



Association of **Consulting Engineers** of Ireland

ACEI STRATEGY

2026 - 2029

The Voice of Consulting Engineering in Ireland



The reality is that nothing gets built unless
consultant engineers *design it*
safely, sustainably *and* **efficiently**

Ireland's future must be engineered



For Ireland to manage the scale and complexity of the challenges facing Ireland - climate adaptation, infrastructure delivery, housing, energy transition, digital resilience, and possible continental conflict - require a thriving cohort of consulting engineering firms delivering world class design and solutions. Independent, expert engineering advice guiding public and private decision-making with confidence, integrity and long-term perspective will never be more sought after.

Yet, currently, our voice is not heard. Our work is not sufficiently valued. Our businesses are undermined by unfair risk allocation. Consulting engineering is still procured, perceived and rewarded as a commodity rather than as a source of strategic value. Lowest-price competition, disproportionate risk transfer and constrained professional indemnity capacity have combined to erode margins, suppress innovation and limit the ability of firms to invest in people and capability. This model is not sustainable - nor is it compatible with the outcomes clients, communities and government increasingly expect and require.

The reality is that nothing gets built unless consultant engineers design it safely, sustainably and efficiently to the correct standards. The sector must communicate this message so that public and private sector clients see the value and long-term rewards in increasing investing in the design phase.

Across the profession, skills shortages, regulatory complexity and growing sustainability and digital obligations are intensifying delivery pressures. At the same time, the emergence of AI, data-driven design and new delivery models is reshaping how engineering services are created and consumed. These forces present real risk - but also a powerful opportunity for consulting engineers to reposition themselves as trusted advisers: professionals whose value lies not simply in technical output, but in judgement, leadership and accountability.

To command value, consulting engineers must be engaged earlier, listened to more carefully, and empowered to influence decisions that determine cost, risk, safety and whole-life performance. Quality-based selection, fairer risk allocation and proportionate liability are not abstract policy positions - they are prerequisites for enabling engineers to act in the best interests of clients and society. Where engineers are treated as strategic partners rather than interchangeable suppliers, outcomes improve, risk is reduced and long-term value is created.

We will know we have succeeded when we are considered as trusted business advisers to Government and are consulted on how this country delivers essential infrastructure, housing, transportation, water and energy. The engineer's view must become more prominent in public debate on these issues.

This strategy reflects a clear ambition for ACEI and its members: to strengthen the profession's role as trusted advisers at the heart of infrastructure, housing and climate change mitigation in Ireland. It prioritises advocacy that challenges poor procurement and reinforces the case for value over price. It supports firms in building the digital, sustainability and commercial capabilities required to advise with authority in a rapidly changing environment. It recognises the importance of stabilising the workforce pipeline, supporting SMEs, and ensuring that firms of all sizes can compete on expertise rather than scale alone.

Crucially, it also commits ACEI to elevating the visibility and influence of consulting engineering - articulating, with confidence and evidence, the profession's contribution to economic growth, public safety and environmental stewardship. A stronger, more unified voice is essential if consulting engineers are to shape the conditions in which they operate, rather than simply respond to them.

The future of consulting engineering lies in leadership, not commoditisation. By embracing the role of trusted adviser - grounded in competence, independence and professional judgement - consulting engineers can command appropriate value for their work, deliver better outcomes for clients, and **engineer Ireland's future.**

ACEI STRATEGY 2026-2029

The Voice of the Consulting Engineering Sector

ABOUT US

ACEI, the Association of Consulting Engineers of Ireland, is the representative body of professional consulting engineers in Ireland.

Consulting engineers are **independent, trusted advisors, delivering solutions for clients** focused on developing infrastructure and sustaining the natural environment.



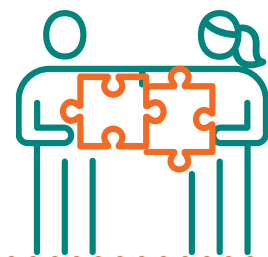
VISION

Consulting engineers are recognised as critical to Ireland's prosperity and are valued accordingly.



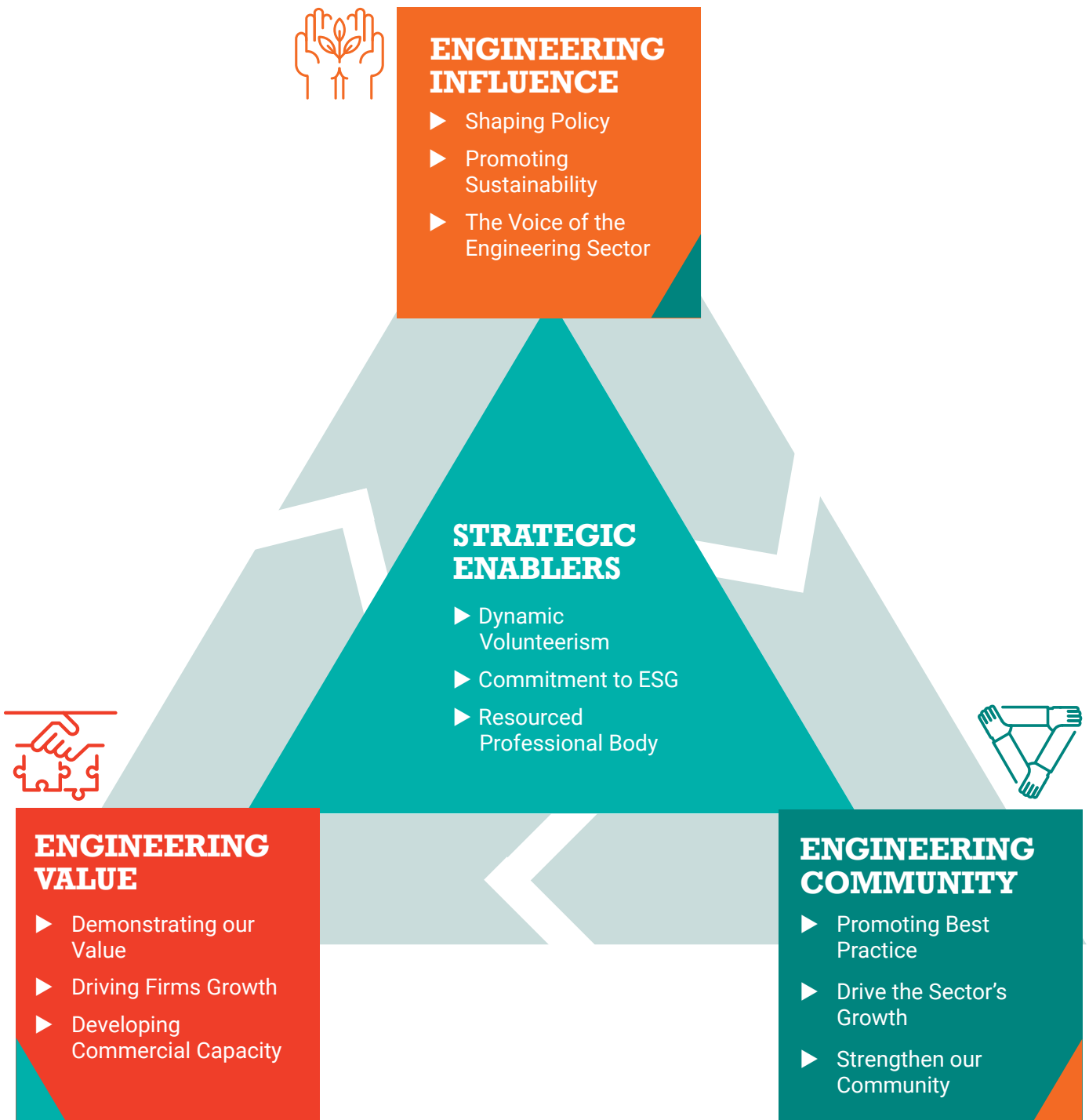
PURPOSE

To shape the policy and business environment so members can thrive and engineer Ireland's future.



Our Three Strategic Pillars

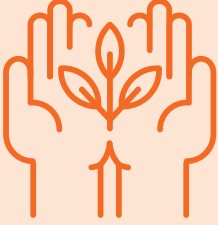
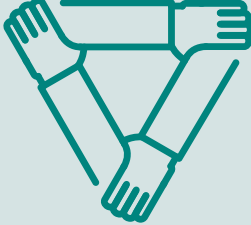
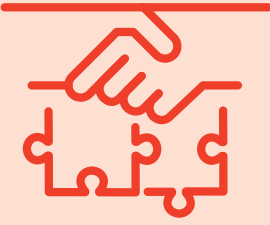
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ACEI STRATEGY 2026-2029

Generating Value for Members

The ACEI shapes the business and political environment so consulting engineering firms' and their work are highly valued by stakeholders including the Government and the public. By executing this strategy, you as a member will see benefits for your business.

ENGINEERING INFLUENCE	ENGINEERING COMMUNITY	ENGINEERING VALUE
<ul style="list-style-type: none">▶ Certainty in the infrastructure and housing pipeline▶ Better contractual terms on public and private sector projects▶ Reduction in delays/ costs within public sector projects 	<ul style="list-style-type: none">▶ Reduce costs by accessing best practice guidance produced by sector▶ Access expert advocacy when dealing with client issues▶ Access increased support from the State 	<ul style="list-style-type: none">▶ Command more value in the market▶ Access business intelligence tools and networks that benefit your business▶ Upskill your staff (cost-effectively) to accelerate growth 

Progress of Consulting Engineering

QUALITY WORK 	COSTS 	PROFITABILITY 
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ENGINEERING INFLUENCE

Increasing the Influence, Relevance and Voice of our Sector



SHAPING POLICY

- ▶ Shape positive business environment for members
- ▶ Use collective influence to shape national policy
- ▶ Directly engage with Contracting Authorities to enhance relationships

PROMOTING SUSTAINABLE DESIGN

- ▶ Bolster Members' capacity in sustainability
- ▶ Champion and Showcase sustainable, low carbon design
- ▶ Encourage clients and Government to commission well conceived, resilient infrastructure based on long-term planning

THE VOICE OF THE ENGINEERING SECTOR

- ▶ Position sector at forefront of infrastructure and housing delivery
- ▶ Develop evidence based positions that influence based on international best practice
- ▶ Lead in multi-stakeholder bodies domestically and internationally

ENGINEERING COMMUNITY

Leveraging the Sector's Power



PROMOTING BEST PRACTICE

- ▶ Leverage Sub-Committees to produce IP for members
- ▶ Publish regular best practice guidance and advice notes
- ▶ Provide expert guidance to individual members through the secretariat and member network



DRIVE THE SECTOR'S GROWTH

- ▶ Promote consulting engineering to students, especially female, as an attractive career
- ▶ Set out an ambitious growth vision for our sector
- ▶ Increase the levels of support provided to the sector by Government



STRENGTHEN OUR COMMUNITY

- ▶ Represent the widest range of consulting engineering firms in membership
- ▶ Maximise participation of members in ACEI's campaigns
- ▶ Create a cohort of leaders that drive collective action and collaboration in resolving common challenges
- ▶ Increase our presence across the island of Ireland ACEI



ENGINEERING VALUE

Value Creation and Sectoral Growth



DEMONSTRATING OUR VALUE

- ▶ Generate understanding amongst key stakeholders including clients of the importance of the consulting engineering sector in the delivery of sustainable infrastructure and housing
 - ▶ Develop comprehensive Communications and stakeholder management strategy
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DRIVING FIRMS' GROWTH

- ▶ Provide impactful events and engagements with members that develop and enhance our community
 - ▶ Develop an online knowledge centre for members
 - ▶ Provide business intelligence to members
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DEVELOP COMMERCIALITY CAPACITY

- ▶ Deploy a transformational suite of learning and development initiatives focused on commercial skills and leadership
- ▶ Enhance chartered status in the sector and the value attached to FCONSEI and RCONSEI statuses
- ▶ Produce evidence-based position papers that demonstrate the value of the sector and its members within project

STRATEGIC ENABLERS

DYNAMIC VOLUNTEERISM

- ▶ Support the volunteerism and leverage the expertise of the ACEI executive and sub-committees
- ▶ Align the activities of all committees with the ACEI overall strategy
- ▶ Engaged Board and Executive Committee

COMMITMENT TO ESG

- ▶ The ACEI becomes a prominent advocate for sustainability, the PTNZ and other credible sustainability initiatives
- ▶ ACEI becomes an engine for diversity and gender equality in the sector
- ▶ Robust governance structure and risk management framework

RESOURCED PROFESSIONAL BODY

- ▶ Develop research capacity
- ▶ Enhance functional capability
- ▶ Develop IT, communications and other structures that facilitate, support the volunteerism of members





*This strategy reflects a clear ambition for **ACEI** and its members: to **strengthen** the profession's role as **trusted advisers** at the heart of **infrastructure, housing** and **climate change** mitigation in Ireland*



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