

# STRATEGIC PLAN

## 2016–2020

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# STRATEGIC PLAN 2016–2020

## MISSION STATEMENT

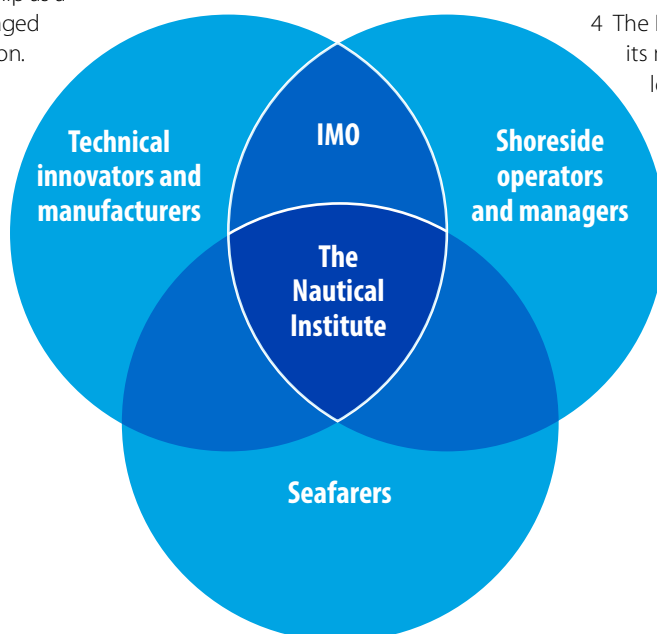
Over the next five years The Nautical Institute, through its international membership and staff led by the Executive Board, Council and committees, will focus on practical seafaring issues in a rapidly changing marine environment, by:

- Providing professional and practical input to the work of the International Maritime Organization (IMO) ensuring members' concerns are effectively addressed within the industry
- Promoting a sustainable maritime profession
- Encouraging human-centred design in technology at sea and in training
- Promoting continuing professional development (CPD) and mentoring
- Expanding and serving the Institute's membership as a well-managed organisation.

## OBJECTIVES OF THE NAUTICAL INSTITUTE

As set out in the Constitution (reproduced here as an *aide memoire*):

- 1 The Nautical Institute is an independent, international body promoting the standing of the maritime profession afloat and ashore.
- 2 The Institute's objects ('Objects') are specifically restricted to advance public education in the study of nautical science and nautical studies generally.
- 3 The Institute has power to do anything which is calculated to further its Objects or is conducive or incidental to doing so. In particular, the Institute has power to:
  - Encourage and promote high standards of qualification, competence and knowledge among those involved in the control of seagoing craft including non-displacement craft
  - Facilitate the exchange and publication of information and ideas on nautical science, and to encourage and publish appropriate research
  - Establish and maintain appropriate educational and professional standards of membership
  - Liaise with and influence government departments and other bodies concerned with statutory and other qualifications, and with universities and other educational institutes and authorities in the furtherance of education and training in nautical science and practice
  - Encourage the formation of branches worldwide.
- 4 The Institute shall seek to represent the professional views of its members to and within the international, national and local bodies considering the safety and efficiency of shipping operations.
- 5 The Institute shall not support with its funds any objective, or endeavour to impose on or procure to be observed by its members or others any regulation, restriction or condition, which if an objective of the Institute would make it a trade union or association.



# PRESIDENT'S STATEMENT

**CAPTAIN ROBERT McCABE FNI**

It has been my pleasure and honour to serve as President of The Nautical Institute (NI) over the past two years and, as my term of office nears its end, it is a great responsibility to oversee this Strategic Plan that will serve the Institute through its next five years, from 2016 to 2020.

We are of course a membership organisation that is a collective of maritime professionals from all over the world. In some respects, our membership profile is similar to the make-up of many ships' crews. We are multi-cultural and we are multi-lingual. Yet we have all joined the NI with the common aim of sharing and learning together.

It is therefore very pleasing that so many of you participated in the President's Questionnaire of 2015, with more than 1,400 online responses. The answers have given valuable assistance to the Secretariat, Council and Executive Board in shaping this new Strategic Plan. I was particularly pleased to note the participation of so many of our younger members. Overall, there was a terrific response across all of our membership grades.

I have also had the pleasure of visiting many branches over my two years of Presidency where I have spoken to countless members and potential members alike. I am overwhelmed at how important the NI is to our membership and at the high hopes which members have for what we can achieve in this global industry.

As always in shipping, there are many challenges, not least the fact that we are a

“I hope that this Strategic Plan will assist the Institute in setting a passage plan towards greater sustainability”

truly worldwide set-up. With increasingly robust communication networks, we have more means than ever to work together as a membership organisation to address the many issues facing our industry today.

Our publications, conferences and branch activities are the Institute's lifeblood, connecting our diverse membership and providing platforms for interaction, discussion, debate and professional development. *Seaways*, our books, our seminars, *The Navigator* and our IMO delegation are all driven by members sharing their knowledge and working together to tackle shipping's challenges.

## SUSTAINABILITY

Over the past few years, and at very high levels, there has been much talk of sustainability. The IMO now has a sustainability mission for the world's oceans which complements the UN's own programme for planet Earth. The Institute unreservedly supports the IMO's mission and we will work with the agency to meet its goals.

The world is changing – more sensitivities, more regulations, more accountability, more technology, more

trade, more ships, less water space, and greater competition from other industries offering opportunities to bright young people. I hope that this Strategic Plan will assist the Institute in setting a passage plan towards greater sustainability.

Sustainability can also apply to professions. In the future I believe we will need to plot our course to sustain professionals in the shipping industry – upon which so much of the world relies. It has been said that without shipping half of the world would go hungry and the other half would freeze.

Professionals provide marine transportation and make sure that it is effective and safe. Expensive assets are involved, but global shipping is a people business, populated by many thousands of professionals both ashore and at sea. Our Institute is the representative body for these professionals and a means to bind us together and to share common goals.

A cornerstone of sustainability must be knowledge, and knowledge in a rapidly changing environment can only be gained by sharing. The sharing of knowledge is one of our core foundations and the Institute has been distributing knowledge since its inception. Knowledge of best practice in evolving shipping operations was called for by many in their questionnaire responses, including:

- Ice navigation
- Tug operation
- Fast craft operation
- Offshore-focused operations.

It is unlikely that the Institute will be able to cover all these in depth in the lifetime of this Plan. Nevertheless, we will help our members to share their knowledge in these fields through our various publications, branch events, online forums and our website.

We now live in an era of unprecedented communication choices and sharing opportunities. The Institute is keen to make the most of new communication channels, so we are advancing our use of technologies and experimenting further with their development, including social media, apps, webinars, e-publications and video conferencing.

I am sure that many new ways of communicating will evolve over the next five years and the Institute will be relying on constant feedback from our growing membership. This dialogue with members will be essential to ensure that we continue to use the best methods to communicate effectively in both directions and to all generations.

Sustainability also means reaching out to the younger generations who join our profession and helping them to develop themselves. It is said that it takes thousands of hours to become any sort of expert, be it a carpenter or a navigator. We need to recognise that the assertion of 'competency' that comes from a freshly gained STCW certificate is only the start of becoming an expert seafarer.

## MENTORING

Mentoring as a tool needs to be used constantly to bring professionalism to the younger generation. The Institute plans to devote substantial resources to building mentoring into all its activities. We must promulgate best practice. We must work with industry to ensure that working environments are conducive to mentoring, and we must motivate all professionals to mentor, even if it is only to take the "ten-minute challenge" as suggested in Captain André Le Goubin's excellent book *Mentoring at Sea*.

We should not forget that mentoring can work both ways. With the right mindset, the older generation can learn from young people about technologies, communications, IT and data management.

## CPD

Professional development is also at the heart of sustainability. Everyone who reads *Seaways*, *The Navigator* or *Alert!*; who uses the Mariners' Alerting and Reporting Scheme (MARS) findings; or who

discusses professional subjects with their crew members, is engaging in professional development. Continuing professional development (CPD), however, is a formal process that takes this one step further. The Institute's CPD scheme is based on a cycle of "research, plan, record and reflect". Members wishing to take a more formal approach to reflect on their development can have their records reviewed with feedback.

The Institute's mission is to support those involved in the control of seagoing ships. If these people are to have a sustainable profession it will be no coincidence: it will take effort, thoughtfulness and cooperation. The Institute is committed to playing its part in this sustainable future by being the leading professional body for all such professionals.

I thank all the members and potential members who have shared their views of the future with us and helped us formulate this Strategic Plan. This is our Institute and we will grow stronger and wiser together.

“The world is changing – more sensitivities, more regulations, more accountability, more technology, more trade, more ships, less water space and greater competition from other industries offering opportunities to bright young people”



# EXECUTIVE SUMMARY

Responses from both members and non-members to the President's Questionnaire survey, undertaken in 2015, surpassed all expectations. Participants declared their support for the Institute's existing work and many also proposed new ideas that could provide further advantages to members (see page 14).

The President's Questionnaire covered a broad range of issues. Here are some of the key findings:

- New technology should not be complex or difficult to use
- Regulations should reflect seafarers' workloads
- Committees should promote leadership and management best practices at sea and ashore
- Appropriate training ought to be prioritised, particularly in technical subjects
- Recognition of performance and limitation issues from smaller ship complements
- Those ashore need to recognise that seafarers are not super-human
- Shipboard automation should be designed, tested and introduced with human beings in mind
- There should be more standardisation of new technologies and equipment on board
- New equipment should be designed, regulated and manufactured with reference

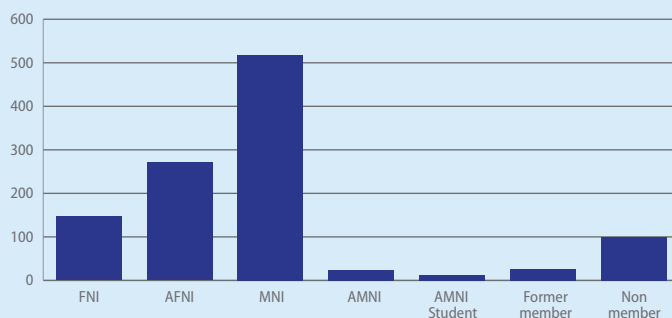
- to the needs of operators
- The administrative burden on board should be reduced
- The challenges of reduced manning levels need to be tackled.

Members gave broad approval to the content and value of the Institute's publications, notably *Seaways* and *The Navigator* magazines. The Institute's representation at the IMO was also considered very important by many questionnaire participants.

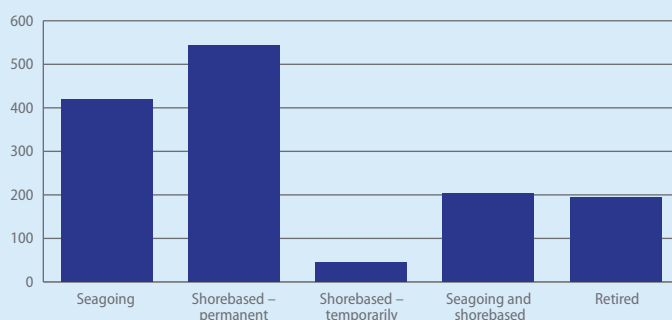
The scale of response to the questionnaire reflects the Institute's standing among both members and potential members. One particularly encouraging factor was the response from so-called Generation Y members – those under 40 – who made up nearly a quarter of those completing the survey. This is significant because it demonstrates that the Institute's initiatives to embrace Generation Y – including the adoption of the latest communication channels and social media – are clearly working.

The analyses of membership status and employment indicated that the respondents were representative of the overall membership of the Institute, reflecting both seagoing and shore-based views from a broad range of the maritime sectors and geographical locations.

## Membership status of questionnaire participants



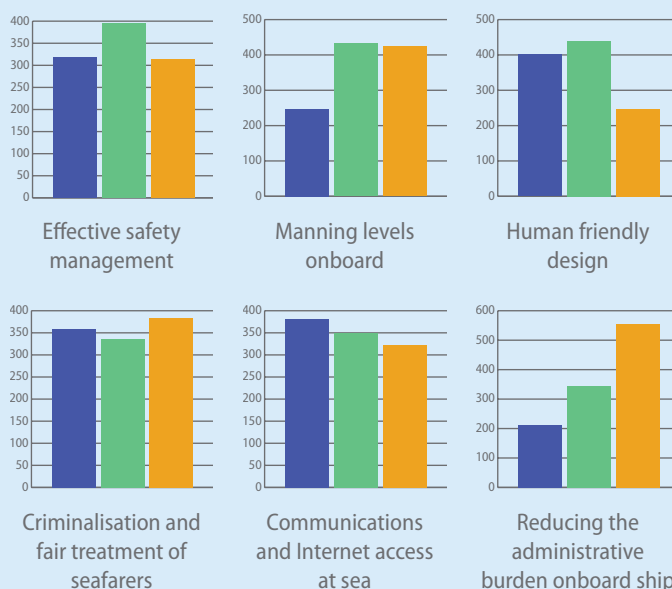
## Employment status of questionnaire participants



## KEY

- Most important
- More important
- Important
- Least Important

## What human element issues should The Nautical Institute address in the next five years?



1,406

started the survey

972

members completed the survey

127

ex-members and non-members completed the survey

795

agreed to participate in the second part of the survey

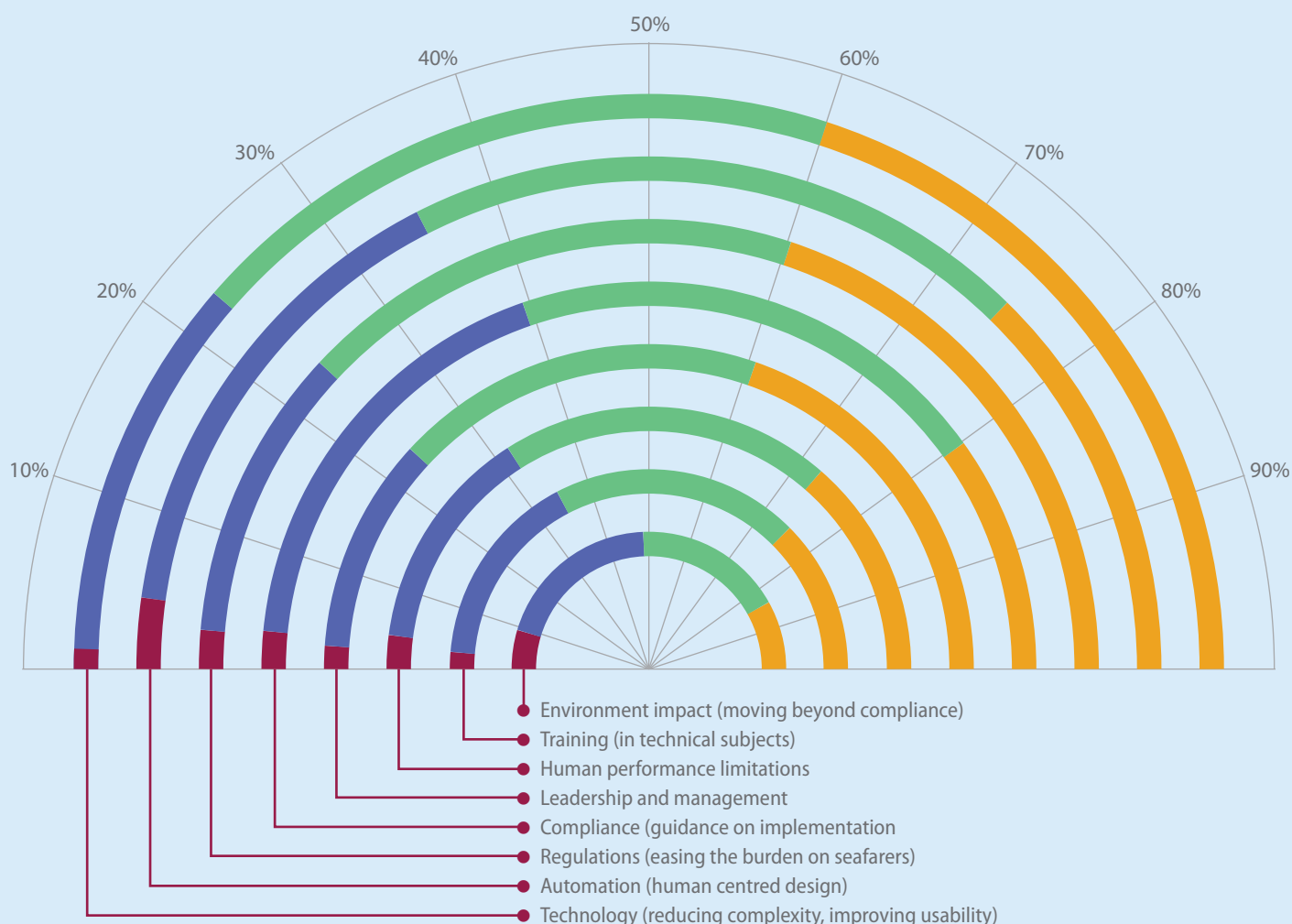
531

started the second part of the survey

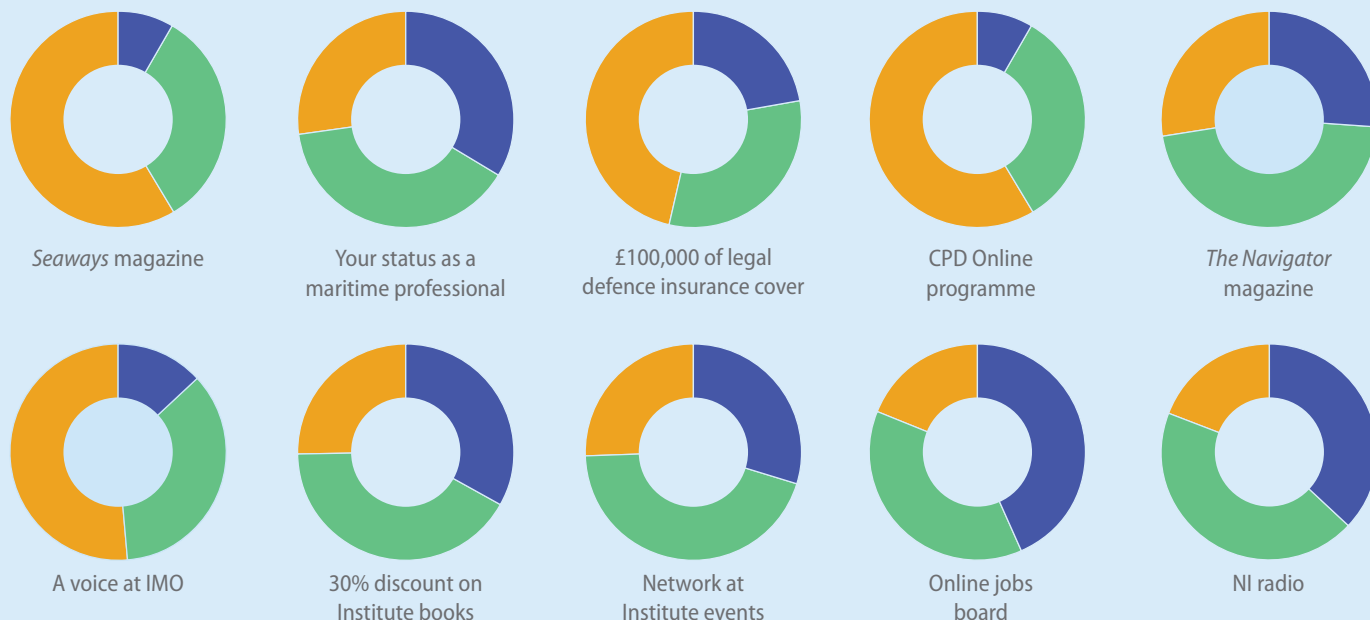
400

answered each question

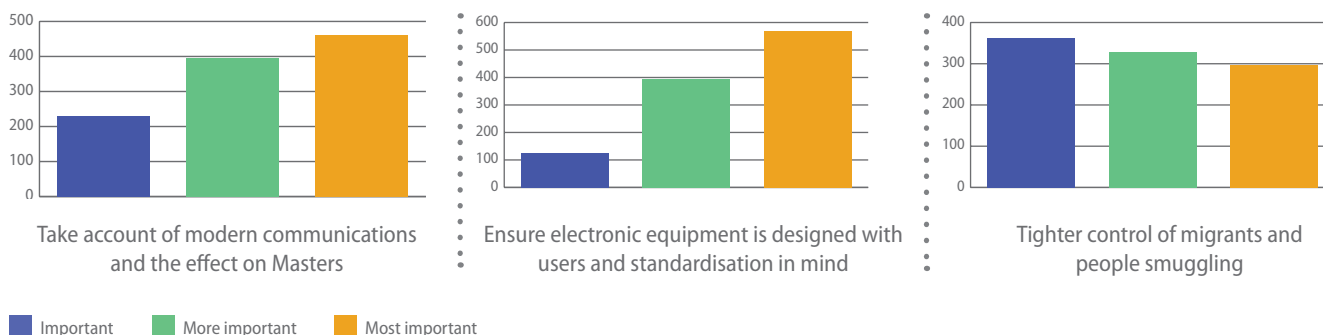
### What broad technical or operational issues should The Nautical Institute's Technical Committee focus on in the next five years?



### Indicate the value you attach to each of the following membership benefits



### At IMO – indicate the importance of The Nautical Institute devoting resources to the following:



# WHAT WE PLAN TO DO

As a result of the President's Questionnaire, discussion in the Institute's Council and committees, feedback from branch meetings and correspondence with members, the Executive Board has identified these areas as priorities demanding the Institute's focus over the next five years.

## NAVIGATION AUDITS

“I strongly believe that the onboard navigation audits are essential to improve navigation safety, provided that the auditors are independent (not port state or flag state) and working to a high standard (above STCW).”

All too often officers who pass their shore-based bridge resource management (BRM) course revert to bad habits if a culture of BRM is not in place.

The Institute intends to document best practice for independent navigation audits carried out on board at sea over a period of days and will offer a range of constructive recommendations, rather than merely highlighting poor BRM practices.

### Deliverables:

- Launch consultation to develop and publish best practice for navigation audits
- Promote the benefits of navigation audits in enhancing navigation safety.

## MENTORING

“Our approach builds on teamwork aboard and includes this aspect in selection of senior officers. Mentoring and reverse mentoring are both seen as important.”

Mentoring is more important than ever in the context of a continuing reduction in ships' crews, greater cultural diversity among those onboard and a growing requirement to understand increasingly complex shipboard systems. In the past, mentoring often happened automatically – senior seafarers who shared the same language with their juniors passed on their knowledge as a matter of course.

The Institute believes that mentoring is essential and should be a routine aspect of shipboard life. The Institute has published a practical guide entitled *Mentoring at Sea* and many branches have held mentoring workshops. In the future, the Institute plans to promote the practice of mentoring by ensuring that it is regularly discussed in all Institute publications and by working with industry to create mentoring-friendly environments onboard ship.

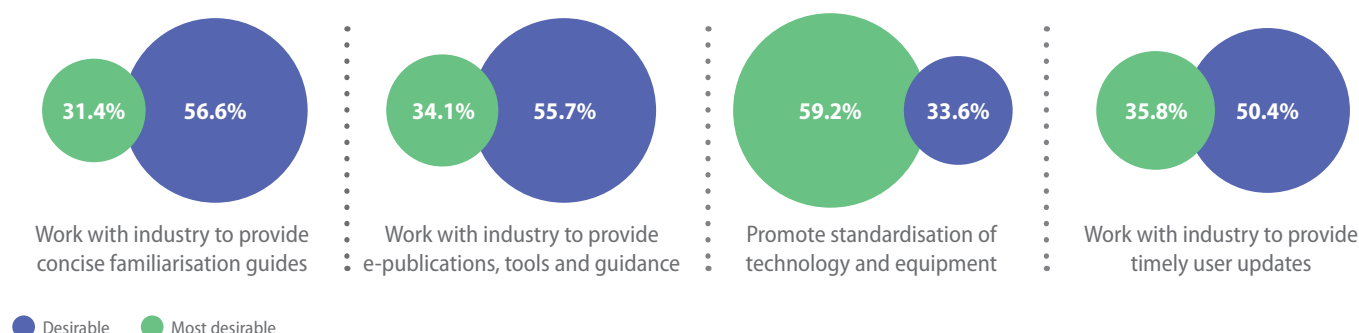
### Deliverables:

- Provide articles and seminar presentations to promote the value of mentoring in developing knowledge, expertise and professional confidence
- Develop multi-media tools to help engagement with mentoring.

“I believe this is the industry crying out for support in so many varied subjects that are not taught at college but the seafarer is expected to deal with in the course of their employment”



## How can The Nautical Institute promote familiarisation of new technologies and equipment?



### USABILITY

“ Put human-centred design very high on the priorities list. ”

Over the years, mariners have discussed the difficulties they face working with poorly designed systems. These include a wide range of bridge components, including ECDIS and GMDSS, and poorly laid out mooring stations and cargo control systems.

Greater automation could exacerbate these challenges in the future. The Institute has recently published a revised book on *Improving Ship Operational Design*, which will be actively promoted and discussed with industry. The objective is to encourage a greater take-up of the principles of human-centred design (HCD). There was strong support for the NI's S-Mode (Standard Mode) concept of a standard interface for navigation displays under the IMO's eNavigation initiative.

#### Deliverables:

- Work with industry stakeholders to produce guidance on S-Mode by 2019, as set out in the IMO eNavigation work plan
- Market and promote use of the *Improving Ship Operational Design* book
- Promote the principles of human-centred design (HCD) through articles and seminar presentations
- Monitor and inform the industry of the effects of increasing automation on maritime professionals.

### NAVIGATION SAFETY

“ Promote a significant and proactive balance between traditional techniques and new technology. ”

Navigation safety remains a prime area of concern for our members. The issue is at the heart of much of the Institute's existing work, including:

- Learning from incidents
- Focus on the human element and the challenges seafarers face
- Best use of new technologies while maintaining essential traditional skills.

In the next five years, additional emphasis will be placed on developing best practice for navigation audits. There should be no loss of navigating skills or navigation safety from future automation, advances in bridge design and the implementation of new technologies on board ship.

#### Deliverables:

- Provide input to the IMO's eNavigation work programme, focusing particularly on standardisation of equipment and usability
- Continue publication of *The Navigator* to enhance the navigation knowledge and skills of current and future navigators
- Expand the funding base for *The Navigator*
- Maintain the Human Element Project database and website to ensure continuing use of this knowledge in the design and operation of ships
- Promote the benefits of confidential reporting and further enhancement of the Mariners' Alerting and Reporting Scheme (MARS)
- Expand the funding base for the Mariners' Alerting and Reporting Scheme (MARS).

### COMPETENCY

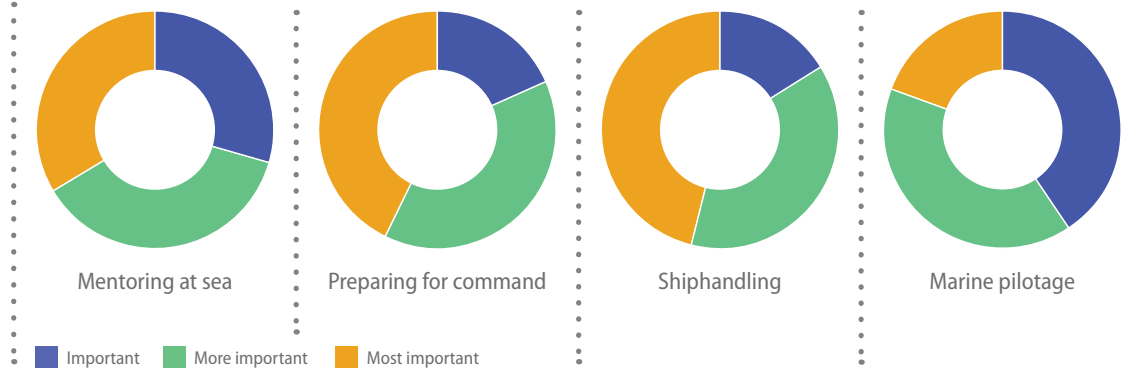
“ Focus on the realities of managing a modern, integrated ship. ”

Competency remains a major area of concern and a continuing area of interest to the Institute's members. Regrettably, the human element is still the root cause of many maritime accidents. The Institute will continue to promote best practice in all aspects of the control of ships, putting particular emphasis on new methods of transferring knowledge and demonstrating competence. We will continue to promote the growing impact of simulation as a learning medium and its potential for assessment, as well as the importance of the quality of educators, instructors and facilities.

#### Deliverables:

- Provide input to the IMO review of the STCW Convention and Code to ensure that it sets the necessary professional standards requires sufficient experience for competency
- Promote the value of mentoring in developing knowledge, expertise and professional confidence
- Develop *The Ship's Officer* publication (working title) to enhance the professional knowledge and skills of current and future ships' officers of all disciplines, particularly in risk assessment and mitigation
- Develop the funding base for *The Ship's Officer*
- Develop competency through Institute seminars organised by the branches, such as the Command Seminar series.

What competency areas/matters do you consider are important for the Institute's professional development committee to focus on in the next five years?



## COMMAND

Preparing to take command of a ship is still one of the biggest challenges for our members. It is also one of the most rewarding achievements in a seafarer's life. The Institute recently published the latest edition of *The Nautical Institute on Command* and, during the Plan's duration, will re-launch the Command Scheme and support material dealing with best practice in leadership and management. This will be a key contribution to the improvement of safety management and development of effective teamwork with shoreside colleagues.

### Deliverables:

- Continue to provide input to the IMO's Human Element Leadership and Management (HELM) requirements
- Finalise and launch the new edition of the Command Diploma Scheme
- Market the Command Diploma Scheme to companies and individuals as part of an overall campaign to improve preparation for command
- Promote *Seaways* and the Institute's other media services to discuss the challenges of command, sharing experience and proposing improvements.

## DESIGN AND REGULATORY PROCESSES

Manufacturers find it difficult to obtain HCD feedback from users during the many stages of design and testing because they rarely have direct access to seagoing personnel. The Institute can help get this operational feedback to influence component design. Members have also called for continued work with flag states and regulators to reduce the administrative burden of compliance and to take this issue into account when drafting new regulations. At an operational level, slips, trips and falls are a constant hazard, which we will continue to address through awareness-raising and improvements to training and risk assessment.

### Deliverables:

- Smooth dialogue between seafarers and manufacturers to improve equipment design and siting using HCD principles
- Provide input to the IMO and other regulatory bodies to ensure that the burden of compliance is fully taken into account and mitigated when drafting new regulations
- Work with industry to improve and promote systems to reduce the administrative burden at sea and ashore
- Promote the use of the Mariners' Alerting and Reporting Scheme (MARS) to improve safety onboard.

## CROSS-DEPARTMENT COOPERATION

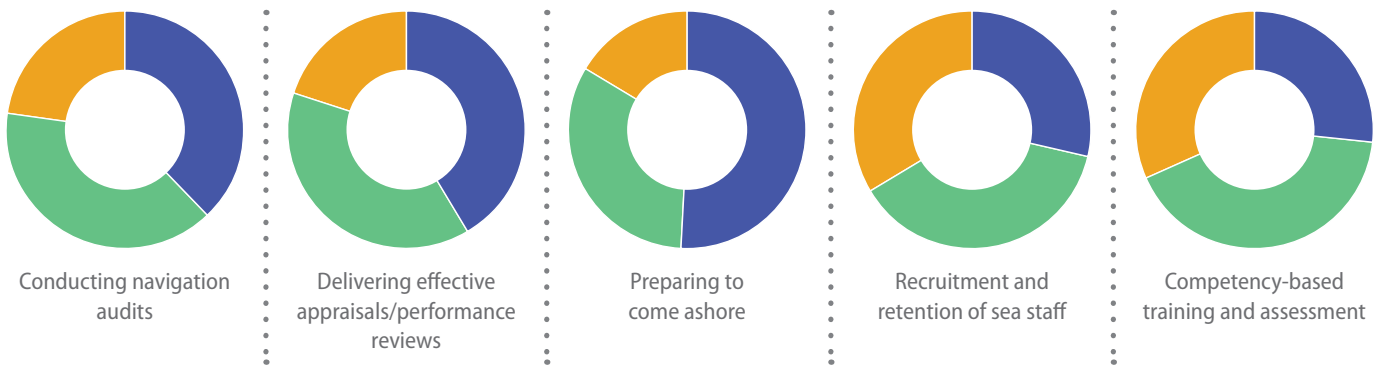
As new technologies and greater automation transform some of the traditional functions on board ship, a closer cooperation between deck and engineering personnel is inevitable. Responses to the President's Questionnaire specifically mentioned this trend. Now, and increasingly in the future, deck and engineering officers will share more management tasks including safety, security, planned maintenance, remote monitoring, cyber hygiene, reporting and communications. The Institute plans to explore the areas in which the skill sets of both deck and engineering personnel can be shared and developed, possibly in joint training and ship management programmes.

Another area where integrated management is essential is the general welfare of seafarers and employees, whether at sea or ashore. The Institute has a role in ensuring that the Maritime Labour Convention 2006 (MLC 2006) is adhered to, to improve the welfare of seafarers.

### Deliverables:

- Work with interested parties, including other relevant professional bodies, to explore and develop more integrated management systems for ships
- Ensure that the skillset requirements identified are presented to the IMO as part of the review of STCW
- Publish best practice guidance on integrated management systems and the welfare of seafarers.

“Promote a significant and proactive balance between traditional techniques and new technology”



### MANNING AND FATIGUE

“Ensure that manning is considered as a safety issue that operators must address transparently.”

The Institute will continue to highlight the issues of manning and fatigue to the industry by sharing case studies and publishing academic research and information from the NI confidential fatigue reporting forum. We will also pursue our initiative at the IMO to end the practice of Master/Mate six-on/six-off watchkeeping.

Human performance and limitations (HPL) is a concept used by the aviation industry to ensure that all pilots recognise their human limitations to ensure they nurture their mind and body for best performance. Over the next five years the NI will explore how this can be translated into the maritime domain and work with stakeholders to address these issues.

The Institute will continue to encourage its members and branches to make best use of their contacts with flag state administrations to support these initiatives.

#### Deliverables:

- Work with like-minded organisations to ensure all aspects of the ship's trading pattern and the regulations on hours of work and rest are applied when issuing the Minimum Safe Manning Certificate
- Continue the campaign at the IMO with flag states to end the practice of Master/Mate six-on/six-off watchkeeping
- Build on the publication of *Human Performance and Limitations for Mariners* to raise awareness of this subject in the maritime domain and apply the concepts in practice.

### SHIPHANDLING AND SEAMANSHIP

“There should be a requirement for onboard training of officers to ensure that before promotion they have obtained a substantial amount of shiphandling experience.”

Ship manoeuvring and practising good seamanship onboard is one of the most challenging aspects of the control of ships today. Seafarers must be capable of controlling vessels with new technology in all circumstances, even when automated systems fail. Tasks such as manoeuvring and mooring are still fundamental navigational operations and an inability to undertake these procedures safely is one of the main causes of maritime accidents. Officers of all ranks need to master the art and science of shiphandling around pilot areas and anchorages.

The Institute will continue to develop best practice in these areas. Specifically, mentoring, experiential learning on board and the best use of simulation and assessment techniques will be developed.

The value of sea time experience in developing and maintaining these skills will be promoted at the IMO and to employers on the basis that the regulatory requirement is too low a minimum to produce true competence.

#### Deliverables:

- Provide input to the IMO review of the STCW Convention and Code to ensure necessary professional standards in these subject areas and that sufficient experience for competency is required
- Continue to update and publish best practice in these subject areas
- Promote best practice in simulation training and assessment so competency can be demonstrated in a safe environment
- Ensure that work in this area relates to the mentoring project.

### CONTINUING PROFESSIONAL DEVELOPMENT (CPD)

“I believe this industry is crying out for support in so many subjects not taught at college but which the seafarer is expected to deal with.”

Professional development lies at the very heart of the Institute's activities. Most individuals join the Institute to keep up-to-date with industry developments through the journal *Seaways*, other publications, branch events, various web-based forums and the Mariners' Alerting and Reporting Scheme (MARS). NI Radio provides another learning medium for members. The Institute will explore new methods of communication with our members, particularly taking advantage of new internet and communication technologies.

The Institute will also continue to develop the formal process of validation of members' professional development through CPD. The programme supports a **research, plan, record and reflect** approach. Provision of this facility and feedback is a key service for our members.

Promotion of the value of CPD to employers will continue to ensure that undertaking it is not an undue burden for members and that it is a joint responsibility, for mutual benefit.

#### Deliverables:

- Promote the means and benefits of CPD to individuals and companies
- Keep under review, promote and enhance the Institute's CPD record facility for members
- Consider making a formal record of CPD part of the criteria for advancement to the Fellowship of the Institute
- Explore with like-minded organisations the establishment of a Chartered status for mariners





# PUBLICATIONS

## PROVIDING PROFESSIONAL KNOWLEDGE

The publishing of best practice is central to the aims of the Institute, so subject matter and methods of delivery are constantly under review. Titles aim to help seafarers, and those ashore who support them, in the safe and efficient operation of vessels. This information comes from a variety of sources. Some authors are serving seafarers, some have recently come ashore and some are in maritime education and training. Others are experts in a wide variety of fields.

One strategy links them all – to ensure that all publications, where suitable, are multi-author. No single author is likely to be in a position to know all the complexities of a subject. With a broader authorship the books gain from the knowledge of people from different backgrounds, a variety of vessel types and operating experiences, and from different areas of the world.

The Institute will also continue to develop and strengthen links with other organisations that have specialist knowledge and share our desire to define and publicise best practice. Successes in the past include our collaborations with the International Salvage Union, the Royal Navy and The International Harbour Masters' Association, all of which have led to successful publications with strong best practice advice.

Supporting the authors in the production of every book are teams of peer reviewers,

“The paper copy always comes on board with me. It can be shared with non-NI members. It is a valuable form of promoting the Institute, and I am always ready to explain membership benefits”

also from a variety of backgrounds, who help to ensure the publications will advance best practice and set out industry or naval standards. Publications also comply with our quality citation ISO 9001:2008.

Books are not the only means The Nautical Institute uses to distribute its work on best practice. We also publish:

- The industry-acclaimed monthly journal *Seaways*
- *The Navigator*, which helps to maintain competence on the bridge. *The Navigator* has had huge success as a free, technical, non-commercial magazine published as part of a major initiative by the Institute to help motivate navigators and assist them to develop and maintain their competence
- The electronic human element bulletin *Alert!*, which will remain freely available

online even though the project has been completed

- Conference papers, briefings and videos.
- The publications and marketing team will monitor technological developments and propose new ways to deliver material to help disseminate best practice. Electronic delivery of publications is being developed in the manner that is best suited to the Institute's material and audience. *Seaways* and *The Navigator* apps were the first interactive platforms for publications developed by the Institute.

### Deliverables:

- Research, develop, publish and market new periodical publications to support projects. For instance, *The Ship's Officer* will examine issues from risk assessment to lifestyle matters
- Develop existing periodicals to meet changing requirements and explore industry-wide issues effectively
- Research, develop, produce and market new books and other services to improve knowledge and best practice in the industry
- Review and effectively manage existing books and services to ensure they meet the needs of membership and industry
- Continue to review, update and enhance as necessary the website and other media services to meet the needs of membership and industry.

# ACCREDITATION & CERTIFICATION

As the size of the world fleet continues to grow and ships become more sophisticated, global demand for well-trained seafarers is expanding steadily. The Nautical Institute is a world leading third-party accreditor of both individuals enrolled on specialist courses and the educational establishments in which they train.

A prime example of this service to the industry is the Dynamic Positioning (DP) Training Scheme, created and managed by the Institute over 30 years ago on behalf of the offshore industry. It accredits training providers and certifies individuals against standards agreed by industry stakeholders through extensive consultation. The Institute will remain committed to maintaining and evolving these standards to reflect changing business needs and new technology under this Plan.

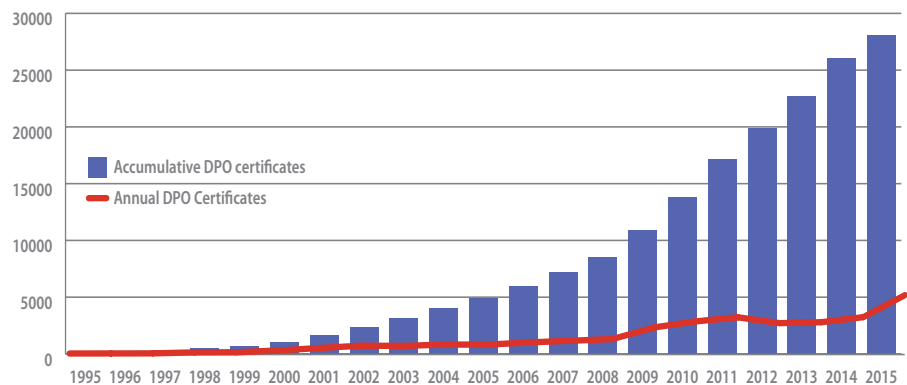
Development of the Oil Spill Response training accreditation will be continued and initial work on new areas of specialised training will be developed with stakeholders. These may include but not be limited to ice navigation, Tug Masters, and autonomous ship operations. Staffing levels and IT support for these services will continue to be monitored and managed to meet demand.

In 2013 the Institute was itself accredited to ISO 9001:2008 which helps ensure that this department, and the Institute as a whole, is under constant scrutiny to perform well and continually improve. This accreditation will be maintained and procedures will be reviewed to meet the requirements of ISO 9001:2015.

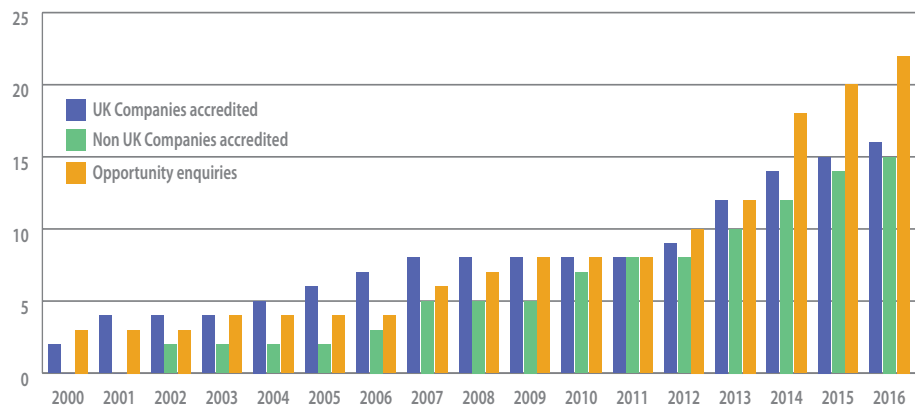
By making this contribution The Nautical Institute has:

- A worldwide network of relevant stakeholders to engage in consultation
- A membership that includes specialists in areas to support these initiatives
- The professional expertise to set internationally accepted standards
- The required auditing skills
- The administrative capability to support accreditation and certification services where required.

Dynamic positioning growth from 1995 to 2015



Numbers of oil spill response enquiries



“The Institute will remain committed to maintaining and evolving these standards to reflect changing business needs and new technology under this Plan”

#### Deliverables:

- Existing accreditation and certification services will be reviewed and managed effectively to ensure they meet the needs of the membership and industry.
- New areas of specialisation training seeking the Institute's services will be explored and developed where agreed to further diversify the work of this department and meet the industry's needs.
- ISO 9001:2008 accreditation for the Institute's services overall will be maintained and the transition to the 2015 Standard effectively managed to certification.

# EXPANDING THE MEMBERSHIP BASE AND SERVICES

Under its Articles of Association The Nautical Institute should be the international representative body “for maritime professionals involved in the control of ships”. This includes the professional men and women at sea or ashore drawn from all sectors of the maritime business including ship management, training, marine administration, commercial services, design and those of pilotage, harbour authorities, VTS and the naval and coast guard services.

A combination of work commitments and the cost of international travel may make it difficult for some members to attend the many events organised by the Institute and its branches across the world. Recognising this, more services will be offered and the development of knowledge-sharing schemes will be a priority.

For example, industry conferences and seminars are to be recorded and made available to members in a secure part of the website under the banner of NI Radio. PowerPoint presentations with audio commentary will be available to members throughout the world. The Institute hosts a series of technical webinars which, over time, will provide members with access to a wealth of expert opinion and thought leadership on key industry topics and issues.

Social media is an important way to reach more seafarers and other maritime professionals. Regular interaction through Facebook, Twitter, LinkedIn and YouTube provides instant updates on Institute

initiatives and news.

Members have access to electronic copies of *Seaways* from the members-only area of the website and a new app. Further value-added membership services will be developed. The Institute is also keen to develop a directory of member services, providing shipping companies with an invaluable tool in identifying and engaging appropriate professional expertise.

## BROADER MEMBERSHIP

The composition of ships’ crews is changing and will continue to reflect trends in ship design and control systems that incorporate more automation, more real-time communication between ship and shore, and a greater sharing in the control of ships between deck and engineering personnel.

The Institute foresees a trend towards more homogeneous crews with integrated skillsets and a broader shared knowledge and expertise in both navigation and engineering. Over the coming years, the Institute envisages that these trends will be reflected in its membership and the services it develops.

## CAREER AND BUSINESS OPPORTUNITIES THROUGH NETWORKING

Opportunities exist to get involved in activities and events at local branches, which also contribute to CPD. Members can acquire and share knowledge with their industry

peers, network with potential employers, customers and clients, and have access to the Jobs Board in the dedicated members-only area of the Institute website.

The Institute will further develop its commitment to members’ professional and career development recognising that maritime professionals invariably take their expertise from job to job. Further expansion of the branch network and support of existing branches will ensure continuing recruitment of and services to members. Areas for branch development are Africa, Eastern Europe, the Far East and South America. Local multi-media services to members will be developed. Cooperation with other professional bodies at international and branch levels will be encouraged to ensure a strong professional voice in decision making within the industry.

## Deliverables:

- Maintain consistent membership growth of at least 2% net each year
- Provide support for members at risk of criminalisation for accidents by maintaining the legal defence insurance and profession advice to the defence team when needed
- Further develop professional services using multi-media to reach members worldwide
- Provide support for, and expansion of, the branch network to assist CPD delivery, recruitment and retention, and career development.

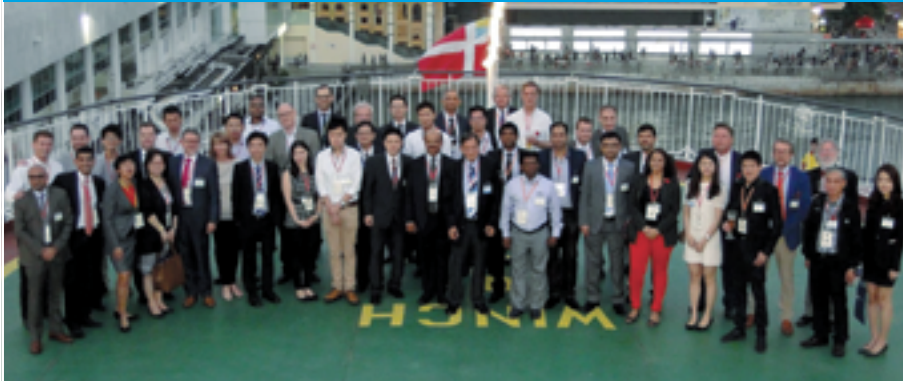
## Working together

The essence of a professional membership organisation is that we are all in it together and we all have a role to play in delivering the desired outcomes of this Strategic Plan. While NIHQ will drive many of these initiatives, the active involvement, knowledge and expertise of the members is needed to achieve these deliverables. Equally, the important contribution of the branches in providing CPD and expanding the membership

does not organise itself. It is the energy and enthusiasm of members at the local level and in the Institute’s committees that ensure these services are efficiently organised and delivered, and this involvement is valuable CPD in itself. Together we will create an even stronger and more influential Institute to improve the safety and efficiency of maritime operations in a fast-changing world.



## BRANCH ACTIVITIES





# LEADERSHIP IN ACTION

UK P&I CLUB



We know how to apply our insights and experience in the best interests of our members. Not just understanding what is going on in our industry right now, but seeing where it will be tomorrow. **Using our expertise to shape the industry. Always doing what we say we'll do. And always doing the right thing.**

[ukpandi.com](http://ukpandi.com)