IUG Strategic Plan 2027 – 2032

1. Introduction

The International Users Group (IUG) was established to maintain, develop and safeguard the International Standard for Maritime Pilot Organizations (ISPO). Since the previous strategic planning period, ISPO has matured into an internationally recognized, pilotage-specific management system framework. The strategic focus for 2027-2032 is therefore not only growth and promotion, but also stewardship, governance, credibility, relevance and future readiness.

This plan is designed as a guideline for the Board and Associates. It provides the strategic direction, governance approach, key performance indicators and action matrix for the next planning cycle.

2. Strategic context

Pilotage remains one of the most important risk-control measures in maritime transportation. The pilotage environment is changing rapidly through digitalization, cyber security risks, sustainability expectations, increasing use of data, artificial intelligence, remote pilotage concepts, autonomous shipping developments and increasing stakeholder expectations.

The role of ISPO is not to regulate pilotage or interfere with the professional judgement of the individual pilot. ISPO provides a management system framework that supports pilot organizations in managing the organizational and operational processes that underpin safe and effective pilotage services.

At the same time, the continued relevance of ISPO depends on maintaining a clear and focused scope and on ensuring that developments affecting pilotage are considered without unnecessarily expanding the purpose of the framework.

3. Vision, Mission and Values

Vision:

ISPO is an internationally recognised pilotage-specific management system framework supporting safe navigation through professional, resilient and continuously improving pilot organisations.

Mission:

The IUG maintains, develops and safeguards ISPO on behalf of its member pilot organizations worldwide, promoting continual improvement in support of safe and reliable pilotage services.

Values:

- **Safety** – *We place the safety of navigation at the centre of everything we do.*
- **Professionalism** – *We promote competence, integrity and excellence within pilot organizations.*
- **Continuous Improvement** – *We encourage learning and the continual improvement of management systems and operational performance.*
- **Resilience** – *We provide a management system framework that enables pilot organizations to anticipate, adapt to and manage technological, operational and regulatory changes while maintaining safe and reliable pilotage services.*

- **Collaboration –** *promoting international cooperation, knowledge sharing, mutual learning and constructive dialogue with pilot organisations, recognised Certification Bodies and relevant stakeholders, while safeguarding the independence of IUG and ISPO.*
- **Integrity** – *We safeguard the independence, credibility and consistency of ISPO and its governance.*

4. Strategic Roadmap / Five-Year Action Plan

The roadmap consists of a phased implementation plan for the 2027–2032 period and translates the strategic challenges into strategic actions.

Source	Ref.	Strategic Action	Owner	2027	2028	2029	2030	2031	2032
SC1	SA1	Approve and publish the IUG Position Paper defining the role of IUG, the pilot-led character of ISPO and the principles governing cooperation with external stakeholders.	B	X					
SC1	SA2	Establish and implement an IUG Governance Framework defining roles, responsibilities and decision-making	B	X					
SC1	SA3	Review and update the Governance Framework based on experience and organisational developments.	B			X			X
SC2	SA4	Review the ISPO code every five years as described in the control manual chapter 7.	AC/B		X				
SC2	SA5	Develop and publish an explanatory note on how emerging topics such as digitalisation, artificial intelligence, cybersecurity, sustainability, … may be considered within ISPO where directly relevant to the management of pilotage organisations, while maintaining its pilotage-specific purpose and avoiding unnecessary expansion of scope.	AC/B	X					
SC2	SA6	Address any emerging topics in accordance with the prepared explanatory note.	AC/B		X	X	X	X	X
SC3	SA7	Evaluate the existing succession plan for board members and develop additional succession plans for key governance roles (advisory council, financial auditors, etc.).	Adm/B	X	X				
SC3	SA8	Check annually whether succession plans are being adhered to and implemented, and whether they need to be updated or expanded.	B	X	X	X	X	X	X
SC4	SA9	Review the recognised Certification Bodies against the agreed performance criteria and evaluate whether the level of communication and cooperation remains satisfactory.	Adm/B			X			X
SC5	SA10	Organise an annual ISPO conference with a balanced geographical spread, providing structured opportunities for member organisations to exchange	B	X	X	X	X	X	X

		practical experience, lessons learned, best practices and developments relevant to pilotage management systems							
SC5	SA11	Ensure an annual, structured knowledge-sharing program (presentations) during the yearly ISPO conference, with a focus on practical experiences, lessons learned, management system practices, and continuous improvement.	B	X	X	X	X	X	X
SC5	SA12	Maintain a structured strategic dialogue with IMPA and other relevant stakeholders , while safeguarding the independence and pilot-led character of IUG and ISPO.	B	X	X	X	X	X	X
SC5	SA13	Evaluate the satisfaction of IUG members regarding the use of the ISPO code and the functioning of the IUG.	Adm/B			X			X
SC6	SA14	Maintain and periodically review the central IUG document-management and information structure to ensure secure access, continuity, controlled document management and long-term preservation of IUG records.	Adm/B			X			X

B = Board / AC = Advisory Council / Adm = Administrator