

Dear Council

The last four months have been a whirlwind of action for the staff at CIBSE and I have shared much of that with you through my monthly emails. That should highlight to you my belief that the Council isn't a static entity that just meets once every 4 months – but a living, vibrant, opinionated and proactive force for good that should be engaged and involved on an ongoing basis.

Whilst 'The Voice' is a key pillar of CIBSE's strategy, having *ears* is equally as important for ensuring we are moving forward in the right manner. As we continue along the path of being a truly world class, high performing, modern PEI, it is important that we listen and understand what you, the representatives of the membership, want.

I have spent the last few months engaging with as many members as I can by attending steering committees, AGMs and meetings, as well as 121 conversations with many of you. I have spoken to Council members from all round the UK, as well as those around the world. In addition to Council, I have been selecting members randomly from our database, calling them and asking for their thoughts and insights as it is important to ensure we are listening to all parts of the CIBSE community. The insights shared with me has been extremely useful. Your comments have been honest, supportive and complementary but also proactively challenging in how we should proceed.

On average, I speak to between one and two members a day in my fact-finding mission which means I am listening to many of you - but still have a long way to go. For an institution like CIBSE, there is NEVER a good time to stop listening and, whilst I can't promise you will always get the answer you want, I can always promise that I will listen and do my best to deliver.

What those listening experiences have highlighted is that our members are fiercely proud of CIBSE, overall genuinely pleased with how the Institution is being run and delighted with the exceptional quality of information, guidance and advice generated. But the last 18 months have changed the landscape in which we operate significantly away from where we were before, and we must move with the times. Being 'good enough' is no longer 'good enough' for an institution such as ours.

If you look at the CIBSE Governance, it states that one of the key roles of Council is to '*influence the direction and strategy of the Institution*'. Therefore, as well as sharing information with you at the Council meeting on 8 October, we will continue to create an open debate and will be seeking proactive and actionable input from you, the Council, about what you believe makes a modern, high-performing PEI. This will be the first of many discussions on the subject, but we want to ensure that you are taking the opportunity to actively and genuinely '*influence the direction and strategy of the Institution*'. I look forward to the debate.

As always, the report from our Technical Team highlights the second-to-none breadth of information and activities being carried out by CIBSE members and staff. CIBSE has responded to 18 consultations and calls for evidence so far in 2021. The work is carried out with the Technology Committee, Special Interest Groups and Societies who contribute to the development of government policy, legislation and guidance through CIBSE's technical expertise and knowledge.

Special thanks to the Technology Committee, Special Interest Groups, Societies and members, alongside our technical staff, who give their time and expertise to enable CIBSE to positively impact people, buildings and our environment. CIBSE's voice continues to be heard, and, most importantly, the government, industry and press are listening.

With regards to membership renewals this year, it was hard to predict what would happen in light of COVID-19. We heard stories that other PEI's had been heavily challenged in this area, and so we are delighted to see that CIBSE members chose to renew in record numbers. The amount of lapsed members decreased year-on-year by 14% (down from 188 in 2020 to 165 in 2021) and resignation numbers were down by 12% (down from 2,053 in 2020 to 1,779 in 2021), which underlines the strength of members' engagement and commitment. We were also excited to see Hong Kong achieve a very awe-inspiring 14% growth rate: excellent work from our largest international region.

And our CIBSE borders are expanding. We have CIBSE members in 95 of the 195 countries of the world, and in the last 3 months alone, the CIBSE website has had visitors from a staggering 192 of those countries. Our voice, our influence and our impact are being heard, felt and listened to around the world.

As well as the day-to-day management of CIBSE and its membership, we have also started to plan for a full review of CIBSE's Governance. We ran a Governance Review in 2010 and 2015 and so are overdue for the next one. Over the next couple of months, we will put a plan in place, with the corresponding processes necessary to deliver that, so that the review can start properly at the beginning of 2022. Whilst we had already started this planning process, watching the challenges at RICS unfold is a timely reminder that whilst we believe our own Governance to be strong and effective, we must never be complacent about this.

I look forward to seeing many of you at the Council meeting on Friday 8 October. I am hopeful that this will be our last digital Council meeting for a while as we are aiming for February to bring us physically back together once again. Like many of you, we are feeling our way with how events will develop. Will digital remain the dominant delivery method or will face-to-face return in force? Or is the hybrid model the solution? At the June Council Meeting, you welcomed the suggestion of bringing a group of event professionals into a forum for you and your fellow CIBSE members to hear what the experts are thinking and give you the chance to question and explore. To this end, we will be running this forum on 4 November to give you insight that will help you with your own event planning for 2022. More details on this to follow shortly.

We are moving confidently towards the end of this year and are excited about what next year will bring. Your CIBSE is in a strong financial position, membership is robust with the ongoing development of exciting plans for growth, and the CIBSE strategy is being brought to life with a clear and actionable operational business plan.

And, as always, we continue to listen, learn and question how we can improve, and your help in achieving this is always appreciated.