



ADAS STRATEGIC PLAN

March 2022 to March 2027

Version 2.1



Contents

1	Overview	3
2	The Strategic Plan.....	3
3	The need for change	3
4	Hierarchy	4
5	Vision, Mission, Values.....	4
5.1	Vision	4
5.2	Mission.....	4
5.3	Values.....	4
6	Strategic Objectives.....	5
6.1	Market	5
6.2	Operations and Organisation.....	5
6.3	Financial	6
7	Strategy	6
7.1	Recommended Way Forward	6
7.2	Desired Value Proposition	7
	Appendix I Abbreviations and Acronyms.....	8

1 Overview

ADAS is a not-for-profit organisation dedicated to enhancing the occupational diving industry. ADAS' service extends to personnel in occupational diving and associated technical and support roles, to ADAS Accredited Training Establishments (ATEs), and industry stakeholders.

ADAS is at the forefront of international occupational diving, hyperbaric course development, and training and assessment. ADAS currently offers qualifications covering the onshore and offshore industries, the scientific sector, the aquaculture industry and police and military diving.

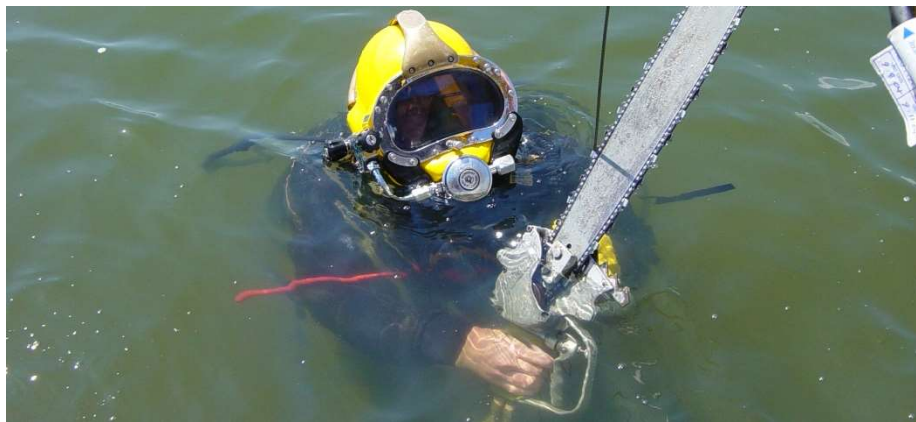
2 The Strategic Plan

This ADAS Strategic Plan has been developed at the request of the ADAS Board.

This Strategic Plan defines ADAS' direction, activities and tasks over the next five years. This Plan recognises the Memorandum of Understanding (MOU) with the Department of Resources, Energy and Tourism (currently Department of Industry, Innovation and Science) as a fundamental input to the function of ADAS.

The MOU sets out the common interests of the Department and ADAS to ensure the delivery of a consistent and comprehensive safety regulatory regime of diving operations at offshore petroleum facilities. The MOU describes the cooperative arrangements for contributing to the continual effective certification of occupational divers at offshore petroleum facilities to the standards of ADAS and the Australian and New Zealand Standards Association Standard for Occupational Diving Operations Standard Operational Practice AS/NZS2299.1.

This Plan also defines ADAS' direction, approach and pursuits in wider occupational diving activities, such as construction and engineering industries, law enforcement, the scientific community and military applications.



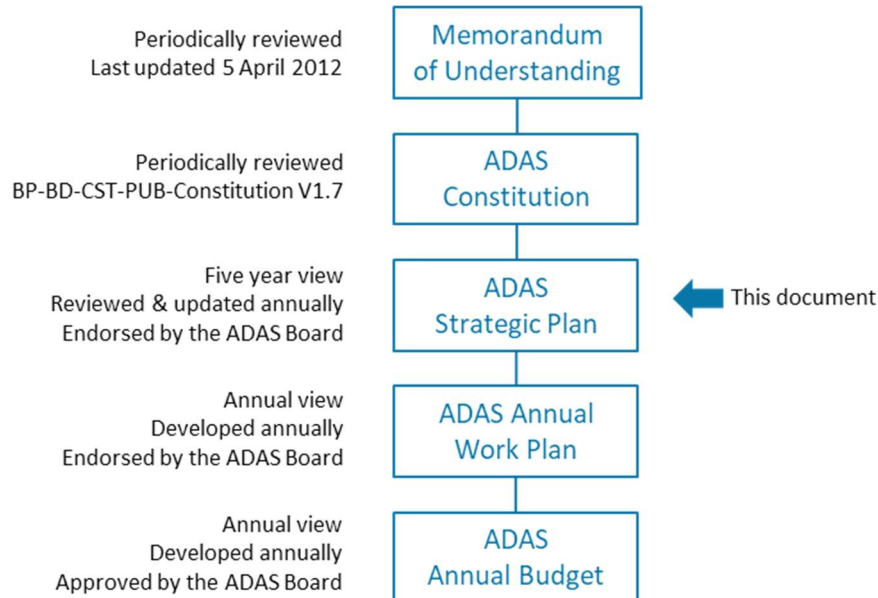
3 The need for change

Whilst 2018 and 2019 revenue figures showed signs of improvement over the 2016/17 results, the COVID-19 pandemic affected all operational areas of the ADAS business. Within the current market outlook, the industry turnaround that was expected in the next five years has become harder to predict. As such, continuing the current pathway may severely reduce cash reserves over the next five years. This places the long term ongoing viability of ADAS at risk and consequently could see ADAS failing to deliver the ADAS Strategic Objectives.

Over the last 24 months, the relationship with the ATEs has been good despite the stresses created by the pandemic and associated business difficulties. A collaborative approach has been maintained and ADAS depends heavily on the ATEs to deliver its catalogue of courses and as such create the revenue stream for ADAS operations.

4 Hierarchy

This Strategic Plan forms part of the hierarchy of governance and management documents for ADAS. This hierarchy is outlined in the following diagram.



5 Vision, Mission, Values

5.1 Vision

To be a creative, effective and comprehensive international training and accreditation body, setting the benchmark for safe, efficient and innovative service to personnel in national and international underwater and hyperbaric sectors.

5.2 Mission

To provide internationally recognised accreditation for hyperbaric workers.

5.3 Values

Integrity	ADAS is committed to act with integrity in all its activities by being open and transparent, by being fully accountable, and by embracing diversity in all its forms.
Reliability	ADAS aims to continue to provide reliable and timely services and products, with a focus on consistent and credible outcomes provided by a committed work team.
Respect	ADAS upholds the value of respect by ensuring all ADAS staff, stakeholders, trainers, and clients are treated with professionalism, honesty, fairness, and considerately.
Ethical Behaviour	ADAS strives to undertake all its activities in an ethical manner by upholding the ideals of fairness and consideration in all dealings.
Creativity and Innovation	ADAS embraces innovation with a view to continue to provide the most current and creative products and services, with a strong focus on continuous improvement.



6 Strategic Objectives

6.1 Market

Within five years:		Measure	TOWS
SO1	To maintain the fundamental linkage with the Commonwealth Government through maintenance of a Memorandum of Understanding in order to remain the sole Australian national occupational diver certification scheme. Through that linkage, continue to undertake representation of Australian occupational diver training interests in international hyperbaric industry forums.	Maintain a current and reviewed MOU with the Commonwealth Government	ST Maxi-Mini
SO2	To promote the interests of occupational diving and related education, training and assessment by informing, influencing and maintaining the quality of the ATE's activities. To promote and enhance the status and interests of national and international occupational diver training and assessment.	Australian, New Zealand & international certifications	ST Maxi-Mini
SO3	To investigate other training and course opportunities to offer to hyperbaric workers.	Certification numbers	ST Maxi-Maxi

6.2 Operations and Organisation

Within five years		Measure	TOWS
SO4	Ensure that ADAS operates so that its administrative, operational, training, assessment and diver certification standards, policies, procedures and practices are, and remain at, the level of best practice and result in a standard of diver certifications that ensures risks associated with diving are reduced to as low as reasonably practicable.	ADAS staff turnover and satisfaction, Performance Reviews, Staff utilisation	ST Maxi-Mini

Within five years		Measure	TOWS
SO5	To provide, directly and through the accreditation and quality-control of occupational diver training establishments, a range of services, activities and resources that aim to meet the needs of occupational divers and their related training requirements and to reduce diver training risks to as low as reasonably practicable.	Reportable incidents from ATEs, customer satisfaction from ADAS divers and ATEs	SO Maxi-Maxi
SO6	Administer international arrangements to ensure the international recognition of training and assessment activities undertaken by ADAS.	International recognition	ST Maxi-Mini
SO7	To aggressively pursue zero lost time injuries and medical treated injuries.	LTIFR and MTIFR in diver training	ST Maxi-Mini

6.3 Financial

Within five years		Measure	TOWS
SO8	To operate exclusively as a not-for-profit organisation in facilitating the provision of best practice initial and further vocational education, training, assessment and certification in the fields of occupational diving and other hyperbaric activities. None of its activities shall be undertaken for profit or gain to the individual members of the Board.	Reported in Financial Annual Report	WO Mini-Maxi
SO9	To invest into the growth and service delivery of ADAS so as to ensure ongoing business viability of ADAS, to the benefit of the industry as a whole and for the benefit of the Accredited Training Establishments.	Reported in Financial Annual Report	SO

7 Strategy

7.1 Recommended Way Forward

Specific actions have been developed to capitalise, solve or counter on the issues raised with the Strength, Weakness, Opportunities, and Threats analysis. These individual actions or projects must be implemented over the designated timeframe to ensure ADAS continues to meet its Strategic Objectives and obligations under the MOU.

The recommended Strategy for ADAS is to:

Strategy	
1	Implement the action items from the SWOT analysis at Appendix I and prioritise SO and ST strategies from the TOWS analysis in Appendix II.
2	Undertake a function audit and review of products and services. Continue to deliver those identified as necessary to meet the MOU and Strategic objectives.
3	Openly engage ATEs on major issues, including seeking ATEs opinion and feedback on policy and direction of ADAS.
4	Investigate additional training courseware offerings to:

Strategy	
	1. Make ADAS more attractive, and 2. Add to the revenue of the business so as to ensure ongoing business viability. Recommendations made by the working group should be considered and prioritised for implementation.
6	Encourage additional ATEs in Western Australia, SE Asia and the Middle East when international travel restrictions ease up.
7	Review course requirements with ATEs and stakeholder bodies to allow ATEs to comply with Australian Standards, IDRCF agreements while allowing schools to compete equally in the international marketplace.

7.2 Desired Value Proposition

Products & Services	Benefits	Differentiators
Full range of certification products for hyperbaric workers.	Career path is established for hyperbaric workers with access to recognised training and certification at all levels. ADAS becomes a “one stop shop” for all hyperbaric training and certification requirements	Certification will integrate with other accredited qualification to provide recognised qualifications under the VET framework.
A full range of products to support ATEs in the delivery of training.	Helps PCBUs to comply with duty of care requirements to promote the constancy of delivery and the quality assurance of certification.	It is the only occupational diving certification body that provides an extensive suite of purpose developed support material.
General Diving – Workplace Health and Safety	Provide an option for general divers to top up their diving skills with Workplace Health and Safety (WHS) knowledge and assist PCBU to meet their WHS obligations.	Only provider of the training

8 Revision and Updates

It is intended that this Strategic Plan is updated annually by the Executive.

This update should comprise:

1. A Brief Report outlining progress, achievements, challenges and mitigations on the implementation of the actions associated with the Strategic Plan.
2. A new revision of the Strategic Plan, rolled forward one year

Appendix I Abbreviations and Acronyms

What	Meaning
ASQA	Australian Skills Quality Authority
ATAM	ADAS Training and Assessment Manager
ATE	Accredited Training Establishment
DCBC	Diving Certification Board (Canada)
DMT	Dive Medical Technician
FIFO	Fly In Fly Out
GDPR	General Data Protection Regulation
HSE	Health and Safety Executive (UK)
IDRCF	International Diving Regulators and Certification Forum
IDSA	International Diving Schools Association
IMCA	International Maritime Contractors Association
LNG	Liquid Natural Gas
LTIFR	Lost Time Injury Frequency Rate
MOU	Memorandum of Understanding
MTIFR	Medical Treated Injury Frequency Rate
NOPSEMA	National Offshore Petroleum Safety and Environmental Management Authority
PCBU	Person Conducting a Business or Undertaking
PTE	Private Training Establishment
RPL	Recognition of Prior Learning
RTO	Registered Training Organisation
SSBA	Surface Supplied Breathing Apparatus
SWOT	Strengths, Weaknesses, Opportunities and Threats
VOC	Verification of Competence
WHS	Workplace Health & Safety