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Prediction is good until you try to consider the future! It is difficult if not impossible to predict where technology will take the industry but the fundamental service of transport goods safely and to time is unlikely to change.

Pace of change continues to accelerate and all parts of the industry need to ensure that their people keep up with the changes – applies ashore as well as afloat.

Recent Cyber-attacks show the need to focus on cyber-defences and perhaps to question whether we are yet ready for a step change in connectivity.

There is not going to be a sudden step change to unmanned ships – rather there will be an extended transition with ships carrying less crew and automation playing an increasing role.

Global regulation needs to pay careful attention to the transition phases – managing the world's fleet with different stages of automation and levels of manning is an important issue. Regulation tends to look exclusively at an end state and leave transition to the industry to manage. This will not be a SMART enough approach in this case.

People are at the heart of the shipping industry and the near term future is going to demand a mature focus on defining the skill sets required and providing up to date education.

**Key Issues**

Shipping is increasingly expected to be SMART in its approach – is the regulatory system keeping up with its own SMART approach?

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