



# ADAS STRATEGIC PLAN

August 2025 to August 2030

Version 2.1



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## 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.

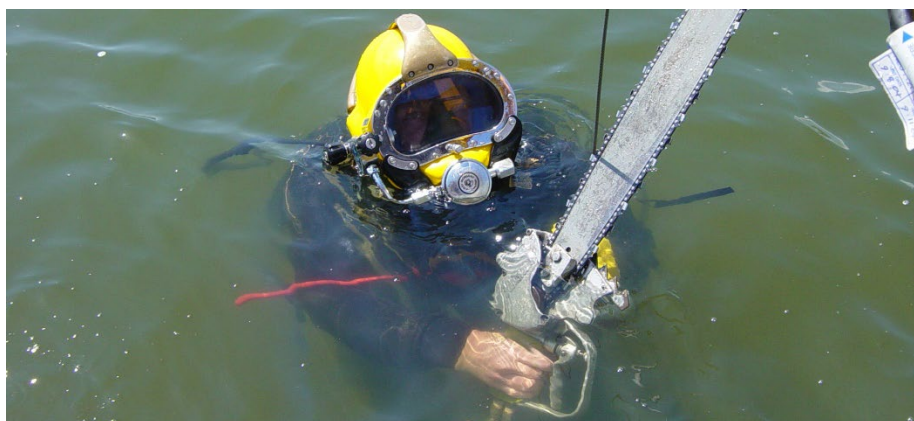
## 2 The Strategic Plan

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 Refinement and Modernisation of the ADAS Portfolio

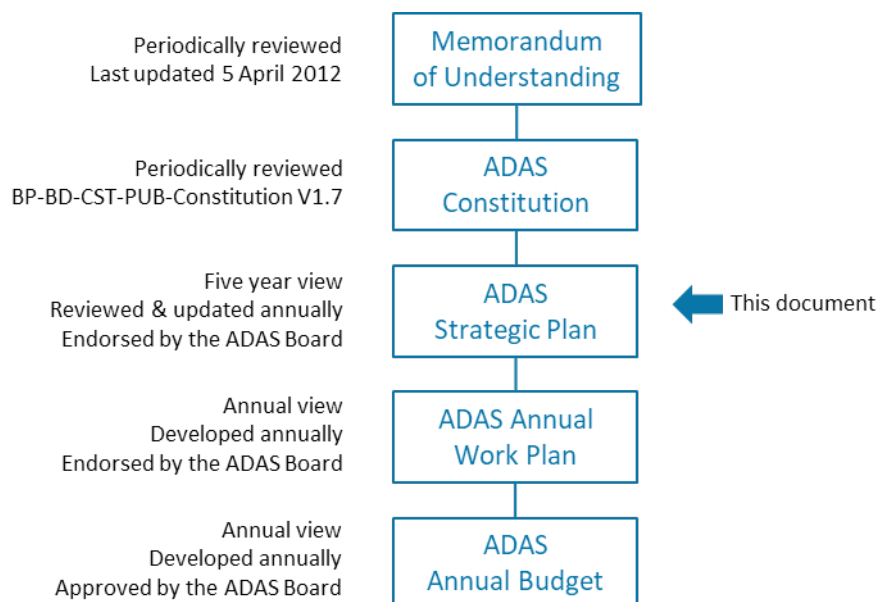
A focus on the diversification of products and courseware over the last two years has yielded good results. Several new products have been introduced to the ADAS portfolio over the last 5 years (WHS Certificate, ROV, First Aid, Taskbook) which have increased the reach of ADAS into all sectors of the industry.

Over the next five years, ADAS will aim to become more attractive by refining its portfolio of products. This will include reviewing, improving and modernising existing training and assessment materials, including digital ones.

ADAS will also encourage the establishment of additional schools in strategically important areas. Finally, ADAS will ensure that all assets, both tangible and intangible, are utilised to maximise ADAS visibility and support continuous development of the hyperbaric workforce.

## 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

<b>Integrity</b>	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.
<b>Reliability</b>	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.
<b>Respect</b>	ADAS upholds the value of respect by ensuring all ADAS staff, stakeholders, trainers, and clients are treated with professionalism, honesty, fairness, and considerately.
<b>Ethical Behaviour</b>	ADAS strives to undertake all its activities in an ethical manner by upholding the ideals of fairness and consideration in all dealings.
<b>Creativity and Innovation</b>	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
<b>SO1</b>	<b>MOU MAINTENANCE</b> 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
<b>SO2</b>	<b>INDUSTRY PRESENCE</b> 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
<b>SO3</b>	<b>MARKET PENETRATION</b> To encourage the establishment of new ATEs in developing countries to deepen ADAS penetration in new markets	Certification numbers & ATE accreditations outside of Aus & NZ

## 6.2 Operations and Organisation

Within five years		Measure
<b>SO4</b>	<b>ADAS OFFICE</b> Ensure that the ADAS office operates in a manner that safeguards wellbeing and encourages innovation, stability and efficiency.	ADAS staff turnover and satisfaction, Performance Reviews, Staff utilisation
<b>SO5</b>	<b>SERVICE DELIVERY</b> To provide, directly and through the accreditation and quality-control of occupational diver training establishments, a range of services, activities and resources that are 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.	Customer satisfaction from ADAS divers and ATEs
<b>SO6</b>	<b>INTERNATIONAL REPUTATION AND RECOGNITION</b> Administer international arrangements and maintain international networks to ensure the international recognition of training and assessment activities undertaken by ADAS as well as maintain strong brand visibility overseas.	International recognition, participation to international conferences
<b>SO7</b>	<b>SAFE TRAINING</b> To aggressively pursue zero lost time injuries and medical treated injuries.	LTIFR and MTIFR in diver training

## 6.3 Financial

Within five years		Measure
<b>SO8</b>	<b>INVESTMENT IN INNOVATION</b> To invest into the growth and service delivery of ADAS to ensure ongoing business viability, to the benefit of the Accredited Training Establishments, and the whole industry, including <ul style="list-style-type: none"> <li>the modernisation, update and refinement of key products (such a front-facing training and assessment materials)</li> <li>the maintenance and employment of the two simulators</li> <li>the refinement and modernisation of ADAS student management systems</li> </ul>	Utilisation of simulator, customer satisfaction including ATE and students

## 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:

Strategic goals	
1	Refine the portfolio of products to make ADAS more attractive by reviewing, improving and modernising existing training and assessment materials, including digital ones.
2	Encourage additional ATEs in strategically important areas such as Southeast Asia or South America.
3	Utilise all ADAS assets, both tangible (such as the two Class A simulators) and intangible (brand reputation and Board / ED expertise) to maximise ADAS visibility and support continuous development of the hyperbaric workforce.

### 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 PCBU 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
Simulator training	The ADAS simulators are the only Class-A simulators in operation in the world and provide a unique opportunity for Trainee or Certified Offshore Supervisors to develop their skills in a safe and realistic way outside of an offshore worksite.	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.