

# STRATEGIC PLAN

2025 - 2028



## Introduction

**It has been three years since the UKWF produced our last business plan.** We're incredibly proud of what's been achieved in line with that plan to date. We have supported the establishment of the UK Metrology Board, launched our Legal Metrology Training Certificate Programme and laid the foundations for our apprenticeship offer. We have made great strides in building our relationship with the UK Government and our reputation as the body representing businesses that achieve the highest quality and accuracy standards in weights and measures. This has helped us to support our members to navigate the impact of the UK's exit from the EU and ensure the UK retains a strong regulatory framework, as well as seeing off the proposal for a return to Imperial Measures. We have broadened and deepened our stakeholder relations activity, cementing our engagement with our European partners at CECIP and creating new alliances with GAMBICA and MAKE UK to deliver additional benefits to our members. Finally, we have enjoyed a much closer and beneficial relationship with the Chartered Institute of Trading Standards – and the fruits of this partnership include a joint training offer for regulatory enforcement officers as well as closer alignment in our work in trying to secure greater resource for regulatory enforcement.

The support and participation of our member companies is integral to our continued success as the UK's trade body representing the weights and measures industry. We thank you for your continued engagement.

This strategic plan gives an outline of our ambitions for the coming three years, and how we will continue to grow our Federation, our impact, and the support and services we offer to our members so that we remain a valued resource and advocate for our industry for the future.

## The Role of the UKWF

To become a member of the UKWF, weighing businesses must **demonstrate strong regulatory compliance.** We know our members represent the very best of the industry, and it is our job to promote that fact far and wide. It is our ambition that membership of the UKWF acts as a 'kite-mark' – denoting the highest standards of quality and accuracy of our member businesses both in the UK and internationally. UKWF membership should be synonymous with quality, integrity and excellence. We have developed our Mission and Aims to match the scale of this ambition.

### Our Mission

For the UKWF to act as the definitive weighing authority within the UK, and to promote best practice within the weighing industry for the benefit of the Federation's members and their customers.



### Our Aims

We have developed six aims that underpin and define our role:

1

To uphold and represent the highest standards in quality and excellence within the UK weighing industry

4

To support skills growth and sustainability in our industry by providing training and technical metrological advice and support

2

To provide advice, support and services to our members to aid them in running and growing their businesses

5

To work with and influence both the UK Government and international governments on all issues of importance to our member businesses

3

To be the expert voice of the UK weights and measures industry

6

To grow our national and international partnerships to deliver benefits to our members

## Our 'External' Challenges

Since our last business plan development session, there has been **change in the UK operating context for weighing businesses**. Following a workshop session, our Board identified the most significant challenges within our external environment that the UK weighing industry currently faces, which the UKWF can support our members to navigate.



### Engineering Skills Shortages

One of the challenges consistently identified by our member businesses is the **impact of the engineering skills shortages in the UK, and its implications for staff recruitment and retention**. This is an issue which is affecting many sectors, therefore making the market for trainees and staff very competitive. To secure the sustainability of our workforce, there is a need to ensure that is more widely understood that we can offer expert skills training, great professional development opportunities, and a long-term, rewarding career.

### Risk to the UK Regulatory Framework

Sustaining a strong regulatory framework that underpins a level playing field for compliant UK weighing companies is dependent not only on evolving regulations but also in ensuring those regulations are enforced.

After the UK's exit from the European Union, our industry faced a period of regulatory uncertainty, made worse by the previous Government's deregulatory agenda. The UKWF believes the immediate threat of deregulation has been removed with the change of Government. However, there is still a risk that the Product Safety and Metrology Bill could lead to deregulation.

In addition, risk of unhelpful divergence between UK and EU legal metrology regulation remains. There is a need to ensure the UK keeps pace with European regulatory developments in legal metrology in order to ease cross border trade for our members.

### Lack of UK Regulatory Enforcement Resource

Local authorities Trading Standards departments, responsible for enforcing regulation of our industry, have been subject to **significant budget cuts, leaving scant resource for regulatory enforcement**. This situation is unlikely to change in the short term. While it is important for UKWF to support CTSI and other partners to raise to the need for greater investment in these resources, there is also a need for new and innovative solutions that could address this gap and ensure regulatory compliance is increased in the UK.

### Emerging Regulatory Issues

As our industry innovates, regulation must adapt to keep pace and ensure a **level playing field for reliable, reputable businesses**. There are a number of key areas in which regulation is being considered, and the UKWF must work to keep up to speed with the implications for our member businesses.

These areas include:



AI &  
machine learning



Cloud  
based technologies



Online  
market places

# Our Three-Year Strategic Plan

This strategic plan sets out how, over the coming three years, we will work to ensure we are achieving our aim and each of our six objectives, as well as supporting our member businesses to navigate the challenges we have identified in their operating environment. Our plans are outlined in sections which broadly correspond to our stated objectives.

## 1. Representing and Upholding the Highest Regulatory Standards

### Securing our Reputation

UKWF member businesses offer high quality products and services and demonstrate strong regulatory compliance. In order for the UKWF to influence on regulatory matters and represent our members in conversations with Government, regulators and across industries, we must be able to convey this. The UKWF will therefore continue to grow our communications activities which enhance the reputation of our Federation and our industry, including:

- Being represented at national and international industry conferences
- Communicating on the benefits of good regulation and good regulatory compliance
- Building our reputation with Government, regulators and industry leaders
- Continuing to grow our social media following to increase our communications reach

### Proposals to Bridge the gaps in Regulatory Enforcement

There is unlikely to be any significant uplift in resource for local authority trading standards departments in the coming years. Therefore, new solutions must be sought to ease the pressure on legal metrology regulatory enforcement and ensure high quality standards are upheld in the UK. The UKWF will therefore form a new working group which will explore the viability of the following options:

- **A model of 'earned autonomy' for UKWF businesses** – whereby UKWF businesses are deemed by regulators to achieve strong regulatory compliance and therefore be deprioritised for regulatory inspection. This would free regulatory enforcement resource to tackle problem suppliers in the market.
- **Developing an enhanced UKWF Code of Practice**, which will be recognised both in the market and by regulators, which could achieve similar outcomes to a model of earned autonomy in relation to demonstrating strong regulatory compliance by UKWF member businesses, and allowing regulatory enforcement to direct limited resources to problem suppliers.
- **The introduction of 'periodic reverification' to the UK** – most other EU nations operate a system of period reverification to ensure quality and accuracy of weighing machines and equipment. Introducing this system in the UK, with reverification being offered by UKWF members, could ensure a higher level of regulatory compliance while reducing the burden of ensuring compliance on local authorities.

The working group will develop these proposals and also assess their viability and attractiveness to the UK Government and regulatory authorities. The working group will then make a recommendation to the Board and members as to which model to pursue as a formal proposal to the Government, and lobby to secure its adoption.

### Build our CTSI Training Partnership

The 'Open Day' training sessions that UKWF member businesses have offered via our partnership with CTSI in the past year have proved immensely successful. This strategic plan commits the UKWF to continuing to offer these days and provide those tasked with enforcing regulation of our industry feel trained and equipped to do so.

## 2. Addressing Skills Growth and Sustainability in our Industry

We are committed to supporting our member businesses to attract and retain a highly skilled legal metrology workforce. Over the next three years we will continue to deliver training schemes and support for employees of UKWF businesses to encourage staff recruitment and retention.

### Delivering on UK Apprenticeship

Much of the foundational work to develop our UK apprenticeship scheme has now been delivered. Within the early stages of this strategic plan, we will finalise the scheme and work with our members to launch it at the appropriate time.

### Legal Metrology Certificate Training Course

This strategic plan commits the UKWF to continuing to deliver the Legal Metrology Certificate Training Course on a regular basis, available to any UKWF member company employee. We will continue to take feedback on the course and improve it where necessary to ensure it is delivery valuable skills training to our industry.

### Providing Global Leadership in Legal Metrology Skills Training

The launch of our training offer has attracted a significant amount of interest in the UKWF and our work from overseas weighing industry representatives – both in federations and individual companies. There is a real and present opportunity for UKWF to become the global leader in legal metrology skills training by commercialising our training offer and exporting it to partners overseas. This will not only see the UKWF brand promoted overseas but will also generate commercial revenue for the Federation that will allow us to grow our member offer and ensure we can offer training support at very competitive rates to our members in the UK. The work to create a commercial export model for achieving this has already begun.

## 3. Working with and Influencing Governments in the UK and Overseas to Promote a Strong Regulatory Framework

Our ability to support our members is reliant on the UKWF having great insight into regulatory developments and being able to advocate for the UK weighing industry to regulatory decision-makers. We will continue to build on our strong relationships over the coming three years by undertaking the following activities:

### Influencing the Product Safety and Legal Metrology Bill

In July 2024, the new Government announced it will introduce a new Product Safety and Legal Metrology Bill in the 2024-25 Parliament. It is our understanding that the principal intention of the Bill is to facilitate greater regulatory alignment with EU laws, which the UKWF welcomes. However, there is some discussion of whether it could also be a vehicle for removing regulations that are no longer required, and as such, the UKWF will engage with the Government and Parliament to ensure that the regulatory framework for legal metrology remains strong.

### Continuing to Build Relationship with and Influence

In the past two years, we have made significant progress in rebuilding our relationships with the Department for Business and Trade. We will continue to cement this relationship with regular meetings. We will also seek to engage on a more regular basis with OPS&S and also with Lead Metrology Officers in local government to ensure we can collaborate. We will also continue to partner with those organisations, such as CTSI, who have common goals relating to legal metrology regulation and regulatory enforcement. This approach increases our chances of successfully influencing for change.

### Engaging in Europe

The EU is resourced to focus on emerging regulatory developments and requirements in our industry. It is actively working on the implications of AI and machine learning for our industry and how we are regulated. The UKWF will both continue to engage directly in WELMEC and via CECIP to ensure our member businesses are represented in discussions, and that we can give expert advice to members on implications.



## 4. Supporting our Members and Securing the Future of the Federation

### Strengthening and Promoting our Member Offer

We will be consistent in our efforts to ensure that our member offer proves valuable. We will continue to offer:

- Twice yearly Regional Members Meetings
- Annual UKWF networking dinner at our AGM
- Technical webinars
- Direct access to expert technical regulatory advice
- Monthly Update Emails
- Opportunities for members to participate in UKWF work including offering CTSI training days
- Competitively-priced, exclusive access to UKWF skills training and the UKWF apprenticeship scheme when available
- Access to GAMBICA and MAKE UK member benefits

We will create a new membership working group tasked with ensuring that we continue to provide benefits for our members. Additionally, we will create a Marketing and Communications Group which will work to promote the benefit of UKWF membership to attract more members and ensure our Federation remains strong and sustainable.

### Keeping UKWF Members Informed

We are committed to keeping up all of horizon scanning activity in relation to regulatory and industry changes. We also maintain good relationships with regulators to ensure we have a seat at the table when these changes are discussed, which ensures we can both influence thinking and receive information rapidly. Regular newsletters, technical webinars, and direct access to expert technical regulatory advice from



our Technical Officer, mean UKWF members are kept apprised and are able to continue to uphold and represent the highest standards in quality and excellence within the UK weighing industry.

### Engaging with the World

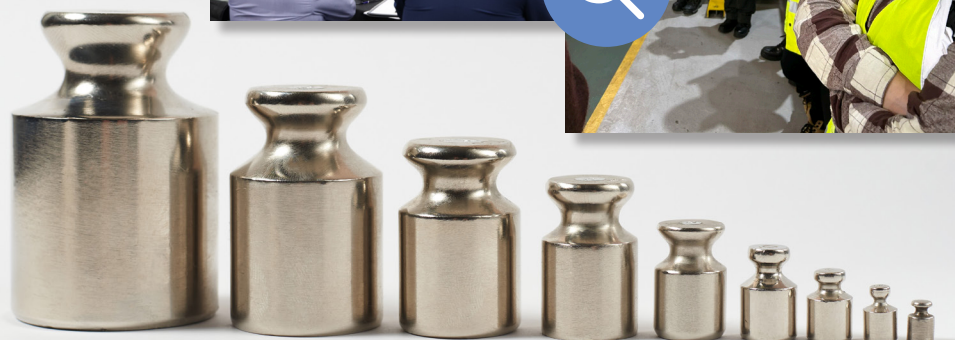
The UKWF will continue to engage with international organisations and associations to ensure our members can benefit from advice and support that will assist them in their global trade. This will also allow us to ensure we can advise UK Government on international regulatory developments. We will encourage continued UK participation in OIML where appropriate and influence the Government.

### Expanding our Membership

The UKWF's activities are attracting a significant amount of interest from our overseas counterparts. Representative weighing organisations including those from Australia and India have expressed interest in partnering on a more formal basis with UKWF. The UKWF believes this is a great opportunity to provide UK members with networking and information sharing opportunities to support their businesses' international activities and ambitions. The new membership working group will explore creating a new international affiliate membership category for international federations.

## 5. Developing our Partnership Approach

We have strong partnerships with CTSI, GAMBICA, MAKE UK, CECIP and the Department for Business and Trade which facilitate us in providing services, giving advice and advocating for our members. This partnership approach has proved beneficial for both the Federation and our members, and we will explore new opportunities over the coming three years. These will include how we can partner with industry bodies representing sectors that are reliant on accurate and high-quality weights and measures, including waste and recycling, food, manufacturing and fuel. We hope pursuing these partnerships will facilitate opportunities to promote the importance of well-regulated, high quality legal metrology services.



## 5. Summary Of Three-Year Strategic Plan

### 1. Representing and upholding the highest regulatory standards

- Comms activity to enhance reputation for regulatory compliance, high quality standards and excellence
- Establish working group tasked with exploring models of an enhanced code of practice, earned autonomy and periodic reverification
- Continue to build our partnership with CTSI

### 2. Addressing skills growth and sustainability in our industry

- Deliver the UKWF apprenticeship scheme
- Continue to offer Legal Metrology Cert Training Course
- Create a commercial model for providing UKWF-branded skills training to overseas partners

### 3. Working with and influencing Governments in the UK and overseas to promote a strong regulatory framework

- Influence the Product Safety and Legal Metrology Bill
- Continue to build relations with and influence local and national governments
- Engage in Europe and the rest of the world

### 4. Supporting our members and securing the future of the Federation

- Create new membership working group to refresh and improve member benefits
- New membership working group to explore international affiliate membership category

### 5. Developing our partnership approach

- Explore new partnerships from associated industries to expand the reputation and reach of the UKWF



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