



AUSTRALASIAN INSTITUTE OF MARINE SURVEYORS

Strategic Plan:

2026-2031

FORWARD

This Strategic Plan coincides with a significant milestone for the Institute. It is a plan that has been developed to shape how our Institute grows and evolves over the next five years, focussed on meeting and delivering on its strategic aims whilst delivering operational stability to our members.

Whilst the plan provides the Board with a detailed framework, we as a Governance group are also conscious that we need to remain both strategically and operationally flexible, able to identify and meet new opportunities and challenges, and be agile in how we approach them.

The development and publishing of this Strategic Plan is testament to the significant evolution and enhancements to the Institutes capabilities in both the operational management and governance arenas.

Whilst many would assume that many of these capability enhancements are due to the deep technical expertise that exists within the Board, Management Team and wider surveyor community, (all of which is true), we fully believe our members passion for the industry is a crucial success factor.

This passion manifests itself in many ways, such as the time invested to support the management team and the time commitment invested by what is a volunteer Board.

Australasian Institute of Marine Surveyors (AIMS) is very simply an organisation which is run by the members for the members to promote, enhance and support our place within the maritime domain.

The Board represents you and your industry, and therefore this is your Strategic Plan. Each and every member of the Institute is therefore a stakeholder, and engagement with both the Management Team and Board is essential if the Institute is to continue delivering positive outcomes and success for its members.

We look forward to your feedback and support as we implement this plan over the coming years.

Eric McIlwain | Chair

Gregory Marsden | Vice Chair

Capt Scott Aiton | Company Secretary

Wade Nagel | Director

Capt William Burton | Director

Zac Howells | Director

1. PURPOSE

The AIMS Strategic Plan: 2026-2031 is designed to build the long-term foundations of a professional industry body that seeks to ensure:

- Excellence in professional practice among its members (Vision) and ensure that safety is an ongoing concern (Vision); and
- Advance the interests of the Marine Surveyor profession (Mission); and
- Demonstrating to the maritime industry and communities across Australasia that the AIMS is a body focused on building the profession, ensuring adherence to the Code of Practice and championing better practice (Core Values).

2. BACKGROUND

Established in 1986, AIMS is the peak industry body for Marine Surveyors in Australasia, and the largest marine surveyor association in the Southern Hemisphere. The AIMS has members in all States and Territories of Australia as well as New Zealand, the Asia South Pacific region, and beyond.

3. OBJECTIVES

The AIMS objects include:

- To research, improve and promote the specialised discipline of Marine Surveying through the delivery of processes and resources to support those involved in the industry.
- To work with the government bodies such as Australian Maritime Safety Authority (AMSA) and the Department of Agriculture, Fisheries and Forestry (DAFF) at all levels and maritime industry organisation such as Austbrokers Countrywide, the Boating Industry Association (BIA), the BIA of Victoria and Western Australia and Women's International Shipping & Trading Association (WISTA) Australia to ensure that the interests and livelihoods of those persons working within the Marine Survey industry are protected.
- To provide consumers with valuable information and ensure that the marine survey industry itself is represented regarding the public decision-making process.
- To provide educational resources for all people engaged in or wanting to join the profession and to improve and enhance the future of the industry.

4. VISION, MISSION AND CORE VALUES

4.1. Vision

The current vision of the AIMS incorporates professional practice, the safety of individuals and the vessels they interact with. The mission is stated as follows:

- Excellence in the development, sustainability, and delivery in marine surveying across the sector.
- Safe vessels, safe seas, safe surveyors.

4.2. Mission

Working with our strategic partners and stakeholders to promote, maintain and advance the specialist performance of marine surveying.

4.3. Core Values – Expertise, Integrity and Quality

Expertise

Build and enhance skills through participation in continuing professional development activities, providing access to technical resources, and facilitating industry events and networking opportunities.

Integrity

Commitment to the Institute's code of professional practice, access to affordable professional insurance and a complaint management policy in line with a process of procedural fairness.

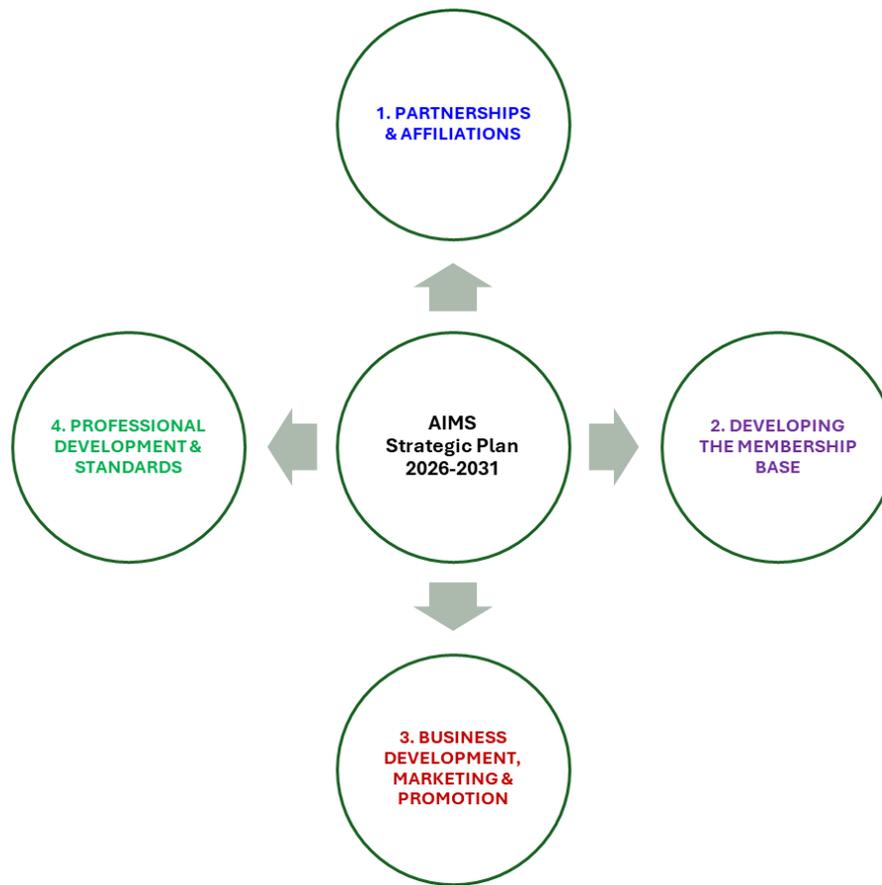
Quality

Promotion of industry best practices and quality survey standards including recognition of achievement with our Awards for Excellence.

5. AIMS STRATEGIC PILLARS

The AIMS Strategic Plan is supported by four pillars:

- Partnerships and Affiliations.
- Developing the Membership Base.
- Business Development, Marketing and Promotion.
- Professional Development and Standards.



6. STRATEGIC PILLARS OVERVIEW

STRATEGIC PILLAR 1: PARTNERSHIPS & AFFILIATIONS

What does success look like?

Continue to develop relationships through formal partnerships / memorandums of understanding (MOUs) with organisations in the maritime, government and insurance sectors. A focus on developing partnerships / MOUs with organisations domestically and internationally with a focus on Australasia and Southeast Asia regions.

Strategic goals / Key Performance Indicators (KPIs)

- Maintain current and seek new strategic partnerships / MOUs.

What do we need to achieve these goals?

- Develop relationships with key decision-makers.
- Once achieved, partnerships are marketed/promoted.
- Invite existing and prospective strategic partners to AIMS Biennial Conferences in 2026, 2028 and 2030.

Issues

- Maintain partnerships with government agencies, e.g. AMSA, DAFF, Maritime New Zealand and industry partners, e.g. Austbrokers Countrywide, BIA, BIAV, BIAWA and WISTA Australia.

SHORT, MEDIUM AND LONG-TERM GOALS

Domestic Partnerships		
Short-term 6 months to 1 year	Medium-term 1 to 3 years	Long-term 3 to 5 years
<ul style="list-style-type: none"> • Austbrokers Countrywide • Boating Industry Australia (BIA) • Boating Industry Australia of Victoria (BIAV) • BIA of Western Australia (BIAWA) • WISTA Australia • Other marine industry organisations/associations 	<ul style="list-style-type: none"> • Austbrokers Countrywide • BIA, BIAV and BIAWA • WISTA Australia <p>Other partnerships:</p> <ul style="list-style-type: none"> • Australian Volunteer Coast Guard (AVCG) / Marine Rescue 	<ul style="list-style-type: none"> • Austbrokers Countrywide • BIA, BIAV and BIAWA • WISTA Australia
International Partnerships		
Short-term 6 months to 1 year	Medium-term 1 to 3 years	Long-term 3 to 5 years
<p>Other partnerships:</p> <ul style="list-style-type: none"> • New Zealand • Singapore and Indonesia • PNG, Fiji and the Cook Islands • International marine organisations, e.g. Society of Consulting Marine Engineers and Ship Surveyors (SCMS) 	<p>Other partnerships:</p> <ul style="list-style-type: none"> • New Zealand • Singapore and Indonesia • PNG, Fiji and the Cook Islands • International marine organisations. 	<p>Other partnerships:</p> <ul style="list-style-type: none"> • New Zealand • Singapore and Indonesia • PNG, Fiji and the Cook Islands • International marine organisations.

STRATEGIC PILLAR 2: DEVELOPING THE MEMBERSHIP BASE

What does success look like?

Building relationships with existing members, delivering excellent, customer focussed service. Members are customers and providing timely service, responses and information is critically important. While the primary engagement point for existing and prospective members is the CEO, the Professional Development and Training Coordinator and Board members should also upsell the value of membership. Success in this context is continual engagement with members.

Strategic goals / KPIs

- A net increase of at least 5 new members per year.
- A net increase of at least 5 Associates applying for membership upgrade to Full membership.
- A net increase of at least 5 new members outside Australia per year.

What do we need to achieve these goals?

- Continue to promote the membership benefits through social media channels.
- Continue to engage through CEO visits to meet members.

Issues

- Consider the costs of international engagement.

SHORT, MEDIUM AND LONG-TERM GOALS

Membership – Domestic		
Short-term 6 months to 1 year	Medium-term 1 to 3 years	Long-term 3 to 5 years
<ul style="list-style-type: none"> • Continue marketing efforts through social media posting • Encourage and promote membership among graduating Diploma students 	<ul style="list-style-type: none"> • Continue marketing/promotion • Continue marketing among students • Continue distribution and the promotion of AIMS membership value proposition 	<ul style="list-style-type: none"> • Continue marketing/promotion • Continue marketing among students • Continue distribution and the promotion of AIMS membership value proposition
Membership – International		
Short-term 6 months to 1 year	Medium-term 1 to 3 years	Long-term 3 to 5 years
<ul style="list-style-type: none"> • Build international membership base. 	<ul style="list-style-type: none"> • Continue marketing/promotion • Continue to build international membership base. 	<ul style="list-style-type: none"> • Continue marketing/promotion • Continue to build international membership base.

STRATEGIC PILLAR 3: BUSINESS DEVELOPMENT, MARKETING AND PROMOTION

What does success look like?

Increased engagement on social media posts that work as information sharing regarding the work of AIMS. The marketing effort leads to increased awareness of the AIMS among potential members and students, government agencies and other industry bodies.

Strategic goals / KPIs

- Continue promotion of AIMS Course marketing.
- Recruit 5-10 new students on a monthly basis.
- Promote uptake of paid advertising in Shipshape.
- Promote uptake of AIMS Affiliates.

What do we need to achieve these goals?

- Development of an AIMS Facebook page to engage with recreational vessel owners, potential students and members.
- Increased reprints of marine surveyor relevant articles in the newsletter, e.g. Transport Accident Investigation Commission (NZ). Maritime NZ, Australian Transport Safety Bureau (ATSB), and AMSA.
- CEO to continue the development of Shipshape as a member and external engagement tool.

Issues

- Need for ongoing review of marketing and promotion efforts against KPIs.

SHORT, MEDIUM AND LONG-TERM GOALS

Marketing and Promotion		
Short-term 6 months to 1 year	Medium-term 1 to 3 years	Long-term 3 to 5 years
<ul style="list-style-type: none"> • Continued posting of AIMS work (webinars), events on LinkedIn • AIMS Course Marketing continues. 	<ul style="list-style-type: none"> • Continued social media posting • Review of marketing plan 	<ul style="list-style-type: none"> • Continued social media posting • Review of marketing plan

STRATEGIC PILLAR 4: PROFESSIONAL DEVELOPMENT AND STANDARDS

What does success look like?

Increased provision of CPD opportunities for members. The development of standards that demonstrate the need for the public to engage professional marine surveyors. The development of standards for the benefit of members and the profession.

Strategic goals / KPIs

- Delivering at least 20 AIMS workshops and webinars.
- Delivery of practical training opportunities for students.

What do we need to achieve these goals?

- Lock in speakers for workshops and webinars with enough notice for members to attend sessions.

Issues

- Ensure workshops and webinars are delivered in a professional manner.
- Ensure content is made available to members using the AIMS YouTube Channel and audio platforms.

SHORT, MEDIUM AND LONG-TERM GOALS

Professional Development		
Short-term 6 months to 1 year	Medium-term 1 to 3 years	Long-term 3 to 5 years
<ul style="list-style-type: none"> Delivering professional development opportunities for members via workshops and webinars Seeking both paid and volunteer presenters to deliver workshops and webinars Continue to deliver the AIMS Student Practical Training Member driven content for the newsletter 	<ul style="list-style-type: none"> Continuing delivery of workshop and webinar topics relevant to members Continued delivery of practical training 	<ul style="list-style-type: none"> Continuing delivery of workshop and webinar topics relevant to members Continued delivery of practical training

7. STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

Strengths	Weaknesses
<ul style="list-style-type: none"> Largest body in the region and recognised as 'peak body'. Strong member base. Board representing our members diversity. Growing recognition by industry and government bodies. Comprehensive training suite with strong student uptake. 	<ul style="list-style-type: none"> Limited resources to commit to new projects. Limited exposure beyond Australia. Maturing surveyor workforce with challenging pathways for trainee surveyors. Limited resources to support practical training.
Opportunities	Threats
<ul style="list-style-type: none"> Further expansion into the Australasian and Asia Pacific region. Expansion of our training suite. Further government recognition of AIMS role. Future licencing/accreditation of surveying as a profession. 	<ul style="list-style-type: none"> Competitors growing their presence. Limited Australian shipping means reliance on overseas new recruits. Changes within industry affecting the profession and membership. Downturn in income from either membership or training. Lack of planning resulting in stagnant growth.

8. REVIEW DATE

The AIMS Board and CEO will review progress against the Strategic Plan in January 2027.