

# The Nautical Institute Annual Report – 2021



**John Lloyd FNI**  
Chief Executive and Company  
Secretary on behalf of the  
Executive Board



NI HQ Staff outside  
the old office

The Nautical Institute continued its positive engagement across a full range of activities during 2021, despite the ongoing challenges brought about by Covid-19, with resulting limitations on travel and personal interactions.

Specific operational challenges through the year were handled effectively, including the processing of record numbers of DPO Certificate applications. These numbers were particularly high in the first quarter of the year due to the extension granted for revalidation.

The NI also continued to expand its connections with the wider maritime community through its webinar series, reaching out to over 12,000 on-line delegates during the year.

Key meetings were held on-line for the whole of the year. Managers met regularly to discuss day-to-day issues, while the Executive Board maintained the increased frequency of its meetings, continuing its close support and monitoring of the organisation. These meetings were especially important as we adopted the new structures required under the new Strategic Plan. In some areas staff responsibilities were re-defined and opportunities taken for cross-discipline working where possible.

## Objectives and Activities

This report provides an insight into the activities of the NI during 2021 and provides key performance and financial highlights.

The work of the Institute is not only a service to members but also a public benefit to maritime professionals, the industry and society in general worldwide, by improving safety and the protection of the marine environment through the sharing of knowledge in nautical science and the raising of professional standards.

The ISO 9002:2015 QM certification audit was held remotely. No non-conformances were identified, and the auditor was highly appreciative of the running of the quality management processes during the pandemic.

## Finance and Staffing

The Trustees met throughout the year on a regular basis and continued their close support of the HQ executive team.

The drop in revenue experienced during 2020 was reversed somewhat during the early part of 2021 due to the high level of certificate processing. The improved situation continued throughout the year, leaving the NI in a good position financially.

The management of the investment portfolio was kept under regular review in what was generally a good market for growth after some uncertainty in the early part of the year. The balanced low-medium risk portfolio invested through Rathbones performed well against market comparators.

The Institute continued to carry a healthy bank balance throughout the year as revenues improved and strong expenditure controls continued.

The surplus of £630,455 is a reflection of these circumstances, though it should be noted that there are likely to be some additional costs incurred in the coming years for events and activities that have been deferred due to Covid limitations.

The Reserves policy has proved to be effective and ensures the NI has adequate cover as a going concern.

The Capital Reserve Fund value at year end was £2,574,579, reflecting a total return of £235,000 for the financial year. During the financial year an additional £1 million was invested. The like for like return on the original investment was 11.78%.

Staff continued to work both in the office and remotely as dictated by UK Covid policies during the year.

In the later months, significant preparation went into preparing for an office move into a building adjacent to the existing premises. The office move will be reported on more fully in the next Annual Report.

## MEMBERSHIP & BRANCHES

Conscious of the difficulties many members have faced during the pandemic, membership fees for 2021 were frozen at the 2020 level. Fees have again been frozen for 2022 and will next be reviewed at the beginning of 2023.

Total membership at the end of 2021 stood at 7,230 – up from 6,869 the previous year. Much of this growth has been driven by the Institute's success in convincing those holding a DP Operator's certificate of the merits of becoming a member of The Nautical

Institute. In the latter six months of 2021 no fewer than 388 members joined via this route.

In addition, personal recommendations from current members to their colleagues and friends continue to prove an important source of member recruitment. New members have also been attracted to the Institute through our highly acclaimed webinars and through our LinkedIn technical group.

### Skillshub – a new member benefit

In February 2021 the Institute launched Skillshub, an online learning platform giving members free access to an exceptional range of work and business related courses.

Members can choose from more than 500 programmes that cover topics such as management and leadership, project management, communication skills, health and wellbeing and equality and diversity.

The courses feature videos, audio, infographics, blogs and images, making them informative and engaging. After completing a course, members can opt to receive a Continuing Professional Development certificate.

### Introductory video for new members

In addition to introducing new benefits, the Institute has also improved the welcome process for its newest members. A new introductory video explains how members can make the most of the many benefits their membership provides and complements an upgraded membership certificate and welcome pack.

### New app for members

Much of the groundwork for a new member app was completed during 2021. Incorporating a range of useful features and scheduled for a Q3, 2022 launch, the app will enable members to catch up on the Institute's latest news, view upcoming events, read MARS reports, watch webinars, record CPD and read (and download) their monthly membership magazine *Seaways*.

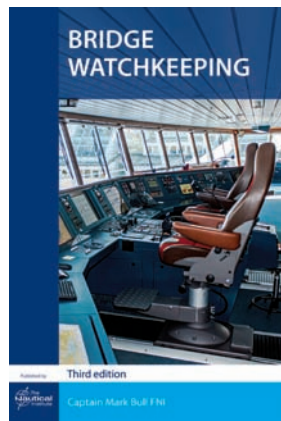
### NI Branches

In 2021 we were delighted to support a number of the Institute's branches in promoting technical seminars. We were particularly honoured to provide extensive help to the Institute's London Branch which in November hosted an in-person conference on board *HQS Wellington* on the subject of container fires. It was pleasing to see the excitement among attendees at once again being able to network with colleagues face-to-face.

Support was also provided to those branches planning to hold NI 50th anniversary events in 2022. This included advising on the nature of the event they might wish to hold and providing marketing support to help in raising sponsorship at the local level.

### Welcoming new Nautical Affiliate partners

We are indebted to our Nautical Affiliate partners whose annual donations fund the Institute's Mariners' Alerting & Reporting Scheme (MARS). The scheme provides a free online database of marine accidents and near misses stretching back over 25 years.



### Armillary News



In 2021 we were delighted to welcome the following organisations as new Nautical Affiliate partners and thank them for their contribution in helping to make shipping a safer industry: Blue Orange Wave, Nautical Science Academy, Green Bow Maritime Ltd, Octant Marine Limited, SQLearn, Fundacion Avante, Intership Navigation Co. Ltd. and Iridium Maritime.

### Launch of the Armillary Club

On 11 February 2021 we were honoured to host the inaugural meeting of the Armillary Club, a new and exclusive community for alumni and friends of The Nautical Institute. The Club provides its members with a forum through which they can stay in touch with developments at the Institute and also with each other. Members of the Club also provide generous and valuable support to the Institute's newly introduced legacy programme which aims to help those at the start of their maritime careers.

Speakers at the event included the Institute's current President Ms Jillian Carson-Jackson together with past Presidents Captain Nick Nash and Captain Duke Snider.

### PUBLICATIONS

The pandemic continued to impact on the publications schedule, with authors unable to provide planned contributions for personal as well as work-related reasons. We are very grateful to all our volunteer authors and peer reviewers for the support and dedication they show to the task. The efforts they put in last year were second to none.

We published a new edition of *Bridge Watchkeeping*. This edition has been completely revised and fully updated for the electronic bridge era. The practical manual gives advice on avoiding potential pitfalls, for example by not relying on a single source of information, and utilising a combine and compare strategy rather than either/or. Captain Yves Vandenberg FNI, Director of Loss Prevention at the Standard Club says in his Foreword that many accidents 'could have been prevented if the bridge teams had embraced the best practices set out in this book'.

The launch webinar attracted some 897 participants.

Staying on the bridge, a fully revised and updated edition of *Bridge Team Management* is in planning. Taking into consideration the new IMO Bridge Resource Management model course, this update will include assessment tools and broaden the scope of the book to resource management in line with current practice. The book is intended for practical use on the bridge as well as by students. Publication is likely to be Q1 2023.

With support from bulk carrier fleet personnel, Intercargo carried out a major review of the second edition of the industry standard work *Bulk Carrier Practice* which will publish in Q3 2022.

A revised and updated edition of *The Shipmaster's Self Examiner* is near completion and will publish in Q2 2022. We are looking at a more sustainable way to update this practical guide. We are considering an

annual update model with a dated edition each year.

Finally, we will be publishing a 50th anniversary book in April, a lavish hardback bound in water resistant cloth to celebrate this anniversary year.

In line with the growth in digital content, we are proposing to expand the channels that NI publications are sold through. In line with our strategic aim to grow book sales, we will look at creating a bespoke Amazon store, initially on the .uk and .com domains, which would give us increased visibility through Amazon Marketing Services and allow us to create NI books in the epub and other formats, which will mitigate ongoing supply chain issues.

As part of this digital strategy, we are proposing to update the Publications pages on the website, publishing free content in html on the website to improve search and discoverability, especially for *The Navigator*. This will allow us to reach the younger navigator community in print and online. We are also investigating *The Navigator* branded podcasts and videos to strengthen our reach into these areas and help us in fundraising.

Book sales remained solid in 2021 built on a strong performance from the new edition of *Bridge Watchkeeping*. Total book sales were 13,515 copies with a total value of £577,683. We maintained good relations with resellers. These account for the majority of the market. Many resellers have undergone strategic changes during the year with ownership and emphasis changing for some.

### Seaways

*Seaways* continues to reflect the evolving concerns of our members, with an increasing focus on issues surrounding mental health and wellness on board and on environmental issues, particularly those surrounding the reduction of greenhouse gases. Cooperation with the research and relationships team through webinars, articles and surveys has resulted in member input on EEDI and power limitation which have been taken into account at international level.

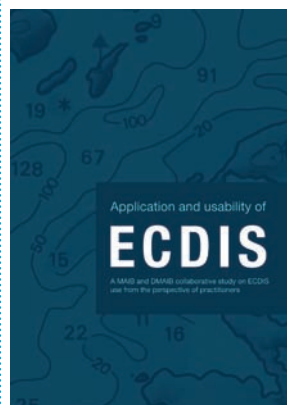
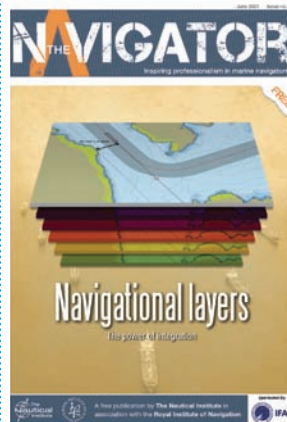
A close cooperation with the IMO committee, chaired by Capt Robert McCabe, keeps members updated on decisions and the work the NI does to represent our views there.

The magazine continues to be a forum for discussion, debate and the development of new ideas, as well as the reinforcement of current best practice. As always, a lot of productive and informative discussion takes place in Branch meetings and seminars, and *Seaways* allows us to share these events across the wider institute.

## RESEARCH AND RELATIONSHIPS PROJECTS

### The Navigator Magazine

*The Navigator* magazine continues to inspire professionalism in marine navigators. Its impact is evident from testimonials illustrating changes of behaviour, improved teamwork and a focus on mentoring.



With generous funding from IFAN and Ocean Technologies Group, the UK P&I Club, Rightship, and the PTC Group, we were able to deliver thousands of paper copies of *The Navigator* and many thousands more copies by the app and free downloads. Although some of the paper copies have been delayed due to flight restrictions imposed due to the pandemic, the electronic copies have come into their own. Users particularly appreciate that the app is fully searchable across all issues. We do recognise the value of the paper copies, and please be assured that all back copies are in the system and will be delivered eventually.

Issue 26 in February 2021 focused on Under Keel Clearance (UKC) and the complexities of managing what is regularly the closest navigational hazard – the seabed. Issue 27 in June 2021 focused on the management of navigational layers and how the integration of ECDIS, Radar and AIS can improve situational awareness and positional integrity. Issue 28 in October 2021 focused on data quality and how to ask the right questions to get the correct information. This is an important issue in an age of digitalisation and increasingly complex data streams.

### A focus on ECDIS

During 2021 the UK MAIB and the Danish MAIB published a major report on the use of ECDIS identifying benefits, but also significant challenges, for the industry. This report was the result of years of investigation, and many interviews and ship visits. The NI technical committee was consulted on the draft and the NI was instrumental in the promotion of the report, not least with a webinar attracting more than 1,000 participants with insightful debate. This webinar was followed with an NI organised industry stakeholder workshop in October. The NI continues to focus on improving navigational safety and identifying 'what good practice and design looks like'.

### Virtual Reality and Shiphandling

In 2021 the NI started a collaboration with Lloyds Register SafetyTech Accelerator (STA) programme, the first fully dedicated technology accelerator focused on safety and risk in industrial sectors and critical infrastructure. The NI has identified significant risk from poor shiphandling, arising from the challenge of gaining inexpensive and accessible experience. Further, onboard mentoring can be rare and simulation and manned models were too expensive for personal professional development. This issue has been repeatedly raised by NI members in many membership surveys and events.

Kilo Solutions was selected by the Safetytech Accelerator to develop VR training that helps users understand how to use controllable ship capabilities to counter external forces.

The training will be accessed via Oculus Quest and will allow the user to experience wind, tide, drift and momentum while manoeuvring a vessel in a restricted space. VR technology has come on in leaps and bounds over recent years, allowing a fully immersive learning experience.



In collaboration with the NI a short term ‘proof of concept’ project was started and by the end of 2021 the results were promising. Full results will be shared with the membership early in 2022.

### Technology Register

Our current Strategic Plan reflects our members’ desire to keep pace with emerging technology, how to best use it and to understand the skills needed to remain competent. In 2021 the NI surveyed our members to identify which technologies were of most interest to them. A dedicated group of members has now been assembled to review this technology register and will start advising the membership on the issues of greatest concern, starting in 2022.

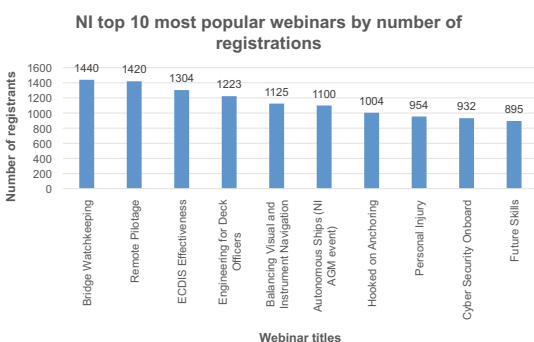
### IMO and IALA

The NI continues its involvement with the IMO as a non-governmental organisation (NGO), attending a broad spectrum of meetings to address the wide range of our Members’ interests. Throughout 2021 all IMO meetings have been virtual. Although there are certainly limitations from e-meetings due to the loss of personal networking and time constraints, this does allow us to involve delegates from around the world at little cost. Meetings attended in 2021 included MSC, MEPC, HTW, STC, LEG, PPR, FAL, NCSR, III, and CCC. Issues of priority were safety of navigation, the Human Element, life saving appliances, marine autonomous surface ships (MASS), greenhouse gas emissions, training, fatigue, and of course the welfare of seafarers and issues of repatriation due to Covid. These issues and meeting notes have been regularly reported in *Seaways*. The Executive Board particularly thanks our IMO Committee Chair Capt Robert McCabe, FNI for his commitment to this work.

The Board also thanks our President Jillian Carson-Jackson, FNI for her commitment to IALA, in particular on the subjects of eNavigation and VTS. The NI continues to engage with many other international organisations with staff and volunteers, operating remotely (in 2021) both from ashore and on occasion while at sea.

### Webinars

The Nautical Institute and its Branches produced a series of webinars on many issues including technical and welfare matters. These webinars were first introduced many years ago as ‘virtual Branch meetings,’ but became more popular during the challenging times of Covid.



Trialling the VR headset



Members were encouraged to use the webinars as part of their Continuous Professional Development (CPD) with certificates provided to those who attend the live events.

During 2021, the NIHQ webinars attracted over 20,000 registrants and many thousands more took advantage of the recordings.

### QUALIFICATIONS

#### Accreditation Updates 2021

Due to the pandemic, NI Accreditation audits were postponed from March 2020 and remained in abeyance throughout that year. 2021 remained very challenging due to the Covid-19 restrictions. Travelling was one of the biggest concerns, and maintaining the accreditation of our worldwide approved training centres without physically attending them was a key challenge.

In response, we introduced remote online accreditation audits, with the results subject to physical site visits when travelling is possible. The remote audit solution was well received by all our training providers, and we completed 37 audits, of which 34 were remote online audits and three were onsite.

Perhaps the greatest difficulty was timing, as our training providers are located in time zones around the world and we have to conduct the audit from 9 to 5 local time – often the middle of the night in the UK. Internet connectivity was another challenge in some locations, particularly when inspecting the simulator equipment.

#### Accredited Training Centre Worldwide Map



#### Accreditation Status

From January 2021 to December 2021:

- 83 centres registered (Americas 20, Asia & Australasia 28, Europe and Africa 35).
- 4 Training centres opted out from the scheme.
- 3 New training centres added (CAL Maritime – May; Solent University – July; Estonian Maritime – November).
- 26 Centres accredited for STR Course.
- 46 Revalidation Courses.
- 6 Tanker Courses.
- 4 DP Emergency Ship Handling Recognition Courses.
- 9 Refresher Courses.
- 16 DPVM Scheme.

## NI DP Instructors

We have approved nine new DP instructors and 17 instructors for multiple training centres. All new instructors were interviewed before issuing the approval, in order to ensure the continued high quality of training. There are now 206 DP instructors worldwide, including new appointments.

## Blended Induction Course delivery support

In March 2020, The Nautical Institute introduced temporary measures to deliver a 'blended' DP Induction course for an initial period of three months. 48 training centres benefited from the online delivery solution, which kept our DP training in good order. As the blended learning solution was well-received by the industry, we subsequently introduced a blended induction course where the theory part is taken online, followed by two days of practical training at the training centre. The changes have been published in the 2022 Accreditation and Certification Standards.

## Regional Training Providers and DPTEG Meetings

Our regional training providers meeting and our steering committee (DPTEG) meetings were conducted online without disruption. However, the Global Regional 'Training Providers' face to face meeting was postponed until mid-2022.

## DP Vessel Maintainer Training and Certificate Scheme (Engineers)

The DP Vessel Maintainer Scheme was launched in 2021. It has been promoted throughout the year on various platforms including webinars, social media, and DP Conferences, and has been well received by the industry.

By the end of 2021, 677 DPVM logbooks had been issued, indicating a positive response from the industry.

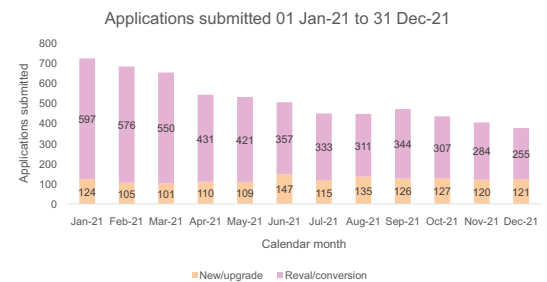
On-line assessments with remote invigilation were introduced allowing new entrants to this scheme to make good progress and proceed with recording the necessary practical experience.

## Training Scheme for DP Station Keeping Systems for Remote Operation

Throughout 2021 The Nautical Institute worked closely with the Marine Autonomous Surface Ship Regulatory Working Group (MASSRWG). A sub-working group was established with industry experts to introduce a new NI Scheme and model course for Remote DP Station Keeping Vessels. This course was approved by our industry steering committee and will be published in the 2022 Accreditation and Certification Standards.

## DP Certification Status

The Qualifications team processes all DP applications remotely using data and scanned documents uploaded to individual accounts. Paper and electronic certificates are sent to successful applicants. First-time and upgrading DPOs are still required to mail their



documents to our office for final verification checks before the physical card certificate can be despatched.

- 2920 DP Offshore logbooks issued in 2021.
- 1112 DP Revalidation logbooks issued in 2021.
- 34 Ship handling logbooks issued in 2021.
- 677 DPVM logbooks issued in 2021.

### TestReach online exam activity 2021:

- 2951 Induction Course online exams at training centres.
- 90 Induction Course remote online exams.
- 1678 Simulator Course online exams.
- 358 DPVM online exams at training centre.
- 22 DPVM remote online exams.
- 201 Revalidation Courses.
- 5300 Total TestReach online exams during 2021.

### Non-DP Recognised courses activity 2021

The Recognition Scheme remains popular. The total number of Recognitions in 2021, including Recognition of Services and Ice Navigation is:

- 20 New recognitions.
- 28 Recognition renewals.
- 1 Recognition of services.
- 1 Renewal of recognition of services.
- 1 Ice Navigation recognition.

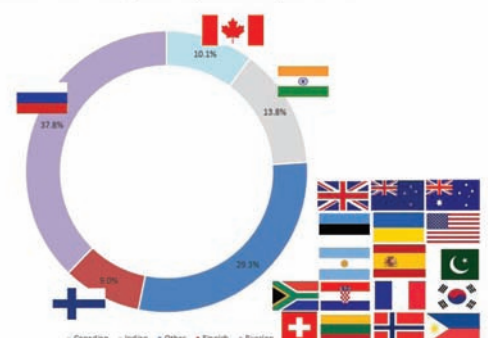
## Ice Navigation Scheme

The Ice Navigation Scheme has continued to demonstrate global appeal, with the NI now having certificated 188 competent navigators of ships in a range of ice conditions at sea hailing from over 20 nations.

As before, all applicants to the scheme applied via the 'grandfather' route, using a mixture of sea time and simulator training to qualify.

We are committed to improving awareness of the Scheme, and to promoting the value of this certificate in a world where ice navigation is likely to increase. The nationality distribution of Ice Navigators is:

Certificated Ice Navigators by nationality Jan 2021



### Ballast Control Operator Accreditation Scheme

The Nautical Institute's ballast control operator (BCO) Scheme and accreditation standard, developed with the International Association of Drilling Contractors (IADC), was reviewed in 2021, and substantial updates have been introduced. These are under final scrutiny and will be released in 2022.

### The Nautical Institute Vessel Traffic Services (VTS) Accreditation Scheme (IALA R0103)

The Nautical Institute received a request for an IALA VTS accreditation audit from the Finnish Transport and Communications Agency (Traficom). This was the first audit of its nature, and there were many milestones and challenges on the way, requiring a number of consultation meetings throughout the year. The first online audit meeting was on 24th September 2021, and the final closing meeting was online on 20th December 2021.

### Oil Spill Response

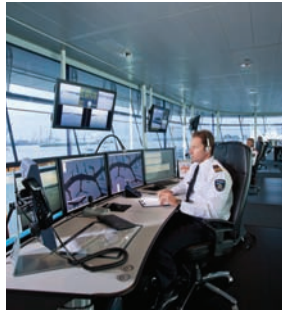
The provision of oil spill response training by blended learning techniques continued to expand considerably in 2021, the catalyst being the introduction of travel restrictions due to the global pandemic.

The NI worked with UK regulators to authorise blended learning packages that would meet UK regulatory requirements. Providers had to submit revised packages for approval to the NI before endorsements to current certificates could be issued. The strategy was extended to international scheme members.

As the year developed, applications for the use of blended learning techniques were authorised free of charge on a temporary basis. As new accreditation and re-accreditation visits were not possible the use of video meetings and observations of courses via remote means permitted the work to continue. As restrictions, particularly in the UK, were lifted during 2021 it became possible to charge for the addition of blended learning courses.

Certificate issue income continued its upward trend.

Four new centres were added in 2021; two in Nigeria and two in the UK. There are good prospects for further growth in 2022 and we also expect to resume on-site accreditation visits.



A VTS Accreditation scheme was launched



## EDUCATION AND TRAINING

### Short Courses

The short courses developed and delivered by The Nautical Institute are now offered under the 'NI Academy' logo and branding, helping to define our contribution in this important professional development sector.

During the year, the number of short courses continued to grow. Popularity of the courses is such that it remains a challenge to find enough suitable instructors to maintain the quality of delivery, even after inducting new instructors.

We now deliver the following courses online using the Zoom platform:

- Navigation Assessor.
- Add-on course to Navigation Assessor.
- Onboard Competency Assessment.
- Rethinking Investigations and Audits modules.
- Blockchain for Maritime Professionals – The Fundamentals.
- Introduction to Shipping.
- Human Element Modules.
- Casualty Management Course.
- Bespoke Onboard Competency Assessment Course for shipping companies.
- Bespoke Behaviour assessment course.

One key objective for the year was improving student learning experience in the virtual classroom used for all course delivery.

Maintaining quality of delivery is key to the reputation of these courses. Considerable efforts were made in ensuring customer feedback was closely monitored and improvements made where necessary.

These developments included increasing the amount of workshop-style interactions to complement traditional delivery and the implementation of on-line assessments.

Research continues to identify future skills gaps and prepare new courses using new technology such as cloud-based simulation for ship handling training.

### The Self Study Command Scheme:

The Command Scheme is continuing to grow and is now attracting candidates globally.

The Scheme has seen an increase of almost 37% in student numbers, leading us to increase the total number of mentors/assessors to six (from three last year) in preparation for further increases in student numbers due to the uptake by shipping companies and the Scheme Scholarship.

During 2021 we reserved 25% of the scholarships for women seafarers. We continue to offer this incentive in 2022.

### The Nautical Institute Foundation

The Nautical Institute Foundation is a wholly owned subsidiary of The Nautical Institute, governed by a team of trustees with industry expertise and experience. It aims to be self-sufficient and cover its costs through revenue from courses produced and offered to the wider maritime community. It aims to be financially independent of The Nautical Institute yet it draws from the needs of the community which the Institute serves.





It has a vision that no loss or injury to people or the environment need happen worldwide for the want of adequate access to awareness and training in the maritime community.

In order to work towards this vision, The Nautical Institute Foundation's mission is to work globally with maritime communities to identify, address, research and develop effective educational solutions for industry challenges, delivered in the most effective and cost-effective manner.

It operates to a defined set of values:

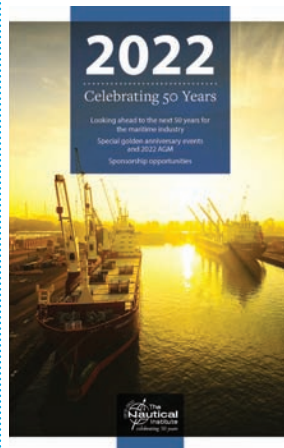
- Resilience – providing tools to build resilience to tackle the growing needs of maritime actors today, and empowering them to be the best they can.
- Partnerships – An integral part of the maritime community, looked upon as dependable. Partners with a shared vision of need.
- Integrity – working to high personal and professional standards, delivering effective programmes and content that meet end user expectations within time and cost considerations.
- Evolution and Innovation – Understanding that every assignment is different, and that stakeholder needs, and values, change, along with public awareness. Utilising the most effective methods and latest neuroscience to ensure learning is robust and embedded effectively for long term value.
- Excellence – Always open to being challenged by the maritime community and committed to being the partner of choice in developing meaningful training materials.
- Person Centric – Recognising that people are at the core of everything we do – both within and outside the foundation. Helping people thrive despite apparent adversity.
- Equity – Delivering educational solutions to those who need it most, without fear or favour.

Perhaps most importantly The Foundation was established to work with the wider maritime community in identifying today's challenges and thus its educational offerings are not confined to members of The Nautical Institute.

To date the Foundation has built a cyber training course for seafarers in conjunction with leading cyber risk management company Hudson Cyber. The course meets all the objectives of the IMO circular MSC-FAL 1/Circ3. With the increasing threats and incidences of cyber-attacks by threat actors, this course is a must have in trying to stay ahead of costly breaches.

The Foundation has also started work on improving education and awareness of incidents of liquefaction of solid bulk cargoes. This is an issue that continues to contribute to the loss of life and assets at sea.

Currently in development is a course to understand the leadership competencies and skills needed to manage a modern ship today along with the ever-changing demands on today's seafarer, including the need for resilience training. This is a massive topic that the Foundation aims to deliver to interested parties online and in small communities over approximately 12 weeks. Technical skills will always be needed but leadership skills can be learned



and practised to empower the ship's crew to take on a more productive role as a highly professional component of the shipping company. In today's work environment we need to give the modern seafarer the skills and practical leadership knowledge to advance despite adversity.

The Foundation aims to deliver compelling practical short courses online at the most cost-effective rates. According to information scientists we take in five times more information today than we did in 1986. While we have the ability to take it in, we have trouble separating the trivial from the important. Well-designed training can help us filter and preserve resources freeing us up to manage the information and make good decisions without feeling overwhelmed.

The foundation is open to discuss with all maritime stakeholders how it might research and develop solutions for training needs where they are not readily available elsewhere. Suggestions can be made direct to the CEO, Colin Payne at [colin.payne@nautinst.org](mailto:colin.payne@nautinst.org).

### Looking Ahead

The Nautical Institute has developed an exciting and challenging Strategic Plan for the period 2021 to 2026. One key milestone will be the celebration of 50 years since the founding of the Institute.

Development of membership and increasing our technical contributions to the industry will remain central to our activities and we look forward to the ongoing support and engagement from our community.

### List of Trustees

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 Mr Frank Coles FNI  
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All financial results are provisional pending final approval of the accounts.