

Council Meeting Minutes

Held on Thursday 23 February 2023 by Microsoft Teams

Welcome from the Chair

CIBSE President, Kevin Mitchell, opened the meeting and welcomed members and guests before outlining the Agenda.

Minutes of the last meeting

The Minutes were approved as a correct record of the last meeting.

Chief Executive's Report

Ruth Carter presented an overview of 2023 and progress to date in 2023.

- 2022 was very successful: we were one of only two of the top 10 PEIs to show membership growth, with international membership now 29% of the total. Financially, overall revenue was up 20% on 2021, 90% of which was from our commercial activities. This increase allowed investment in membership engagement activities as well as increased knowledge guidance outputs.
- 2023 is shaping well with Membership renewals up by 400 on this time last year, and Richard Goldsbrough started as new Membership Director in January.
- The first phase of the Governance Review led by Dave Cooper has been completed and work now starts on implementing the recommended changes, as well as looking at other areas to review.
- The Premises Project is progressing, with Paddy Conaghan chairing the over-arching Premises Advisory Committee and the sale of the Balham site is moving forward positively.
- CIBSE's presence at the recent ASHRAE Convention resulted in useful meetings with similar organisations to CIBSE, progress towards joint initiatives, and provided the opportunity to better understand ASHRAE's development of its own new HQ building.
- Council Members were asked to encourage Nominations for Medals, which recognise and celebrate the hard work of members on behalf of CIBSE.
- Honorary Fellowships are now awarded to non-members and this year are being awarded to Dame Judith Hackitt, one of the most influential leaders in the sector, as well as to Hywel Davies for his guidance and leadership at CIBSE.

CIBSE Schools Project Update

Dan Costello is the current chair of the Talent Pipeline and Apprenticeship Panel (TPAP) and updated Council on this project.

- Originated in a request from the late Graham Manly to find an engaging way to promote Building Services Engineering in schools. Natassja van der Kraan in Membership then made contact with STEM Learning, who have great experience in creating activities for use in schools. The TPAP Working Group met with STEM Learning, agreed to target 9-11 age group, and started work to develop an activity that would engage.
- After one false start, a Flash game emerged: teams to build a tower at least 30cm above ground with a toilet with pipes and connections to discharge to a sewer. Proof of concept:

flushing a raisin using as little water as possible. The game is now at final prototype stage using a suite of materials to be used by STEM Ambassadors or teachers.

- Planned launch is in Q2 this year, as part of a wider relaunch of the STEM Ambassador Programme.

Premises/new Head Office

[COUNCIL 240223-Paddy Conaghan.pptx](#)

Paddy Conaghan introduced the project to move CIBSE into Central London premises with overall objectives to showcase CIBSE expertise and values, functionally to serve staff, membership and our broader mission. But: the project must be affordable.

- The Premises Advisory Committee (PAC), made up of senior Trustees, key Executive and chaired by past Vice President Paddy Conaghan, has delegated authority from the Board to make agile decisions and utilise both Trustees and staff to do so. The Board makes all the key decisions.
- Over 20 possible new premises have now been considered, though only 2 achieved the 'shortlist' so far. One is being evaluated in detail: only basic fit-out required after wiring and furnishing, but relies on open windows for ventilation, and an old 3-pipe VRF system for heating and cooling. It might be necessary to have further phases of work to achieve ambitions such as Net Zero. Some ambitions clash with others and are not affordable initially.
- Considerable time has been spent working on the sale of the Balham site, testing its potential direct sale value against the Charity Commission test of probity.
- Andrew Rowe, Chair of the Building Performance Sub-Group then outlined how they are engaging with Societies and Groups to help form their view of what can be done in terms of building performance.
- There have been two briefing sessions and 53 comments or suggestions received to date, and they now need to balance ideas with what is possible. Ideas include:
 - Meeting space, café, members library
 - Central London location
 - Inclusive environment
 - The building as a showcase
 - Using best practice
 - Using smart systems
 - Minimising energy use
 - Maximising use of daylight
 - Flexible and agile space
 - Demonstrating passive attributes
 - Openable windows (recognised not always achievable)
 - Traffic noise impact
 - Air quality, natural ventilation (if possible)
 - Soft landings
 - Benchmarking
 - Re-use of fabric and services
 - Heat networks (depending on location)
- Further thoughts and ideas from the Break-out Groups will help and inform, and the Sub-Group would welcome feedback from Societies and Groups who have not yet been in touch.

Break-out Groups and Feedback

Before moving to the Break-out Groups, the possibility of co-locating with a related organisation was raised. Ruth Carter confirmed that was not ruled out, and also confirmed that leasehold instead of freehold was also possible. The Break-out Groups then went into session, reporting back as follows after 40 minutes of discussion.

- **Group A: Minimising both operational and embodied carbon and energy demand**

Andrew Rowe reported the following ideas and comments:

- The building should be a living laboratory to showcase what members do
- Refurbishment strategy required to support phased work
- Future proofing – but difficult to anticipate changes
- Record user journey
- Show that performance has improved by following the refurbishment strategy
- Future proofing, living laboratory, and so on can all be related to the industry

- **Group B: RE-use of existing fabric and installed services**

Ted Pilbeam outlined the discussion and resulting ideas:

- Look at the barriers and prove they can be overcome
- Waste control
- Link new products with building services: openable windows and fresh air, natural ventilation, interaction with blinds, overheating, airborne infection...
- Create a route map: set principles at start of what we are trying to achieve
- Proper monitoring
- Document decision-making to demonstrate reasons to others
- Avoid the hypnotising effect of 'gizmos' and innovation that become 'bad' practice
- How best to use the shape of the existing fabric and building?
- Wider opportunities: smart technologies, thermal imaging cameras, screens showcasing BMS, living laboratory
- Make sure what is done reflects core values and makes maximum impact
- Huge educational opportunity: Journal articles, marketing budget to expose what's done with the new building, access to the building for children and others...

- **Group C: Accessible and inclusive**

Adam Scott detailed the large number of ideas generated:

- Wide range of uses for the building but mostly not for members
- What is wanted today may be wrong in the future
- Younger generation may want/need facilities not perceived by older
- Equality Act defined requirements
- New/additional 'best practices'
- Super loos versus segregated
- Step free access inside and out, including from street level
- Safe and dignified egress
- Lactation room
- Balancing male/female temperature requirements
- Prayer room
- Lighting levels

- Variants of acoustic environments
- Levels of fit-out and materials
- Neurodiversity
- Building layout influences culture, health and wellbeing
- 'Well' certification
- Cycle facilities for energy-efficient commuting, including showers
- Hot desking, connectivity, remote working
- Lecture theatre or space converting into one
- Learn from other Institutions examples
- Dogs in the building?
- Need to understand what we want before doing an audit of the building
- **Group D: Health and Wellbeing**

Gita Maru commented that there had been a lot of overlap with Group C, but this Group nonetheless had many thoughts and suggestions:

- Separate space for quiet time and meditation
- Relaxation space: pool table, bean bags, exercise balls...
- Consider furnishings: collaborative desk heights, adjustable (also for posture)
- Cubicles for break-outs
- Communal seating spaces, formal or informal, bar or restaurant...
- Green spaces, biophilic design introducing greenery
- Hyper music environments
- Move from being corporate to a more inviting building in which people are willing to spend their time
- Circadian lighting, natural daylight
- Interior air quality
- Certification: get halfway there initially, then introduce further elements
- CIBSE Journal case studies showing successes and failures
- Hot meals for breakfast/lunch/dinner
- Education centre for schools
- Exhibits: innovative historical ventilation plant, lift motor room, AI room...
- **Feedback and Questions**

Paddy Conaghan thanked all Groups for the impressive range of their ideas and comments, all of which would contribute to the analysis and thinking about the new building. Questions:

- What is the basis of the 9000 sq ft and 7500 sq ft size of building that is being used? Colin Stuart of Baker Stuart advised that this is based on two scenarios: all staff get a desk, or 40% do not (desk sharing). If in fact the new building has excess space, then there will be the opportunity to consider additional uses for the space, even sub-letting.
- Should CIBSE set an example by considering Certification such as BREEAM, NABERS, and other standards? It was pointed out that it can be expensive to achieve Certification and the debate is whether that money would be better spent on delivering facilities in the building.
- Gaining experience from similar organisations: Ruth Carter confirmed that we had already spoken with the Structurals and RTPI about their experiences, as well as with ASHRAE (whose budget of \$17 million was very different).

Membership Director's Report

Richard Goldsbrough introduced himself and his background at the Institution of Marine Engineering, Science and Technology, and Chartered Institute of Personnel and Development (150,000 members), and outlined the opportunities open to CIBSE:

- Great potential through CIBSE's high quality and strong competency
- Impressive volunteers met at the Groups, Societies, and Regions that he has met.
- Membership team objectives:
 - To deliver a 'best in class' experience for all members by, for example, making everything easy – from logging in to finding renewal receipts to finding answers to questions. Not least, by addressing the perception that C.Eng. is more easily achieved elsewhere than through CIBSE by improving our processes.
 - Creating advocacy: good membership experiences result in members talking positively externally, attracting new members.
 - Contributing to the strength of CIBSE's 'voice' by supporting and adding to its activities and initiatives.
 - Demonstrating the Membership proposition: we deliver value that fully justifies the subscription cost and encourages organisations to support their staff to become members.
 - Communicating effectively: ensure that members are aware of all the valuable activities that CIBSE delivers, including the volunteer activities that are facilitated.
 - Working closely with CIBSE Marketing, Knowledge, Training, Events: all key parts of delivering membership value.
- Membership is recruiting: both the Groups and Regions Team and End Point Assessment are expanding and need operational support in order to grow their scales of activity.

Chief Technical Officer's Update

Hywel Davies briefly touched on the two big issues and encouraged members to keep an eye on the CIBSE website for developments on the Building Safety Act and Net Zero Carbon policy:

- Building Safety: there had been two pieces of secondary legislation in recent weeks, with more coming. No details yet from Government but serious aspects such as Gateways and the Golden Thread will be coming into force later this year.
- Construction Products: the CE mark will continue for longer than first expected, but still awaiting 'plan' from Government.
- Net Zero Carbon Building Standard: see next presentation.

Net Zero Carbon (NZC) Building Standard

[Council UKNZCBS-CIBSE Clara and Julie-2302Rev2.pdf](#)

Julie Godefroy and Clare Bagnall George presented on how the Standard is being developed and some of the implications of the Standard.

- Although our literacy as an industry has been growing, we do not have clear accounting standards for the measurement of net zero carbon across new and existing buildings: this is

what the Standard is addressing through the collaboration of CIBSE, the Better Building Partnership, Carbon Trust, I Struct E, LETI, RICS and others.

- It will set limits on operational energy and embodied carbon, looking at additional metrics and at 14 different building sectors, including homes, offices, schools, healthcare, science and technology, and culture. Effectively, it will use carbon budgets and other measures to work out target limits.
- Led by a Steering Group, 5 task groups, and 14 sector groups. CIBSE is represented on the Governing Board by Fiona Cousins (CIBSE Vice-President) and Hywel Davies. Clara Bagnall George chairs the Technical Steering Group, on which Julie Godefroy is the CIBSE representative, as well as the lead for Task Group 1A on operational energy limits. CIBSE members are on other Task Groups, whilst sixty members have also provided data for the development of performance levels. CIBSE is therefore very integrated in the development of the Standard.
- The Governing Board is undertaking a stakeholder engagement process this spring/summer to which members, Groups and Societies can contribute, as well as developers, contactors academics and others.
- Performance levels are being developed now with technical testing expected in early summer, beta testing in late summer: this represents a real opportunity for CIBSE members /Groups/Societies to test the technical aspects of the standard and contribute to the final standard.
- A Guide to FAQs and definition of Net Zero is in process: consultation and inputs have already achieved much consensus, with some subtleties to be resolved.
- The national carbon targets will be science based with a top-down approach defining what is required for the UK to stay within its Net Zero Carbon budgets up to 2050. It therefore relies on projections about sector growth, availability of zero carbon electricity, and more. The bottom-up analysis helps to define what is possible in terms of operational energy and embodied carbon, which is more building-based analysis. When all streams have reached their initial conclusions, we will see if what is possible is aligned with what is required – if not, some typologies will have to look harder.
- Energy performance modelling is being used to see what is achievable today and what might be achievable in a very ambitious future that includes technological developments as well as improvements in practice.

Board Q & A and AOB

There were no questions for the Board and, after a long meeting, nothing was raised under AOB.

Kevin Mitchell therefore thanked everyone for their contributions and input and concluded the meeting.