



Academy strategy 2021-2026

Vision Statement

The Academy will utilise the expertise and insights of eminent Engineers, provide independent evidence-based advice and reports to policy makers and Government, foster cross border co-operation, utilise our international links and the convening power to advance the wellbeing of the Country.

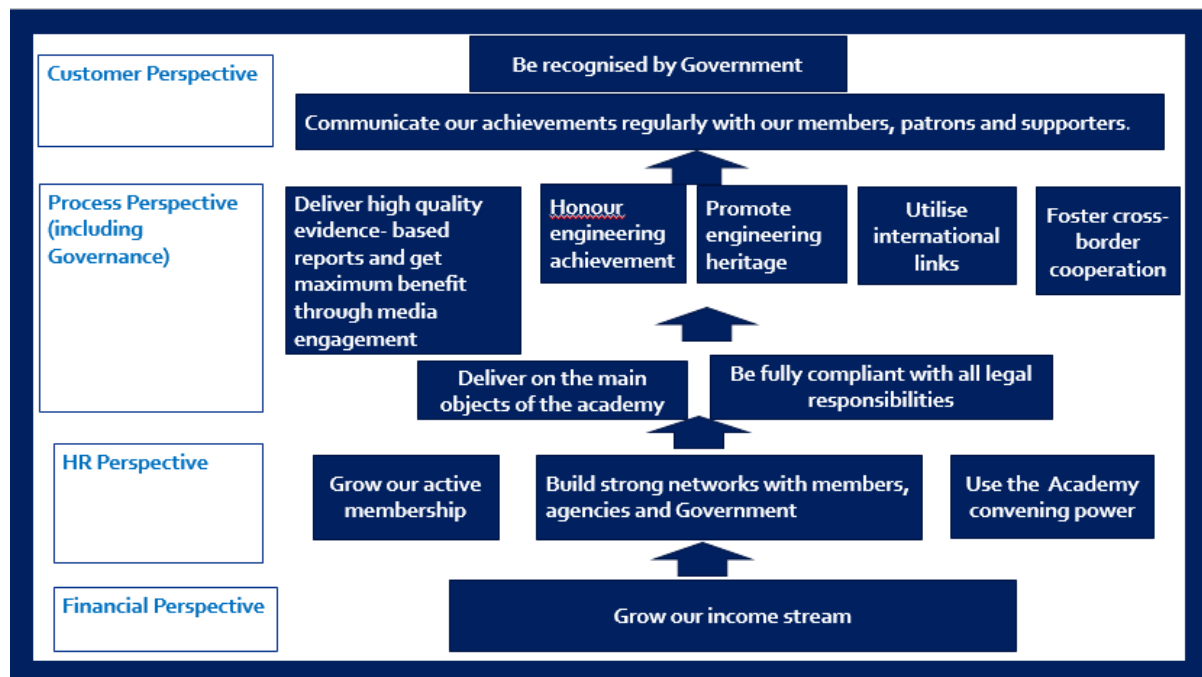
Overall ambition

- Be recognised by Government as a trusted provider of policy guidance and recommendations.

Critical success factors

1. **Grow our active membership** (Encourage many of our inactive members to get involved).
2. **Communicate regularly with members/patrons/philanthropists**
3. **Build strong networks** with members, stakeholders and Government
4. **Grow our income stream** (protect existing income and develop new sources).
5. **Deliver high quality evidence- based reports**
 - a. Ensure we get maximum benefit from our output and activity by engaging with the media.
 - b. Honour Engineering achievement
 - c. Promote Engineering Heritage
6. **Foster cross border co-operation**
7. **Utilise our International links** (Euro Case/CAETS/Academies)
8. **Use the convening power of the Academy**
9. **Governance - Deliver on the main objects of the academy**
10. **Governance - Be fully compliant with all legal responsibilities**

Identification of the linkages in the context of the balanced scorecard



The financial perspective is a key enabler.

By Growing our income stream this enables the Academy to

Strengthen our HR perspective - Grow our active membership, build strong networks with members, agencies and government and use the convening power of the Academy.

This will support our **key process perspectives**:

- Deliver high quality evidence-based reports and get maximum benefit through media engagement.
- Honour Engineering Achievement.
- Promote Engineering heritage
- Utilise our International links (Euro Case/CAETS/Individual Academies)
- Foster cross border communications.

This in turn will deliver on our **customer perspective**.

We will communicate our achievements with members, patrons and supporters.

Over time, we will become, as other Academies are, recognised by Government.

In adopting a final strategy, given that we have a small Academy with resource constraints which we hope to address in this strategy, we should focus our attention on the **must do actions – our Critical success factors** and limit the addition of “nice to do” actions.

Important supporting activities

This list of **important success factors** and activities from which the **critical success factors** are derived are:

Scorecard perspective	Strategy	Important success factors
Financial perspective	Protect existing income and grow new sources of income	<ol style="list-style-type: none"> 1. Active regular communication with Patrons and existing Philanthropic contributors. 2. Active communication with Academy members. 3. Active fundraising committee (Chair Tony Smyth) directly supported by Philanthropic Service provider (2into3) 4. Identify Patron benefits 5. Prepare communication presentations 6. Update and monitor 5- year (Financial) business plan – 2019-2024 7. Issue invoices to patrons and existing Academy members (annual subscription) with regular financial reporting to Council/Executive. 8. Post Covid to arrange networking events likely to attract patrons to attend
HR perspective	Grow our active membership	<ol style="list-style-type: none"> 9. Council to give guidance to membership committee on skills/criteria for new members 10. Ensure new members are onboarded and assigned to a work group – essential to broaden the low number of active working group members 11. Expand into other active topic areas
	Build strong networks with members and Government agencies	<ol style="list-style-type: none"> 12. Establish contact lists of key agencies, government and media 13. Have regular structured engagement between President and EI.
	Utilise the convening power of the Academy	<ol style="list-style-type: none"> 14. Arrange short half day meetings on specific topics – Academy becomes the place to discuss issues and solutions (low cost / high networking potential)
Process perspective (Including Governance)	Analyse, complete reports, carry out research, hold seminars, lectures, meetings with policy makers	<ol style="list-style-type: none"> 15. Chairs of standing committees to meet regularly as part pf new Communications and Publications Committee and produce delivery plans for reports etc. 16. Explore joint lectures with EI

		<p>17. Aim to hold at least one large conference every 2 years (e.g. Dublin Castle).</p> <p>18. Meet with agencies and Government Departments (ROI/NI) and political party spokespersons.</p> <p>19. Regular liaison with RIA</p>
	Honour engineering achievement	20. Parsons Medal
	Promote engineering heritage	21. Explore education initiative with Heritage committee
	Use our international links	<p>22. Active participation in Euro-CASE</p> <p>23. Active participation in CAETS</p> <p>24. Strengthen bi-lateral links (e,g, RAEng)</p>
	Foster cross-border cooperation	25. Regional meetings (all regions)
Process (Governance)	Deliver on the main objects of the academy	26. Ensure our activities are compliant with the main objects
	Be fully compliant with all legal responsibilities	<p>27. AGM</p> <p>28. 4 Council meetings/year</p> <p>29. Finances in Good Standing</p> <p>30. Finances externally audited</p> <p>31. Lobbying returns to Regulator</p> <p>32. Update of CRO records on annual basis</p> <p>33. Annual reports to Charities regulator</p>
Customer perspective	Be recognised by Government	<p>34. Reconnect with DPER</p> <p>35. Engage with Dept. of An Taoiseach</p> <p>36. Engage with OFMDFM (NI)</p>
	Demonstrate relevance and effectiveness	<p>37. Prepare briefing material demonstrating effectiveness</p> <p>38. Regular updates to website</p> <p>39. Regular newsletters</p>
	Engage regularly with our patrons and supporters	<p>40. Establish patron needs on an individual basis</p> <p>41. Hold networking events – patrons like to expand their networks.</p>

Appendix

- **General introduction**
- **Balanced Scorecard**
- **Academy strategy outline and description**

General Introduction

A strategy cannot be a long essay – it must be capable of being simply understood and communicated.

Supporting the strategy will be plans, reporting, performance indicators etc.

A management tool I have found to be very effective in strategy formulation is the Balanced Scorecard developed in the Harvard Business School.

The balanced scorecard is a powerful tool to show the linkages between 4 key perspectives:

1. Financial
2. HR
3. Customer
4. Process

The relevant terminology in strategic planning is:

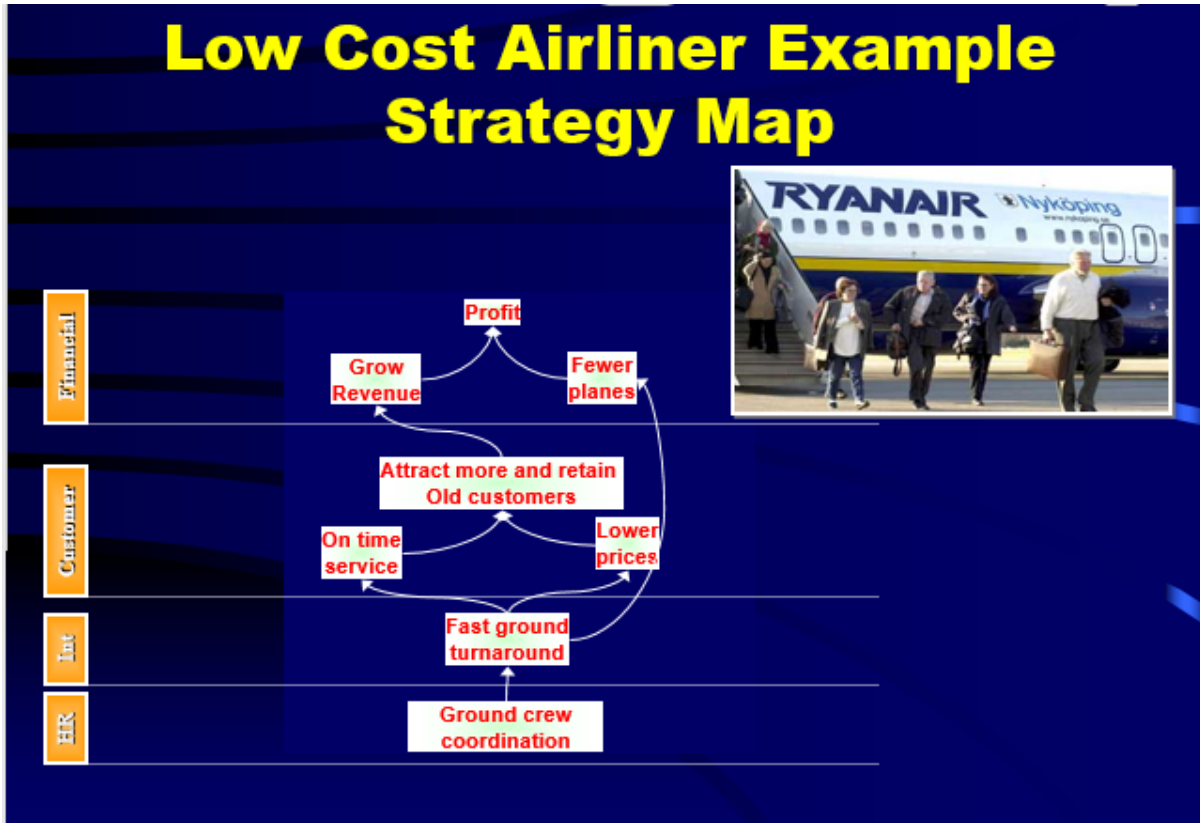
- The **Vision** is where we are aiming for.
- The **Strategy** is how we get there
- **Critical success factors** are what we should focus on
- **Individual measures** are how we measure our success.

Clarify vision and strategy



Balanced scorecard

To begin the discussion on the topic I will share with you a strategy map for a low-cost airline using the balanced scorecard (yellow boxes on the LHS of the graphic are the 4 perspectives):



In any private sector organisation the financial perspective is always on top – if the company is not making a profit it ceases to exist.

In this low- cost airline model the key **HR process** is **ground crew co-ordination**.

That enables the key key **process** of **fast ground turnaround**.

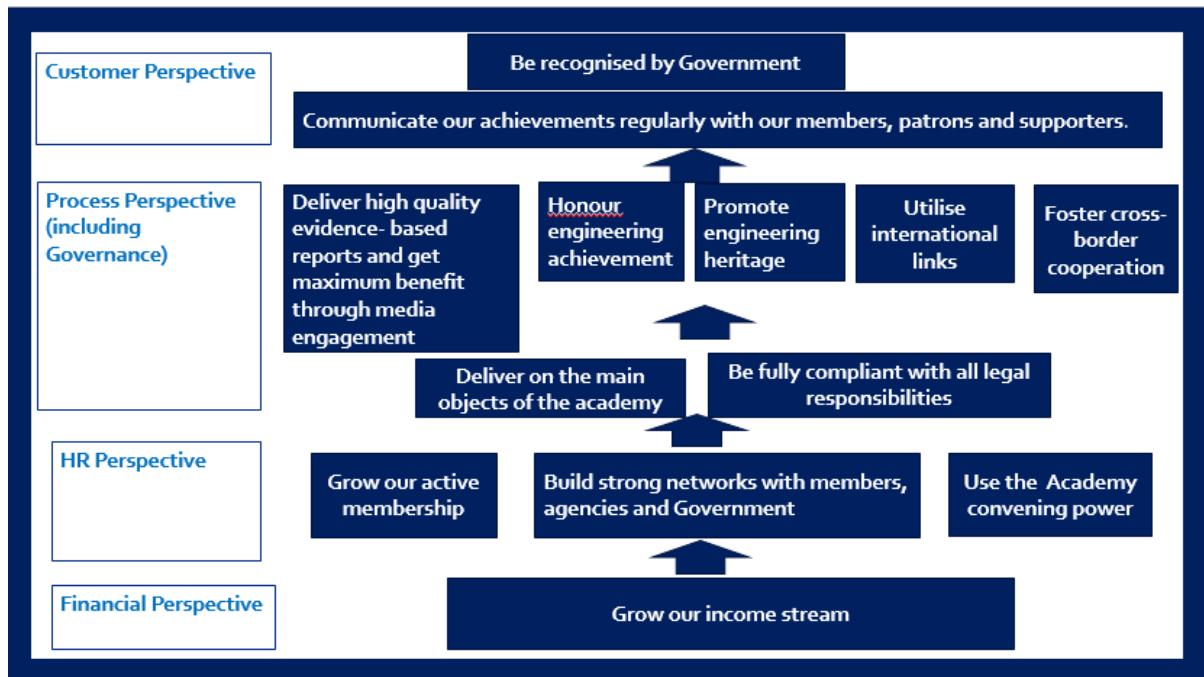
From the **customer perspective** this delivers **on time service** and **lower prices**, which should **attract more customers and retain old customers**.

This delivers the **financial perspective** of **growing revenue** and **requiring fewer planes** thereby driving up the **profits**.

While simple to describe in one slide this took years of work to refine to this level of simplicity.

Academy strategy outline and description

From the responses I received from the Executive I have distilled a possible Academy strategy into the following strategy map:



Because we must comply with corporate governance, I have built two key governance requirements into the process perspective:

- **Deliver on the main objects of the academy**
- **Be fully compliant with all legal responsibilities**

The financial perspective sits at the bottom of this Academy strategy. It is an enabler.

By **protecting existing income and growing new sources of income** we can support the HR perspective of **Growing our active membership, Building strong networks with members and Government agencies and utilising the convening power of the Academy.**

This in turn will support our key business processes

- **Analyse, complete reports, carry out research, hold seminars, lectures, meetings with policy makers**
- **Honour engineering achievement**
- **Promote engineering heritage**
- **Build international links**
- **Foster cross-border cooperation**

In turn this should deliver on our customer perspective of:

- **Being recognised by Government**
- **Demonstrating relevance and effectiveness**
- **Engaging regularly with our patrons and supporters.**

When we deliver on this, we should be able to **further develop our financial perspective of protecting existing income and growing new sources of income.**

If we fill in too many words/boxes in our strategy it becomes so complex that it is not only impossible to describe, but it makes our strategy linkages unclear and dilutes its effectiveness as a business driver.

Using this structure the final piece of the strategy is to identify the **Critical success factors** that we should focus on.

In adopting a final strategy, given that we have a small Academy with resource constraints which we hope to address in this strategy, we should focus our attention on the **must do actions** – the **critical success factors** and limit the addition of “nice to do” actions.