

ANNUAL PLAN

2025/26



engineering
new zealand
te ao rangahau

Executive summary

As we plan our work for the 2025/26 financial year, it is timely to reflect on current circumstances to help us assess where we are and where we need to go.

We know the last year has continued to be tough across Aotearoa. The long economic downturn has hit engineers, engineering consultancies and contractors hard. This has been compounded by an increased frequency of adverse weather events and an uncertain international geopolitical landscape.

Here at Engineering New Zealand, we are heartened by your ongoing support for the work we do. For the past year we have focused on advocating for you to senior government officials and Ministers. You will have noticed our increased presence in the media and our increased engagement with the Government ensuring engineering perspectives are heard and driving change.

We also focused on strengthening our chartered professional engineers' (CPEng) system, developing and consulting on updated Rules. These Rules have now been finalised and in the coming year you'll see changes to the continued assessment processes, as well as complaints processes. We'll also start introducing classes in the coming year.

In our member services area, we reviewed our service offerings and initiated a "Member Experience Work Programme". This work programme focuses on improving your experience with us throughout your career - by providing additional offerings, improving our digital services, changing the way we work with groups and strengthening our brand so that it continues to evolve to reflect the profession.

You can expect more of this work in the 2025/26 financial year. As set out in this annual plan and in our three-year strategy (**Appendix 1**), we will continue to focus on advocacy, strengthening the CPEng system and improving member experience.

All this is underpinned by our values:

- **Service** (Te Ngākau Āwhina): We serve members, the profession and our community in every interaction
- **Bravery** (Te Toa): We lead the profession boldly and with courage
- **Integrity** (Te Tū Rangatira): We are honest, respectful and authentic in everything we do
- **Mahi Tahi** (Cooperation): We are one team, stronger working together as a collective

Our three-year strategic plan (**Appendix 1**) sets out 15 initiatives that we will progress, together with business-as-usual. As the strategic plan is three years, work on the initiatives began in the 2024/25 financial year and continues through the 2027/28 financial year. This annual plan sets out the work we will focus on in the second year, as well as resourcing and phasing of that work.

We are here to support the profession, and wider society, through the work we do on behalf of our members. To do this we are focused on being relevant to members, leading the profession, supporting engagement and partnership, and providing organisational excellence.

Ngā mihi nui

Dr Richard Templer
Chief Executive

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Overview

Engineering New Zealand Te Ao Rangahau

We are a non-profit membership organisation. We work to bring engineering to life so that we can collectively engineer better lives for New Zealanders. We do this to support and add value to our members, partners and the profession, while advancing engineering.

Our work is focused on excellence across the two component parts of our organisation - membership services and regulatory services. As New Zealand's professional body for engineers since 1914, we create a community of learning, collaboration and support for engineers from all disciplines throughout their careers.

Strategic framework

In 2024, we undertook a strategy development process to create our current three-year strategy (**Appendix 1**). This annual plan is for the second year of that strategy.

Engineering New Zealand's financial year begins on 1 October each year and ends on 30 September. This plan is for 1 October 2025 to 30 September 2026. It captures key work planned over the coming financial year, as well as the ways we will measure success, the budget developed to enable to the plan and other important information for members, chartered professional engineer (CPEng) registrants and stakeholders.

This annual plan encompasses both the work of Engineering New Zealand's membership services, as well as its regulatory services managed by the Registration Authority.

Development of this plan

To develop this plan, we surveyed members in April 2025 and ran workshops with our Boards and staff. Across Engineering New Zealand, we then completed business planning processes. This annual plan is a consolidation of that work.

Priorities for 2025/26

To continue to deliver our three-year strategy, in 2025/26 we will focus on:

- CPEng – introducing one class, changing continued assessment processes and strengthening disciplinary processes
- continued professional development – improvements to the online learning event management system, and the introduction of a graduate training programme and a leadership programme
- advocacy – sustained focus on the infrastructure pipeline, workforce issues, building system performance and the standards funding and development model
- member experience - updated services to emerging professionals, migrant engineers and retirees, along with standardised processes to support groups, digital personalisation, improved automation, refreshing our brand, a review of our events and development of a website strategy and implementation roadmap
- Engineering New Zealand Rules update – update of our Rules to reflect recent changes to the CPEng Rules, as well as a review of the Chartered Member class.

Tracking success

Across the three years of our strategy, success against the following key performance indicators (KPIs) are being tracked:

- Membership Net Promotor Score (NPS) increases year-on-year
- Growth in member numbers year-on-year
- CPEng system efficiency improvements: CPEng assessment times remain within a median of 60 days and median complaint times across stages decreases year-on-year.

Each year, these KPIs are supplemented by annual 'outputs'. 2025/26 outputs are listed in this document.

Workplan

The work outlined in this section captures key work planned over the 2025/26 financial year. This work will enable us to deliver on our three-year strategy. For ease of reference, we have split next year's key work three into sections, to consolidate key change programmes and projects, as well as other prioritised work. These sections are:

- CPEng Rules Change Project
- Member Experience Work Programme
- Additional prioritised work

CPEng Rules Change Project

In 2025/26 the CPEng Rules Change Project will enter its final phase, focused on the implementation of classes. Additionally, over the 2025/26 financial year, new assessment processes will be introduced, and we will consolidate our complaints and disciplinary procedures.

Work	Key 2025/26 deliverables	Lead
CPEng classes	• Working group appointed [December 2025] • Class criteria consultation for fire class [May 2026] • New class Rules Gazetted [August 2026] • Transition processes begin [September 2026]	Registrar
Updated registration processes	• First desktop reassessments complete [March 2026]	Registrar
Assessment audits	• Continued registration assessment audit process initiated [March 2026]	Registrar
Complaints and disciplinary processes	• Standard operating procedure for disciplinary committee processes developed and approved by committee Chairs (SOP to include timeframe requirements)	Legal Team Leader

Member Experience Work Programme

The Member Experience Work Programme is focused on improving how we support and engage with members. The programme includes five projects. These projects build on our work in 2024/25 to quantify the member journey (the experience members have with Engineering New Zealand over the course of their membership) and review opportunities to strengthen that journey, as well as our support for groups.

Project	Key 2025/26 deliverables [date]	Lead
Member Pathway Update Project	• New first year experience for emerging professionals [November 2026] • Quantified and marketed services for retired engineers [July 2026] • New welcome and join process [September 2026]	Support Services Manager
Groups Strategy Implementation Project	• Policies for group marketing, advocacy and continued professional development [December 2025] • Updated tranche one and two standard operating procedures [April 2026]	Engagement Manager Groups

	• New service level and partnership agreements [June 2026]	
Events Review Project	• Gap analysis and option identification to Governing Board [May 2026] • Consultation [June/July 2026] • Events Strategy to Board [September 2026]	Member Experience and Engagement Manager
Brand Strategy Implementation	• Updated brand guidance, training and toolkits [April 2026] • Implementation of brand strategy [September 2026]	Marketing Manager
Member Digital Experience Project¹	• Migration of all marketing emails to Marketing Cloud [June 2026] • Improvements to member join experiences [September 2026] • Development of a website strategy and implementation road map [September 2026]	IT Services Manager / Digital Change and Product Manager

Additionally, to support our member experience work, before April 2026 we will conduct a full member survey.

Additional priorities

The table below captures our additional priority areas for 2025/26 and what we will achieve in these areas.

Priority area	Key 2025/26 deliverables [date]	Lead
Advocacy	• Ongoing delivery of advocacy, including positions statements and submissions [September 2026] • Ongoing meetings with Ministers and senior officials [September 2026] • Development and implementation of an election strategy, with engagement with all major parties [September 2026]	Manager, Policy and Advocacy
Public affairs	• Resource for journalists on how to cover engineering matters [October 2025] • Increased opinion pieces for media [September 2026]	Communications Manager
Continued professional development	• Updated online learning and event management system [October 2025] • New leadership programme [January 2026] • New graduate programme [March 2026] • Mentor Me [September 2026] • Development of five new CPD products [September 2026]	Learning Partnerships Manager

¹ Note that digital enablement overlaps with other projects in the Member Experience Work Programme (for example, the automation of member join work in the Groups Strategy Implementation Programme and the updated join process in the Member Pathway Update Project).

Foundation	- Updated criteria for grants to ensure they align with industry needs [September 2026] - Development of a comprehensive revenue and investment strategy for the Foundation [September 2026]	Manager, Strategic and Sector Programmes
Member services	- Kimihia Rangahaua, Climate Action, AI and Heritage Programmes continue with ongoing resource development [September 2026] - Deliver and promote a tikanga course across multiple stakeholder/sector groups drive awareness and uptake [September 2026]	Chief Executive
Engineering New Zealand Rules update	- Review completed [November 2025] - Consultation [early 2026] - Changes, if required, ratified at either the Annual General Meeting or a Special General Meeting [September 2026]	General Manager, Strategy
Programmes with Government	- Ongoing delivery of 18 training suite for Heavy Vehicle Engineers [June 2026] - Building Resilience in Design Guidance and Engineering (BRIDGE) programme initiated [September 2026] - Ongoing management of the National Disaster Recovery Panel [September 2026]	General Manager, Membership Services
Engineering practice	- PN19 (seismic resistance of pressure equipment) update initiated [September 2026] - Ongoing producer statement project complete [September 2026]	Engineering Practice Manager
Addressing long-term skill shortages	- Continuation and expansion of the Wonder Project and its challenges (rocket, power, water and ice cream) [September 2026] - Scope opportunities to expand programme reach with Year 9 and 10 students [September 2026]	Wonder Project Programme Manager
International Professional Engineer Programme (IntPE)	Report to IPEA members on our IntPE assessment standards and processes [June 2026]	General Manager, Global
Business development	- Create a system for aligning potential partners with events/CPD delivery [March 2026] 4+ new promotional partners for Engineering New Zealand [September 2026] - Increase Wonder Project sponsorship to \$1.1m [February 2026]	Business Development Manager

Measures

2025/26 Outputs	Owner	Delivery timeline
Relevance to members		
Full member survey completed	General Manager, Promotion and Digital	31 April 2026
Launch five new CPD products, with demonstrated alignment to member needs	Learning Partnerships Manager	30 September 2026
Deliver a graduate continued professional development programme	Learning Partnerships Manager	1 March 2026
Deliver an updated first year emerging professional experience that includes a new 'transition to work' programme	Member Experience Manager	30 March 2026
Improved member join experience	IT Services Manager	30 September 2026
Deliver an events strategy	Member Experience and Engagement Manager	30 September 2026
Leadership of the profession		
Develop and implement an elections strategy with engagement with all major parties	Manager, Advocacy and Policy	30 September 2026
Introduction of one CPEng class	Registrar	30 September 2026
Review and update of Engineering New Zealand Rules (including CMEngNZ) complete	General Manager, Strategy	31 March 2026
Deliver and promote a tikanga course across multiple stakeholder/sector groups drive awareness and uptake	Marketing Manager	30 September 2026
Engagement and partnership		
New Charter and Service Level Agreements signed with all groups	Engagement Manager Technical Groups	30 September 2026
BRIDGE contract initiated	General Manager, Membership Services	30 September 2026
Develop a comprehensive revenue and investment strategy for the Foundation	Manager, Strategic and Sector Programmes	30 September 2026
Successful external reviews of our membership of our Washington Accord and International Professional Engineer/APEC Engineer Agreements	General Manager, Global	30 June 2026
Four new financial partners	Business Development Manager	30 September 2026

Organisational excellence		
Budget met within + /- 5%	Chief Financial Officer	30 September 2026
Zero health and safety notifiable events	Chief Executive Officer	30 September 2026
5% of CPEng desktop reviews undergo quality assurance checks	Registrar	30 September 2026
Standard operating procedure for disciplinary committee processes developed and approved by committee Chairs (SOP to include timeframe requirements)	Legal Team Leader	30 September 2026

Budget

Financial resources required to deliver this plan are outlined in Engineering New Zealand's 2024/25 budget, attached as **Appendix 2**.

Monitoring and evaluation

Both the Governing Board and CPEng Board are responsible for monitoring progress against this plan. The Chief Executive is responsible to these Boards for delivery. Regular reporting and decisions will be brought to the Boards on key strategic projects outlined in this plan (CPEng Rules Change Project and Member Experience Work Programme, among others). Additionally, the Board will be advised regularly on progress on all KPIs and outputs in this plan.

Risks

Engineering New Zealand maintains risk registers for the Governing Board, CPEng Board and Leadership Team. Ongoing risk management is through processes with these groups.

This said, with the ongoing economic situation in New Zealand, we are closely monitoring the impact this is having on member and CPEng registrant numbers.

Appendix 1: Three-year strategy

https://www.engineeringnz.org/documents/2326/EngNZ_StrategicPlan_2024-27.pdf

OUR STRATEGY 2024–2027

WE'RE BRINGING ENGINEERING TO LIFE TO ENGINEER BETTER LIVES FOR NEW ZEALANDERS



MISSION To support and add value to our members, partners and the profession while advancing engineering.

VALUES	Service Te Ngākau Āwhina We serve members, the profession and our community in every interaction.	Bravery Te Toa We lead the profession boldly and with courage.	Integrity Te Tū Rangatira We are honest, respectful and authentic in everything we do.	Cooperation Mahi Tahi We are one team, stronger working together as a collective.
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FOCUS AREAS	Relevance for members	Leadership of the profession	Engagement and partnership	Organisational excellence
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STRATEGIC INITIATIVES

Strengthen professional development offerings Expand and monitor continuous professional development (CPD) for members to ensure it meets the evolving needs of the engineering profession.	Strengthen advocacy and industry influence Positively influence the direction of key public issues by increasing the volume, visibility and effectiveness of our advocacy.	Deliver a comprehensive Groups' strategy Develop and implement a strategic plan, fostering integration, collaboration and maximising our collective impact across the engineering profession.	Optimise the CPEng system Maintain the efficiency and effectiveness of the CPEng assessment and complaints system, focusing on public safety, streamlining processes and improving the experience for registrants and stakeholders.
Develop member journeys Enhance the overall member experience by reviewing needs, identifying gaps and linking offerings to needs to support engagement.	Revise professional and ethical standards Update the CPEng Rules and Engineering New Zealand Rules and regulations.	Implement a financial partnership model Build and sustain meaningful partnerships that align with our mission and values, delivering mutual benefits.	Foster a thriving staff culture Foster a work environment where staff are empowered, supported, and able to thrive, contributing to organisational success.
Upgrade member digital experience Transform digital engagement for members and registrants by personalising interactions and improving our website for better usability and satisfaction.	Lead on global challenges Address critical global issues, including gender and ethnic diversity, artificial intelligence, climate change, and skill shortages, by providing expert guidance and actionable solutions.	Manage and broaden initiatives that improve engineering outcomes Lead high quality programmes while expanding and diversifying our panel, sector programmes and engineering practice work.	Enhance operational efficiency Refine and improve our processes, procedures and resources to ensure they are efficient and aligned with strategic goals.
Revitalise event offerings Reimagine and enhance events to deliver more value, connection, and engagement to members and stakeholders.	Develop a natural hazards resilience and response model Design and implement a robust framework to support the profession's response to natural disasters.	Elevate philanthropic initiatives Support the reach and impact of the Foundation's activities as they drive growth in both capital and the reach of key projects.	

Appendix 2: 2025/26 Budget

	2026 Budget 000s				FTE	2025 Budget 000s			
	Income	Salary and wages	Expenditure – other	Net profit / (Loss)		Income	Salary and wages	Expenditure – other	Net profit / (Loss)
Chief Executive	–	(1,742)	(35)	(1,778)	8.00	–	(1,703)	(45)	(1,748)
Membership Support Services	8,267	(579)	(116)	7,573	7.00	8,134	(566)	(69)	7,499
Learning Partnerships	943	(474)	(468)	1	4.60	952	(558)	(398)	(3)
Sector Programmes	1,761	(299)	(1,384)	78	2.30	2,985	(573)	(2,119)	293
Engagement	292	(933)	(237)	(878)	10.00	203	(827)	(231)	(855)
Events	15	–	(76)	(61)	–	96	–	(169)	(73)
Engineering Practice	50	(285)	(183)	(418)	2.50	–	(279)	(130)	(409)
Expert Panel	880	–	(743)	138	–	491	–	(368)	123
Marketing, Communications and Business Development	224	(1,157)	(433)	(1,366)	11.30	285	(1,143)	(428)	(1,286)
Wonder Project	1,115	(452)	(764)	(100)	4.00	802	(534)	(397)	(129)
ICT (including Hononga)	–	(758)	(1,304)	(2,062)	5.80	–	(635)	(1,185)	(1,820)
Competence Assessment	3,632	(763)	(1,130)	1,739	7.80	3,624	(868)	(1,368)	1,389
Regulation and Legal	50	(397)	(295)	(642)	4.00	100	(482)	(255)	(637)
Strategy, Governance and Policy & Advocacy	-	(627)	(166)	(793)	5.50	–	(641)	(142)	(782)
Accreditation & Secretariat Support	802	(363)	(117)	322	3.81	706	(212)	(198)	296
Finance, People and Facilities	373	(512)	(1,100)	(1,239)	4.80	366	(501)	(1,177)	(1,312)
Contingency	–	–	(165)	(165)	–	–	–	(250)	(250)
Branches	38	0	(232)	(194)	–	–	–	(182)	(182)
TIGs	2,211	(38)	(2,327)	(153)	0.50	1,456	–	(1,568)	(111)
Total Net profit / (Loss)	20,654	(9,378)	(11,274)	1	81.91	20,201	(9,521)	(10,679)	1