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FOREWORD BY THE CHAIRMAN



Professor Chris Atkin CEng FRAes

I am very proud to have been elected as the new chair of the Engineering Council at the start of our new 2018-2020 Strategic Plan.

As our profession strives to develop new types of engineering education, increase the number of high quality Apprenticeships and encourage greater diversity and inclusion within the sector, engineering skills have never been more valued and sought after. Hence it is critical that we reinforce the trust that society has in the expertise and professionalism of our registered engineers and technicians.

Our Strategic Plan, set out over the following pages, outlines how the Engineering Council, in collaboration with the professional engineering community, will continue to ensure that those who become professionally registered with us are not only competent and

committed to the profession, but are able to work in an ethical, sustainable and safe manner. To achieve this, we will continue to work in partnership with the professional engineering institutions to maintain our globally recognised standards of competence and commitment. Together we will champion these standards and inspire the UK's engineering workforce to strive for professionalism. In our work we will continue to rely on the commitment of not only our Licensed Members and Professional Affiliates, but also our dedicated volunteer community and the support of academics and employers across the profession.



INTRODUCTION

THE ENGINEERING COUNCIL IS THE UK REGULATORY BODY FOR THE ENGINEERING PROFESSION

Operating under a Royal Charter, we maintain the national Register of Engineering Technicians (EngTech), Incorporated Engineers (IEng), Chartered Engineers (CEng) and Information and Communications Technology Technicians (ICTTech). We also set and maintain UK-SPEC (United Kingdom Standard for Professional Engineering Competence) and the ICTTech Standard, the internationally recognised standards of competence, ethics and commitment that govern the award and retention of these titles.

We set the education standards for engineering programmes that provide the underpinning knowledge and understanding required to practise engineering, as well as setting standards for professional development. We achieve all this through the commitment of the entire engineering community, particularly our Licensed Members and Professional Affiliate organisations.

Nearly a quarter of a million people have met the standards for registration with the Engineering

Council; around a fifth of them are based outside the UK. The Engineering Council is an active member of international agreements and organisations, enabling it to exert real influence internationally. This not only supports the international mobility of professionally registered engineers and technicians but also benefits UK engineering businesses and the UK system of engineering education.

OUR VISION AND MISSION

THE ENGINEERING COUNCIL'S CHARITABLE OBJECTS ARE SET OUT IN THE ROYAL CHARTER AS FOLLOWS:

The objects of the corporation shall continue to be to advance education in, and to promote the science and practice of, engineering (including relevant technology) for the public benefit and thereby to promote industry and commerce in Our United Kingdom and elsewhere.

VISION

Our Vision is *that society continues to have confidence and trust in the engineering profession.*

MISSION

Our Mission is *to maintain internationally recognised standards of competence and commitment for the engineering profession, and to license competent institutions to champion the standards, for the deliverance of public benefit.*



STRATEGIC AIMS FOR 2018 TO 2020

DEVELOPMENT

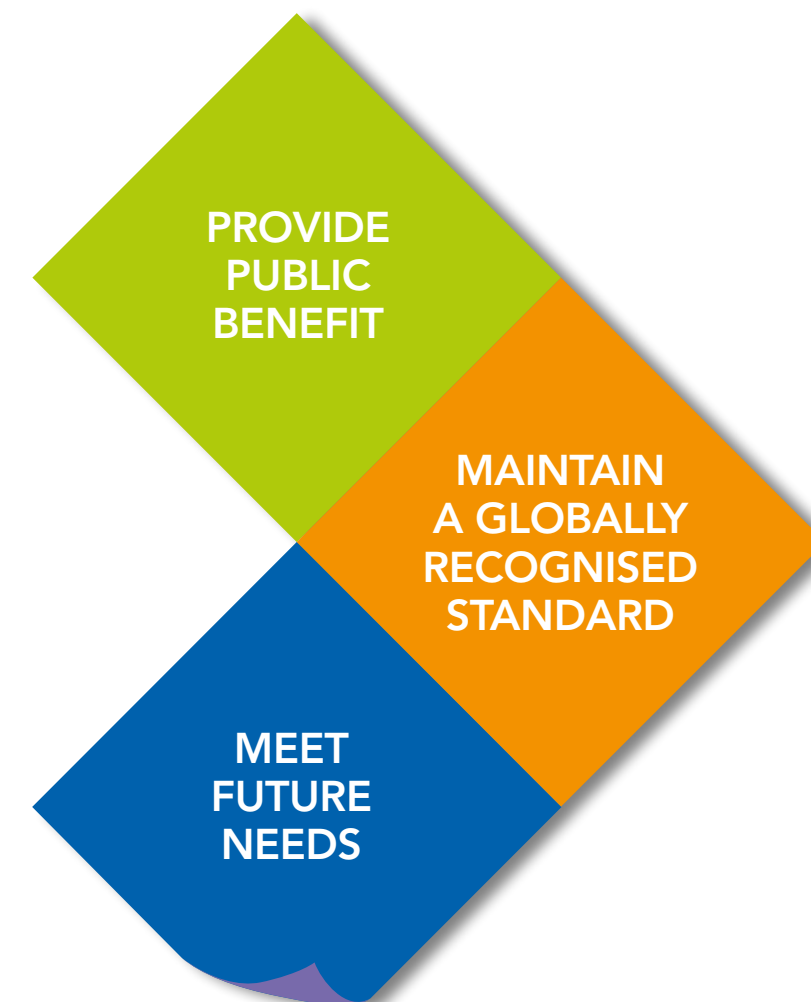
The development of the 2018-2020 Strategic Plan, initiated in summer 2016, was through a two-stage consultation process with key stakeholders including CEOs of professional engineering institutions and Engineering Council Committee members, as well as the Engineering Council's Executive Team. They were invited to identify issues that should be included within the Plan. A document for consultation highlighted those issues that had been identified. These broadly split into three areas: Governance, Standards and Operations.

All respondents were broadly content with the Plan's direction of travel, in particular on the proposed activity areas of international, volunteer management and professional development. Other areas, notably marketing and promotion, were flagged as needing greater prominence.

The institutions were also pleased to note that a forward look at the Engineering Council's core activities of licensing and registration was being proposed, with general agreement that the Plan should take account of the changing expectations of future engineering professionals, particularly with respect to assessment and registration.

The responses to the consultation informed the structure of the Board Retreat in September 2016. Consideration of the responses, and drawing on items from both the consultation (eg marketing and promotion) and previous Board discussions (eg diversity and inclusion), supported a recasting of how the various elements should be presented.

To that end, it was agreed that those items previously presented under the key strands of Governance, Operations and Standards should be re-presented in three new clear statements of intent as core **Aims**.



SUPPORTING OBJECTIVES

EACH OF THE THREE CORE **AIMS** WILL BE ACHIEVED THROUGH THE DELIVERY OF THREE **OBJECTIVES** WHICH ARE STATED BELOW:



As a charity, providing Public Benefit remains the primary driver for the Engineering Council. Society must continue to have confidence that registered engineers and technicians will uphold the Engineering Council's standards and exercise their responsibilities in an ethical manner.

The requirement for registered charities to demonstrate that they provide public benefit and thereby maintain a robust charitable purpose has been an increasingly pertinent discussion point throughout the tenure of the 2015-2017 Strategic Plan, and one that has always retained primacy for the Engineering

Council in its role in safeguarding society. For the professional engineering institutions, this includes the balance between public benefit and incidental member benefit, and the need to highlight the delivery of public benefit to society through an organisation's professional activities.



Ensuring that the Engineering Council's standards remain relevant and internationally recognised remains crucial to the success and credibility of the Engineering Council as the national regulator.

Under the previous Plan, Engineering Council research indicated that whilst CEng is well-recognised and has a strong reputation internationally, there are challenges to this. These arise from new national registers, often supported by national legislation regulating engineers or engineering activities. As such, the quinquennial review of UK-SPEC

and ICTTech due in 2018 provides an opportunity for the Engineering Council to ensure that the Standard remains relevant and fit-for-purpose in an increasingly global industry. This will be achieved through collaboration with a range of individuals and organisations representing the breadth of the profession.



The Engineering Council must remain cognisant of the challenges that the engineering profession is likely to face in the future, short and long term. These include championing the value of self-regulation and exploring the impact of the relationship between knowledge and competence in a global context.

Over the term of this Plan, work will be required on the key regulatory functions such as licensing and registration. We also need to identify other factors or emerging trends that we should monitor, particularly with respect to the acquisition of knowledge and understanding.

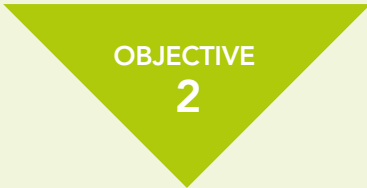
Understanding the expectations of stakeholders will be central to this work: from employers' expectations for a skilled and competent

workforce to employees' expectations of support for their professional development. Wider society will also have expectations of an ethical profession. The challenge is for the Engineering Council's systems and processes to remain fit for purpose for a future profession where the boundaries between the different disciplines of engineering may become less distinct.

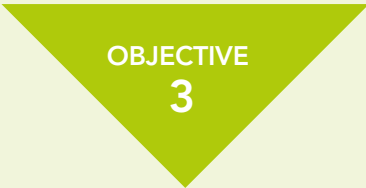
Our aim to provide public benefit will be delivered through three objectives:



Maintain the Engineering Council's position as an effective and well-respected regulator of the profession



Ensure that no barriers exist for anyone appropriately qualified to become professionally registered

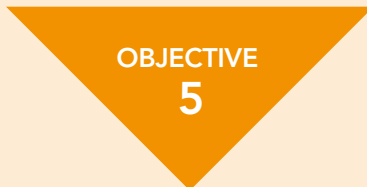


Ensure that the Engineering Council is operationally sound and is recognised by stakeholders as delivering value for money

Our aim to maintain a globally recognised Standard will be delivered through three objectives:



Widen engagement with key stakeholders on the promotion of the Register and the Standard



Safeguard and promote UK registration standards internationally

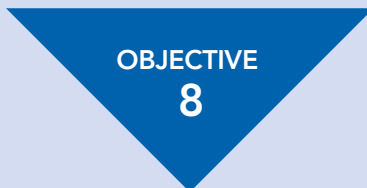


Ensure that the needs and expectations of stakeholders are being met

Our aim to meet future needs will be delivered through three objectives:



Ensure that the regulatory needs of the profession are being met



Ensure that all regulatory functions remain fit for purpose and support the Standard



Ensure that the engineering profession's pathways to registration remain appropriate for the needs of future stakeholders

DELIVERING OUR OBJECTIVES IN 2018-2020

OBJECTIVE 1

Maintain the Engineering Council's position as an effective and well-respected regulator of the profession

Key Tasks for 2018 to 2020

MAINTAIN EXEMPLARY GOVERNANCE	MAINTAIN COMPETENT AUTHORITY STATUS	SUPPORT VOLUNTEERS
Deliver a review of Engineering Council governance and ensure the delivery of the public benefit responsibility	Maintain position as a competent authority and advisor to key bodies/programmes by delivering well-researched and coherent advice and guidance	Develop a Volunteer Support Programme that provides support, guidance and training for all Engineering Council volunteers

OBJECTIVE 2

Ensure that no barriers exist for anyone appropriately qualified to become professionally registered

Key Tasks for 2018 to 2020

ADVISE AND INFORM THE PROFESSION THROUGH THE PROVISION OF DATA	CHAMPION AND SUPPORT DIVERSITY AND INCLUSION	ENSURE ALL REGISTRATION PROCESSES AND MESSAGING ARE COHERENT
Develop a data modelling framework that provides the profession with information on the current numbers of eligible registrants	Champion and support programmes run by key stakeholders that promote diversity and inclusion policies and practices across the profession	Embrace business improvement techniques to ensure all registration processes remain efficient and easy to understand

OBJECTIVE 3

Ensure the Engineering Council is operationally sound and is recognised by stakeholders as delivering value for money

Key Tasks for 2018 to 2020

DEVELOP INFORMATION SYSTEMS	DELIVER QUALITY MANAGEMENT	MANAGE PEOPLE & FINANCES
Develop and deliver a programme of work that enhances and optimises the IT efficiency of the organisation	Develop and deliver a programme of work that establishes, maintains and enhances the quality assurance (QA) credentials of the organisation	Deliver fair and consistent people management policies and practices, and follow prudent financial management

EACH OF THE NINE OBJECTIVES WILL BE DELIVERED THROUGH A SERIES OF **KEY TASKS** REQUIRING BOTH DEDICATED ENGINEERING COUNCIL RESOURCES AND A SHARED COMMITMENT AMONG OUR LICENSED MEMBERS AND PROFESSIONAL AFFILIATES

These Key Tasks will be delivered across the three years and directed by Operational Plans drawn up during the Engineering Council's annual business planning process. These Operational Plans set out how the key tasks will be delivered and their relationship to both departmental and staff objectives.

OBJECTIVE 4

Widen engagement with key stakeholders on the promotion of the Register and the Standard

Key Tasks for 2018 to 2020

PROMOTE THE REGISTER	UNDERSTAND OUR BRAND	PROMOTE RECOGNISED STANDARDS
Review and develop the Engineering Council's 'white goods' marketing collateral that supports promotion of the value of the Register and professional registration	Review and develop the organisation's branding and understand how others use it	Engage with professional engineering institutions and other stakeholders to promote the value of Recognised Standards in providing contextualised standards for specific sectors and disciplines

OBJECTIVE 5

Safeguard and promote UK registration standards internationally

Key Tasks for 2018 to 2020

FACILITATE MOBILITY	OVERSEAS INSTITUTIONS	OVERSEAS QUALITY ASSURANCE
Engage with overseas partner organisations to secure and maintain appropriate recognition for registrants through bi-lateral and multi-lateral agreements	Explore opportunities to develop an International Professional Affiliateship offer	Develop and implement a mechanism to enable overseas partners to operate competence-based registration systems aligned to UK-SPEC

OBJECTIVE 6

Ensure the needs and expectations of stakeholders are being met

Key Tasks for 2018 to 2020

SUPPORTING PROFESSIONAL DEVELOPMENT	TECHNICIANS	ENGAGING WITH REGISTRANTS
Engage with the professional engineering institutions, supporting their provision of professional development frameworks, tools and processes	Engage with professional engineering institutions and other stakeholders in the improvement and promotion of technician products across the profession	Deliver a programme of work that supports the professional engineering institutions in delivering registrant messages

OBJECTIVE 7

Ensure the regulatory needs of the profession are being met

Key Tasks for 2018 to 2020

REVIEWING THE STANDARD	ENGAGING EMPLOYERS	PROVIDING GUIDANCE
Undertake a formal periodic review of the UK-SPEC and ICTTech standard and associated key documentation	Research, develop and initiate an 'Investors in Engineers' employers' programme	Develop, deliver and maintain a programme of guidance for individual engineers and technicians across key topics

OBJECTIVE 8

Ensure that all regulatory functions remain fit for purpose and support the Standard

Key Tasks for 2018 to 2020

UNDERSTANDING THE FUTURE OF ASSESSMENT	DEVELOPING THE LICENSING FUNCTION	DEVELOPING THE REGISTER AND REGISTRATION FUNCTION
Review the professional review to ensure continued fit with good assessment practice, and with developments in Apprenticeships and employer-led professional development	Develop and implement an improvement programme for the licensing function and the incorporation of a risk-based approach	Develop and deliver enhancements that provide for greater automation of registration processes, a searchable Register and the development of a registrant portal enabling registrants' access to a suite of online services

OBJECTIVE 9

Ensure that the engineering profession's pathways to registration remain appropriate for the needs of future stakeholders

Key Tasks for 2018 to 2020

MAINTAINING AND DEVELOPING PATHWAYS TO REGISTRATION	UNDERSTANDING COMPETENCE REQUIREMENTS	GATHER AND UNDERSTAND EVIDENCE TO UNDERPIN DECISION MAKING
Engage with professional engineering institutions and other stakeholders to develop appropriate new pathways, ensuring that these and current pathways are clear and coherent to potential new registrants	Engage with stakeholders in understanding how the acquisition of knowledge, skills and behaviours may change in time and across disciplines	Develop a mapping of the future pipeline of registrants within the UK's engineering workforce, informed by external data



VISION FOR 2020

BY 2020, THE ENGINEERING COUNCIL WILL MEET THE NEEDS OF THE PROFESSION, KEY STAKEHOLDERS AND SOCIETY IN THE DEVELOPMENT OF THE STANDARD AND HOW THE PROFESSION IS REGULATED, IN OUR PURSUIT TO BE RECOGNISED FOR:





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