

cabe

chartered
association
of building
engineers

Future Professional

A CABE consultation on our
future professional standards

cbuilde.com

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 **cabe** Consultation



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Please share your feedback at surveymonkey.com/r/C3MP7JP



i) Foreword

I am delighted to have been asked to provide a foreword for this CABE consultation paper on Future Professional development.

Much of my working life has been closely involved with the world of industry bodies and professional organisations, and it has always been clear to me that there are those who lead their members and provide clear foresight of how the world is changing, and there are those who wait to be told what to do or set their pace to match the speed of the slowest in the convoy. In producing this consultation paper, CABE is clearly demonstrating its position as a leader within professional bodies and also as leaders of its own members.

For more than eight years now, we have talked about the many failures which led to the tragic fire at Grenfell Tower in 2017. Competence and what this really means has been at the heart of that discussion and considerable work has been done to define what good needs to look like. But setting out the standards is only the first step – change will only come from real commitment to raise standards and to do that by reviewing and revitalising professional standards.

We've been here before, and numerous previous opportunities to raise standards and build public trust in professional competence have been missed because of failure to appreciate how important this is. Post Grenfell and the public inquiry, no one should be in any doubt that public confidence in professionals within the built environment has been lost and needs to be regained. What was lost literally overnight will need to be earned through demonstration of a serious commitment to change.

My ask of all of you as you read this consultation is to recognise the leadership which has been shown by CABE in setting the tone and providing you as members with a clear sense of purpose and direction, both moral and professional. Show your support and your personal willingness to play your part in regaining public trust by backing this great initiative from the Board and Executive team. This is a genuine consultation and has scope for further improvement but doing nothing is really not an option.

If you are not yet convinced of the need for change, or want to wait to see what others do first, I would ask you to consider this: the time for marking time is long gone. The choice now is between stepping up and doing the right thing, being rewarded and gaining credit for doing so, or waiting to have change imposed on you as professionals by external bodies and further regulation. I know which choice I would want to make!



Dame Judith Hackitt



Zoe Cox

PCABE FCABE C.Build E IEng
CABE President

1.0 Introduction

Future Professional marks only the beginning of a much wider journey and reinforces CABE's unwavering commitment to raising standards and strengthening professionalism across our industry. We are deeply passionate about driving meaningful change – whether through championing higher standards, establishing robust processes that ensure accountability, or providing comprehensive support to our members. Over recent years, CABE has responded promptly and professionally to every challenge and question posed by the industry, demonstrating consistency, integrity, and leadership.

This paper recognises that the scale of change required extends far beyond isolated improvements to individual sectors. Transformational change is needed across the entire industry. Although the Grenfell Tower public inquiry has now concluded, the lessons from it will continue to shape our sector for years to come. The drive for improvement remains ongoing, and CABE will remain at the forefront of this progress.

CABE is widely respected not only for its strong technical standards and deep industry awareness but also for its approachability. We understand the principles underpinning public duty and public protection, and these values guide our work every day. We are committed to safeguarding and representing key sectors, such as Building Inspectors, while also maintaining support to all members who rely on our guidance.

This paper has been developed with the full endorsement and support of the CABE Board, professionals whom you, as CABE Members, elected to represent your interests. Their collective expertise and oversight help ensure that the organisation remains guided by the right people in the right roles, working in the best interests of all stakeholders. This endorsement should reassure our members of our continued commitment to strong leadership, integrity, and a future shaped by shared purpose and professionalism.



2.0 Executive Summary

As the Chartered Association of Building Engineers (CABE), we recognise that the role of professional bodies in the built environment is at a critical juncture. The events at Grenfell Tower, the subsequent public inquiry, and the ongoing programme of regulatory reform have starkly exposed deficiencies in competence, culture, and accountability across our industry.

These failures have not only undermined public confidence but have highlighted the urgent need for professional bodies such as ours to continue to evolve. This consultation paper sets out how we intend to meet that challenge, ensuring that our members are equipped, supported and held accountable to the highest standards of safety, ethics and professionalism.



“

Over the next three years, CABE will lay the foundations for a modern, accountable, and fit-for-purpose professional body.

”

Richard Harral BA BArch FCABE | Chief Executive, CABE

2.1 Our Changing Context

For more than a century, CABE has played a pivotal role in setting standards, accrediting competence and supporting professionals in delivering safe and sustainable buildings. But the expectations of government, society and clients are now higher than ever.

Legislation under the Building Safety Act creates new competence requirements for registered building inspectors in England and Wales and for clients, designers and contractors in England. Requiring professionals to continuously evidence their competence and uphold ethical behaviours. Registered Building Inspectors are also required to be revalidated every four years. Comparable expectations apply throughout the UK, Ireland and wherever our member's work.

At the same time, society expects all professionals not only to deliver technically compliant outcomes but to act transparently, ethically and always in the public interest. We accept that to retain our legitimacy, and to maintain the trust of residents, other building users, clients and governments, CABE must meet with these expectations by setting a clear course for the Association's future development.



2.2 Professional Competence

Central to our strategy is a new, continuing competence-based approach to professional recognition and development. The old model of 'qualify once, practice for life' is no longer fit for purpose. We have already embedded BS 8670-1:2024 into our competence frameworks, restructured our Code of Professional Conduct, and introduced a Competence Management System to support our members wherever they work and in whatever discipline they belong.

Moving forward, we will introduce annual professional development plans, strengthen Continuing Professional Development (CPD) requirements, and expand revalidation processes so that competence is assessed, evidenced and improved throughout a career. Our aim is to make lifelong learning the norm and ensure that revalidation becomes a positive part of professional life.



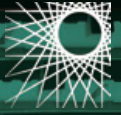
2.3 Building a Body of Knowledge

Professionals cannot act with confidence without access to authoritative, current and practical guidance. We are therefore investing in a contemporary body of knowledge to underpin safe and effective practice. This includes developing digital archives, professional and technical information notes on core ethical and technical themes and further technical guidance in collaboration with industry partners.

Our ambition is to create an accessible, evolving repository that helps members make sound decisions and contributes to cultural change across the sector. This will underpin a quality-controlled system of approved CPD, training and accredited qualifications.

2.4 Organisational Capability

Individual competence can only thrive within organisations that share professional values. Too often, capable professionals are constrained by cultures that prioritise cost and speed over safety and quality. We will establish a company registration scheme that sets clear expectations for organisational competence, leadership and ethical culture.



By recognising and rewarding companies that commit to our standards we will help shape a marketplace where professionalism and safety are identifiable and embedded at both individual and organisational levels. Therefore, allowing clients to readily identify those operating to the highest standards.

We therefore propose closer collaboration between government and professional bodies, including the establishment of a Government Office for Professional Standards in Construction. This would set consistent expectations for all professional bodies in our sector and reward those who meet them through statutory recognition, helping clients and the public to distinguish credible professionals and professional bodies from unregulated providers.

2.5 Governance and Leadership

To deliver public confidence our own governance must be open, accountable and outward-looking. While self-regulation remains a strength, we recognise that insularity can erode trust. We are therefore committed to strengthening lay representation in our governance, enhancing transparency in reporting, and creating a public register of members that provides real-time assurance of professional standing.

Alongside this, we will further embed ethical leadership across the Association, ensuring that both members and leaders understand their obligations, act with integrity and are supported to do the right thing even in challenging circumstances.



2.6 The Role of Government

We acknowledge that raising professional standards in isolation risks disadvantaging those who commit to doing the right thing. To succeed, reform requires statutory recognition and incentives that create a level playing field.

2.7 Our Commitment

This paper is both a roadmap and a call to action. Over the next three years, CABE will complete the foundations for our evolution as a modern, accountable and fit-for-purpose professional body.

We will consult with members, industry, government, regulators, and crucially the public, to ensure that our reforms meet expectations. While some changes can be delivered quickly, others will be part of a longer journey of continuous improvement. What is clear is that inaction is not acceptable to the government or wider society and will attract significant reputational and financial penalties.

By committing to competence-based lifelong learning, by building a shared body of knowledge, by demanding higher organisational standards, by reforming our governance, and by forging a new partnership with government, we aim to foster trust and confidence in the building engineering profession.

We will ensure that our members are equipped to lead cultural change within industry, that they can balance commercial imperatives with the public interest, and that the buildings they design, construct, and manage are demonstrably safe, compliant and healthy for those who occupy them.

This is the future we envision for CABE and for professional bodies across the built environment. It is a future where professional recognition is synonymous with competence, trust, ethical practice and public good, and where our collective commitment delivers lasting benefits for members, clients, society, and the communities who rely on the safety and quality of the built environment.



“Professional recognition must be synonymous with competence, trust, ethical practice, and public good.”



3.0 Introduction and Context

Professional bodies have evolved over time to play an important role in the construction and built environment sectors. They are the primary facilitators of qualification and assessment pathways for construction industry professionals. Typically, professional bodies will have duties set out in their charters and governing arrangements to provide leadership, alongside development and management functions helping to maintain professional standards.

The built environment sector in the UK, in England in particular, is undergoing a period of significant change amid radical once-in-a-generation reform. This reform programme is creating new processes for the design and delivery of all buildings, and particularly the operation of Higher Risk Buildings, underpinned by a wholly new dutyholder regime applicable to all professionals in the sector. Reform in England and Wales is reflected in developments across the United Kingdom which have a common aim of improving safety and quality of construction, with particular regards to the rights and protection of residents.

With the new competence requirements in the building regulations in England, all professionals now need to be able to proactively demonstrate and evidence that they are competent to undertake a specific project and show that they are maintaining their professional knowledge and skills.

There is a key role here for professional bodies in supporting members through initial assessment of competence for professional recognition and into ongoing CPD. This requires robust and rigorous membership processes supported by authoritative high-quality guidance, competence based lifelong learning and relevant CPD materials.





Professional bodies are uniquely positioned to deliver these, yet there is at present a question of confidence in the collective institutions. This paper sets out what CABC should be doing to develop and reinforce its existing arrangements and build greater trust to better serve the built environment sector, wider society and the membership. It will also seek to reflect on the strengths of legacy models whilst identifying specific areas of change that will be required to ensure CABC remains fit for purpose.

As a Chartered Association and professional engineering institution CABC has benefited from the adoption of the governance and approval processes that other professional bodies have helped to develop over the years in the form of Royal Charters and oversight through the Engineering Council.

Oversight bodies such as the Privy Council and Engineering Council set frameworks which require the work of chartered bodies to be in the public interest, and for those bodies to be responsible for defining and overseeing ethical standards in professional practice. The professional bodies have evolved over two centuries and their activities represent a great deal of received wisdom that remains relevant to engineering and professional practice today. However, for this to be true it is critical that professional bodies remain committed to their public interest objectives.

In a seminal parliamentary debate in the House of Lords in 1992, the late Lord Benson set out nine principles of a profession. These principles remain just as relevant today and it is timely for the construction and built environment professional bodies to re-evaluate our activities and practices against these principles. This is considered further through the paper.

But the roles and expectations of professionals have changed significantly over recent decades and our society and the industries in which our members work continue to evolve at ever increasing pace. As a result, Professional Bodies need to continue to change to ensure that the underlying principles set out in our governance frameworks remain relevant and are effectively applied in daily practice.

The events at Grenfell Tower on 14 June 2017, and the subsequent findings of the **Grenfell Tower Inquiry**¹, bring into sharp relief the need for professional bodies to rapidly evolve. The Inquiry highlighted systemic failings across parts of the sector, including examples of inadequate competence. These findings reinforce the need for all professional bodies and organisations to strengthen their approaches.

¹Source: Grenfell Tower Inquiry Reports, <https://www.grenfelltowerinquiry.org.uk>



In response to these failings the Public Inquiry Report specifically recommended the regulation of fire engineers and that requirements should be introduced such that certain tasks can only be undertaken by them. Government has accepted this and has created an advisory panel to advise on how this is to be done. We are very clear that regulation of any professional group without a legal requirement restricting certain tasks to that group simply will not work.

As a result, it is clearer than ever that if professional bodies are to remain relevant, we must each continue to evolve to meet changing government, societal and consumer expectations and to reflect on changing industrial practices. Whilst CABA cannot change industry culture on its own, we can and will act to equip our members and partners with the tools they need to make sure that outcomes are demonstrably right, as well as safe for the residents and communities who will use the buildings our members design, build and manage. We are doing what we know needs to be done and we are not waiting for others to tell us what to do.

Professional bodies provide leadership, set ethical and competence standards, and support lifelong learning through CPD. As the built environment sector undergoes reform, their role is pivotal in rebuilding trust in professionals and ensuring public safety.



3.1 Future Professional

This consultation sets out our thinking on how CABA, alongside other professional bodies and industry organisations, should respond to the sector-wide issues evidenced by the Inquiry and the emerging expectations of government and society for professional bodies. We are interested in the views of our members on the proposals in this paper, as well as the views of government, regulators, industry organisations, businesses and other stakeholders. Critically, we are actively seeking feedback from residents and the general public for whom professionals and professional bodies provide vital services critical in ensuring health, safety, wellbeing and amenity in their day-to-day lives.

The measures set out here may be relevant to other professional bodies and if generally adopted could ensure greater consistency in capability and competence across the sector. Certainly, CABA is committed to the roadmap that this paper suggests and has already made significant progress in some respects.

Professionals have a vital role in identifying and managing risk; In ensuring that work is not just compliant with minimum standards but delivers safe, healthy and sustainable outcomes in operation; and in supporting wider culture change within the industry so that events as seen at Grenfell Tower cannot happen again. The outcome that we collectively seek is a shift in professional practice that re-balances these public interests with underlying economic imperatives and pressures.



As expectations on professionals evolve, there is an opportunity for all professional bodies, including CABE, to strengthen and modernise aspects of their activities so that they continue to reflect best practice and maintain the confidence of industry, government and society.

This consultation paper, therefore, considers the following:

- evaluating how and why expectations from members, industry, society and government have changed
- the need to develop and adopt more effective approaches to assessing, managing, maintaining and revalidating professional competence over time
- the role of professional bodies in delivering authoritative guidance and a body of knowledge to the industry
- evaluating the contribution professional bodies could offer in setting standards for organisational capability to ensure a working environment that incentivises professional behaviour and competence
- how governance of professional bodies may need to change to ensure the interests of those outside of professional institutions are given due weight in acting in the wider public interest
- reviewing the leadership role and model for senior individuals in governance and executive roles within professional bodies to ensure ethical considerations are prioritised and standards are enforced in the same way that they are for members and other professionals; and
- the role of government in ensuring that there is an appropriate balance between the expectation of high professional standards and the need for requirements or incentives for clients to choose to use those services over those of non-professionals.

This requires CABE to embrace a range of changes to practice and to open ourselves up to greater scrutiny and challenge. Taking our members through this change process may be difficult, particularly where setting higher professional standards might risk making those who do the right thing less competitive against non-professionals offering the same service at a lower price. The question therefore arises as to what society might consider doing to incentivise and reward professionals who do what is right, and what measures should be put in place to penalise and sanction those who do not.



As a result, this report also proposes balancing measures that only government can deliver which introduce statutory requirements or incentives to appoint those who choose to do better through commitment to professional values and standards. These statutory measures are key in ensuring that professional bodies can justify the additional demands they will, by necessity, have to place on their members and in generating demand for the recognition and standing in the industry that membership of a professional body confers.

The changes set out in this consultation paper will also deliver wider benefits if generally adopted. The industry will have a progressively more competent workforce, better able to manage risks, demonstrate compliance, reduce errors and improve productivity, efficiency and quality of outcome. It will make the working lives of professionals more fulfilling by incentivising a move away from adversarial mechanisms towards mechanisms that support collaboration and co-operation. Most importantly it will facilitate higher standards of safety.

CABE's view is that now is the time to commit to, and plan for, further change in the longer term. Building on the steps we have already taken (which are set out in this paper) we will complete the work necessary to lay the foundations for the next evolution in CABE's role as a professional body within the next three years.

It is important to understand that there are no quick fixes in improving industry competence if we are to continue to deliver and maintain the buildings that we need to live in and to drive economic growth – this is a process of up-skilling and culture change whilst the industry remains in motion. Whilst many of the changes we are making, or plan to make, will take effect immediately, others rely upon a longer-term process of continuous improvement as we progressively drive-up standards and support further improvement in the competence of our membership.



It is important to understand that there are no quick fixes in improving industry competence if we are to continue to deliver and maintain the buildings that we need to live in and to drive economic growth.



The CABB Board recognises that CABB's ability to move more quickly is to a large degree dependent on wider market and regulatory conditions which are outside our control. We cannot set standards that make it impossible for our members to compete in an open market; it will be difficult to require the highest of standards if our members can choose to go elsewhere where standards are lower for professional recognition, or if recognition is not required at all.

Industry reform would, in CABB's view, move more quickly if all built environment and construction bodies agree to move in lockstep to improve practice and standards. We therefore continue to encourage other professional bodies to consider whether the measures set out here could be adopted more widely. We also remain open to suggestions from our peers as to ways in which we can strengthen our own professional capability, or practice, if not already included within this paper.

CABB will be consulting its members directly on these proposals and we urge other professional bodies to join us in backing these measures, and in agreeing a collective roadmap for improvement and change.



How to Respond to this Consultation Paper

The feedback on this consultation will form a vital part of CABE's ongoing commitment to ensuring that CABE Members, and the wider construction and built environment community, are equipped to meet the highest expectations of competence, ethics, and accountability.

We welcome feedback from CABE Members, professional peers, industry partners, government, regulators, clients, residents and members of the public. Your insight will help us shape the next phase of CABE's development as a modern, accountable professional body; and your feedback will directly guide CABE's future actions.

Please share your feedback at surveymonkey.com/r/C3MP7JP

The consultation questionnaire will be open until **17.00 (GMT) on 16 February 2026**.

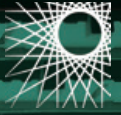
This consultation considers:

- Evolving expectations
- Professional competence
- Guidance and knowledge
- Organisational standards
- Governance reform
- Ethical leadership; and
- Government's role

Data Protection and Privacy Notice

- The Chartered Association of Building Engineers ("CABE") is the data controller for this Future Professional Consultation and is committed to protecting your personal data in accordance with the UK General Data Protection Regulation (GDPR) and the Data Protection Act 2018.
- Participation in this consultation is voluntary.
- Your responses will be treated in confidence and will be used solely for the purpose of analysing feedback on this Future Professional Consultation. They will not be used for marketing or any unrelated purposes.
- We will be using SurveyMonkey to collect and analyse provided responses. SurveyMonkey will be the data processor on behalf of CABE.
- Individual responses will not be published, and no personal data will be shared outside CABE without your explicit consent.
- Aggregated and anonymised findings may be included in a summary report.
- Responses obtained from this survey will be retained in accordance with CABE's privacy policy and data protection laws which is limited to the minimum period necessary.
- For further information on how CABE manages personal data, please see our Privacy Policy at cbuide.com/Privacy_Statement.aspx





4.0 Expectations

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The governing body of a profession must set the ethical rules and professional standards which are to be observed by the members. They should be higher than those that can be established by the general law. The rules and standards enforced by the governing body must be designed for the benefit of the public and not for the private advantage of members.” ”

Lord Benson 1992²

4.1 Expectations of the society we serve

Professional bodies are subject to societal and consumer expectations and need to address both. There have been significant changes in the perception of the professions in the past 40 years, none more so than in construction, particularly since the tragic events at Grenfell Tower and it is vital that we reflect on those changes at this juncture. This is even more important given the work on regulating certain professional roles and responsibilities in response to the public inquiry report.

Our society has evolved over time to set sophisticated expectations between the various people and institutions who need to live and work together. Construction and the built environment are critical societal enablers but have always represented complex and risky parts of the economy.

As a result, society has developed a complex range of legal, regulatory and ethical structures intended to manage competing interests and priorities to which individuals and organisations can be held to account.



²Source: Lord Benson, Hansard (Lords) 8 July 1992, <https://api.parliament.uk/historic-hansard/lords/1992/jul/08/the-professions>



CABE's institutional structures have evolved over many decades – CABE was itself 100 years old in 2025 – but there can be no doubt that the construction professions have seen their status and influence gradually eroded over the past 40 years. There is an argument that this was accelerated by the introduction of compulsory competitive tendering and the removal of fee scales in the 1980s. This contributed to a focus on reducing cost which was one of the four key factors identified by Dame Judith Hackitt as contributing to the culture of the industry that led to the Grenfell Tower tragedy.

Whilst some professions enjoy protections in law which restrict entry to the market, with the exception of architects (and more recently building control inspectors) there is no such protection in the construction and built environment sector. However, whilst the title architect is protected, there is no requirement for anyone to use a registered architect to undertake any function, and the protection of title did little to avoid the failings at Grenfell. This also means that, for example, anyone can describe themselves as a fire engineer, or a structural engineer, and anyone can design or construct a building.

All members of professional bodies are expected to work in the public interest. This means working in a manner that actively balances the impacts of their professional work on others and on the environment whilst respecting the need to act commercially in a competitive environment. There is also an expectation that the companies that employ professionals should consider the public interest in their commercial decision making.



Lord Benson provided a detailed explanation of the expectations of professionals in a speech in the House of Lords in 1992², his nine key attributes are outlined below.

1. The **profession must be controlled by a governing body** which in professional matters directs the behaviour of its members, with those members subordinating their private interests in favour of support for the governing body.
2. The **governing body must set adequate standards of education as a condition of entry** and thereafter ensure that students obtain an acceptable standard of professional competence and continue training and education throughout their professional life.
3. The **governing body must set the ethical rules and professional standards** to be observed by members. They should be higher than those established by the general law.
4. **Rules and standards should be designed for the benefit of the public** and not for the private advantage of the members.
5. The **governing body must take disciplinary action**, if necessary, expulsion from membership, should the rules and standards it lays down not be observed, or should a member be guilty of bad professional work.
6. **Work is often reserved to a profession by statute** – not because it was for the advantage of the member, but because of the protection of the public, it should be carried out only by persons with the requisite training, standards and disciplines.
7. The governing body must satisfy itself that there is **fair and open competition in the practice of the profession** so that the public are not at risk of being exploited. It follows that members in practice must give information to the public about their experience, competence, capacity to do the work and the fees payable.
8. The **members of the profession**, whether in practice or in employment, must be independent in thought and outlook. They **must not allow themselves to be put under the control or dominance of any person or organisation** that could impair that independence.
9. In its specific field of learning **a profession must give leadership to the public** it serves.

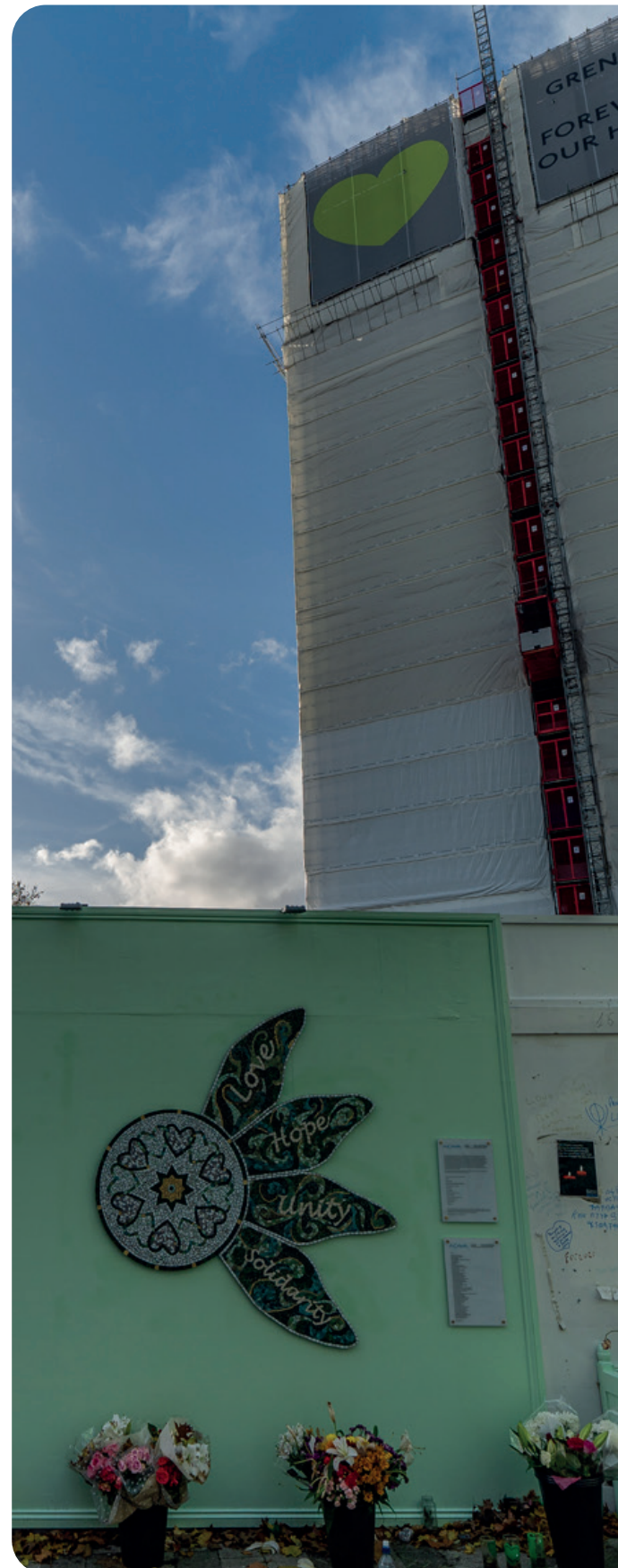


A more recent summary of the key areas where the professional built environment bodies should demonstrate their effectiveness, relevance and value is provided by Paul Morrell's review of the professional bodies³ - Collaboration for Change, The Edge Commission Report on the Future of Professionalism which was published in 2015, with a second edition printed in 2020. He suggested that these are:

- **ethics and the public interest**, including a shared code of professional conduct
- **education and competence**
- **research and a body of knowledge**; and
- **collaboration on major challenges**, including industry reform.

The tragic events at Grenfell Tower and subsequent scale of defective fire safety and building work have undermined confidence that professionals are meeting these legal and professional obligations. The Public Inquiry detailed specific failures and root causes which it is accepted are also broadly reflected across the construction and built environment industries; and as a result, the new Building Safety Regulator has a clear remit to drive cultural change in the industry.

CABE recognises the importance of continually reviewing and strengthening our understanding of the expectations placed on modern professionals. In particular we have a moral obligation to ensure that residents are never exposed to the risks and failures in design, construction and maintenance that have been clearly evidenced in recent years.



³Source: Paul Morrell, January 2020, Collaboration for Change The Edge Commission Report on the Future of Professionalism. 2nd Edition. https://static1.squarespace.com/static/5cc0112bb91449446cbd2a16/t/5ecf983501658b7cb875741e/1590663224573/CollaborationForChange_Book_Ed2-Final.pdf



Fundamental Expectations of Building Professionals

- Deliver work that is safe, lawful, and protects public wellbeing.
- Act ethically and in the public and client interest.
- Maintain and demonstrate professional competence.
- Decline work beyond their area of expertise.

Expectations of government have now largely been codified in legislation in England, with explicit regulations governing the duties and competence of professionals set out in Part 2A of the Building Regulations (England) Amendment Regulations 2023. These duties represent behaviours and competences that are relevant to professionals acting in any jurisdiction and are explored in more detail in section 4.2.

Significantly, these duties extend to clients, who now have a duty in law to take all reasonable steps to ensure that those they appoint are indeed competent. However, it has yet to be seen how this duty will be met in practice on a day-to-day basis.

This leaves us to consider the expectations that consumers and end users, particularly residents, of the buildings we design, construct and manage now have of CABE Members. This spans a wide range of individuals and groups including people who act as clients for building work, through to everyone who uses or benefits from the built environment.

Whilst it is impossible to represent every view, most people have certain fundamental expectations of building engineers and building professionals in general:

- that **the work they deliver is safe** and will protect the safety, health and wellbeing of end-users including residents
- that **they work in the interests of their clients and the public interest** and not purely for personal benefit
- that building professionals **are competent to do the work they agree to undertake** and decline to undertake work for which they are not competent
- that they **act ethically**; and
- that the **work they deliver meets the expectations** set by law.



While these expectations are entirely reasonable, evidence from across the sector shows they are not yet consistently met. This highlights the need for continued improvement and industry-wide alignment. The well-documented structural and cultural challenges across the industry highlight the need for collective improvement. The challenges include fragmentation, adversarial relationships, lack of investment in training and professional development, low productivity, low profitability, leadership fragmentation, lack of collaboration and a collective inability to learn from mistakes.

It is not the intention of this consultation to examine those root causes in detail, but there is a clear role for CABE in:

- providing **ethical and moral leadership** so that building engineers are confident in doing the right thing
- setting out and embedding **clear standards and codes of professional conduct**
- working with education and training providers to ensure that their **courses are current and relevant** to the needs of those entering the profession
- ensuring that **professionals manage the limits of their own competence**
- supporting high value **relevant professional development** throughout our members professional lives
- supporting **improvements in technical and legal compliance**, including developing a body of technical knowledge
- demonstrating **clear leadership** and commitment to industry reform and cultural change; and
- contributing to **rebuilding capacity** in the building control sector.



4.2 Expectations of the Government and Regulators

In both England and Wales, the respective governments have introduced substantial regulatory changes including the introduction of the Building Safety Regulator in England through the Building Safety Act (England). In combination with other modified or existing legislation, regulation now sets very clear expectations in terms of regulatory compliance (particularly with the functional requirements of the building regulations, including the new Duty-holding Provisions) which have been specifically developed to assign clear accountability to the most important individuals and organisations involved in building work.

Whilst similar in intent to the wider societal expectations set out above, this new legislation is more explicit including that competence should encompass not just skills, knowledge and experience, but also suitable behaviours including (but not limited to) adequate accountability, communication, collaboration, planning, managing, monitoring and reviewing work so that it complies with building regulations; reporting concerns about any non-compliant building and providing information as required to assist others in delivering compliant building work.

Whilst these are only some of the wide range of new obligations, they sit within a broader context whereby government and the Building Safety Regulator expect industry, including CABE Members, to proactively lead on delivering safe and compliant outcomes. This is underpinned by an expectation that industry should change its culture to prioritise safety and consider wider impacts on society.



4.3 Aligning CABE's work with new expectations

As with other professional bodies, CABE has a framework of requirements and standards that are intended to guide members' professional activities so that the right balance is struck between their wider responsibilities to society, the environment and the need to act commercially.

These are primarily built around the concept of 'Professional Commitment' set out in Engineering Council UK Standard for Professional Engineering Competence and Commitment (UK-Spec) fourth edition 4.0⁴ and include:

- complying with applicable Codes of Conduct
- applying safe systems of work
- managing competence
- acting sustainably; and
- acting ethically.

These are not new requirements and broadly align with wider societal expectations and new expectations set out by the regulator and government, but the benchmarks for these requirements are being raised. The key role for CABE is in establishing what we need to do to support our members to deliver against these expectations more effectively. This requires a range of activities specifically based on expectations and culture rooted in CABE's competence frameworks and codes of professional conduct, but linked to other work on CPD, lifelong learning and technical competence.

What CABE has already done

- CABE led on the development and drafting of BS 8670-1:2024 Built Environment – Competence Frameworks for building safety – Core criteria. Code of Practice⁵, the foundation standard setting expectations for behaviours and competences in the Built Environment.
- Redrafted and published an updated Code of Professional Conduct supported by CABE's Guide to Ethical Professionalism in 2020.
- Benchmarked our membership competence frameworks against BS 8670-1:2024 resulting in an extensive re-draft that reflects the Core Criteria for Building Safety to ensure that new expectations were properly integrated; the updated framework was published at the beginning of 2023.
- Introduced a Competence Management System for all CABE Members to support them in day-to-day management of competence, accessing relevant CPD materials and recording CPD for annual audit purposes.

⁴Source: Engineering Council, <https://www.engc.org.uk/media/atlyfae02/uk-spec-fourth-edition.pdf>

⁵Source: bsi knowledge, <https://knowledge.bsigroup.com/products/competence-frameworks-for-building-safety-core-criteria-code-of-practice>



What CABE will do

- **Re-draft** CABE's Guide to Ethical Professionalism including expanded guidance on areas identified through the Phase 2 Public Inquiry.
- **Review** CABE's Code of Professional Conduct taking into account more recent developments, opportunities for wider collaboration with other bodies and update this as necessary.
- **Develop** further training material on CABE's Code of Professional Conduct, ethics in the built environment and create a more detailed programme to support individual building engineers, and in particular smaller business, embed ethical practice in their work.
- **Implement** new approaches to managing competence (see section 7.0) to incentivise improved technical and legal compliance and drive effective behaviours.
- **Develop** professional and technical guidance materials for our members and the wider industry that recognise and manage risk effectively.
- **Work** more closely with education and training partners to ensure that their offerings are up to date and reflect the requirements of the industry in the light of the Building Safety Act and the Public Inquiry Report.
- **Work** closely with the Industry Competence Committee and Industry Competence Steering Group to develop frameworks for relevant disciplines.





5.0 Professional Competence

“

Work is often reserved to a profession by statute – not because it was for the advantage of the members, but because of the protection of the public, it should be carried out only by persons with the requisite training, standards and disciplines.”

Lord Benson 1992²



5.1 Historical approaches to assessing competence

Approaches as to how individuals achieve professional status vary considerably between differing professional disciplines. This report is not intended to undertake an encyclopedic review of these different mechanisms or their characteristics. Rather we wish to focus on what is referred to as the 'qualify once – practice for life' approach that predominates (regardless of the initial qualification approach that is adopted) amongst construction professionals and how this needs to change.

This approach is characterised most often by the possession of a qualification, typically a degree or masters degree in a particular discipline; progressing through supervised professional activities to develop necessary experience over a period of some years; followed by some form of assessment of professional competence.

In CABE's case this is through an interview based professional review process. For the rest of their career the individual will need to meet requirements for CPD which may be checked on a random basis for a percentage of registered professionals.



Whilst vocational approaches may be becoming more common, they rely on the same process of achieving an initial qualification and then undertaking prescribed CPD activities as evidence of ongoing competence.

Providing that standards and assessment processes are appropriate and robust, the initial combination of developing knowledge and experience which is then assessed through a professional review is not problematic. We should have a reasonable degree of confidence of the assessment of general competence that results.

The bigger problem is how confidence in an individual's competence is maintained over time. It is critical that professionals maintain currency in their chosen field in terms of both technology and law, and this needs to be undertaken in a structured manner. Up to now, this has taken the form of a set of time-based criteria for activities that come under the banner of CPD.



However, there are several specific **weaknesses** in the traditional CPD based approach:

- **low rates of checking** are a weak incentive to invest in CPD activities
- **qualitative criteria are often weak** – compliance can be achieved through low value CPD activities without any evidence that the professional has learned from or reflected on the material
- **relevance is poor** – CPD is often determined by availability rather than relevance to a person's role or professional activities
- **CPD in isolation is poorly structured** and often fails to improve actual competence
- **annual CPD is often unrelated** to longer term career or professional development plans; and
- **level or quality of CPD** often fails to offer learning value.



In too many circumstances it has been possible for professionals to go through their entire career without their CPD record being evaluated or reviewed. Many of our members invest significant energy in developing and maintaining their competence, but a higher degree of confidence that our members are committed to good practice is clearly desirable.

In addition to issues with ongoing maintenance, professionals have often moved into new roles which can often be quite different to their original professional designation without any additional assessment of their competence to do so.

Whilst there are many very competent professionals in the industry, it is difficult to differentiate between those who have invested in maintaining or developing their competence and those who have undertaken the minimum, or less than the minimum, necessary to comply with the requirements of their professional body.

Perhaps of greater concern, many professional roles are undertaken by individuals who have never sought or achieved professional recognition because the professional roles are not restricted.



5.2 The move to competence-based systems

CABE defines competence as having the right skills, knowledge, experience and behaviours to be able to consistently undertake work to an expected standard. In all circumstances, this includes ensuring safe outcomes.

Competence is, therefore, based on a wide range of measurable or observable criteria including underpinning knowledge and understanding, qualifications and training, work experience, attitudes and behaviours. In addition, professionals are expected to act ethically and have a range of duties implied or required by law. These vary by jurisdiction, but typically include:

- **professional duties**
- **statutory duties**
- **common-law duties**
- **tortious duties; and**
- **general duties of care.**

Competence-based systems structure assessment, management and maintenance over the long-term against competence-based standards and take into account the full range of skills, knowledge, experience and behaviours required to undertake specific roles, activities or functions.

As a result, competence-based systems address many of the problems with traditional CPD set out above in section 7.1 and have been adopted in many other industrial sectors.



CABE has adopted a model based on ‘five pillars of competence’.

Standards

1

setting robust standards against which competence can be measured and which support through continuous improvement and professional development. These are primarily set out in CABE’s competence frameworks, specialist criteria and accreditation arrangements.

Assessment

2

using competence-based systems of assessment which take into account a broad range of evidence including experience, knowledge and behaviours. These are contextualised to reflect the individuals’ professional activities and are delivered through different versions of our Professional Review Interview process.

Maintaining Competence

3

competence is not a snapshot in time but requires annual maintenance and development over time. CABE is implementing competence-based lifelong learning and CPD programmes to ensure members remain competent.

Managing Competence

4

it is important that individuals work within the limits of their own competence, refuse to undertake work for which they are not competent and that organisations have appropriate systems to allocate tasks to professionals who are competent to undertake those tasks effectively.

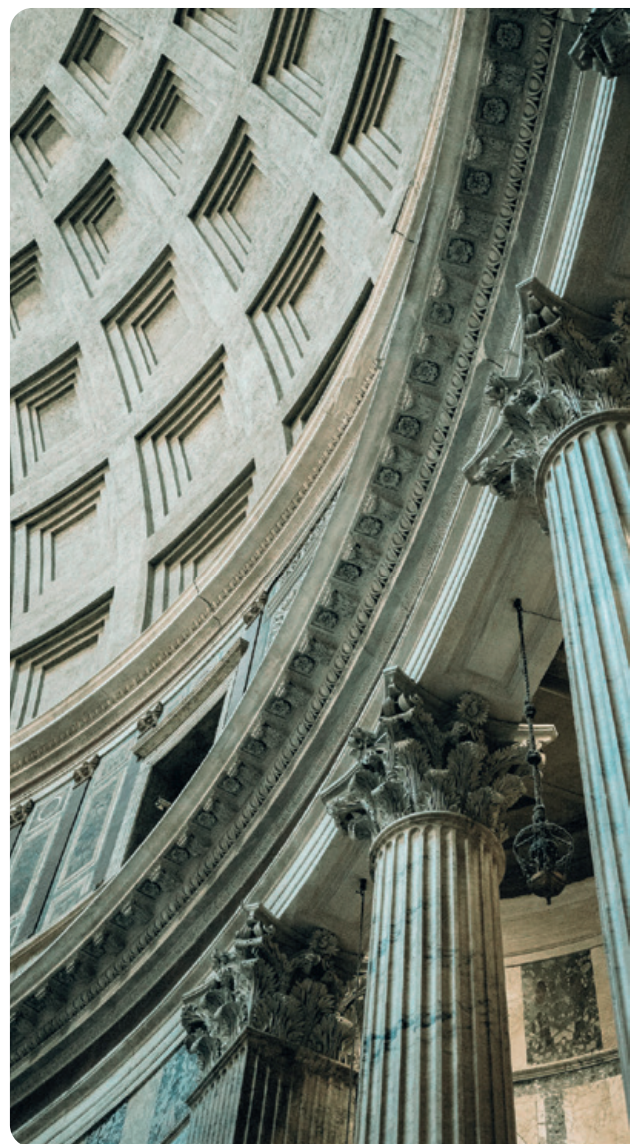
Third-Party Oversight

5

CABE welcomes external scrutiny by credible third-party organisations as a way of demonstrating our commitment to transparency and maintaining standards in the public interest. External scrutiny is vital to maintain confidence and challenge any vested behaviours or conflict of interest.

Assessment within a competence-based system is different to a traditional exam-based qualification; which focuses on knowledge and understanding; by virtue of requiring adequate evidence of time spent undertaking tasks or working in a particular role (potentially under-supervision). This enables the assessment of a candidate’s ability to act as a professional using real life experience, rather than simply testing what they know or understand. Knowledge and understanding remain critical but form only one part of a competence-based assessment.

Competence based approaches also enable CPD to become a highly relevant activity targeted at supporting genuine improvement in competence by undertaking structured analysis of an individual’s development needs.





A **competence based annual cycle** typically involves:

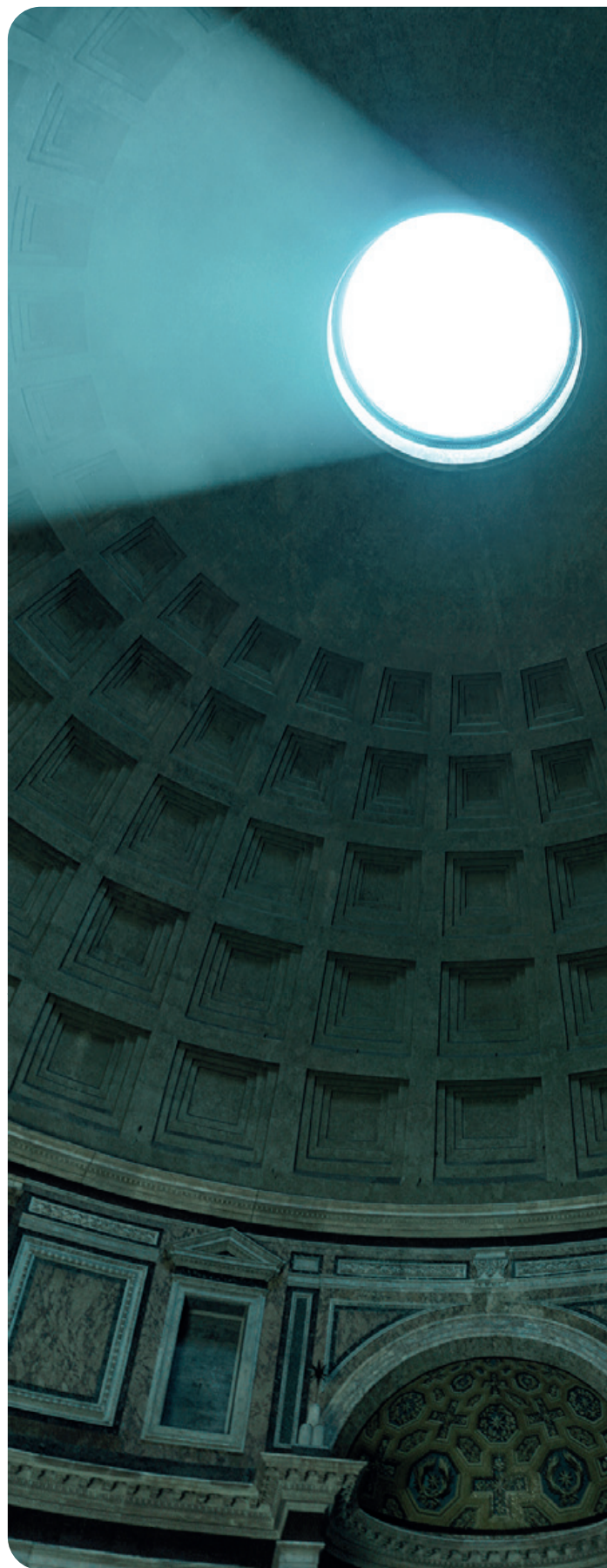
- **self-assessment** against a relevant competence standard or framework
- **gap analysis** of development needs
- formulation of a **professional development plan** (PDP)
- identifying **suitable training and professional development** activities; and
- completing PDP and training plans and **reflecting** on the learning outcomes.

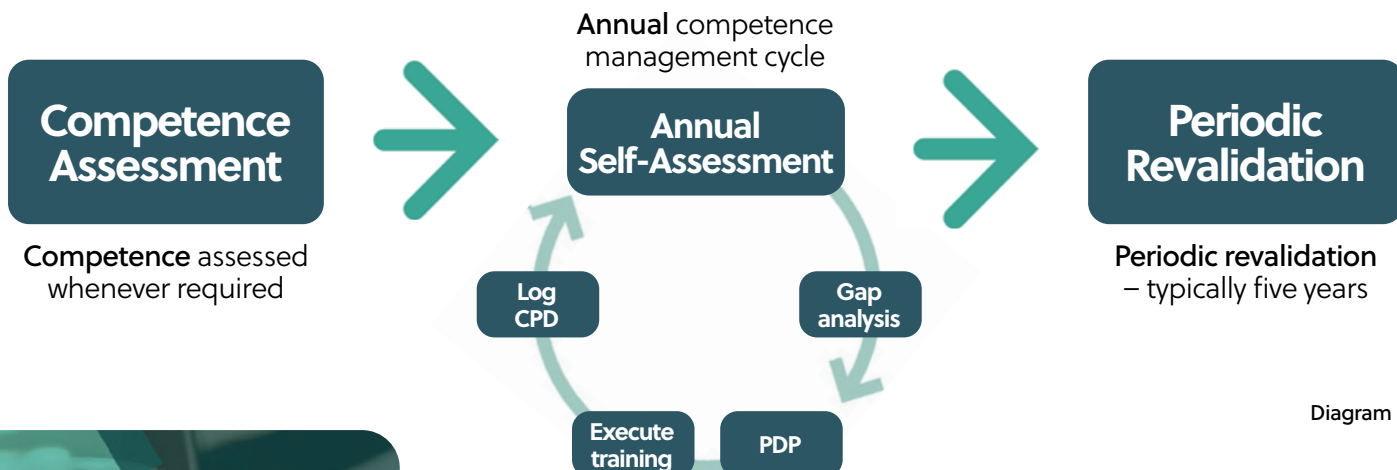
This ensures that CPD activities are structured based on analysis of development need; are at a suitable level and quality to meet that need; and incorporate reflective learning. Undertaking this annual cycle should become a normal expectation of membership for every professional body. In our view, requiring members to produce and execute a PDP on an annual basis is preferable to setting specific and standardised mandatory CPD modules across all members.

A personalised PDP is likely to be far more relevant and useful when based on an individual's self-assessment and gap analysis. This also provides added value to employer's annual performance management cycle.

CABE's view is that all professional bodies need to move to adopt this, or similar, competence-based approaches to annual professional development over time. This will not only ensure that competence is maintained but will also support a culture of continuous improvement. This approach also supports CABE members in evidencing their worth to potential employers by providing third-party evidence of their capabilities, and supports businesses in demonstrating value to clients by authenticating the capability of their workforce. Competence-based systems are recognised as delivering improved productivity through better allocation of resources and are known to enhance and accelerate career development.

As more complex competence systems develop across the sector these approaches should also aid greater mobility between disciplines. These are all material benefits.





5.3 Lifelong learning and professional development

To support a shift to effective competence-based learning, CPD activities also need to evolve. Whilst there is a place for traditional short form CPD delivered by subject matter experts or manufacturers/suppliers, there is a need to improve the quality, value and relevance of time invested in development. Where it is possible we want to see a shift towards more substantial training provision that genuinely develops or improves skills and competence.

Professional bodies should support and facilitate development or access to approved or accredited microlearning and training courses across a range of time commitments. These should be mapped back to their relevant competence framework and evaluated for level and relevance.

For time pressured professionals, it is important to create the shortest possible journey between identifying a development need and getting access to the relevant training. Professional bodies should collaborate to improve access to the widest range of training including across disciplinary boundaries.

Alignment to new systems of regulation

The approach described above has been developed in part to respond to changes to the way in which government has legislated to allocate specific responsibility to duty-holders and with specific reference to managing the competence of the professional and installer supply chain. **See diagram 1.**



What CABE has already done

- CABE checks that **100%** of members submit a compliant record of their annual CPD and offers feedback where records are inadequate, potentially leading to disciplinary processes for persistent non-compliance.
- CABE undertakes **qualitative peer review** of CPD varying between **5%** and **20%** depending on whether individuals are members of one of our specialist registers.
- CABE has introduced a **CMS** with an integrated CPD, training and development database of peer reviewed and approved or accredited CPD modules and qualifications to support our members in their development goals.
- CABE has introduced an **accreditation and approval system** for peer review of **approved CPD and training**, and accredited training and qualifications which quality-assures development opportunities for our members. These are then logged in the CMS database.



What CABE will do

- **We will develop** bespoke training courses to address gaps in areas where provision is lacking.
- **We will increase** the availability of free core CPD on legislation, technical and safety topics.
- **We will set requirements** for training on CABE's Code of Professional Conduct, professional commitment and on a wide range of core ethical topics.
- **We will promote and support** adoption of the CABE CMS and move to mandate competence based annual management practices in the long term.
- **We will invest** in systems better suited to recording CPD against specific areas of competence.





5.4 Revalidation

Once professional bodies have qualified their members and given them professional status it is expected that they will take adequate steps to ensure ongoing competence. Whereas historically this has been assumed, it is now vital that professional bodies can evidence how this is ensured. The building safety crisis triggered by the tragic events at Grenfell Tower have seriously undermined confidence that professionals are maintaining their competence, and new problems continue to emerge.

It is already a legal requirement for registered building inspectors in England to undergo revalidation every four years, and CABE's UK Spec HRB registrants are required to revalidate every five years. In other words, revalidation is already being integrated into some of our existing professional frameworks.

The principal challenge for professional bodies is to be able to hold out that their members remain competent over time; have adapted to changing legislation, technology, practice and context; and remain aligned with ethical expectations.



CABE's view is that continuing to apply historical approaches will prove inadequate to re-build and sustain trust. Whilst problems resulting from professional incompetence or negligence can never be fully mitigated, the building industry needs to learn from other sectors how better to manage the ongoing competence of its work force to reduce these risks to the minimum level that is reasonably possible.

CABE sees revalidation as a critical component in the future framework for built environment professionals and as a proven approach utilised in other sectors where risk is prevalent including medical, nuclear and aviation sectors.

Revalidation is not re-qualification. It is not economically viable to re-qualify individuals on a periodic basis and, providing they have managed their competence appropriately, it is also not necessary to repeat earlier assessment in full.

Revalidation is, instead, a process by which an individual's management, maintenance and development of their own competence is assessed to provide reassurance that they either remain professionally competent or have developed their competence to match new types of work they undertake.

Revalidation provides a strong incentive for people to invest in meaningful professional development activities year after year, as it is this activity which is the primary evidence used to assess professional commitment at the point of revalidation. Those who invest are rewarded, those who fail to take responsibility for their on-going professional development can be sanctioned.

Revalidation *noun*

a process by which an individual's management, maintenance and development of their own competence is assessed.





Typically, the period over which revalidation is required relates to the level of risk associated with an individual's role and the rate of change of the context in which they operate. There is a general acceptance that in the construction industry revalidation on a five yearly basis is appropriate. But other elements of revalidation systems can also be modified to reflect the nature of risk in an individual's role, for instance the scoring threshold at which a revalidation candidate is called in for interview.

Introducing revalidation will change the culture within professional groups by making high quality lifelong learning and development an integral and valuable part of building engineers working life. It also provides a step change in quality assurance of competence.



What CABE has already done

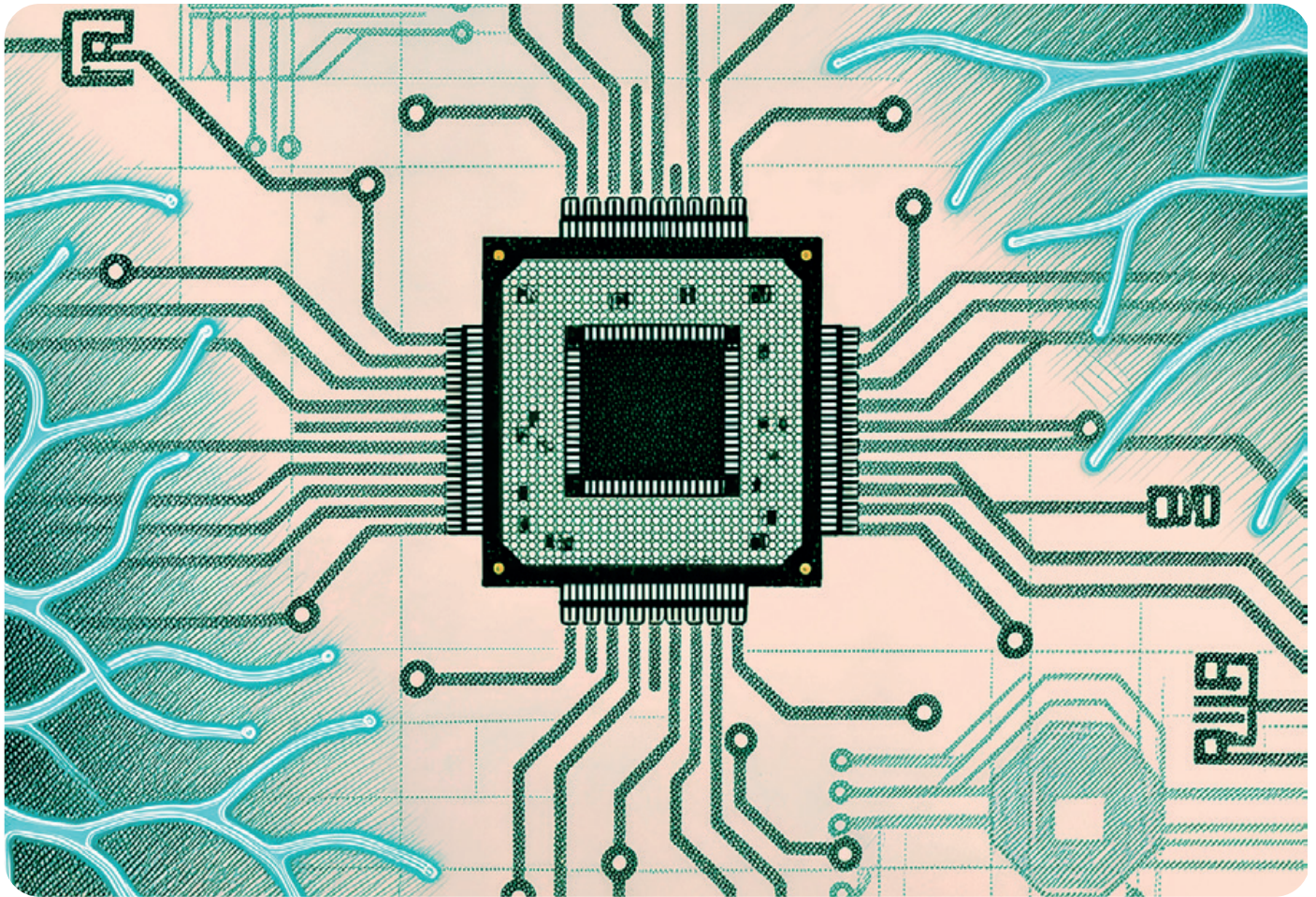
- CABE has worked with Engineering Council to develop a proportionate, flexible and robust approach to revalidation that can be rolled out across a wide range of membership groups.
- CABE has already introduced this revalidation process for our UK Spec HRB Registration (at five yearly intervals) and all of our registered building inspectors will be revalidated every four years through CABE's Building Inspector Competence Assessment (CBICAS) against similar criteria.

What CABE will do

Once revalidation processes have been **piloted** and **reviewed**, we will:

- offer revalidation on an opt-in basis for a period so that members wishing to demonstrate their on-going competence can obtain regular third-party assessment and recognition
- work to promote wider adoption of competence based-lifelong learning and development amongst our membership and company partners; and
- look to make revalidation a standard requirement for all members when regulatory and market conditions mean that they will not be placed at a disadvantage.

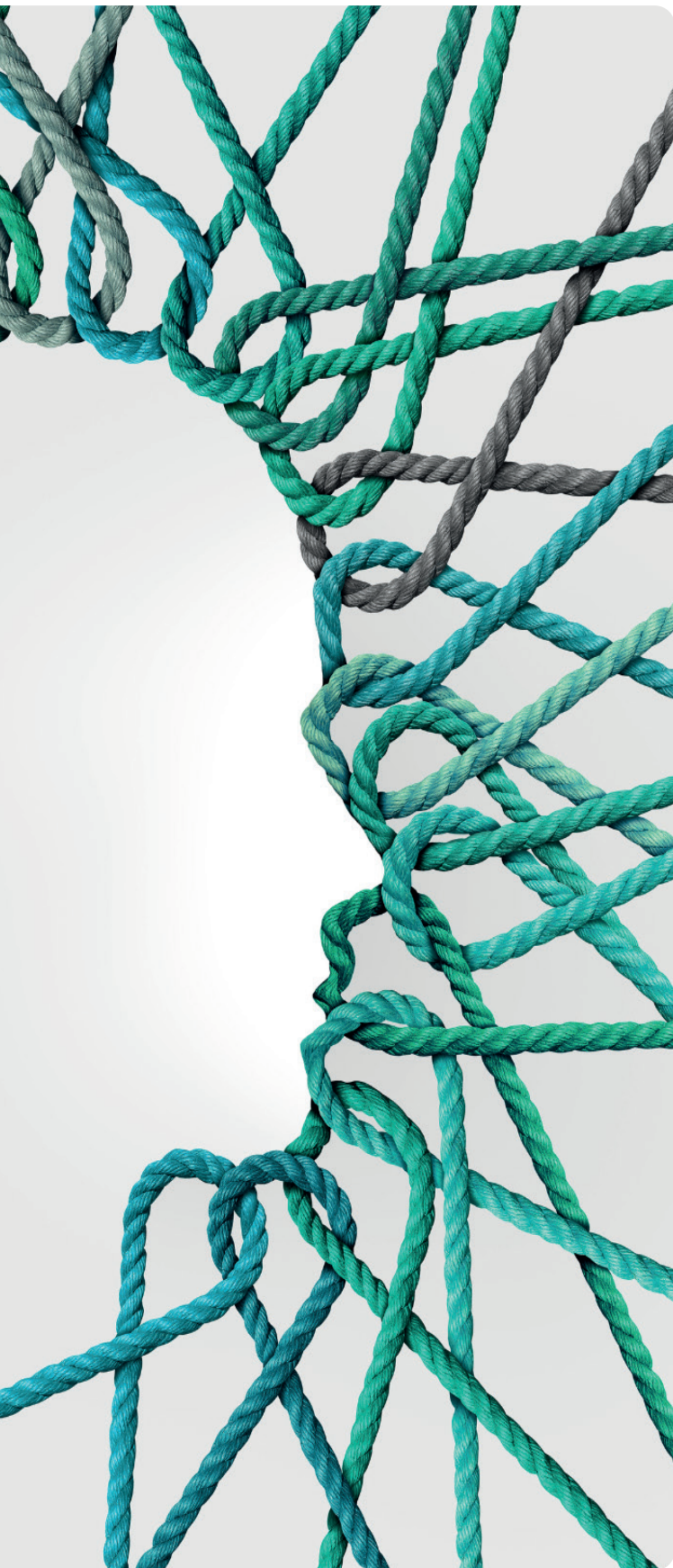




6.0 Building a Body of Professional Knowledge

It is vital that all the professional institutions in the built environment recognise the importance for their future by establishing and maintaining a working body of knowledge and disseminating research and best practice across the industry. This was recommended by Morrell in his 2015 review on the future of professionalism and the subsequent second edition in 2020³. It is also a key construction related recommendation of the Grenfell Tower Inquiry.

Prior to its privatisation the Building Research Establishment provided a substantial body of such knowledge, which was available at reasonable cost and widely regarded as being a 'tool of the trade' for a professional. However, in nearly 30 years since privatisation the industry has had no single source of reliable and authoritative information.



Institution of Structural Engineers (IStructE) has provided significant material in recent months covering the issues of Reinforced Aerated Aggregate Concrete (RAAC), assessment of the structural characteristics of higher risk buildings and on the assessment and design of transfer slabs. It has also published guidance on appraising factors of safety in existing engineered structures.

Royal Institute of British Architects (RIBA) has produced spreadsheets to support assessment of applications for approval of full designs under the current building regulations and the higher risk buildings procedures regulations.

Chartered Institution of Building Services Engineers (CIBSE) produced valuable guidance on ventilation of buildings during lockdown and has an established body of guidance.

CABE has a growing body of professional and technical guidance and a clear plan to further develop this under the oversight of the recently created CABE's Expert Panel. The monthly journal, *Building Engineer*, has been transformed in recent years to provide a regular supply of high-quality technical articles on current topics of significance to the membership and wider industry. It is important that this body of knowledge is developed and extended. Wherever possible this will be done in partnership with like-minded bodies and partners.



What CABB will do

- Launch a digital archive giving access to every published edition of the Associations journals going back to 1925 and providing searchable access to all future editions of the journal.
- Use the same digital platform to create an archive of recent and contemporary documents relevant to members' activities which will be free for members to access over time.
- Develop a series of core Professional Information Notes (PINs) covering core topics setting out key concepts and contemporary good practice for building engineers.

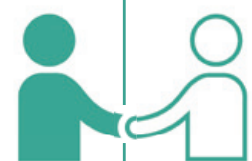
It is vital that all the professional institutions in the built environment recognise the importance for their future by establishing and maintaining a working body of knowledge and disseminating research and best practice across the industry.

Provisionally this will include:

- PIN 001 – Ethics and conduct for Building Engineers (understanding professional commitment)
- PIN 002 – Insurance for Building Engineers
- PIN 003 – Security and information management for Building Engineers
- PIN 004 – Safe systems of work for Building Engineers
- PIN 005 – Acting sustainably for Building Engineers
- PIN 006 – CPD and lifelong learning for Building Engineers
- PIN 007 – Systems thinking for Building Engineers
- PIN 008 – Risk management for Building Engineers
- PIN 009 – Employment law, management and leadership for Building Engineers
- PIN 010 – Appointments, warranties and managing client relationships
- PIN 011 – Procurement and contracts for Building Engineers
- PIN 012 – Litigation, arbitration, mediation and dispute resolution; and
- PIN 014 – Inclusive engineering for Building Engineers.



- Work with CABB's Expert Panel to develop further topical PINs and **Technical Information Notes** (TINs) to develop a body of good practice relevant to specific jurisdictions/nations and addressing key issues as they arise over time.
- Expand our knowledge partnerships to collaborate with industry in sharing key technical knowledge and understanding within professional communities.
- Work with other professional engineering institutions and bodies to raise awareness of relevant guidance and promote uptake.
- Work to raise awareness of and participation in the voluntary reporting scheme **CROSS – Collaborative Reporting for Safer Structures**.





7.0 Organisational Capability

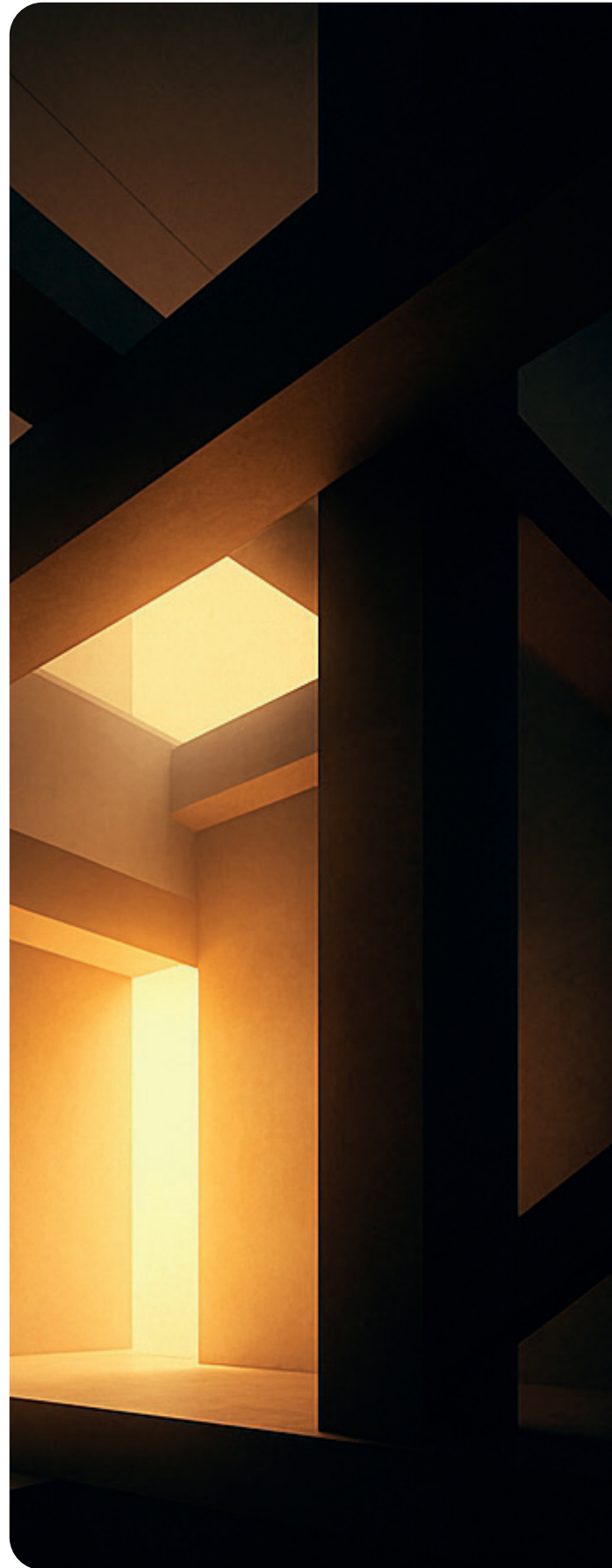
Setting standards and expectations

Working to improve the individual competence of our members is only one part of the work that CABE needs to do to support industry reform.

Competent people can be prevented from doing the right thing if they find themselves working in a business, or an environment that lacks commitment to professional values and where organisational culture is focused on the wrong outcomes.

There is much debate about what organisational culture and organisational capability mean in practice. CABE's view is that, as a minimum, organisations and employers should seek to embody the following characteristics:

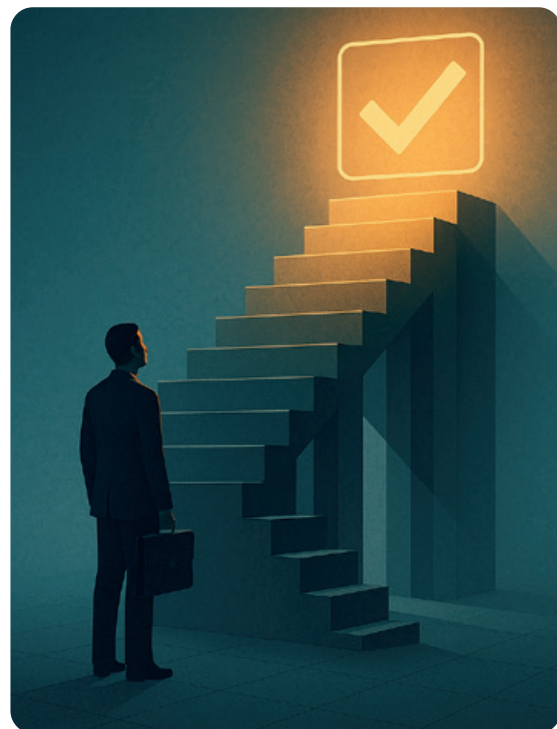
- **ethical leadership** at all levels
- a **strong organisational safety** culture
- a **competence-based approach** to developing individuals within a system that promotes continuous improvement
- a **systematic approach to managing competence**, including the ability to ensure that the right person is allocated to the right task
- the ability to plan, manage and monitor work effectively to **deliver legally compliant and safe outcomes**; and
- **collaborative, constructive behaviours.**





It is important that CABE works to set clear expectations for how businesses in the construction sector should operate so that our members understand how their employers compare, and can challenge poor standards of behaviour, or choose to work for business with the right values and behaviours instead.

Similarly, we want to reward companies and organisations that are aligned with our values and support them to improve over time.



Principles of Organisational Culture and Capability



**Ethical
Leadership**



**Safety
Culture**



**Competence
Management**



**Competence
and Growth**



**Effective
Work Systems**



Collaboration



What CABE will do

- **CABE** will start development of a company registration scheme to supplement our existing Company Partnerships. This will be co-designed with our Company Partners and provide a mechanism of third-party oversight that qualifies and monitors compliance with CABE's values and wider expectations of organisational competence and capability.
- **We will evaluate** how to develop a recognised and attainable training programme covering professional risk management and technical risk management. This will provide practical, applicable skills to proactively manage risk and underpin a culture of safety and accountability within professional businesses.
- **CABE will support and contribute** to the development of consensus-based standards for organisational competence and capability.





8.0 Governance

“

The profession must be controlled by a governing body which in professional matters directs the behaviour of its members. For their part the members have a responsibility to subordinate their selfish private interests in favour of support for the governing body... ”

“

The governing body must satisfy itself that there is fair and open competition in the practice of the profession so that the public are not at risk of being exploited. It follows that members in practice must give information to the public about their experience, competence, capacity to do the work and the fees payable.”

Lord Benson 1992²

8.1 Accountability and Transparency

Professional bodies have long operated as self-regulatory bodies – which means that their actions, decisions and operations are exercised under their own authority and oversight. This has typically taken the form of boards, committees or panels with prescribed terms of reference, often set out in a Royal Charter. Whilst the Privy Council is sometimes argued to be a regulator, its remit is the management and oversight of charters and certainly does not extend into day-to-day activities of chartered bodies.

Whilst this model has many benefits, self-regulatory models can sometimes face perceptions of insularity. Strengthening transparency and external input helps reinforce confidence in governance across all professional bodies.





Most, if not all, of the members of relevant governance committees will also be members of the profession which the body represents. This has the advantage of ensuring that governance functions are exercised by people with significant experience and insight into the sectors in which the body operates but can give rise to the perceived (or actual) conflict of interest identified above. It also deprives those governing bodies of the expertise that is available from other professions. It means, for example, that the board member responsible for finances may be a highly competent engineer but have limited financial experience.

It is, therefore, important that governance boards of professional bodies include relevant professional skills and expertise from within the membership, but also from other professions and representatives of the general public. In this way, the activities of the associations are made transparent to individuals outside of the membership who are un-conflicted and able to offer corrective advice if there are risks that the body is acting in a self-interested manner.

Accountability also applies to the ability of the public to interrogate claims of professional status made by members (and potentially non-members fraudulently claiming professional status). It is therefore important that members of the public have access to a register of professionals whereby they can check that the claims made of professional status and competence are accurate and truthful.





8.2 Public Interest – Charters and Charitable Obligations

There are a variety of corporate bodies in the professional body sector. Some are chartered companies, some are registered charities, many are both. All chartered bodies have a Royal Charter, approved by the Privy Council, which commits them to delivering public benefit.

For charitable bodies, Trustees must also take into account the Charity Commission's public benefit guidance, which explains how, when making decisions, trustees should:

- be clear about who should benefit from the charity and what these benefits are
- make sure that any private benefits to individuals or organisations are necessary, incidental and in the interests of the charity (which means that a professional body that is a charity does not, by law, primarily exist to serve the members); and
- manage any risk of harm to beneficiaries and the public that might arise from the charity's work.

Charities must report on public benefit every year in their annual report. It would be reasonable to expect all chartered bodies to report in a similar manner as to how they have met their chartered objectives as part of their annual report to members, which should also be made publicly available.

Whilst CABE and various other professional bodies in our sector are not charities, good governance dictates a requirement for clarity about the purpose and objectives of the body and the wider expectation of professionals to act ethically and in the public interest is as relevant to a chartered body that is not a charity.

CABE's board has consistently directed efforts towards prioritising the public benefit over the particular interest. This has only strengthened CABE's ability to be able to improve wider outcomes in the built environment overall.





8.3 Representation, oversight and perspective

Professional bodies rely on their members to undertake many of their most important governance, assessment and decision-making functions. This is fundamental to the public interest, rather than commercial, nature of the bodies and their objectives. The principle of giving back, to foster and help develop new professionals and support their peers is an inherent part of a sound professional ethos.

Volunteering, most members' work is unrewarded and also extends to undertaking governance functions. However, there are risks that can manifest in these arrangements unless internal controls and leadership are strong and effective.

Bodies managed by individuals from within their own membership may be subject to:

- **optimism bias:** believing their standards and activities are better than they really are
- **siloe perspectives:** drawn from a particular professional mentality, training or approach; and
- **group think:** where everyone agrees because they all have the same professional experience.

They can also be prone to unconscious bias and in the worst case foster active prejudice and unacceptable bias. These may be extreme cases, but all stem from the risk of boards and committees being inward looking and closed to external challenges.

This is particularly important when considering the disciplinary and complaints handling processes of professional bodies. The wider public, and complainants in general, need to have confidence that where a potential breach of the Code of Professional Conduct occurs, the process for evaluating that complaint is fair, impartial and based on evidence, and not an exercise in protecting the reputation of the body or its members at the expense of public interest and accountability.



At the same time, disciplinary processes must treat members fairly and ensure that disciplinary processes are based on the best possible evidence and avoid any assumptions of liability until the evidence is properly assessed.

CABE takes the view that external scrutiny and wider representation are both healthy and necessary to ensure governance is reflective, outward looking and takes external perspectives into account.

CABE's governance structure is relatively simple, a:

- **board of ten elected members and up to four co-opted members** make all key strategic decisions and provide oversight of budgets and the Association works
- **management group** consisting of junior and senior Vice-Presidents and the Immediate Past President oversee the performance of the Chief Executive and their staff
- **Professional Conduct Committee (PCC)** sets the complaints and disciplinary processes and undertakes investigations and hearings, reporting directly to the board; and
- **Membership and Professionals Standards Committee (MPSC)** responsible for approving all CABE's assessment, membership and accreditation standards and dealing with appeals, reporting to the board.

We have already taken steps to actively improve external scrutiny by obtaining our Royal Charter, becoming licensed by the Engineering Council, but believe there is more to do.

Accountability, Transparency and Public Interest – the cornerstone of good governance.

Self-regulation alone is no longer sufficient – external scrutiny and openness are vital to public confidence.



Boards must include independent and public representatives to avoid conflicts of interest and groupthink.



Professional bodies must act in the public interest



Transparency through public reporting and accessible registers to build trust and credibility.



What CABB has already done

- CABB has maintained UKAS Accredited ISO 9001 Certification since 2020 which provides independent external audit of compliance with our own policies and procedures and has consistently achieved clean results with zero non-compliances.
- The PCC has three lay members (members of the public) one of whom acts as chair. All disciplinary panels/investigations are chaired by one of the lay members alongside CABB Members providing professional insight. This provides assurance that CABB is acting in a fair manner to complainants and taking external non-membership considerations into account in setting its disciplinary policies and expectations.
- Since 2020 CABB has been licensed by the Engineering Council and has aligned its policies, procedures and governance to comply with Engineering Council requirements which are subject to oversight and audit.
- An external Engineering Council liaison officer sits on MPSC and is party to all discussions on setting CABB standards. This helps maintain standards.



What CABE will do

- CABE will start negotiations with Privy Council to amend our Royal Charter and Bylaws as necessary to require that two lay members are appointed to the board to ensure that the CABE strategy and operations take into account external perspectives; to improve accountability and to make our reporting transparent and held to the highest standards of integrity.
- CABE board will extend a standing invitation for representatives of government departments and the BSR/single regulator to attend board meetings as observers.
- We will review our annual reporting so that from January 2027 we will provide additional information on activities relating to delivering against our charter objectives.
- We will re-build our existing public facing membership register so that verification that an individual remains a member at a specified time in good standing is fully accessible to the public without need to contact CABE.
- In the longer term we will develop a publicly accessible 'live license check' system enabling consumers and clients to immediately verify a CABE Members' professional standing at any given moment in time. This could include:
 - confirmation of professional membership grade
 - relevant qualifications that have been third-party verified
 - specialist accreditations and registrations
 - confirmation of compliance with CPD and annual reporting requirement
 - any disciplinary sanctions issued against the member that have not time expired; and
- collaborate with other bodies to reduce development costs, standardise presentation to make it easier to check competence and seek linkage to other schemes and registers.





9.0 Leadership

“

The governing body must take disciplinary action, including if necessary expulsion from membership, if the rules and standards it lays down are not be observed, or a member is guilty of bad professional work.”

“

The members of the profession, whether in practice or in employment, must be independent in thought and outlook... They must not allow themselves to be put under the control or dominance of any persons or organisation that could impair that independence.”

Lord Benson 1992²

9.1 Moral and Ethical Leadership

No matter how much industry improves its practices for the better, construction and design work will always be subject to the risks arising from time pressures, financial pressures, technical complexity the constraints imposed by contractual obligations and competing interests.

Regardless of the extent to which these factors are inherent within the built environment, they must not be permitted to override consideration of safety and compliance.

For those who have not worked in the construction industry it is hard to understand the pace, pressure, complexity and stress that comes with dealing with all of the varying challenges and responsibilities in such a fast-moving and output-driven sector. Needing to stand up for what is right is not an unusual occurrence – difficult circumstances will arise many times each day for some building engineers – and the confrontational nature of the current industrial business model can easily result in moral fatigue.





CABE wants to work with members to ensure that they have the **knowledge, skills and support** to be **confident** in challenging risky and unprofessional behaviours, particularly where this creates safety risks.

Until such time as the industry's overall culture changes to focus more on collaborative behaviours over adversarial behaviours, building engineers will have to face up to these pressures to ensure that the outcomes from their work are safe and right. CABE has an important role to play in creating the right environment for our members to do so. For this to happen several factors need to be in place building engineers need to:

- **have clarity about their obligations and expected standards of conduct**
- **have a clear understanding of the boundaries between right and wrong; and**
- **be confident that they are doing the right thing so that they can hold their ground when challenged.**

CABE wants to work with members to ensure that they have the knowledge, skills and support to be confident in challenging risky and unprofessional behaviours, particularly where this creates safety risks. We have already invested considerable time in improving our disciplinary process and Code of Professional Conduct so that members who do not meet the standards of professional conduct can be held to account, but further work is required.

This includes a range of interventions and constant reinforcement of what is right over what is wrong in terms of professional conduct. It requires support for our members to access information that enables better ethical decision making; alongside measures to improve technical and legal competence.

The complexity of the safety related issues in construction makes this a challenging technical issue; legislation and standards are extensive and represent a significant body of knowledge to manage; legal and contractual obligations often create professional conflicts of interest which have to be managed carefully.



What CABB has already done

- In 2020 CABB launched a comprehensively restructured disciplinary system, underpinned with a revised Code of Professional Conduct. This restructured CABB's principle-based system to reflect thinking emerging from review of professional standards undertaken by the Competence Steering Group.
- This was supported by publication of a Guide to Ethical Professionalism setting out a more detailed narrative and additional guidance for building engineers, including examples of common ethical issues that need to be addressed in practice.
- In 2023 CABB published an updated core competence framework revised to incorporate relevant and core criteria for building safety set out in BS 8670 Part 1. This framework underpins expectations for membership both at point of assessment and also through their professional career. We believe this was the first professional framework to incorporate these requirements.



What CABE will do

- We will launch a fully updated approach to academic accreditation that will incorporate a robust mapping of course content against the CABE Competence Frameworks. This will enable CABE to ensure important aspects of competence including core criteria for building safety and ethics are taught within accredited courses.
- We will make training on CABE's Code of Professional Conduct, and on professional commitment, a requirement for all new and existing members. This training will be provided for free on-line, on demand.
- We will develop a new suite of training courses for younger professionals and industry leaders covering core professional skills in the workplace, professional commitment and ethics.
- We will produce a suite of new Professional Information Notes covering key topics relevant to meeting high standards of professional behaviour.
- We will work with other professional bodies, the Construction Industry Council (CIC) and Engineering Council, to evaluate how to establish a common ethical framework across all built environment professional bodies.
- We will seek to provide additional support for and promote the work of the confidential reporting of safety scheme, CROSS.





10.0 The Role of Government



It is increasingly clear that there has been a progressive breakdown in communication and understanding between professional bodies and government (acting in its role as the guardian of public expectations and with overall responsibility for regulation and outcomes in the built environment).

Engagement between government and professional bodies has focused on specific aspects of policy development and delivery and has not considered the governance or wider role of the professional bodies in setting professional standards and meeting public expectations, which has remained more independent.

This lack of dialogue has led to mistaken assumptions on both sides. Government has assumed that professional bodies have greater control over market activities and professional conduct than is the case in a largely unregulated sector; and professional bodies across the sector have historically operated on the understanding that they were meeting societal expectations. The Inquiry demonstrated that sector structures and systems, rather than any single organisation, did not always deliver the outcomes society rightfully expects.

This gap in assumptions has not been intentional on either side, but it clearly contributed to the tragic outcomes of the Grenfell Tower fire and has contributed to broad based dysfunction in the construction industry and built environment sector. It has implications for competence, professional recognition, compliance and building safety more widely.



The measures set out earlier in this paper are intended to address issues of confidence so that government has clear insight into how and what CABC, and potentially other professional bodies, should they decide to adopt a similar approach, are doing. It offers government the opportunity to engage and challenge as necessary. This will provide greater certainty for CABC as a professional association that we are meeting the reasonable expectations of government and society in the work we undertake with our members, partners and stakeholders, which in turn will give members greater confidence in the value of being part of a professional society with the responsibilities and benefits that go with it.

CABC and all the professional bodies in the built environment sector need government to consider what steps it could reasonably take to support this reform. In particular, consideration needs to be given to how recognition can be conferred to the bodies that are actively working to deliver reform and achieve cultural change so that the shared improved outcomes we and government want to see are achieved.

In a system where membership of professional bodies is discretionary, there is a need for a clear signal from government that membership of bodies that demonstrably meet a clear set of standards, deliver public benefit and add value to the sector is highly desirable, and will be supported by government actions which make such membership advantageous.

CABC and all the professional bodies in the built environment sector need government to consider what steps it could reasonably take to support this reform.



10.1 An Expanded Role in Setting Expectations

Historically, professional bodies and institutions have developed from recognition of distinct groups undertaking commercial activities. They are inherently independent, typically governed through consultative mechanisms that empower their membership and distinctly separate from government.

Many professional bodies, including CABE, have Royal Charters setting out public interest objectives and governance requirements approved by the Privy Council. The Privy Council is itself a branch of the Cabinet Office but remains apolitical and tends to be distant from the day-to-day operations of the chartered institutions and associations it authorises through Royal Charter.

In effect it is for the established governance framework of the individual chartered institutions to comply with their Royal Charter – with the privy council only becoming involved where a substantive complaint is made or significant issues comes to light.

As a result, professional bodies (across all sectors including construction) operate without direct oversight by government, though often with high levels of engagement and collaboration on specific policy matters. Even for regulated professions such as architects, government control is based on registration of individuals through a separate government run board rather than oversight of the architect's professional body, RIBA.

Whilst most royal charters are worthy and substantive in the expectations they set, many are comparatively ancient in origin, are complex and slow to amend or change, with compliance reliant primarily on self-regulation by the profession. They are seen as worthy documents and not actively referenced in day-to-day operations. Many executives view them as reference work to be consulted when issues arise, not the over-riding governance documents that should direct all aspects of institutional activity which they are and should be.





The question that arises is whether this is sufficient to ensure that professional bodies can meet and respond to the current changes in public and governmental expectations. For those bodies without a Royal Charter the question as to whether self-regulation is adequate to protect the public interest is more substantive – or to put it more plainly, are professional bodies without any form of oversight of their governance, or public facing obligations, really professional bodies at all?

Across the wide range of chartered professional bodies, approaches to competence, diligence and governance understandably differ. Strengthening consistency can improve outcomes for the whole sector. It is also difficult for the public and clients to differentiate between genuine professional bodies, and bodies established for commercial gain which mimic or hold out a pseudo-professional model but lack the right standards and safeguards.

Greater involvement by government in setting benchmarks for professional standards to help differentiate between the validity of professional accreditations in otherwise open commercial markets would certainly enhance consumer protection. Arguably, this was the purpose for which Royal Charters were established in the first place. Whilst charters have an important role to play in establishing public interest objectives it is clear that they are no longer adequate in and of themselves to deliver the desired level of consumer protection. Ideally, government and industry would agree a new approach whereby interventions are put in place which enhance the value and authority of credible professional bodies, in return for which higher standards of professional competence could be demanded.



That being said, it is vital that professional bodies do not become politically compromised and retain the authority and agency to provide leadership, to speak independently, challenge government policy and to be accountable for the evolution and management of their own professional standards. A great deal that is clearly good and beneficial to government, society and to industry would be lost if this independence should be compromised. Appropriately empowered professional bodies can move far more quickly and effectively than government given the pace of legislative change. It is, therefore, vital that over time professional bodies and Government seek a better symbiotic relationship.

This has, for example, the potential to deliver on the recommendations in the Hackitt Review for more guidance to be developed by industry, with the professions playing a significant role in the development of authoritative, peer-reviewed guidance drawing on industry, practitioners and academic input as recommended by the Grenfell Tower Inquiry.

The professions already have the infrastructure to deliver professional accreditation and registration. Collectively the main bodies assess, interview and register thousands of professionals each year with at least hundreds of experienced professionals providing time and expertise to assess papers and conduct interviews. Whilst this system may need some further strengthening, benchmarking and moderation, it is a role that government needs not and should not seek to perform itself.





10.2 A Government Office for Professional Standards in the Built Environment

CABE believes that a bridge is needed between the stability that is provided by public interest charters and the need to more clearly express expectations of professional bodies as the needs of society, industry and government change over time.

As noted above, there are a wide range of bodies in the sector with nineteen professional bodies in membership of the CIC as well as the Institution of Civil Engineers (ICE), the Institution of Engineering (IET) and Technology and Institution of Mechanical Engineers (IMechE) who employ significant numbers of professionals working in the built environment. Some are charities, some are chartered, some are licensed by the Engineering Council, a few are all of these, but there is no consistency of oversight that covers all professional membership bodies in the sector and no clear line of sight and communication in government.



There are multiple other bodies not affiliated with the CIC that hold out some form of claim to professional standing; and many individuals, potentially the majority in some roles, act in a professional capacity without any form of professional or corporate membership, recognition or responsibility.

CABE believes that taken together this represents a significant gap in understanding and communication between government and the professions in construction and the built environment. Given the current challenges offered up by government and wider society, there is a real opportunity for improvement of the overall arrangements and expectations for managing competence and professional recognition.

In CABE's view this means evolving existing institutional and governance models to sustain much of the good delivered by existing professional bodies whilst still addressing the need for change. Failure to strike the right balance between evolution and continuity risks high levels of disruption without necessarily improving outcomes overall, as evidenced by the disruptive experience of introducing registration of building inspectors.



This balance could be achieved through the establishment of a Government Office for Professional Standards in construction, potentially the Office of Professional and Technical Regulation in Construction, which would set expectations for professional bodies, both chartered and non-chartered. This would report to government on the adequacy or otherwise of their performance and would have mechanisms to confer recognition, and potentially to intervene where a body failed to meet the benchmarks and act primarily in the public interest. That might be through simple mechanisms such as reporting to the Privy Council or Charity Commission. Ideally this should be an evolution of current arrangements; collaborating with functions such as the CIC and Engineering Council rather than seeking to supplant or replace them.

This function could be located within the office of the Chief Construction Adviser and through that role report to relevant Secretaries of State. It should be wholly independent of the Building Safety Regulator as that is the regulator of Part 2A of the Building Regulations in England and only has a remit for England, whereas this new function should serve the whole of the UK (and therefore

also have significant involvement from the devolved administrations). Professional registration by UK institutions is also widely sought after in the Gulf region and in Asia Pacific. Such a body would enhance the standing of professional bodies in the UK and worldwide.

This new government function would not be a regulator as such, but would have the ability to gatekeep recognition and approval of professional bodies through various statutory and non-statutory mechanisms. Expectations should be proportionate and based on accepted good practice and would be intended to differentiate between bodies generally meeting those benchmarks and those organisations who are not meeting the established expectations. It would adopt a risk-based approach to its work, adopting a lighter touch where high standards and clear public benefit are demonstrated and greater intervention where concerns arise.



The new oversight function would, therefore, work with and through professional bodies and institutions to progressively raise standards and improve outcomes, and to ensure that government understands and is aligned with the role of professional bodies in delivering a safe, sustainable and equitable built environment.

Working through existing frameworks provided by professional bodies who recognise the need for change will be quicker and will build on existing engagement and relationships that would otherwise take decades to replicate. This would include working with the Engineering Council as an intermediary to re-evaluate oversight arrangements for professional engineering institutions working in the built environment.



10.3 Statutory recognition of bodies meeting expectations

The ability to work with professional bodies to raise standards is highly desirable. However, the ability to impose higher standards of competence on individual professionals is reliant to a degree on clients choosing to use recognised professionals in the first place. It will be difficult to sustain improvement in competence and culture if those who choose to join professional bodies are held to higher standards whilst non-professionals are able to undercut them in the market without consequence.

Arguably this is a clear-cut market failure, whereby a largely unregulated market, in this case the market in construction professional services, is failing to allocate appropriate resources (competent people) to avoid socially undesirable outcomes (including risk to safety and economic loss).

Raising the standards required of professionals without balancing market protection will, at the same time, undermine the capacity of professional bodies (as they are likely to see a reduction in their membership) and reduce their ability to deliver the services they provide for wider societal benefit.

In other words, meeting higher standards and accepting greater accountability cannot be without reward. Those who submit to higher requirements must see a benefit from doing so. Tighter regulation, of professional bodies and by extension their members, needs to be matched by recognition and indeed in some cases, as is proposed for fire engineer, restriction of certain activities to those who have clearly undergone a thorough competence assessment to establish that they are suitable to undertake those activities.



The introduction of a new government oversight function setting standards for professional bodies and their membership must therefore be balanced with some form of statutory benefit for those working voluntarily to meet those standards.

Society and by extension government must, in effect, decide if it wants critical professional roles in the built environment industries to benefit from statutory protection in the public interest in the same way that medical, legal and financial roles are. Given the safety, legal, financial and public confidence implications of non-compliance or dangerous buildings that has been evidenced repeatedly in recent years, this seems a reasonable balance to strive for.

In doing so, it is important that we seek to adopt the lightest touch interventions to address the market failure in professional services to avoid unintended market distortions.

This cannot, at least in the short term, take the form of a prescriptive regulatory thresholds for all professionals, as this has the potential to incapacitate industry and damage economic growth for which construction is a key enabler.

Instead, statutory preference or protection should be introduced in stepped phases, evaluating whether the appropriate balance has been reached before considering further intervention and taking into account the risks associated with different professional roles.





CABE suggests that in the first instance this should take the form of a general presumption relating to compliance with duty-holding requirements. For example, a new clause introduced into Section 2A of the Building Regulations, or addition to the statutory guidance to the building regulations – An Approved Document on Competence and Dutyholding, could state:

(Appointment of a suitably experienced member of a relevant professional body recognised by the Secretary of State will tend to indicate positive compliance with the duty to appoint competent persons; failure to appoint a suitably experienced member of a relevant professional body recognised by the Secretary of State will tend to indicate negative compliance with the duty to appoint competent persons.)

Note: Due diligence must still be observed whenever appointing a person taking into account the particular context in which that appointment takes place.

This is not deemed to satisfy requirement; nor does it offer absolute certainty of compliance, meaning that clients and those making appointments still need to exercise reasonable skill and care. In other words, duty-holders retain primacy in terms of responsibility for appointing competent persons. It would, however, establish a suitable balance between the need to reward higher professional commitment and standards and the introduction of government oversight of those standards.

CABE recognises that these interventions could take other forms or be delivered through alternative mechanisms. It is clear that current arrangements are not working, and a mature dialogue as to how market conditions need to be managed is long overdue. We would welcome dialogue with government on this issue in seeking a balanced and proportionate way forward in the medium to long term.

It is important to note that driving up standards is a long-term project, we must think in terms of five-year increments with a step change in competence likely to require sustained effort over 10 or 15 years. However, the societal reward for these long-term efforts is potentially significant and arguably vital in delivering a safe and sustainable built environment that supports economic growth.





11.0 Conclusions and Next Steps



Professional bodies still have the capacity to deliver significant benefits to society and remain best placed to act as intermediaries between government and their professional memberships. The sense of professional identity, moral authority and support that members gain from their professional peers, in the context of a well governed professional body, remains fundamental to building engineers delivering services effectively and in the public interest. We owe a fundamental duty of care to the end users of the built environment that we create and manage.

Just as we expect our members to invest in a culture of continuous improvement and in their own professional development, CABE must as an organisation also apply the same principles. We must reflect on what we are doing well, what we are doing less well and strive to improve.



The measures set out in this paper provide a roadmap for CABA's development as an association. CABA's board believe that these are not only the right things to support better outcomes but also represent the necessary steps to respond to clear evidence of the need to change emerging from Phase 2 of the Grenfell Tower Inquiry.



Overall, our aim is to put in place measures that will deliver:

- assurance that CABA and its membership have reflected on and are responding to changing needs and societal expectations
- a stronger framework to assess and maintain competence reflecting good practice in other sectors and enhancing the reputation of CABA Members
- a contemporary body of knowledge which responds to emerging issues and provides enhanced guidance to members on expectations and good practice
- a framework for organisational competence and capability that support a strong safety culture and enable competent professionals to act effectively in the public interest
- greater transparency and accountability in CABA's governance including wider representation of non-members in our key governance functions
- A framework for leadership that empowers building engineers to excel in their work and that enriches their professional lives; and
- clear understanding and communication between CABA, government and regulators as to what CABA is, what CABA does and how we serve in the public interest.

We want to hear from our members, other professionals, residents and clients, regulators and government as to whether these proposals are sufficient to meet their expectations. The CABA board and executive are fully committed to continuous improvement, and we look forward to taking forward these plans in the future.

We will consult and review feedback on this consultation paper and then integrate new actions and initiatives that are not already underway into our business planning for our 2026/27 financial year.



12.0 Summary

What CABE will do Actions by Chapter

4.0 Expectations

- **Re-draft** CABE's Guide to Ethical Professionalism including expanded guidance on areas identified through the Phase 2 Public Inquiry.
- **Review** CABE's Code of Professional Conduct taking into account more recent developments, opportunities for wider collaboration with other bodies and update this as necessary.
- **Develop** further training material on CABE's Code of Professional Conduct, ethics in the built environment and create a more detailed programme to support individual building engineers, and in particular smaller business, embed ethical practice in their work.
- **Implement** new approaches to managing competence (see section 7.0) to incentivise improved technical and legal compliance and drive effective behaviours.
- **Develop** professional and technical guidance materials for our members and the wider industry that recognise and manage risk effectively.
- **Work** more closely with education and training partners to ensure that their offerings are up-to-date and reflect the requirements of the industry in the light of the Building Safety Act and the Grenfell Tower Inquiry Report.
- **Work** closely with the Industry Competence Committee and Industry Competence Steering Group to develop frameworks for relevant disciplines.

5.0 Professional Competence Lifelong Learning and Development

- We will **develop** bespoke training courses to address gaps in areas where provision is lacking.
- We will **increase** the availability of free core CPD on legislation, technical and safety topics.
- We will **require training** on CABE's Code of Professional Conduct, professional commitment and on a wide range of core ethical topics.
- We will **promote** and **support** adoption of the CABE CMS and move to set requirements for competence-based annual management practices over time.
- We will **invest** in systems better suited to recording CPD against specific areas of competence.

Revalidation

Once revalidation processes have been piloted and reviewed, we will:

- offer revalidation on an **opt-in** basis for a period so that members wishing to demonstrate their on-going competence can obtain regular third-party assessment and recognition
- work to **promote** wider adoption of competence based-lifelong learning and development amongst our membership and company partners; and
- set requirements for **revalidation** for all members when regulatory and market conditions mean that they will not be placed at a disadvantage.



6.0 Building a body of professional knowledge

- **Launch** a digital archive giving access to every published edition of the Associations' journals going back to 1925 and providing searchable access to all future editions of the journal.
- **Use** the same digital platform to create an archive of recent and contemporary documents relevant to members' activities which will be free for members to access over time.
- **Develop** a series of core Professional Information Notes (PINs) covering core topics setting out key concepts and contemporary good practice for building engineers.
- **Work** with CABE's Expert Panel to develop further topical PINs and Technical Information Notes (TINs) to develop a body of good practice relevant to specific jurisdictions/ nations and addressing key issues as they arise over time.
- **Expand** our knowledge partnerships to collaborate with industry in sharing key technical knowledge and understanding within professional communities.
- **Work** with other professional engineering institutions and bodies to raise awareness of relevant guidance and promote uptake.
- **Work** to raise awareness of and participation in the voluntary reporting scheme **CROSS – Collaborative Reporting for Safer Structures**.

7.0 Organisational Capability

- **CABE** will start development of a **company registration scheme** to supplement our existing Company Partnerships. This will be co-designed with our Company Partners and provide a mechanism of third-party oversight that qualifies and monitors compliance with CABE's values and wider expectations of organisational competence and capability.
- **We will evaluate** how to develop a recognised and attainable training programme covering professional risk management and technical risk management. This will provide practical, applicable skills to proactively manage risk and underpin a culture of safety and accountability within professional businesses.
- **CABE** will support and contribute to the development of consensus-based standards for organisational competence and capability.





8.0 Governance

- **CABE** will start negotiations with Privy Council to amend our Royal Charter and Bylaws as necessary to require that two lay members are appointed to the board to ensure that the CABE strategy and operations takes into account external perspective; to improve accountability and to make our reporting transparent and held to the highest standards of integrity.
- The **CABE board** will extend a standing invitation for representatives of government departments and the BSR/single regulator to attend board meetings as observers.
- **We will review** our annual reporting so that from January 2027 we will provide additional information on activities relating to delivering against our charter objectives.
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- Collaborate with other bodies to reduce development costs, standardise presentation to make it easier to check competence and seek linkage to other schemes and registrations.



9.0 Leadership

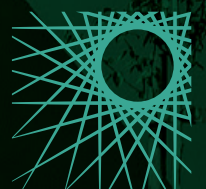
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We're here to help

If you have any queries about this Consultation Paper, please contact us.

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