

# **ICE Strategy 2013-2025**

## **Civil Engineers: Shaping the World**

April 2013



## Re-defining ICE's vision and strategy

In October 2012 the ICE Council met to discuss future strategy, considering the period 2013-2025. 2025 was chosen because children choosing a career in civil engineering now are likely to qualify in 2025. Council recognised that while its emphasis should be on identifying a vision for 2025, it should concentrate on the period 2013-2016 in more detail.

The strategy recognises that the Institution will continue to deliver many of the outputs that it has delivered throughout its history and is obliged to under Royal Charter. ICE will continue to qualify and register civil engineers from across the world, to attract, train and educate civil engineers prior to professional qualification, and to inform public debate.

However, two critical long term issues must be addressed to maintain ICE's long term relevance. In a world in which civil engineering solutions are delivered using multi-disciplinary, international teams in a consolidating global industry:

- The Institution should seek to operate on a more global scale.
- A narrow minded definition of civil engineering and what it is to be a civil engineer is increasingly outdated - ICE should represent those who operate in the "built environment".

To affect such impact, ICE must determine the best business model to support global expansion – there is little point in pursuing such ambition if it costs ICE resource and detracts from the delivery of core activities.

Council agreed a vision of how they would want civil engineers to be seen and what they would wish the Institution to be in 2025 – as an organisation **recognised and operating globally** - and agreed a new positioning statement to reflect this vision:

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Five strands will form the basis for the Institution's detailed planning over the next 3 – 5 years:

**Qualification:** *ICE as the qualifying body for a broad spectrum of activity in the built environment*

ICE should retain its headquarters in London but should operate globally in support of its membership with a footprint that is likely to ebb and flow in line with engineering markets. The ICE should also look to engage in partnerships and alliances better to address the needs of civil engineers and society. In building alliances the ICE needs to understand nations' needs and indigenous PEI standings, and be sensitive when expanding, and we should understand that society's infrastructure needs and development needs vary from nation to nation. Membership, which should be open to anyone, anywhere, so long as they meet the required qualification level, should be seen as a Gold standard – professional qualifications seen as of higher standard than that offered by others in UK and overseas.

**Knowledge** – *ICE as an authoritative and independent voice because of its collective knowledge and emphasis on lifelong learning and education*

ICE already possesses a (UK focussed) knowledge product of high quality. It sets the benchmark for the ICE global knowledge offer and must be protected throughout, for our strength rests on reputation as an impartial and authoritative voice, bedded on a foundation of high quality knowledge. ICE offers peer reviewed *reliable* knowledge. Our aim must be to ensure we are providing the *right* knowledge in the right format to those who need it, wherever they are.

**Professionalism** – *ICE is respected for its advice because of the commitment members make to self-improvement to provide ethical solutions to societal problems at all levels and scales*

ICE should be an organisation respected for its advice because of the commitment members make to self-improvement to provide ethical solutions to societal problems at all levels and scales. Engineers' commitment to lifelong learning is the bedrock of their professionalism. And this professional ethic is much valued by others.

**Education and inspiration** – *ICE's global membership is passionate about being members of such a rewarding profession and inspiring the next generation*

Potentially the most serious challenge facing the UK economy is the shortage of engineers of all disciplines coming through the training system. This is not as acute globally. But in stating that the ICE should be an organisation recognised and operating globally because it's global membership is passionate about being members of such a rewarding profession and in inspiring the next generation we must be at the forefront of the development of an effective strategy to enthuse the next generation of engineers worldwide.

**Informing opinion** *ICE as the organisation to which the world's organisations and institutions turn to help identify and tackle the World's global challenges*

The ICE's strength is the high quality, technically competent and peer reviewed body of knowledge. In establishing the ICE as an authoritative organisation with key opinion formers we shall maintain and strengthen relationships with the UK and other national governments; create a greater understanding of global and national societal challenges; identify the organisations ICE may want to engage/partner with, both in the UK and globally; and seek to establish our credentials with key international organisations such as the World Bank and UN.

This builds on the highly successful public affairs activity undertaken in UK. ICE should review global engineering challenges (water supply, energy, climate change) and in so doing determine their relative importance to society and civil engineers, bringing together calls for action supported by underlying technical assessment.

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