

## Strategic Plan 2007–2011

### 1 Introduction

Light and Lighting meets essential needs of human life and health, creates sustainable living and working environments which service our economies and improves the quality of the built environment. Due to the evolving changes in the industrial and professional landscape of light and lighting and the need to review and enhance the work of the SLL, it is essential that a strategic plan is produced. The five year strategic plan described here has drawn from the earlier plan developed in 2004, has been developed by the Officers and Executive of SLL and taken into account the views of the SLL Council. This plan will inform the generation of subsequent business plans and budgets and enable the setting of priorities for action in the short and medium term. This in turn will provide a focus for the members of the Society, both volunteers and staff, to ensure that all of its activities support its core purpose and objectives.

#### SLL Core purpose and Aims

The professional activities concerned with light in the UK emerged almost a hundred years ago, yet the dominant attributes of sharing knowledge and maintaining standards of competence remain at their heart, alongside a set of values which are inherent in professional conduct remain that their core. SLL's role and core purpose are derived from its Constitution which sets out the definitive areas of activity and expertise for which it is responsible, namely:

- The promotion for the benefit of the public in general of the art, science and practice of such light and lighting services as are associated with the built environment and with industrial processes, such art, science and practice being hereinafter called "light and lighting", and,
- The advancement of education and the encouragement of research in light and lighting, and the publication of the useful results of such research.

This has led to the definition of the aims of the Society which are:

- To promote the benefits of good lighting
- To provide professional recognition of those who have qualifications and/or experience in light and lighting
- To establish and promote good practice in lighting design and engineering in all their facets
- To provide a forum where people interested in all aspects of light and lighting can come together
- To set and maintain standards in education for light and lighting
- To advise government and other authoritative bodies on the best use and application of light and lighting.

# The Society of Light and Lighting



The SLL has a broad role which includes both the engineering and architectural aspects of light and lighting. In this way the SLL operates in a multidisciplinary way to promote

the art and science of lighting by working with others in the fields of vision, health, art, design and construction, in a variety of innovative ways.

Knowledge exchange is still the core purpose of the SLL, enabling its members to form knowledge networks within its Regions, nationally, and internationally, and to come together for conferences, events and special interest Groups to share and disseminate that knowledge. The SLL also spreads knowledge through its Code, Guides and other publications. This knowledge exchange should also extend into the public domain to inform and reinforce the role that light and lighting plays in the quality of life, the industrial and commercial economy and the creation of an inclusive society.

Grades of membership and the wide range of skills that are recognised in these Grades reflect the wide range of practices concerned with light and lighting. Each grade of membership is supported by appropriate standards of education and continuing professional development. The setting of these appropriate standards ensures that SLL membership is recognised throughout the world.

The SLL's core values reflect the standard of conduct of an organisation devoted to common advancement and social duty rather than the maintenance of economic monopoly for its members.

## The Six Strategic Objectives 2007 -2011

The six Strategic Objectives identified for 2007-2011 are to:

1. Develop a growth strategy for Membership by broadening and deepening our membership across the lighting economy.
2. Identify and encourage adequate funding to provide the underpinning research to sustain and disseminate our knowledge base.
3. Develop appropriate partnerships which support our core purpose and which recognise our wide role in the field of light and lighting.
4. Pursue SLL's core purpose of promoting professional competence and knowledge, through engagement in current issues including Sustainability, Health, Climate Change and Globalisation of the lighting industry.
5. Continue to set appropriate standards for light and lighting and to maintain a directory of consultants.
6. Deliver excellence to all our stakeholders by establishing effective operational mechanisms within SLL's HQ and through the volunteer network.

# The Society of Light and Lighting





## 2. Strategic Objective 1

*Develop a growth strategy for Membership by broadening and deepening our membership across the light and lighting economy*

We will seek to provide grades of membership appropriate to all who are engaged in Light and Lighting, including newly emerging areas of technology health and service, and all stakeholders engaged with the breadth of light and lighting, including design. We will also seek to encourage more people who are engaged with light and lighting, architecture and interior design into membership by ensuring that the benefits of membership reflect their needs.

Specifically we will:

- 1.1. Extend the promotion of SLL membership to embrace both newly emerging areas of technology & service, and to encourage those who are engaged in light and lighting in the broadest sense to take up appropriate membership. This will be based upon market research into the broad field of light and lighting, to enable us to be inclusive of all those active within the field.
- 1.2. Encourage our members, to progress to the most appropriate grade of membership for their academic qualifications and competencies.
- 1.3. Promote, in partnership with our parent Institution the CIBSE, and the ETB, the value of engineering registration at an appropriate grade, through seeking to expand registration and reduce membership attrition.
- 1.4. Work with employers, our Patrons group and other stakeholders to gain corporate support for membership and to demonstrate the value of volunteer engagement in the work of the SLL.
- 1.5. Review and revitalise SLL input to careers promotion, education, training and assessment of courses by working with our partners and making effective use of our regional networks.
- 1.6. Seek to maintain a balance between an inclusive membership and the retention of our heritage as a leading lighting Society.



## 3. Strategic Objective 2

*Identify and encourage adequate funding to provide the underpinning research to sustain and disseminate our knowledge base*

The active engagement of our members in encouraging collaborative research to nurture, acquire, validate, update and publish our explicit knowledge of light and lighting practice is essential to sustain our knowledge base. We will encourage others to obtain external funding, which together with the SLL/CIBSE Research Fund will be used to direct collaborative research into issues of mutual interest.

Specifically we will

- 1.7. Maintain an awareness of government sources of funding in support of legislation, and encourage collaboration from other stakeholders such as UK Government agencies, including the Carbon Trust, ETB and EPSRC.
- 2.2. Make effective use of the SLL/CIBSE Research Fund element of subscriptions to generate the research and engineering knowledge which underpins our leading publications.
- 2.3. Work with interested parties to maximise the potential of daylight by encouraging a review of enhanced daylight design data. To fill knowledge gaps in this area, the need for future research will be reviewed.
- 2.4. To encourage companies and private benefactors who are prepared to invest in Research activities identified by the SLL, to support research and knowledge acquisition in areas of mutual interest.
- 2.5. Encourage collaborative research programmes with our stakeholders and other partners (including, ILE and LIF), to examine research issues of mutual interest.



## 4. Strategic Objective 3

*Develop appropriate partnerships which support our core purpose and which recognise our role in the art and science of light and lighting.*

Based upon a thorough understanding of our dual role as integrators of light and lighting of the built and transport environment, and our contribution to the integrated delivery of projects working with other disciplines, we will review our existing relationships and partnerships. We will analyse the potential benefits and disadvantages of such relationships and will develop and enhance those which add value to our members and other stakeholders.

Specifically we will:

- 1.8. Review the boundaries within which we work, recognising and strengthening overlaps and interfaces with other bodies and existing strategic partners, and identify potential new partner organisations.
- 1.9. Establish the strategic objectives for each partnership, and determine the most appropriate response and timetable for developing the relationship.
- 1.10. Continue to work with the ILE, LIF, the Lighting Education Trust and other Institutions to influence government and business in key areas of lighting policy, education and training.
- 1.11. Work through the CIBSE with its links to the CIC and its Chartered College to enhance the performance and profile of construction as a key sector of the economy.
- 1.12. Seek appropriate relations with international lighting bodies to collaborate in areas of mutual interest, mindful of variations in regulation and registration in disparate regional locations.
- 1.13. Continue to work with other key organisations in light and lighting, including trade associations, independent research organisations, client bodies and other kindred bodies, on matters of mutual interest, but always within the remit of our core purpose.



## 5. Strategic Objective 4

*Pursue SLL's core purpose of promoting competence and knowledge, through engagement in current issues, including Sustainability, Health, Climate Change and Globalisation of the lighting industry.*

SLL has a major role to play in providing an understanding of the issues arising from the role of lighting and health and sustainability, as well as defining acceptable measures for the lighting of the built environment. We have the potential to make a contribution to sustainability through our membership, professional standing, and knowledge base. We aim to enhance our influence on policy issues, whilst increasing our standing and relevance, nationally and internationally, by providing the skills, expertise and knowledge to underpin the science behind sustainable lighting and the impact of lighting on health.

Specifically we will

- 1.14. Support the development of national and international policy and regulation in response to climate change, by contributing our knowledge and expertise to reduce environmentally damaging emissions produced by the built environment.
- 1.15. Develop a body of knowledge and expertise on sustainable lighting responses to climate change, including mitigation and adaption through innovation and research.
- 1.16. Recognise the growth of a global lighting industry and promote SLL's core purpose within it through the encouragement of clear aims and objectives of knowledge and understanding to maintain an international position and realise the potential for international membership.
- 1.17. Use our technical knowledge and our expertise in policy and consultation, to work with CIBSE to respond to and influence national and international regulators where appropriate to our membership.
- 1.18. Ensure that SLL people, both staff and volunteers, receive training and support in making an effective contribution to policy and legislative consultation.



## 6. Strategic Objective 5

*Continue to set appropriate standards for light and lighting and to maintain a directory of consultants.*

A key element of public confidence in lighting is the knowledge and understanding of lighting practitioners. In terms of light and lighting the SLL will set academic and experienced based standards for membership and where appropriate, maintain a directory of lighting consultants.

Specifically we will:

- 1.19. Continue to produce publications that set appropriate standards and guidance for the art and science of light and lighting, including those produced in co-operation with partner organisations.
- 1.20. Continue to maintain the directory of lighting consultants for those organisations who meet the requirements of the society and to examine opportunities to extend such requirements.
- 1.21. Respond to the international pursuit of significant reductions in environmental emissions from the built environment, by the encouragement of appropriate competency schemes for those involved in assessing compliance.
- 1.22. Establish an ongoing awareness of regulation, and competence based registers, including the potential of partnerships within such schemes.
- 1.23. Seek sources of funding (internal and external) to support and enable publications that set standards and guidance for the art and science of light and lighting.
- 1.24. Examine, through our international members, the relevance and application of our academic and experienced based standards for membership in order to maintain their international currency.



## 7. Strategic Objective 6

*Deliver excellence to all our stakeholders by establishing effective operational mechanisms within SLL's HQ and through the volunteer network.*

In this we aim to ensure that SLL is effective by ensuring all of our activities are focussed on supporting and delivering our core purpose. This includes ensuring all our resources, be they at our Balham HQ or in our UK and international regions, are focussed on the key priorities for our members and other stakeholders.

Specifically we will

- 1.25. Identify and define key stakeholders, research their needs and prioritise our provision of products and services in response to these needs in accordance with resources available
- 1.26. Identify and encourage a continuous flow of volunteers by demonstrating the benefits of volunteering to both the individual and employer, to ensure we have the volunteer resources necessary to achieve SLL's objectives
- 1.27. Evaluate the management of people and financial resources in order to prioritise strategic objectives over the five years of the plan, ensuring that these resources are deployed effectively on activities that are clearly focussed on our core purpose.
- 1.28. Prepare a Strategic Plan for the Regions which responds to the diverse nature of our national and international regional activities, reflecting the developments in IT and communications, the changing needs of our members, and which is focussed on delivering best value.