



Chartered Institute of Plumbing
and Heating Engineering

Rolling three-year strategy of the
CIPHE

2023 – 2025 Strategic Plan

MARCH 2023

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1.0 INTRODUCTION

The Strategic Plan involves and embraces every level of the CIPHE and it affects the operation of all departments. Decision making takes account of the external influences and the political environment that the CIPHE is subjected to.

Having agreed the CIPHE's strategic position the Board of Trustees prioritises its objectives during the development of the Strategic Plan. Once the plan is executed and delegated to the CEO to manage there is a regular review of progress. Further details on the agreed activities together with background and historical information are contained within the supporting document to the Strategic Plan.

2.0 OBJECTIVES



CIPHE activities are undertaken and maintained through the following four objectives:

PUBLIC SAFETY, HEALTH & WELLBEING

To benefit and educate the public worldwide by:

- Defining & monitoring professional standards via its Code of Professional Standards
- Compiling and publishing a list of competent persons
- Co-operating with professional, research and educational bodies

RESEARCH

To promote study, research and publication by:

- Encouraging research groups in building engineering services
- Supporting technical advances within the industry
- Publishing research and development papers

EDUCATION

To further the education of the profession, worldwide, by:

- Advocating technical training programmes with colleges and the industry
- Publishing and selling technical guidance, and supporting new and emerging technologies

MEMBERSHIP

To support members and grow membership by:

- Setting basic standards and enabling progression through higher professional development
- Assisting with career development from traineeships and apprenticeships to Chartered Engineers
- Encouragement to achieve recognition through:
 - Apprentice, Journeyman and Master Plumber Awards,
 - Engineering Council registration, and career goals
 - CPD attainment

PUBLIC SAFETY, HEALTH AND WELLBEING - BE A LEADING ADVOCATE OF THE INDUSTRY'S ROLE, BY:

CIPHE's prime role is to promote the principles of plumbing and heating engineering in the public interest. In furtherance of this developing strategies to raise its public profile to deliver its core charitable purpose of protecting the safety, health and wellbeing of the public are as follows:

- Focus on the promotion of the CIPHE **'Find a Professional'** list of registered members via the website. This public facing list of members is integral to the digital and membership strategy. Enabling all eligible members to participate in the Consumer Listing as cost effectively as possible is of paramount importance.
- Satisfy supply and demand generation by maximising participation in and promoting CIPHE's registers aimed at providing public benefit over and above the myriad of commercial registers available. In so doing enhance CIPHE's brand visibility.
- Continue to promote the value of mandatory regulation, licence to practice which has been promoted consistently throughout the engineering community. In view of recent events there seems to be a change of opinion, which in future may result in regulations that are more stringent. CIPHE will continue to promote and support registration campaigns at every opportunity.

- Review, update and promote the CIPHE Manifesto to members, industry, Government and consumers. A strengthened PR programme will also assist with promoting the issues and solutions identified in the manifesto.
- Partner with likeminded organisations to amplify agreed key messaging including the following:
 - a) Continuing its role as a founding member of WaterSafe, with cross promotion campaigns run throughout the period.
 - b) Provide guidance on water/fuel poverty.
 - c) Supporting members with their CPD obligations through the Education programme.
 - d) Maintain and promote the Consumer Health Check.

Seeking key alliances with other quality organisations to cross promote and raise the CIPHE's role in promoting public benefit on behalf of the public. Activities include:

- a) Continue to work closely with NHS Digital to collate and monitor statistical evidence of plumbing and heating related incidents including Hospital Episode Statistics. Information will be made available to likeminded organisations to support regulation within the plumbing and heating industry. Statistics from Public Health England on other water-associated problems will be acquired on a regular basis. The information will be used to inform Government of the hazards affecting the vulnerable and how the industry can be better regulated in order to improve outcomes.
 - b) Maintain a collaboration with Which? Trusted Trader and ensure they promote CIPHE activities.
 - c) Establish strategic alliances with like-minded organisations to work together in enhancing business performance and providing competent and experienced plumbing and heating professionals in the public interest.
- Disseminate regular articles on 'Vulnerability', 'Proud to be a Professional', healthy homes, fuel/water poverty and consumer health checks.
 - Deliver a specific consumer section within the new CIPHE website, built around 'Find a professional', but providing wider high-value content on water/fuel poverty, net zero, safety, health, and wellbeing issues.
 - Formalise joint consumer communication programmes with the stakeholders on issues which affect the public, such as risks associated with non-compliant products, scalding, carbon monoxide poisoning and legionella.
 - Promoting as required initiatives such as the 'Love your Lav' campaign which continue to receive considerable national publicity. In 2020 the 'Flip & Flush' and 'Changing Places' campaigns were introduced to promote public health both of which will be continually monitored.

- Promoting publications such as the Safe Water Guide to members, industry and to the public through social media activities and through relationships with stakeholders.
- Maximising its links with the World Plumbing Council and commencing greater engagement with European associations.
- Liaising with the public health engineers and the NHS to develop a public health training programme for plumbing/mechanical engineers and designers/specifiers within the NHS.
- Maintain a watching brief regarding participation in All Party Parliamentary Groups and, if circumstances allow, to consider establishing a plumbing & heating industry Group. Such a Group would need widespread support from the plumbing industry, water industry and allied associations.

'CIPHE will develop an improved public profile reflecting recognition of its reputation for public safety and health'.

RESEARCH: BE AN AUTHORITATIVE SOURCE OF RESEARCH & TECHNICAL ACTIVITIES, BY:

RESEARCH ACTIVITIES

- Enhancing engagement with Industrial Associates through the Business Development Manager and support team.
- Encouraging Industrial Associates to sponsor technical and research activities for posting on the digital platform.
- Encouraging member-driven Research activities enhancing plumbing and heating engineering design.
- Disseminating questionnaires and surveys to members.
- Promoting and participating in research across the world through the CIPHE's continued involvement with international stakeholders.
- Strengthening relationships with other likeminded organisations including SoPHE/CIBSE and collaborate on research opportunities including agreement of Memoranda of Understanding as may be required.
- Supporting research projects and consultations undertaken by the Royal Academy of Engineering.
- Consulting with members and respond as appropriate to regional and national consultations, particularly the Government's Industrial Strategy and Net Zero aspirations.

TECHNICAL ACTIVITIES

- Continuing to invest in internal technical resource, through the Lead Technical Consultant and Technical Manager, with support from administration staff and volunteers.
- Delivering the Technical Programme as managed by the Technical Strategy Group (TSG) and a series of Technical Working Groups (TWGs).
 - In support of the CIPHE, the TSG works on the understanding that from a technical point of view the purpose of the CIPHE is to operate as an independent technical and professional focal point and be a leading authority to the plumbing and heating industry by providing technical standards, guidance, expertise and educational & technical innovation.
 - Generate technical income through CPD courses and qualifications including the low temperature qualification. Ensure the course is marketed and promoted extensively to colleges, training centres and installers.
 - The TWGs focus on the following areas: Water Safety; Heating; Controls; Hot and Cold Water; Drainage; Renewables & low carbon and Non-technical (Legal and Compliance). All working groups have representation from internal and external resources. Meetings will be conducted remotely whenever practicable.
 - The CIPHE has long maintained that 'Prevention is better than cure' and recognises the need to continually promote good plumbing, heating and sanitation.
 - The CIPHE will maximise the Government's manifesto pledge regarding low carbon/climate change through the provision of training and best practice guidance. Maintain and enhance engagement with departments including BEIS in recognition of the CIPHE's growing stature as the leading authority on installer guidance.
 - In addition, it will continue to raise awareness of plumbing and heating related hazards that can affect the safety, health and wellbeing of the public.
 - The Government's initiatives promoting 'Healthy Homes' and 'Future Homes Standard' will continue to be supported.
 - Information and supporting articles outlining statistics for plumbing and heating related incidents focussing on: Legionella; hot water scalding, carbon monoxide and fuel/water poverty will be published and promoted to industry and consumers.
- The Technical Programme will focus on technical output to support technical publishing in guides, datasheets, articles, e-learning academy, design guide modules, (considering advances in heating, water engineering and renewable technologies and make it available under license electronically).
- New technical-related income streams will be established for low carbon technology CPD events and train the trainer support programmes which include low temperature course support videos.
- Revising the Plumbing Engineering Services Design Guide in sections and promoting to members electronically.

- Producing and promoting technical articles, techtalk videos and digital training programmes through the CIPHE website.
- Arranging digital programs and training courses with IAs that will generate income through sponsorship and licensing arrangements in line with CIPHE's digital requirements.
- Technical material will be used as CPD support and will incorporate membership promotion at the end of each product.
- Promoting the Water Regulations, Unvented hot water systems & legionella training course under licence to colleges and direct to members (and when deemed appropriate to non-members). In order to safeguard the Institute's Intellectual Property, relevant documentation will be implemented, e.g., licence and service level agreements where applicable.
- Supporting relevant industry exhibitions including PHEX, Installer Live and Elementals.
 - A programme of close cooperation with CIPHE's technical team to strengthen technical output to industry.
 - Liaison with major initiatives including promoting consumer wellbeing, encouraging compliant products and the Consumer Health Check promoting CIPHE 'Fact sheets.
 - Identify top industry problems and support CIPHE as the communication conduit enabling industry to unite and work together.
- Likeminded organisations will be invited to participate in discussions regarding compliant products and other areas of mutual interest.

'CIPHE will continue to enhance its reputation as an independent body acting primarily for the benefit of the public'.

EDUCATION: DELIVER ON ITS ROLE AS AN EDUCATIONAL CHARITY, BY:

- Focussing and prioritising activities agreed within the Education Strategy.
- Updating its career pathway flow chart for plumbing and heating engineers, incorporating the current Master Plumber scheme, and continue to promote it to members, colleges, training centres, Industrial Associates and Awarding Organisations.
- Evaluating the Plumbing & Domestic Heating Technician Apprenticeship (approved in January 2018 and revised in 2022) to ascertain the impact and take up by industry.

- Consider supporting the development of other 'Fit for Purpose' training courses for the plumbing and heating industry. As far as the CIPHE is concerned Level 3 NVQ (or equivalent such as the SVQ 3 in Scotland) is the minimum qualification that a plumbing, heating, environmental engineering installer should possess.
- Encourage installers to upskill to Level 3 or its equivalent through recognition of experienced workers.
- Developing digital learning support materials for relevant training courses for Approved Training Centres.
- Providing technical expertise to Awarding Organisations in the development of T Levels, FE courses and educational materials for members.
- Exploring opportunities for the CIPHE to be involved with the provision of bespoke CPD to trainers and apprentices via its Approved Training Centre network.
- Develop and promote a public health engineering course for designers and installers who are working on NHS estates.
- Increasing the number of Approved Training Centres through engagement with colleges/training centres and through recognising manufacturers' training provision.
 - Maintain the college engagement programme remotely and occasionally (when safe to do so) by direct contact.
 - Maximise the relationship with the Worshipful Company of Plumbers through a long-term support programme for apprentices and newly qualified installers.
 - Presentations will promote technical initiatives such as the augmented reality applications for lecturers and students.
- Supporting the Education Strategy Group in reviewing apprenticeship standards and recommend future policy on education and training matters.
- Developing support mechanisms as an enabler for information and electronic communications to be sent to lecturers and trainers.
- Recognising excellence within training and education via the designation of '*Registered Trainer*' and promoting it to colleges and Approved Training Centres.
- Enhancing its e-learning and CPD activities and raising standards in education, ensuring apprenticeships are fit for purpose.
- Collaborating with like-minded Awarding Organisations and stakeholders within the plumbing, heating and water industry to enable resources to be shared in order to produce quality training provision and guidance on apprenticeships.

- Exploring the concept of introducing examinations to assist career development from trainee to Chartered Engineer and for the recognition of experienced workers.
- Collaborating with education supporters such as HIP (SNG Publishing) to promote CIPHE membership, CPD and career progression. CIPHE will support HIP skills competitions and will provide technical input into its publications and school engagement programmes.
- Continuing the increased engagement with the trade and consumer media, IAs and Approved Training Centres (ATCs). Other industry wide lobbying will be supported where appropriate.
- Raising standards and encouraging mandatory CPD across the built environment, especially in response to post Grenfell Tower fire consultations and climate change/low carbon technologies that are all looking at issues surrounding skills. The case for licencing or more stringent controls on workmanship has strengthened, predominantly because of the Grenfell Tower fire tragedy.
- Develop modules in support of the government's 'Multiply' programme. (Multiply is a government funded initiative to improve maths skills in adults enabling them to make progress and accelerate their career opportunities.)

'CIPHE will be the leader in education and training including apprenticeships and lifelong learning'.

MEMBERSHIP: TO GROW THE MEMBERSHIP BASE, BY:

- Reviewing membership categories to ensure there is a worthwhile offer for individuals at every step of their career.
- Employment of a high-quality fulfilment team, based at HQ and in the field where appropriate, headed by the Membership Director.
- Adding value to membership categories where appropriate, with commensurate improvement to subscription incomes.
- Develop, support and maintain an overseas membership growth programme in collaboration with the Hong Kong Branch.
- Promote membership at Industry Exhibitions and Approved Training Centre gatherings.
- Relevant membership services commensurate with a professional body will be developed to add value to membership in trade and 'soft' skills. Appropriately, for an educational charity, this will be overseen by the Marketing Group.

- Promote industry bursaries to apprentices and encourage them to belong and aspire to the aims and objectives of the CIPHE.
- Through direct links with the World Plumbing Council website promote free WPC membership to Trainees and apprentices.
- Maximise the digital platform to improve communications with members, potential members and stakeholders, and to provide a digital member resource hub.
- Development of a feasibility study looking at the promotion of membership in designated areas overseas through Special Interest Groups.
- Promoting '*Experienced Worker Recognition*' in relation to equivalent plumbing/heating/low carbon related qualifications.
- Maintaining the relationship with HIP to jointly promote Apprenticeships through respective publications and to provide technical expertise in an assessment role provided by the Technical Manager.
- Double UK membership within the next four years.

INDUSTRIAL ASSOCIATES

Proactively supporting the work of the Industrial Associate Development Group (IADG) through dedicated staffing resource, including the Business Development Manager, to maintain an IA engagement programme. An outcome will be support for colleges/approved training centres by offering training/marketing material, (e-learning material/techtalk digital videos, company visits, technical presentations and webinar conferencing). In association with Industrial Associates, sponsoring apprentice membership and supporting apprentice awards at colleges. Increasing the number of Approved Training Centres in the planning period, with meaningful communication of technical papers and seminars.

Consistent engagement with Industrial Associates (IAs). A target to increase overall membership by 25% over the planning period will be reinforced. Promotion will be encouraged through liaison with Industrial Associates and industry organisations. The main elements of the support programme are as follows:

- a) Update the IA contact database and maintain regular communication with existing organisational partners and members to enhance relationships.
- b) Encouraging Industrial Associates to produce e-learning content stored in a digital environment and accrediting content of a suitable standard.
- c) Align with Industrial Associates to promote CIPHE membership via their databases.

- d) Convene regular IA Development Group briefings remotely and occasionally in person.
- e) Engage with and present to industry, manufacturers, colleges, CIPHE Industrial Associates and Approved Training Centres.
- f) Research market and develop opportunities to support and sell membership and CIPHE services.
- g) Work with Membership Director and key stakeholders to secure fundraising and grant support for key CIPHE activities.
- h) Update and maintain an IA engagement programme for the Business Development Manager.
- i) Promote an apprenticeship support programme maximising funds available through the training levy and Government assistance programmes (kickstart scheme).

Industrial Associates (IAs) will be encouraged to support virtual meetings and on-line training activities. In addition to this, IAs and Approved Training Centres will be invited to host meetings of members on a regional basis through dedicated 'Centres of Excellence'. This will be a partnership between Branches, members not appointed to a Branch, IAs, ATCs and Head Office.

MEMBERSHIP & MARKETING

The CIPHE continues to promote its strapline '*Proud to be a Professional*'.

Promotional activities frequently focus on members' experience and qualifications, and the role they play in safeguarding the safety, health and welfare of the public. There is increasing evidence of the cost of poor plumbing and heating which has direct impact on everyone, but especially the vulnerable. Increases in water related incidents affecting health and the significant monies paid out in insurance claims serve to further highlight the importance of employing CIPHE members.

Maintain and promote the Consumer Health Check. The aim of the Health Check is to encourage consumers to have regular inspections of their plumbing and heating systems and prevent problems before they occur. Initially it will be promoted to housing associations and landlords. The initiative will be used to support the Government's efforts in support of 'Healthy Homes'. Consumer messaging will emphasise that members are trained to an elevated level, keep up to date with regular CPD training and adhere to a Code of Professional Standards. The CIPHE investigates complaints against members should standards fall short.

The Membership Engagement Plan now incorporates the digital engagement strategy and will continue to seek two-way information exchanges with members and aspirant members. Membership statistics continue to be evaluated to ascertain which membership categories should receive priority within the overall recruitment programme. Membership recruitment will include the profitability of recruitment and retention on a category basis.

Embracing digital communications across the CIPHE and especially for membership processes, promotional activities, technical support and CPD are integral to the new system. The system speeds up membership processing, provides greater interaction with members,

allows for more frequent and targeted mailshots to enhance member engagement, support technical services and e-learning, and ensure systems are GDPR compliant.

Opportunities to develop and enhance membership overseas will be explored through the development of Special Interest Groups based on the success of the Hong Kong Branch.