

# The five-year delivery plan 2021-2026



February 2023



# Shaping the future

Reaching the goals we have identified in our 30-year strategy requires focusing on shorter term five-year delivery plans. The many ideas shared during our consultation process with members have been shaped into ten objectives that will drive our activity from 2021-2026.

## Theme 1: Professional recognition

**Objective 1:** To build on our expertise and provide thought leadership through research into data management, digital transformation, AI, carbon neutrality and sustainability and their impact on the work of commercial managers and geospatial engineering surveyors; and to develop a series of white papers to inform members and the wider civil engineering industry on the issues and opportunities in these areas.

**Objective 2:** To develop and engage with key partners to share the expertise within the institution and influence change.

## Theme 2: Knowledge and qualifications

**Objective 3:** To ensure that our competencies and qualifications are relevant and progressive by broadening them to reflect data management, digital transformation, sustainability and equality, diversity and inclusion (EDI), looking at the potential for new competencies and categories of membership; to adopt an approach to regularly review competencies; and to evolve our current approach to continuing professional development (CPD) to ensure members keep their professional knowledge relevant and current.

**Objective 4:** To develop opportunities for members to gain chartered status, building on the work already established with the Engineering Council.

### Theme 3: Inclusive culture

**Objective 5:** To enable members to reach their full potential through leadership and mentoring programmes to support the future leaders of CICES, providing pathways to achieve and upgrade membership and attain professional registration.

**Objective 6:** To promote a blended approach to sharing information and knowledge through a high-quality journal, online Knowledge Hub, specialist journals and international virtual specialist knowledge communities.

**Objective 7:** To ensure those joining the industry understand the opportunities available and have multiple pathways to entry and progression; to work with universities, apprenticeships, approved development partners and schools to develop this understanding and engage new entrants in an exciting and relevant way.

**Objective 8:** To become a membership institution recognised for leadership in equality, diversity, and inclusion through delivery of our EDI 20-point plan.

### Theme 4: Efficient, modern and financially sustainable

**Objective 9:** To consider opportunities for increasing revenue and managing existing assets including advertising and sponsorship, corporate membership, nominations and publications.

**Objective 10:** To streamline processes, procedures, policies and governance, making the most of digital connectivity and our website and database.

# Theme 1: Professional recognition

	Year 1	Year 2	Year 3	Year 4	Year 5
Supporting research	Appoint steering group and develop initial programme of research and white paper topics ✓	Develop funding programme for postgraduate research	Deliver first postgraduate student research project	Investigate opportunities for academic and industry partnerships	Complete first grant funded research project
Delivering technical research	Publish BIM White Paper on digital transformation ✓	Publish white paper to support Sustainability Strategy ✓	Publish first global white paper	Publish annual white paper	
Developing a global community	Establish two virtual international regional communities In progress	Develop the reach of the international regional communities ✓	Grow virtual communities		Potential future conference
Partners		Review MOUs and partnership agreements and identify areas to develop further ✓	Build relationships with key international universities and research groups		Inform opportunities for academic research
Influencing government and industry		Develop a plan for government and industry engagement, initially focus on the UK Through CIC	Target key groups for active engagement	Build key relationships	Maintain influence
Horizon scanning	Establish Horizons Group to inform future research projects	Produce annual Horizons Report			

## Theme 2: Knowledge and qualifications

	Year 1	Year 2	Year 3	Year 4	Year 5
Professional registration	Launch route to EngTech and promote all professional registration qualifications	Streamline process	Promote all professional registration qualifications	Engineering Council licence review	Move to business-as-usual
Membership categories	Test current categories and consider new ones* ✓	Conclude membership review and launch new categories	Promote new membership categories*	Move to business-as-usual	
Competencies review	Continue competencies review incorporating EDI and sustainability Steering group continuously reviews	Develop detail for a review schedule	Move to business-as-usual		
Competencies development	Consider expanding competencies to incorporate new digital and data skills* ✓ UAVs & machine control		Launch new competencies*	Move to business-as-usual	
CPD			Review and update CPD process, building on web-based information		
International membership	Develop opportunities for membership in UAE ✓		Work with virtual communities to identify future international membership opportunities		

\*Key dependency between development points

## Theme 3: Inclusive culture

	Year 1	Year 2	Year 3	Year 4	Year 5
Developing future leaders	Launch leadership mentoring scheme ✗	Launch leadership development programme	Move to business-as-usual		Review
Knowledge Hub	Establish Editorial Group and build technical content ✓ Includes members from committees	Move to business-as-usual			
Apprenticeships	Support geospatial apprenticeships by co-ordination and influencing	Develop workstream			
Universities	Universities Group to develop focused plan ✓ Working group now set up.	Engage with targeted universities  Link to Level 6 apprenticeships ✓	Workstream ongoing		
Approved Development Schemes	Develop plan to target consortia.  Plan ADS Forum.  ✓ Membership Scheme Development Officer appointed	Develop a cohort of champions within industry	Workstream ongoing		

	Year 1	Year 2	Year 3	Year 4	Year 5
EDI	Measure, develop policies and communication ✓ New EDI chair appointed	Launch toolkit Launch conference	Engage with partners	Launch awards	Measure progress
Schools	Identify key stakeholders and partner to develop new careers advertising programme Create content on website from STEM Ambassadors	Become an active participant in the Construction Leadership Council skills plan	Develop workstream		
Engagement	Develop communications and social media plan ✓ MarComms team now in place	Move to business-as-usual			

## Theme 4: Efficient, modern and financially sustainable

	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue generation	Consider business case for sponsorship ✓	Consider business case for becoming a nominations organisation	Consider new advertising strategy	Investigate opportunities for academic and industry partnerships	Complete first grant funded research project
Website	✓	Develop Stage 2	Develop workstream		
Process reviews	Review & streamline membership processes In hand	Workstream ongoing			
Governance	Implement new proposals ✓ E,A&GC formed	Workstream ongoing			
Policies	Streamline policies. Review and update disciplinary process ✓	Workstream ongoing			
Delivery plan	Develop & implement annual plan to incorporate Tomorrow's Leaders Committee proposals, EDI and sustainability In hand	Workstream ongoing			