



05/PLAN/2026

**SUBMARINE INSTITUTE OF AUSTRALIA**  
**STRATEGIC PLAN 2005**

**Commercial in Confidence**

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**CONTENTS**

**1. ORGANISATIONAL DESCRIPTION..... 1**

**2. SWOT ANALYSIS ..... 2**

2.1 Strengths..... 2

2.2 Weaknesses..... 2

2.3 Opportunities ..... 3

2.4 Threats..... 3

**3. MISSION STATEMENT ..... 3**

**4. VISION STATEMENT ..... 3**

**5. VALUE STATEMENT ..... 3**

**6. OBJECTIVES ..... 4**

**7. STRATEGIES ..... 4**

**8. ENABLING GOALS ..... 5**

8.1 Key Success Factors (KSF)-2005..... 6

**FIGURES**

Figure 1-1 – SIA Corporate Structure 1

Figure 8-1. SIA Goals Grid 7

**TABLES**

Table 7-1. Objective- Strategy Table 5

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## SIA STRATEGIC PLAN - 2005

### 1. ORGANISATIONAL DESCRIPTION

The Submarine Institute of Australia (SIA) is a not for profit association incorporated in the ACT. Membership is subject to the approval of the Executive Committee. Members are drawn from broad background with a common interest in matters associated with submarines or the underwater offshore industry. This broad membership provides skills and experience in a range of areas:

Submarine operations.

Submarine engineering.

Submarine design.

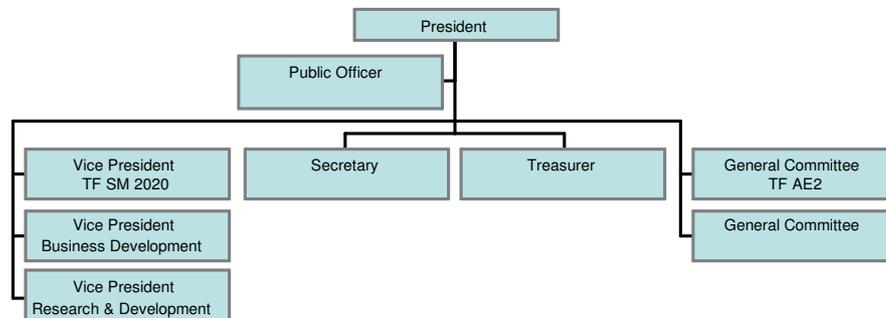
Defence science with a focus on the submarine area.

Defence Industry.

Marine archaeology and museum operations.

Offshore oil and gas industry.

The corporate structure of SIA is depicted in Figure 1-1 below.



**Figure 1-1 – SIA Corporate Structure**

At its AGM in November 2004 the SIA has recently, through its Executive Committee, assumed a more active role in achieving an awareness in Defence, policy makers and Government of the importance of the capability provided by submarines in support of Australia's future national interests. The SIA currently has four active projects in support of its charter:

- a. Promote and facilitate the timely introduction of a replacement underwater warfare capability to replace that provided by the COLLINS class submarines at the end of their life, currently forecast to occur in the mid 2020's,

- 
- b. Facilitate the preservation of AE2 and its recognition as part of the ANZAC legend,
  - c. Assisting Navy in the recruitment and retention of submarine personnel.
  - d. Increase membership by a recruitment drive for the SIA.

The SIA is a geographically diverse organisation, with corporate activities and some project activities undertaken in Canberra. Membership support is provided by personnel in Australia and overseas. The SIA also utilises consulting support on an as-required basis.

## **2. SWOT ANALYSIS**

### **2.1 STRENGTHS**

- a. Access to all levels of Defence, Industry and Government – through SIA members’ networks and experience.
- b. Access to well-respected engineering personnel within the submarine field.
- c. Small, flexible, agile organisation.
- d. A significant number of members with Defence security certification.
- e. A membership with an established reputation in the Defence Department within Australia, USA, UK and Singapore.
- f. Access to DSTO at management and Executive levels.
- g. An established reputation amongst Maritime and Heritage Ship Museums and Agencies for its interest in AE2.
- h. Geographically distributed organisation, spanning a number of separate time zones.

### **2.2 WEAKNESSES**

- a. Geographically distributed organisation, spanning a number of separate time zones.
- b. Critically reliant on a small number of key personnel, capable of managing campaigns.
- c. Small membership base.
- d. Lack of dependable cash flow.
- e. A lack of Corporate sponsors.
- f. Lack of visibility and influence in Arts Heritage and Environment Portfolios in determining appropriate outcomes for the preservation of AE2

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## 2.3 OPPORTUNITIES

- a. To influence the continuation into the foreseeable future of Australia's submarine capability in support of the National Interest and as an instrument of Policy.
- b. To establish a positive public, Government and bureaucratic perception of the success of the Collins project and the capability it has achieved for Australia. “
- c. To establish the unique capabilities offered by submarines for Defence – in Australia and its allies.
- d. To develop an awareness of the unique capabilities offered by Submarine Weapons Systems in the current and future strategic circumstances facing Australia
- e. To utilise the intellectual horsepower existing in the SIA membership to generate debate on SIA-related matters.

## 2.4 THREATS

- a. Should the Department of Defence (Capability) view the SIA objectives as incompatible with theirs, this could result in a lack of influence and access.
- b. The SIA being viewed as a single issue agency.
- c. Geo-political situation in area of Defence interest affecting the fundamental need for a follow on submarine.
- d. Should a lack of credibility develop amongst current serving submariners this would threaten access to a critical membership base.

## 3. MISSION STATEMENT

To promote informed discussion and research in the fields of submarine operations, engineering, history and commercial sub-sea engineering – otherwise known as ‘submarine matters’.

## 4. VISION STATEMENT

Our vision is to be considered an essential source of advice and information for the Australian Government, the Australian Defence Force, Industry and companies for the AE2 and SM 2020 programmes

## 5. VALUE STATEMENT

Committed to professional excellence, we value:

- a. **Our members**, and the provision of professional development and support in order that we can remain at the forefront of technological developments in our field, and to provide a relevant, enjoyable and challenging Institute.

- b. **Our corporate benefactors**, and recognise their contribution to achieving the aims of the SIA.
- c. **Ethics**, and the maintenance of a reputation for fair and honest dealing.
- d. **Fun**, and a sense of enjoyment and good humour in the tasks at hand.

## 6. OBJECTIVES

The following SIA objectives are determined as a means of moving towards the stated vision:

- a. Facilitate development of the requirement and the introduction of a replacement underwater warfare capability appropriate to Australia’s strategic circumstances as the COLLINS class submarines go out of service at the end of their service lives.
- b. Ensure AE2 is preserved and takes its rightful place as part of the ANZAC legend.
- c. Diversify and strengthen business activities to provide an adequate income to achieve the SIA’s objectives.
- d. Re-vitalise and re-energise the SIA’s membership in support of the agreed objectives.

## 7. STRATEGIES

The strategies to be adopted by SIA to meet the identified objectives are as follows:

Objective	Strategy
<p>Facilitate development of the requirement and the introduction of a replacement underwater warfare capability appropriate to Australia’s strategic circumstances as the COLLINS class submarines go out of service at the end of their service lives.</p> <ul style="list-style-type: none"> <li>• Phase II Objective: To have a Replacement UW Warfare Capability Project established in the Defence Capability Plan with funding allocated for initial technical, scientific and capability studies.</li> <li>• Phase III Objective: SIA to contribute to studies on technical and strategic issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Adopt a Phased approach, (currently in Phase II).</li> <li>• Focus on Government, policy makers and Defence decision makers.</li> <li>• Achieve positive closure on Collins Project. To facilitate consideration of the replacement capability.</li> <li>• Identify the unique contributions of a SM to Australia’s post 2020 strategic requirements.</li> <li>• Establish a ‘notional capability’ to achieve this contribution.</li> <li>• Establish broad timescales for achieving the replacement capability.</li> <li>• Assess the credibility of a Collins Life Extension Programme as an option for achieving the required capability.</li> <li>• Promote consideration of the technical issues in Phase III, including that of nuclear propulsion, whilst</li> </ul>

	<p>avoiding becoming a leading public proponent for the use of nuclear energy in Australia.</p> <ul style="list-style-type: none"> <li>• Establish the SIA as a trusted source of advice for Defence and Government.</li> <li>• Develop a communications strategy to support the objectives.</li> <li>• Develop a Business Plan to support these objectives.</li> </ul>
Ensure AE2 is preserved and takes its rightful place as part of the ANZAC legend.	<ul style="list-style-type: none"> <li>• IAW AE2 Strategic Plan</li> </ul>
a. Diversify and strengthen business activities to provide an adequate income to achieve the SIA's objectives.	<ul style="list-style-type: none"> <li>• Develop series of plans, policies and procedures to describe and detail working arrangements.</li> <li>• Clearly define relationships between SIA, AE2 &amp; SM 2020 Projects as well as other areas of strategic and National interest.</li> <li>• Inaugurate SIA web site to promote image, capability.</li> <li>• Further develop SIA web site to reflect activities and products such as consultasncy think tank services.</li> <li>• Inaugurate SIA web site to promote recruitment campaigns.</li> <li>• Develop group marketing plan to focus business activities and maximise opportunities.</li> <li>• Maintain continued access to technological developments.</li> <li>• Team as appropriate with in-country think tanks to maximise influence.</li> </ul>
b. Re-vitalise and re-energise the SIA's membership in support for the agreed objectives.	<ul style="list-style-type: none"> <li>• Reduce reliance on "sages", and get stronger involvement from younger skill sets.</li> <li>• Promote younger and more vibrant image.</li> </ul>

**Table 7-1. Objective- Strategy Table**

**8. ENABLING GOALS**

The following enabling goals will be pursued as a means of achieving the Mission:

- a. Maintain Access to DMO, Capability Development Group, Politicians, policy making bureaucrats and Industry.
- b. Commission AE 2 web site as a related SIA web site by 30 June 2005.
- c. Update SIA web site by 30 June 2005.

- 
- d. Commercial agreements between entities in place by 30 November 2005.
  - e. Redefine personnel and Sub Committee or Task Force responsibilities and reduce under-performance.
  - f. Ensure opportunities 'fully' assessed and are focussed to achieve higher success rate.
  - g. Ensure projects run within budget.
  - h. Improve marketing planning process to allow better budgeting for marketing effort.
  - i. Reduce nugatory or incorrect Information Technology effort through tight technical controls and continual updating such as member's data base and corporate sponsors.
  - j. Preserve position in Defence as a trusted partner to its ongoing efforts.
  - k. Position on Professional Service Provider capability panels
  - l. Selective consideration and promotion of capabilities to industry.

## 8.1 KEY SUCCESS FACTORS (KSF)-2005

The following KSF's are provided to articulate how the SIA has performed by quantifying success relative to approved objectives.

- a. The inclusion in the next issue of the Defence Capability plan of a replacement underwater warfare capability, with funding for initial studies.
- b. Achieve recognition of AE2 as a Heritage item, and a conservation plan endorsed by the Museum Association of Australia.
- c. Receive attribution from Defence Force recruiting that a 10% increase in recruitment to the Submarine Branch has been due to efforts by SIA.
- d. Membership growth of 20% in 2005
- e. 3 Platinum Level Corporate Sponsors
- f. 6 Gold Level Corporate Sponsors
- g. 10 Silver Level Corporate Sponsors
- h. 20 Individual Corporate Sponsors

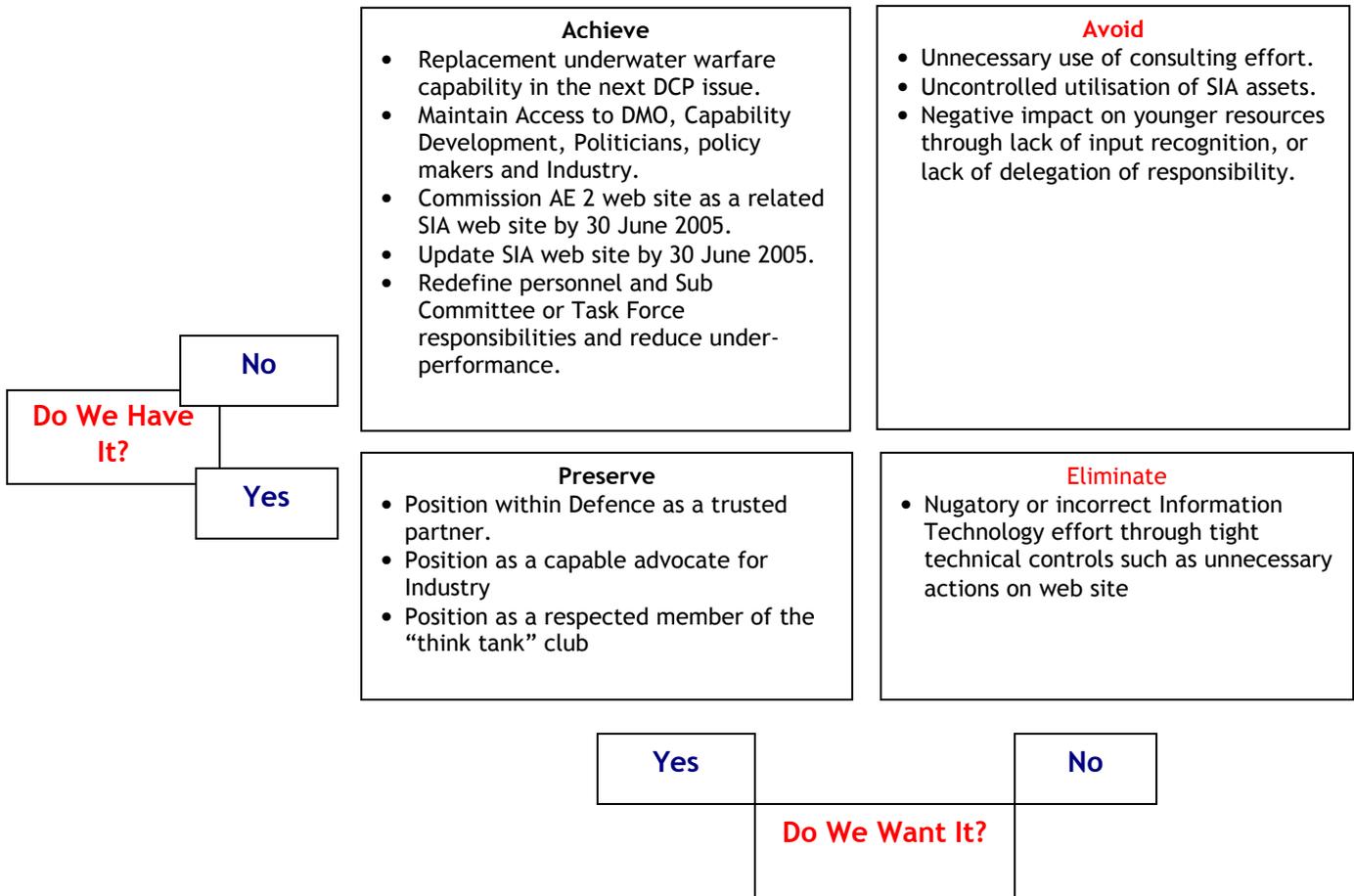


Figure 8-1. SIA Goals Grid