Engineering
Council

Advancing Regulation
2025 Strategy

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FOREWORD

The engineering profession stands at an important decision point, both in the United Kingdom and world-wide. The Covid-19 pandemic, as well as throwing the world into some disarray, has prompted society to reconsider its priorities across communication, transport, energy, consumption, equality and diversity and indeed regulation. The profession has had its eye on many of these fundamental issues for some time, but we now face the prospect of disruptive change driven by communities and nations seeking a better, more resilient future, and we must be ready to play a leading role in the implementation of that change.

Leadership, for the Engineering Council, means promoting the important role we have in convening expert opinion about competence, commitment and professional development and over-arching issues such as ethics, sustainability, safety and security. We have also built up a high level of trust when working with the professional engineering institutions (PEIs) and other partners, delivering standards, guidance and support to engineering professionals world-wide.

As the immediate future offers the prospect of rapid change, we must make sure that the profession works in unison to steer that change in the right direction: the Engineering Council is strongly positioned to steer the necessary consultation, co-ordination and quality assurance.

I therefore commend our new strategy to all our registrants, institutions, stakeholders and partners and ask you all to support the Engineering Council in ensuring that the profession has the standards and guidance it needs for the future and, above all, the confidence of society.

Professor Chris Atkin
CEng FREng FRAes
Chairman

Above all, we will focus on activities that ensure the public continues to have trust and confidence in the assurance mechanisms we provide as a regulator, including an aspiration to see professional registration moving from being primarily seen as a 'benefit to the registrant' to being an 'expectation of the individual'.

INTRODUCTION

I am delighted to have had the opportunity to develop the new 2025 Strategy with input from the senior team, staff, Board Trustees and stakeholders, most notably our PEIs.

I truly believe the positive and informed input that has been received has helped formulate a forward-looking agenda for the next five years and beyond. Looking at the big picture is a key part of our new Strategy as we position ourselves to help deal with near term issues such as post Covid-19 impacts and Brexit, while identifying opportunities for developing our regulatory practice. In particular, we recognise the importance of the anticipatory aspects of the profession including the emergence of new stakeholders and future skills including cyber and digital. Our annual business plans will detail the specifics of our activities, requirements and objectives so we can monitor progress and also ensure we continue to operate within the agreed financial commitments.

Brexit will continue to be a key factor at the start of our strategic cycle, particularly as we transition back into international travel, with the importance of minimising any regulatory barriers that our professional engineers and technicians may face to their mobility and recognition. This will require a keen focus on our level of engagement with international partners through our various agreements and accords whilst maintaining our commitment to key European bodies such as FEANI.

Above all, we will focus on activities that ensure the public continues to have trust and confidence in the assurance mechanisms we provide as a regulator, including an aspiration to see professional registration moving from being primarily seen as a 'benefit to the

registrant' to being an 'expectation of the individual'. This promotion of competence will be threaded throughout the Strategy's four Themes and will remain at the heart of our plans.

The importance of inspiring the profession will be threaded through the new Strategy actions with an increased focus on equality, diversity & inclusivity and other important societal considerations such as ethics and sustainability.

How we deliver all these important actions will be key to success, and our commitment to organisational excellence will be fundamental throughout the period. Our strategy will be delivered via four key themes: Diversity & Inclusion, Digital Innovation, International, and Engineering & Society. Our organisation will match talent with delivery, through remaining agile, flexible and stable.

Finally, of particular note within the new Strategy will be the focus on collaboration with our stakeholders and how our approach to strategic partnering can be used to build and develop our current activities.

We look forward to working with you to help deliver the aims within this Strategy.

Alasdair Coates,
BEng(Hons) MSc CEng FICE MCIHT CMIOSH
Chief Executive

WHO ARE WE?

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 (ICT*Tech*). We also set and maintain UK-SPEC (United Kingdom Standard for Professional Engineering Competence) and the ICT*Tech* Standard, the internationally recognised standards of competence and commitment that govern the award and retention of these titles.

We set the standards for engineering programmes that provide the underpinning knowledge and understanding, and develop the skills, ethics and behaviours required for professional engineering practice. We achieve all this through the commitment of the entire engineering community, particularly our PEIs 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 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.

The Engineering Council's charitable objects are set out in the Royal Charter as follows:

"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."

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

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.

The Engineering Council is an active member of international agreements and organisations, enabling it to exert influence internationally.

2025 STRATEGY

The Engineering Council's Strategy is based around a single overarching goal for the end of 2025, highlighting the Engineering Council's leadership responsibilities in its regulatory role.

The goal of the Engineering Council's 2025 Strategy is:

To maintain the public's confidence in the engineering profession through wider promotion of the Engineering Council's regulatory work, its leadership role within the engineering community and a greater, more diverse and engaged registrant population.

Our success criteria are:

- **a more diverse and inclusive profession**
- **a more digitally innovative profession**
- **an internationally respected standard**
- **an engineering profession with sustainability and ethical principles at its core.**

The Engineering Council's strategy is based around a single overarching goal for the end of 2025.

THEMES IN CONTEXT

OUR 2025 STRATEGY IS FOCUSSED AROUND FOUR KEY THEMES, WHICH INFORM AND STRUCTURE OUR SUBSEQUENT STRATEGIC OUTCOMES.

DIVERSITY & INCLUSION (D&I)

Increasing D&I across the whole engineering profession is an important matter for the Engineering Council, the sector and for society. To broaden the appeal of engineering and reflect the full breadth of talent, it is imperative that all sectors and disciplines of the profession keep pace by:

- increasing the diversity and number of those entering the profession, and

- creating environments where all feel welcome, supported and able to contribute fully.

This in turn will lead to improvements across the profession in decision-making, collective competence, and in reduction of risk.

The Engineering Council will develop a more proactive leadership role regarding D&I. As regulator, we will continue to work with organisations such as the Royal Academy of Engineering (RAEng) and the PEIs to support and encourage those looking to broaden their engagement with a wide range of potential engineering professionals.

Internally, the Engineering Council will embed D&I considerations across all activities and ensure that our policies, processes and procedures are fully accessible and inclusive. We will ensure our products and services remain appealing and relevant to both current and future engineers and technicians in an increasingly diverse marketplace.
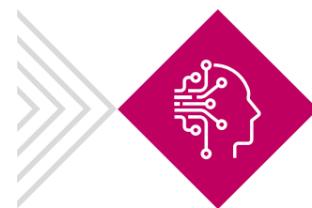
DIGITAL INNOVATION

As the scope of engineering continues to expand and develop, the Engineering Council must be able to respond to accelerating technological change. As regulator, the Engineering Council will remain representative of our sector and agile in our response to the ever-changing environments within both engineering *and* technology.

This includes:

- ensuring our regulatory and governance requirements can accommodate the requirements of the Fourth Industrial Revolution (Industry 4.0) and promote emerging and future disciplines such as those related to AI, cyber security, robotics and autonomation

- ensuring that our products remain relevant and contemporary - notably our Standards of competence and commitment

- ensuring new disciplines can be accommodated – including flexible, easily understood access requirements for professional recognition in developing areas of engineering and technology

Internally, the Engineering Council will ensure that our services remain relevant and do not create any barriers to professional recognition. Engineering Council's underpinning digital platforms will be fully accessible and inclusive, harnessing the opportunities digital technology offers while carrying out key regulatory processes.

We plan to understand how data can facilitate solutions that reduce and where possible remove barriers to inclusivity.

INTERNATIONAL

Clearly, part of the backdrop to this 2025 Strategy will be how the UK positions itself post-Brexit. Although the Engineering Council is a UK regulator, we also have an international presence. As such it is important to provide a proactive international outlook to enable the promotion of registration and provision of public benefit whilst being diverse, accessible, and welcoming.

At the heart of Engineering Council's international activity will be a clear decision and articulation on how it intends to engage internationally. This will include creating new and forward-looking relationships with EU countries.

We will need to balance our role – as the owner of a globally recognised standard – with ensuring that our position complements the PEIs' own membership aspirations. It is imperative that all the profession is aligned and that Engineering Council activity supports this alignment.

Importantly, the Engineering Council will continue to promote competence as the critical characteristic of professional engineers (rather than focusing on the academic base). There will also be a particular concentration on:

- UK-SPEC competence and mutual recognition

- promoting the outcome and conclusions of Standards in a foreign language trial

- Recognised Standards – which will help the Engineering Council look at ways to promote PAS525 (the BSI framework for assessing professional engineering competence) adoption amongst international partners.

- our global position on Masters level learning

ENGINEERING & SOCIETY

Expectations are now rightfully placed on all of society to ensure that we live and work in a safe, sustainable and ethical world. Engineers and technicians are increasingly required to carry out their roles in a broad context which encompasses social, ethical, environmental and economic challenges.

The engineering profession will play an increasing role in providing solutions to pressing societal challenges such as the climate emergency, security of energy supplies, safety, digitisation, loss of biodiversity and the realignment of the economy post Covid-19. The Engineering Council needs to respond to these challenges by providing leadership and direction. We must clearly voice the need for professionalism and evidence-based approaches, and also demonstrate how the profession and registrants are addressing these societal challenges.

Commitment to ethical behaviour is paramount – both for individual registrants and the profession as a whole. Building on the work of the joint EngC-RAEng Engineering Ethics Reference Group (EERG), Engineering Council will seek to embed a culture of ethics into all disciplines and sectors to promote public **trust** in all engineering professionals.

The engineering profession will play a central role in providing solutions to the challenge of carbon reduction and creating infrastructure that is resilient to climate change.

The Engineering Council will consider what we can achieve through our Standards and regulatory responsibilities, as well as the role of others in training, assessing and qualifying registrants. This will encompass registrants' *confidence* as well as their competence and commitment.

Internally, we plan to develop our position on, and ensure our commitment to the UK Government's net zero target.

The Engineering Council will seek opportunities to work with other organisations to ensure that our 'engineering and society' activities take account of the views of under-represented groups, non-traditional audiences, and emerging generations.

STRATEGY FOR DELIVERY

To achieve our goal for 2025, we will develop and manage a range of important activities: from increased promotion of our regulatory work to our leadership role within the engineering community; from our collaborative working with key bodies outside engineering to an increased engagement with both existing and potential engineering registrants.

Our core **Regulatory Drivers** – to regulate, to promote, to represent, to lead and to support – will ensure our efforts and the deployment of our resources remain focussed on our regulatory obligations and commitment to the profession and society at large:

Regulate
The Engineering Council holds a unique position in the profession through its regulatory responsibilities.

Promote
The Engineering Council has a responsibility to promote engineering *regulation* and its benefits. This includes working with the PEIs and others on the promotion of our Standards and of registration.

Represent
The Engineering Council has a responsibility to clearly articulate its position as the "Council of Engineering Institutions" and its relationship with the PEIs and Professional Affiliates. The Engineering Council's strength lies in its convening power and impartial representation of the professional engineering community.

Lead
The Engineering Council has a leadership role arising from its regulatory responsibility and its core purpose of providing public benefit through the setting and maintaining of standards.

The Engineering Council's purpose 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 the United Kingdom and elsewhere as appropriate.

Support
The Engineering Council will continue to complement its regulatory responsibilities with providing support to the wider profession and beyond.

The Engineering Council has a leadership role arising from its regulatory responsibility and its core purpose of providing public benefit.

Our five **Regulatory Drivers** will ensure our focus remains on dealing with core regulatory matters and propel work across the four **Themes**:

To help prioritise our actions, identify synergies between our activities and allocate resources, our work is focussed around four **Themes**, each with Strategic Outcomes that support the delivery of the Strategy.

THEMES:

REGULATORY DRIVERS

	REGULATE	PROMOTE	REPRESENT	LEAD	SUPPORT

DIVERSITY & INCLUSION
To support, develop and encourage a more diverse and inclusive profession

DIGITAL INNOVATION
To support a more digitally innovative profession

INTERNATIONAL
To maintain, develop and promote an internationally respected standard

ENGINEERING & SOCIETY
To strengthen the sustainable and ethical core of the engineering profession

STRATEGIC ENABLERS:

Key to the success of our Strategy will be the organisation's ability to resource and manage the various activities in a coherent and agile way. To facilitate this, the outcomes will be underpinned by two key Strategic Enablers: Operational Excellence and Strategic Partnering.

OPERATIONAL EXCELLENCE
Ensuring that we maintain and enhance an agile and efficient operations model

STRATEGIC PARTNERING
Ensuring that we maintain and enhance key strategic alliances with a range of important stakeholders

STRATEGIC OUTCOMES

The outcomes we will achieve by 2025 are set out on these pages by Themes. Delivery of outcomes will be through key activities set out in annual business plans with clearly defined metrics of success which will be communicated to stakeholders.

DIVERSITY & INCLUSION
To support, develop and encourage a more diverse and inclusive profession

Regulate: the profession by ensuring all our regulations, standards and licensing processes embed diversity and inclusivity into the heart of the profession through promotion of open-access and alternative pathways

Promote: and promulgate the Engineering Council's position on D&I

Represent: the breadth of society and the profession within the Engineering Council's governance and operational model

Lead: by ensuring that all our regulatory processes are informed and delivered by a diverse group of professional peers and explore external validation of our position on D&I

Support: relevant D&I initiatives, in particular the Royal Academy of Engineering (RAEng) D&I Progression Framework, through the provision of data, the setting of targets and reporting.

DIGITAL INNOVATION
To support a more digitally innovative profession

Regulate: the profession through the facilitation of digital systems and ensuring our standards represent the critical skills needed to support Industry 4.0

Promote: the use of digital channels to promote the Register and registration

Represent: key digital technology sectors and disciplines on the Engineering Council's Board and Committees

Lead: through maintaining pace with digital innovation and identifying, adopting and promoting best practice in the uses of digitalisation in regulatory practice

Support: initiatives to develop digital competence in the profession.

INTERNATIONAL
To maintain, develop and promote an internationally respected standard

Regulate: and maintain appropriate international recognition of our standards

Promote: our Register and registration standards to international authorities and regulators

Represent: the UK profession in key arenas, including international bodies (e.g. FEANI and IEA) and UK government trade negotiations

Lead: the profession in developing and articulating recognition of professional engineering qualifications in the UK's post Brexit trading arrangements, including the future position on recognition agreements

Support: strategic partners to implement competence-based professional registers, and to adopt open-access routes into the profession.

ENGINEERING & SOCIETY
To strengthen the sustainable and ethical core of the engineering profession

Regulate: the profession by ensuring that all PEIs and registrants adhere to their public benefit and societal obligations and that all regulatory activity is informed by societal matters

Promote: the Register and the 'Statement of Ethical Principles' as the means by which society can have confidence in the engineering profession

Represent: by ensuring all Engineering Council Board, Committees and volunteers are informed by key societal matters and their impacts

Lead: and promulgate the Engineering Council's regulatory position on key societal matters, e.g. climate change, to inform our standards and regulatory processes

Support: registrants and others working in engineering through the provision of guidance notes for the profession, including the 'Statement of Ethical Principles'.

STRATEGIC ENABLERS
Maintaining our organisational effectiveness and agility and identifying key partners to work with will be required to support our regulatory activity and deliver the outcomes above. Both Operational Excellence and Strategic Partnering will be key enablers in achieving this.

OPERATIONAL EXCELLENCE
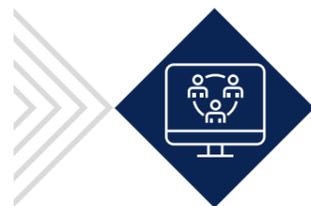**Ensuring that we maintain and enhance an agile and efficient operations model**

Regulate: design and deliver an operating model fit for the future to allow efficient delivery of the new Strategy

Promote: optimise our digital platforms - particularly our website and social media capabilities - to support promotion of the Register and registration

Represent: review the Engineering Council's membership model of PEIs and Professional Affiliates

Lead: develop and embed a values-based culture within the Engineering Council and demonstrate this approach throughout to the professional engineering community

Support: the PEIs and Professional Affiliates through effective account management and support our volunteers in effective delivery of our operations.

STRATEGIC PARTNERING

Ensuring that we maintain and enhance key strategic alliances with a range of important stakeholders

Regulate: identify and partner with relevant bodies to extend and promote competence in safety critical disciplines, emerging technologies and industries

Promote: the standards, the Register and registration through:
- a coordinated approach to engineering employers on a sector-by-sector basis and
- development of public understanding of the importance of professionally registered engineers and technicians

Represent: articulate and promulgate the Engineering Council's role as the 'Council of Engineering Institutions'

Lead: develop alliances with key regulators, leadership groups and sector bodies, both in the UK and internationally

Support: develop stakeholder mapping and routes to engagement with key stakeholders, including:
- development of a 'shared vision' with RAEng and EngineeringUK
- continuing support to the RAEng-hosted Professional Engineering Committee (PEC) and National Engineering Policy Centre (NEPC)
- engagement with the UK Government on the importance of professional regulation and the value of professional registration
- new and wider stakeholder engagement with other professions such as the legal profession to identify engineering areas or disciplines which would benefit from closer cross-profession working.

These important stakeholders include:

- **The Engineering Council's Professional Engineering Institutions (PEIs) and Professional Affiliates**

- **RAEng** and **EngineeringUK**, in particular to ensure consistent and clear messaging about the engineering profession

- **UK Government**, in particular focusing on:
  - o the value of regulation and registration, ensuring UK professional engineering standards are mutually recognised globally
  - o improving the regulation (beyond voluntary and self-regulation) of safety-critical roles within engineering/technology, for further public benefit
  - o providing a voice for the engineering institutions in the planned growth and investment in infrastructure, green energy, skills and innovation.

- **Other regulators** in sectors with a robust regulatory and effective regime (e.g. medicine, pharmaceuticals)

- **Employers,** with a view to:
  - o building on EngineeringUK's strong employer relations and
  - o supporting and complementing the PEIs' strategic employer relationships, seeking employers' support in promoting flexible routes to registration
  - o encouraging employers to map their role criteria to EngC's registration requirements.
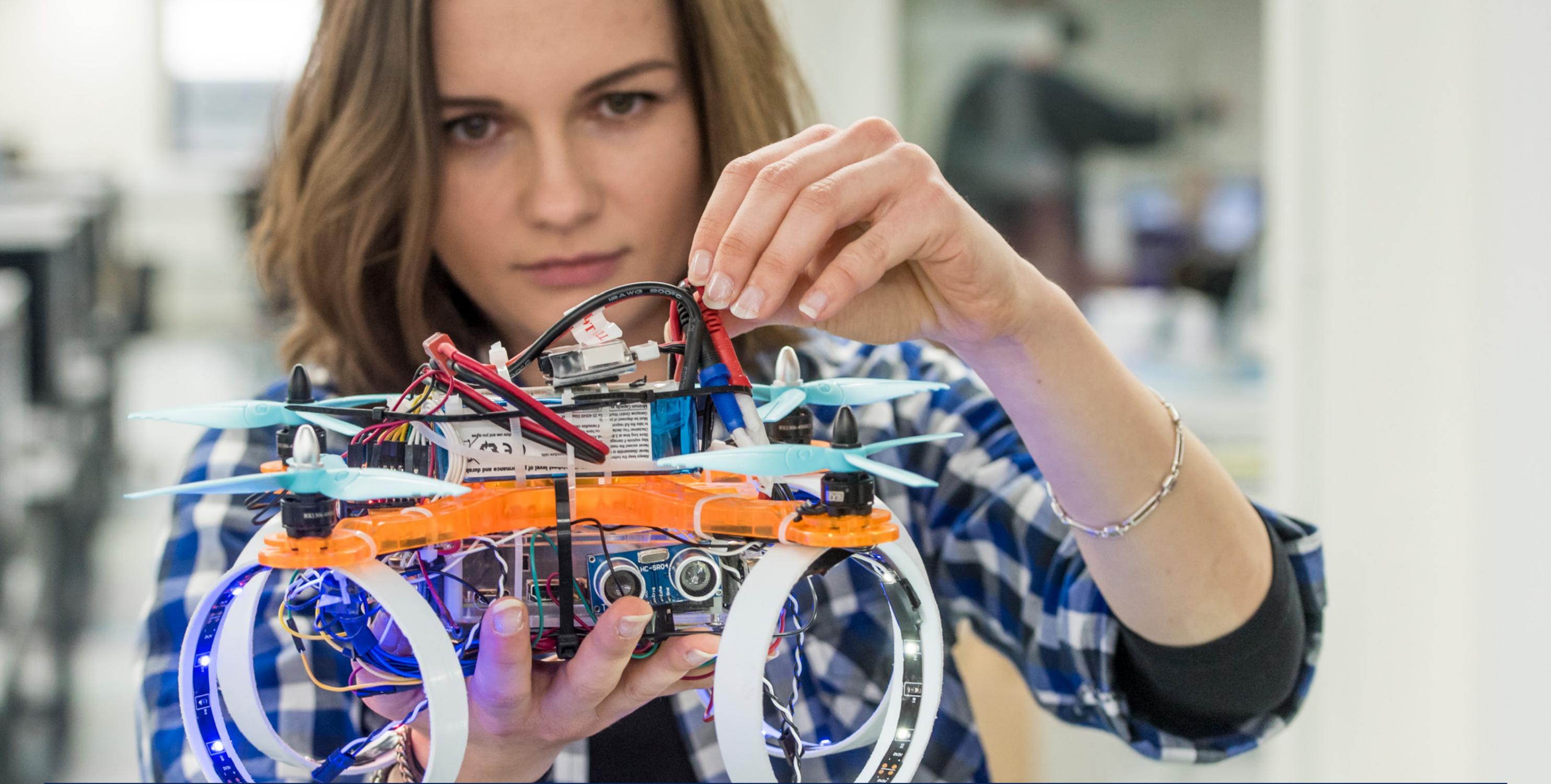
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