strategic Plan

The 2004-7 Strategic Plan has been developed following:

- Ongoing consideration of the strategic issues and opportunities for the profession
- Careful consideration of the increasingly important role of Practice Committees in the areas of Education, CPD, Technical Matters, Public Policy, and Member Services and Communications
- A Strategic Plan Workshop in October 2003 involving Council, representation of Council Committees and Practice Committees, and other key representatives of the profession

1.5. SWOT

Paraphrasing a comprehensive discussion at the October 2003 workshop, the Institute's key SWOT profile was identified as follows:

Strengths

- analytical skills
- calibre of people
- professionalism

Weaknesses

- internal communication
- spread too thin
- lack of research

Opportunities

- development
- public policy influence
- higher community expectations

Threats

- alternative qualifications
- competition
- reputation

This helped define key issues for the profession.

2. Vision, Mission, Key Strategic Objectives and Measures of Success

2.1. Vision

The vision enunciated in 2001 remains unchanged, viz:

Vision of the Institute –

To position the profession so that whenever there is uncertainty of future financial outcomes, actuaries are sought for their valued advice and authoritative comment.

2.2. Mission

Likewise, the Institute's Mission continues unchanged.

Mission Statement –

The Institute represents the actuarial profession by creating, expanding and maintaining an environment where the skills of actuaries are widely used and valued. The Institute:

- establishes and maintains professional standards for the protection of the public
- provides pre-qualification and continuing professional education
- creates forums for discussion about contemporary and relevant issues
- promotes research and the development of actuarial science, and
- contributes to and informs the debate on public policy

2.3. Key Strategic Objectives

In reviewing the 2001 Strategic Plan it is evident that there has been considerable success in meeting the action agenda arising from the main objectives. Key areas that remain under-developed are in membership services, research initiatives, communications and volunteer management.

The 2003 workshop and other Institute strategic deliberations identified four key Strategic Objectives for 2004-7:

- A. New Practice /Domain Development
- B. Position and Influence of the Profession
- C. Focused and Energized Member Services
- D. Partnerships in the Asia Region

These objectives are outlined in more detail in Part 3 of this Plan.

The scope of this Strategic Plan sets the agenda for the next three years of the Institute's activities.

2.4. Future Measures of Success

2.4.1. Success Criteria

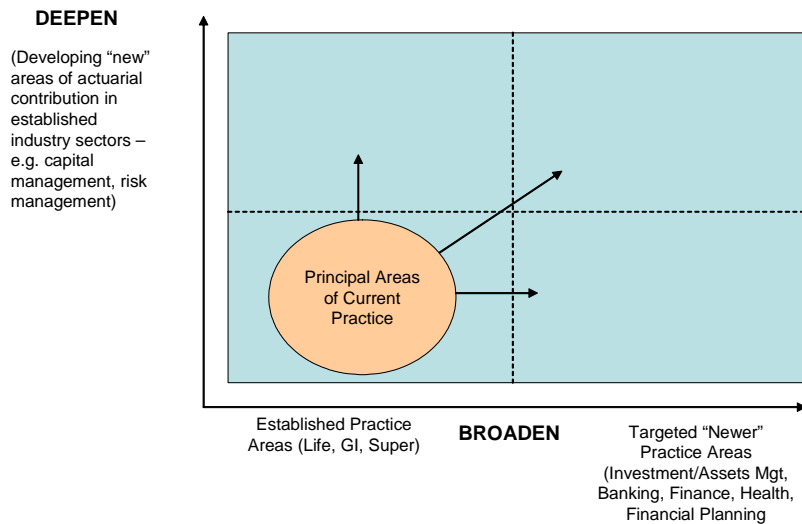
Success of this Strategic Plan will need to be assessed by comparing progress and achievements against a "vision with a date", as represented by key success measures.

Key success criteria are:

- Reputation
- Influence with key stakeholders
- Leadership
- Growth of new practice areas
- Deepening penetration in established practice areas
- Establishing new domain areas (or demonstrated skill areas – as explained later)
- Education and CPD achievements
- Member Services
- Robust renewal of our intellectual base (especially through R&D)
- Significant progress in Asia
- A strong actuarial community

Success in practice areas will be assessed in terms of our ability to deepen penetration (especially in established practice areas by extending our services, capabilities, skills and contribution into new areas within existing industry sectors – otherwise known as “domain expansion”), and broadening/developing the “newer” practice areas we are targeting.

Diagrammatically, this can be represented as follows:



2.4.2. What Will Success Look Like?

Being more specific, by end 2007, the Institute and the profession will have achieved the following:

- Reputation:
 - Recognized by the public, policymakers and employers as the leading profession in financial services in terms of ethics, reliability and value-adding contribution
 - Highest ethical and professional standards
 - Highest educational standards and sought-after career by the brightest students
 - Recognised “thought leaders” who play a leading role in identifying innovative solutions to complex issues (especially public policy issues)
- Influence
 - Highly influential with key stakeholders including Government and Opposition (and their advisers), senior relevant public servants and policymakers, senior industry people (executives and associations) and the media.
 - Increased coverage of the actuarial profession and the work of actuaries in the media
- Leadership
 - Increased leadership presence by actuaries in the entities which employ them
 - A significant increase in “actuaries in high places” including influential advisory groups (Government and private sector), regulators and other public roles
- Development of new Practice Areas
 - Banking & Finance – actuaries play a significant role in pricing, transactions, portfolio management, capital management, financial reporting and other areas in these sectors; by end 2007, over 15% of the profession are contributing in these sectors
 - Investments – building on the success of the many actuaries employed across a range of investment roles including asset consulting, portfolio management, and trading, there is increasing recognition of the value actuaries add in this sector; by end 2007 employment opportunities for actuaries in Investments have increased by 100%; actuaries are contributing to public policy on Investment issues and are taking leadership roles in these sectors.
 - Health – from the current embryonic stage, actuaries make a leading contribution in health fund corporate governance and financial management. In the area of public health actuaries are making a recognized contribution to broader health financing solutions, and in planning to address the fundamental structural issues, capital requirements and workforce planning required to ensure a (healthy) and sustainable health sector; by end 2007, 5% of Institute membership is involved in the Health Sector.
 - Financial Planning – the Part III course for Superannuation and Planned Savings now includes Financial Planning; by end 2007 course enrollments have increase by 30%; Financial Planning is offered as a self-study program;

the number of actuaries practising in Financial Planning has increased by 30%; actuaries are perceived as thought-leaders in Financial Planning.

- Established Practice Areas:
 - By end 2007, actuaries will have regained the lead role in corporate governance, capital management, risk management and overall financial management in Life, Superannuation and General Insurance
- Strengthening the Profession
 - Professional and ethical standards have been strengthened by stronger Professional Standards, stronger application of standards in practice, robust monitoring of standards compliance, and effective and fair disciplinary processes. The profession is recognised as a leader in the demonstrable quality of its professional standards.
- Education
 - The Australian actuarial education system is recognised as world's best practice for its high quality and particular relevance to contemporary business environments; Australian actuarial education is available on-line to students throughout the world and Australian courses and texts are being used internationally
 - Pass rates have increased from an average of 35% (2003 average for Part III) to 50% along with continuing improvement to standards and the quality of graduates
 - Successful implementation of the new Part III education program offers students more flexible study options and a high quality learning experience.
- CPD
 - Relevant and highly valued by membership for their current and future professional development needs
 - Robust CPD requirements to maintain high standards of practice and rigorous approach to definition, implementation and monitoring
 - Significant shift in CPD requirements for statutory actuarial roles from 'soft' to 'hard' core activities
- Member Services
 - Members are active within the Institute and the actuarial community across the established and newer areas of practice with high retention of actuaries who are effectively pioneers in new sectors or who work well beyond the expected realm of the profession.
 - Institute conducts programs to support the continuous engagement of actuaries throughout the span of their career with specific activities targeted towards the members' needs from recent graduates to mid career to retired members.

- Strong Actuarial Community
 - Significant cross-fertilisation across the actuarial community allowing actuaries to associate strongly within their practice specific cohort but also to reference practice in other related and entirely new practice areas.
 - Strong links between members and the Institute through the provision of tailored services, information and activities which address the specific needs of actuaries at various stages in their professional life.
- Thought Leadership and Continual Renewal of Intellectual Base
 - Actuaries play a key role in thought leadership for advisory bodies, and leading edge developments in “financial science” which influence and lead the thinking of policy makers and other industry leaders.
 - A well structured active and expanding R&D program which is:
 - relevant to both the Institute’s key public issue involvement and the practice areas of actuaries
 - significantly leveraged to extend beyond the immediate resources of the Institute (especially through strategic partnering)
 - Enhanced engagement with R&D opportunities that enable actuaries to contribute intellectual capital for the growth and renewal of the profession putting aside specific commercial interests.
- Significant progress in Asia
 - by end 2007, 20% of Institute membership is operating in Asia, with strong strategic partnerships and educational services delivery (e.g. through local institutes and universities) – building from the strong core in Hong Kong, Singapore, India and China.

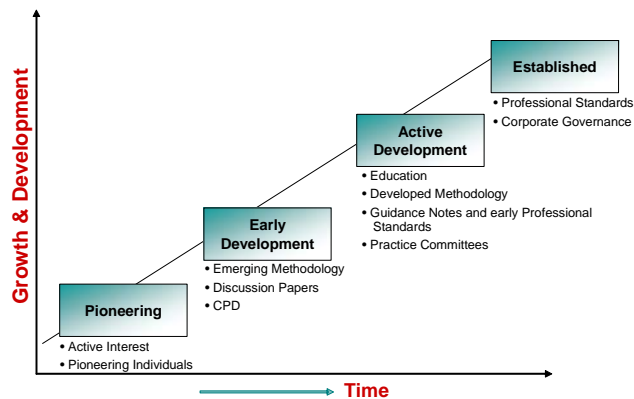
These then define the framework for our success KPIs and an Achievement Scorecard (see Appendix A) against which we will assess success with this Strategic Plan.

3. Strategic Drivers

3.1. New Practice /Domain Development

The profession has proven its ability to develop “new” practice areas, with the evolution, growth and development of the General Insurance sector as a prime exemplar.

The expansion/evolution process tends to progress according to the following pattern.



Key practice areas for future development are:

- Investments
- Banking & Finance
- Health
- Financial Planning

Similarly, there needs to be a strong focus on developing actuarial research, capabilities and market traction in capability areas which transcend practice areas or industry sub-sectors. For example, Risk Management is a prime area of opportunity, which is well suited to our capabilities. In terms of our future positioning (or branding) it would be great for one of our brand dimensions to be pre-eminent risk managers.

This leads to thinking about our planned development along two dimensions – practice areas or industry sub-sectors, and application capabilities or “domains”.

Domains could include:

- Reserving (and realistic valuation of assets and liabilities)
- ALM
- Financial management & reporting and distribution of profits
- Asset management
- Risk management
- Capital management
- Valuations (economic, EV, AV, MV and including M&A)
- Product pricing and design
- Customer analytics, segmentation and distribution insights

3.2. Position and Influence of the Profession

A key to strengthening the position and reputation of the profession is to ensure continued high standards of practice. Taking the lead from the report of the HIIH Royal Commission, it is evident that the actuarial profession is relied on by the public to protect the stability and financial security of institutions.

The strengths identified by the 2003 workshop are the high levels of professionalism, the calibre of members and expert analytical skills that are the hallmark of the actuarial profession. To some extent these good qualities are not enough on their own to ensure due recognition and positioning of the profession. To effectively influence government, business and the broader community strategies need to be developed by the Institute to support, extend and promote the leadership skills of members.

Whether it's in new practice areas and domains (as outlined in objective A) or in having a greater impact on public policy development, the actuarial profession needs to identify and nurture future leaders from within its ranks. An appropriate application of resources towards the development of leadership skills would enable actuaries to extend beyond their stronghold as technical specialists and advisors into more prominent and influential management and leadership positions.

Where once there was considerable debate within the profession as to the appropriateness of the Institute engaging in public policy issues, it is now largely accepted by the membership that given its obligation to act in the public interest, the profession should be pro-active in this area.. Increasingly resources have been channeled by the Institute into establishing an effective public affairs program on behalf of the profession.

Activities such as government liaison, industry partnerships, targeted research initiatives, strategic PR and media campaigns provide important mechanisms for the participation by actuaries in public policy. Increasingly the Institute is being recognized for its leadership in guiding and facilitating public debate on a wide range of social, economic and environmental issues.

A continued program of professional development for spokespersons and leaders within the profession is essential for meeting these objectives. Ideally, the heads of the practice areas will rise to meet this leadership challenge. There will also be appropriate spokesperson for the Institute in other areas which may be reflected in the work of a task force or work group. These potential leaders need to be identified and encouraged to initiate promotional opportunities for themselves as representatives of the profession.

Market research is required to more accurately identify opportunities for ways in which the actuarial profession could influence decision-making within government and across relevant industry sectors.

3.3. Focused and Energised Member Services

The primary objectives of the Institute are to increase the value to the community of the actuarial profession and to foster the development of actuarial science. In serving the public interest and the intellectual advancement of the profession, the Institute seeks to achieve the optimal positioning of the profession on behalf of its members. In pursuing these objectives the Institute draws together the intellectual capital and practice experience of its members and engages them in a range of activities which in turn benefit its members.

Serving members' interests is a key objective for the Institute. Each of the success criteria in Section 2.4.2, and their associated explicit or implicit strategies, contain elements which are focused on serving members' interests.

The importance of focused and energized Member Services is reflected in the decisions in late 2003 to establish a Member Services Council Committee and to appoint a Director, Practice Development, the responsibilities of which include servicing practice area needs and member services, including the vitally important areas of member communications and CPD.

A key channel for member participation is through their respective practice committees and sub-committees. Organised along industry lines the practice committees have become the immediate reference point for actuaries working in particular practice areas. The practice committees represent their constituencies as a grouping of members with common interests. Within this community of interest, the practice committees have a key role to play in identifying and servicing the needs of members.

The Institute needs to work closely with the Institute committees and the broader membership to identify the expectations of members of the services provided by the Institute. There are some 350 active members who have regular contact and involvement with the Institute. However many more of the members rely on publications, Horizons meetings, conferences and Conventions, and the Institute's website as their primary points of contact and sources of information. A recent members' survey indicated strong support for the Institute's monthly magazine Actuary Australia which is read on a regular basis by 80% of members.

Strengthening channels of communication about the work of the Institute, about the issues that are relevant to actuarial practice and providing information about associated industry matters is an important priority for the Institute going forward. Revisions to the Institute's website will be required progressively to ensure it meets current industry capability and is able to meet the members' expectations for functionality and access to information.

As the Institute grows and expands its influence there will be increasing diversity and dispersion of members. Attention needs to be given to the specific needs of particular cohorts by age groupings, geographic spread, practice interests and so on to ensure there is continued relevance of the Institute to its members. The newly established Affiliate category of membership, ie. for other professionals, also has the potential to enhance the Institute by engaging associated professionals in various member activities.

3.4 Partnerships in the Asia Region

For a number of years the potential demand for actuaries in the Asia region has been growing, and in response various actuarial education providers have developed their presence in countries in the region. Rapidly growing markets like China and India provide considerable opportunities if overseas actuarial bodies can develop appropriate and timely strategies for delivery of their education.

The Institute has made some progress in its engagement with members and the broader insurance and financial services industries of Hong Kong and Singapore. This has been assisted by the Institute participation in the Joint Actuaries Office in Hong Kong, which is a shared project of four actuarial associations. Establishing a presence on the ground in places such as China is crucial if the Institute wants to expand into the Asia region.

Such developments would begin to address the range of opportunities for Australian qualified actuaries who have come to Australia from Asian countries to study and who choose to return to Asia for work. With the increasing cultural diversity of actuaries graduating through the Institute, there are natural links into Asian countries through family and language connections. As Australian companies seek to extend their markets beyond Australia the value of these culturally diverse actuaries will enhance the scope and penetration of the Australian profession.

In addition, the increased scale of the Institute through the involvement of Asian members has collateral benefits to Australian domicile members. For example, fixed costs and development costs are defrayed over a larger membership base.

In many Asian cities there are members of the Institute who are prepared to support local activities. This is best exemplified by local support groups offering tutorials to students sitting the Australian Part III examinations.

Time and patience is essential in executing a development program in the Asia region but equally, it is important to assert a presence and be well placed to respond to requests and opportunities as they arise. The Institute is already experiencing considerable growth in numbers of members residing and working in the Asia region and this is expected to continue to rise over, at least, the next decade.

Australian actuaries need to be properly equipped to meet the challenges in developing markets which have quite different regulatory and cultural frameworks. The Institute has a key role to play in its exchange of information with developing actuarial bodies in the Asia region, in its support for students of the Institute based off-shore and in its delivery of Australian actuarial education into these Asian countries.

4. Research and Development Strategy

Research is one of the critical components in enhancing the position and influence of the profession. Research is critical to the development of compelling thought leadership which in turn will:

- enhance the positioning of the profession as being relevant and sought after
- ensure relevance to matters of public interest and business application
- support targeted areas of practice and domain growth
- inform our practice specific plans, public affairs agenda, education and CPD

To achieve this, the profession will have to learn how to develop, upgrade and leverage its research efforts.

This will represent a significant change of emphasis within the profession where most research has been at the practical level associated directly with employers' needs or consulting opportunities and where university based actuarial research is still on a limited scale.

It will also require a significant learning curve as we learn how to define, package and resource research and, importantly, as we learn how to source the funding necessary to leverage that research.

Research areas which relate to our public affairs priorities include:

- Corporate Integrity and Governance
- Financial Reporting
- Health Financing
- Intergenerational issues /Ageing Australia
- Savings
- Retirement Incomes
- Liability Issues
- LTC & Accident Compensation
- Sustainability
- Financial Markets & Economics

Research areas which will be driven by our practice and domain development objectives include:

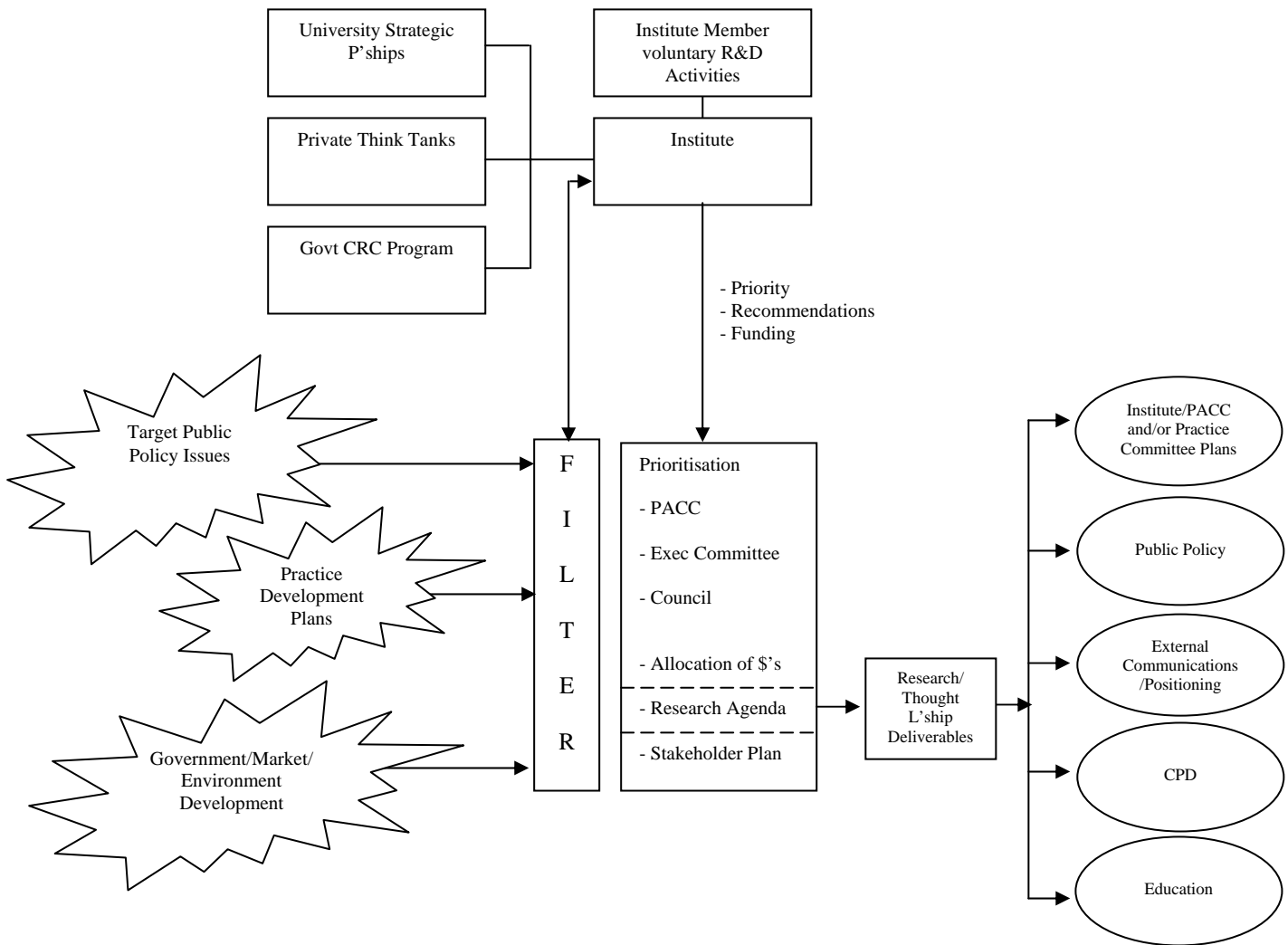
- Banking, Finance and Investments
- Capital management and risk management

Building a strong research capability in the profession will not be simple as the diagram below suggests.

The Research & Development approach will be broadly as follows:

1. Conduct market research to identify opportunities for actuaries, and establish public policy and business priorities
2. Filter this information to identify key target priorities for R & D
3. Match these key target priorities with the broader public policy agendas of government and industry
4. Establish partnerships with other organizations to 'value add' through improved data collection, analysis and funding
5. R&D priorities to be determined by Institute
6. Results to be used to strengthen the profession's education, CPD, public policy and professional practice outcomes

Diagrammatically, this process appears as follows:



Some issues will have a short gestation period – others may have a 2-4 year gestation period.

An R&D Framework Taskforce will be established to define this process more fully, and identify external strategic partnering opportunities to provide leverage (financial, operational & complementary capabilities) to other R&D efforts. Once this framework is established, further developments and operations will be the responsibility of an R&D committee

5. Strategies

5.1 Positioning and Marketing of the Profession

- Market Research: understand current positioning and marketing issues, through special interest member forums, key stakeholder feedback mechanisms, and member longitudinal studies

- Through Vision 2007 Taskforce, understand current perceptions of the profession, future major opportunity areas for the profession, define key future desired positioning attributes (e.g. “pre-eminent risk managers”), and re-positioning imperatives for the profession
- Identify and execute key strategic partnering opportunities (e.g. ARIMA) which have the impact of broadening the perceptions of actuarial value-add.
- Implement key stakeholder programs with policymakers, employers, media and analysts
- Promote “proud to be an actuary” program (however branded) which exalts in the esteemed and extensive areas of actuarial contribution, and identifies and promotes “actuarial champions” (e.g. through PR, media profiling, and role model workshops)

5.2 Strengthening Quality

- Professional Standards: review all Professional Standards and Guidance Notes on a rolling basis within a three year time horizon to ensure current technical accuracy, continued relevance to legislation, professional practice and public expectation. Ensure drafting of PS /GN meets standards and requirements in terms of the Professional Standards Council, the various government regulatory bodies and contestability within the legal system.
- Corporate Governance – implement the recommendations of the Institute’s Corporate Governance Taskforce including Independent Peer Review across the actuarial profession (as relevant to each practice area), guidance for actuaries in relation to requirements for whistle-blowing, and sample employment contracts to protect actuaries and the public. Introduce risk management and compliance to improve standards of practice and increased disclosure to clients in order to reduce the potential exposure of actuaries and the profession to litigation.
- CPD – strengthen the mandatory CPD requirements within professional standards set by the profession and ensure compliance through a central record system. Heighten the requirement of CPD for actuaries in statutory roles to meet rigorous and specific technical standards appropriate to the legislated responsibilities of these roles.

5.3 Extending Influence

- Identifying key public and business issues – improve the process for identifying emerging policy issues, setting priority issues for engagement by the actuarial profession and for synthesizing the linkages between policy issues across the profession, industry and government.
- R&D to underpin policy – link R&D efforts in practice development, academic research and public policy development through a coordinated strategy (refer 5.7).

- Robust public/external affairs – build on the well established reputation the profession has with government and opposition for the provision of independent and authoritative advice on public policy. Provide increased opportunity for considered interaction between actuaries and politicians and their advisors through roundtable discussions and forums. Utilize the media carefully and strategically to profile key areas of expertise within the actuarial profession that enhance the strong reputation the profession has for impartial and authoritative advice on policy issues in the public interest.
- Stakeholder relationship management program – extend the stakeholder liaison program to include more regular meetings and exchange between key professional and industry bodies, regulators, corporations and the actuarial profession. Strategically utilize the approach established by the Institute in developing ‘road maps’ and conducting roundtable meetings between diverse stakeholder groups on key policy issues.

5.4 Leadership development within the profession

- Introduce leadership programs across the Institute to identify individuals and offer them skills development where they indicate an interest and talent in thought leadership and public policy.
- Encourage key individuals to take up the positions of convenors of the practice committees and in doing so accept a higher profile as leaders and spokespersons on professional practice and public policy within the Institute.
- Formally identify a group of spokespersons on key policy and practice issues and provide these spokespersons and the Institute’s Executive group with media training on an annual basis.

5.5 Practice Committees to make leading contributions (with Institute support)

- Establish a terms of reference for Practice Committees to reflect the outcomes of the 2003 Practice Committee Workshop. Articulate the five key areas of responsibility for practice committees namely, education, CPD, public policy, technical and practice issues, member services and communications.
- Raise the status and profile of the practice committees and ensure they are convened by leading practitioners so that they have a strengthened role in representing practice area issues and taking initiatives on behalf of their constituency.
- Support the increased role and responsibility of practice committees with appropriate professional staffing within the Institute’s Secretariat and ensure there is increased participation by a representative group of members in all aspects of the practice committees’ work.

5.6 Key new Domain area development

- Vision 2007 Taskforce to consult Council, Practice Committees, and other actuarial “thought leaders” to identify key new fields (cross practice area) of actuarial contribution
- Initial target areas to comprise Economic Valuations (existing Taskforce), Capital Management, Risk Management and Customer Insights
- Commission “domain specific” Taskforces to plan and implement “growth and development” framework for domain similar to the evolution diagram in 3.1.
- “Domain” taskforce plans to include identification of key “strategic partners” with which to work to accelerate domain development
- Incorporate above “domain plans” into Horizons programs, other CPD, R&D program, AAJ contributions, and “stakeholder influencing” initiatives

5.7 Research and Development initiatives

- Establish an effective research structure with appropriate leadership and support that is able to bring together research needs, the research capability of members, and the necessary funding to support that research.
- Leverage the voluntary efforts of members of the profession to undertake research and establish partnerships with relevant universities to cross fertilize professional and academic actuarial thinking on research topics.
- Utilise external research funding programs and sources – through and with industry and stakeholder groups, government CRCs and private ‘think tanks’.

5.8 Education and CPD programs

- Effective implementation of the new Part III education program from 2005 with smooth transition arrangements for students and improved course content and delivery.
- Introduction of a Health Financing course into the Part III education program in 2007 encompassing the intellectual content of Institute CPD programs in health insurance and health financing.
- Increased rigor in the CPD requirements for actuaries and in particular for actuaries in statutory roles. Improved level and variety of CPD programs being offered by the Institute including activities conducted in partnership with related industry and professional organizations.
- Review the content of the CPD program with a goal of facilitating actuaries broadening and deepening their expertise.

5.9 Internal communication and member services

- With the establishment of a new Member Services Council Committee, identify and articulate the range of activities and services members seek from their involvement in the Institute and the profession more generally. Market surveys, focus groups and members' committees provide useful tools for obtaining feedback from the membership.
- Increase the regularity and depth of reporting from Council and Committees to the membership on the work being undertaken across the Institute. Improve the design and delivery of information to members via the Institute's website and improve the process for engendering discussion via the web discussion forums feature of the website. Improve the search function on the website in recognition of the value of the site as a repository and reference for the profession's intellectual capital.
- Temper growth in annual subscription rates to reflect the shift of members' communication to electronic format.
- Increase the contact points between the practice committees and their professional cohort to encourage a greater sense of belonging and support for members of the profession.
- Identify and deliver targeted member services to members working the newer practice and domain areas, and in particular to members who are resident outside of the Sydney region.

5.10 Asian development strategic plan

- Bring together the current initiatives into a well resourced and effective planned drive to increase involvement in the Asia region.
- Maintain a strategic program of visits and exchanges with actuaries involved in the development of the profession in the Asia region.
- Develop strategic partnerships across the region with local actuarial bodies and education institutions.
- Ensure that the Institute's actions in Asia are economically sustainable.