

CEO, RUTH CARTER, INTRODUCTION, FEBRUARY 2022

Dear Council

It is important for any smart organisation to hit the ground running at the beginning of the year and CIBSE is right at the forefront of that behaviour. We have seen a very strong start to our year with membership growth looking positive, an exciting pipeline of guidance and information products to deliver on and our networks, regions and groups gearing up for what looks to be a very dynamic, proactive and agenda-setting year.

My own focus since I joined has been twofold. Some of you have heard me talk about my ethos of *'honour the past whilst looking to the future'* and those were the themes that have underpinned my first 9 months at CIBSE. On the one hand, it was important to ensure that the baton-passing from old to new CEO caused no outward ripples. The results from last year make me confident that we achieved that. On the other hand, it was important to ensure that we set in motion the change agenda that you have called for that will move our Institution, its practices and its aspirations forward.

When I think of 'Planet CIBSE' I look at it in three sections: firstly, the team, processes and infrastructures at Balham; secondly, the membership and the building services community; and thirdly, the charitable and societal work we need to do to move our industry forward and increase our impact.

I am a firm believer in the fact that if you want to grow, be creative, increase impact and reach, and deliver on an exciting change plan, then you need to make sure your foundations are strong. Abraham Lincoln is quoted as saying, *'If I were given 6 hours to cut down a tree, I would spend the first 4 sharpening my axe'* and here at 'CIBSE Central' we have been busy ensuring that our own practices are robust, agile, flexible and responsive.

To that end, we reviewed all our infrastructure, processes and systems with a forensic lens on everything from financial management through to HR processes; we developed an operational business plan that creates a practical pathway for us to deliver on the CIBSE Strategy; we delivered more guidance than ever before with a commitment to increase this even further in 2022; we reviewed and successfully implemented a refreshed and more diverse Nomination process for Board and Council members; we strengthened our membership practices with an increased focus on energising, empowering and supporting our CIBSE tribes with our membership numbers more than surviving the shockwaves of the pandemic; and we created an infrastructure and culture that is becoming more agile, robust and able to support the ambitions of one of the most respected and influential institutions in the world. And, unlike many other PEIs, we ended 2021 with a financially comfortable surplus to help us transition into 2022.

I have been fortunate during my first year with CIBSE to meet, often virtually, many CIBSE community members and what has continually impressed me is the commitment and loyalty they show to the Institution. We recognise this commitment through the awarding of Medals and Honorary Fellowships. Nominations are made from the CIBSE membership as a mark of honour and respect. I am genuinely excited that we will be recognising that talent and commitment at the, long awaited, 'President's Awards Dinner on Friday 11th February. It will of course be a 'bumper year' as we will be recognising the high achievers from both 2020 and 2021 and I look forward to meeting many of you at that event.

I am encouraged by the ongoing commitment to bringing young people, early careers professionals, and related disciplines into professional membership. CIBSE committees,

volunteers, and the membership team are building clearly defined paths to professional membership underpinned by the needed support.

Excellent progress was made on our support for apprentices in 2021. CIBSE's application to be regulated by Ofqual was successful. Two of our four End Point Assessment (EPA) apprenticeships, the Level 3 Building Services Design Technician and the Level 6 Degree Apprenticeship Building Services Design Engineering, are now listed on Ofqual's register of regulated qualifications. This was a significant milestone, and I want to thank the dedicated group of volunteers and staff who contributed. CIBSE assessed 104 EPA applications, an increase of 73% from 2020 and 15 new EPA assessors were recruited and trained in 2021.

We are also bringing new engineers into CIBSE by continuing to make sure all Societies have a route to Chartership through MCIBSE and in 2021, the Membership and Registration Panel signed off the routes for SLL and SFE.

In our groups and societies, SFE made the initial steps to create a Young Engineers Network Group, and the Building Simulation Group awarded their young modeller of the year. These create opportunities for young and early careers professionals to be more involved with CIBSE.

Membership recruitment was a good news story for 2021 with 1,918 new joiners - a pleasing result. We saw 2% more applications than the previous year, which in turn was 5% up on 2019. End Point Assessment brought in more corporate members at Licentiate and Associate Grades. Renewal rates also exceeded financial and volume targets. However, retention rates were lower than our rates pre-COVID and we will be focusing on plans to mitigate our 'leaky' bucket in 2022. We finished the year with 1% more 'MCIBSE's than the previous 12 months and a very modest increase in numbers overall. Membership growth remains a key strategic ambition. We have plans in 2022 to close our attrition rates back to 2019 levels with improved processes and follow up. To that end, the 2022 renewal round has started very strongly with numbers renewing 13% up on this time last year.

2022 plans include a Quarter 1 review of the building services sector which will allow us to evaluate our membership targets and ensure they are set to a stretching level. This will also enable us to compare 'CIBSE's market penetration with our competitors and collaborators. From this, we can plan both the quick wins and the longer-term plans for positioning CIBSE competence and membership at the heart of the sector. In the meantime, we are continuing with our popular work in universities and with companies - our priority areas. Our programme of webinars and workshops attracted excellent numbers last year with 1,900 people attending our Routes to Membership and Engineering Practice Report sessions. With those numbers, our pipeline for CIBSE corporate membership looks secure!

Many of you will be familiar with the work of CIBSE's Head of Research, Dr Anastasia Mylona, on overheating in buildings. In December, the new Part O of the Building Regulations, which addresses overheating risk, was adopted. It is a testament to CIBSE's work and Anastasia's leadership and expertise over a decade.

Overheating is only one area where CIBSE policy and knowledge has impact. In a previous meeting, the Council fed back the need for more knowledge and guidance on Net Zero. Recently published guidance adds to the growing CIBSE Net Zero knowledge base, including TM65.1: *Embodied Carbon in Building Services: Residential Heating*, TM66: *the Circular Economy* and TM67: *the Electrification of Buildings for Net Zero*.

Looking at our most popular guidance in 2021, the *Heat Networks Code of Practice*, the new *Applications Manual on Heat Pump Installations in Apartment Blocks* and *Guide A on Environmental Design*, all provide guidance on Net Zero related areas. This new and

existing knowledge is supported [by our #GrowYourKnowledge](#) webinar series that delivers webinars on new guidance and a wide range of Net Zero related topics. All this guidance is generated through an established robust peer reviewed process to make sure, as far as we possibly can, that we are giving the industry the highest quality of guidance to support them and the wider industry.

CIBSE members also regularly contribute to a variety of consultations, seeking to influence emerging policy. Recent examples include the measurement and disclosure of energy use in commercial buildings and the Heat and Buildings Strategy. We do encourage you to get involved in the consultation process. You may have also recently contributed to a survey run by CIBSE and the London Energy Transformation Initiative (LETI) about the definition of Net Zero. The survey has closed and we are now working with LETI on analysing the responses and look forward to sharing the results soon.

At the Council Meeting on 11th February, Dr Hywel Davies will be giving a presentation on building safety. I would encourage you to read his thorough update on the Building Safety Statement, Building Safety Bill and competence requirements, and come prepared to ask questions. This update contains vital information and understanding on the ongoing building safety work, which will directly impact all CIBSE members working in England at the very least and is very likely to have implications throughout the UK.

The world of CIBSE never stands still and we will be saying a sad farewell to two long-term CIBSE staff members. After 33 years and 30 years respectively with CIBSE, both Stuart Brown (Deputy CEO) and Janet Wigglesworth (PA to the CEO) retired in January. Both have been great 'Faces of CIBSE' and have been the point of contact for so many of our members over the years. We will miss them, wish them a wonderful retirement and hope that they stay in touch. That means we have two new faces to introduce you to.

Dr Simon Festing (sfesting@cibse.org) takes over from Stuart Brown as our new Operations Director. Simon comes with a wealth of experience in both leading Chartered Institutions and also central service management. He has only been with us for 6 weeks and is already strengthening our processes and well as ensuring our management of all things Governance is run smoothly and effectively.

Carol Heath (cheath@cibse.org) takes over from Janet and will be supporting both myself and Simon. Carol has spent the last 20 years as an Executive Assistant for senior directors at Oracle and her ruthless efficiency matched with a warm personality is already making its presence felt.

As you will see from the agenda, we have a lively and discursive Council Meeting planned for 11th February where we will be discussing and debating our structure and Governance as well as giving our Council Members the chance to put their questions and suggestions directly to the Board. We want to increase the interaction and dialogue between members, Council, Board and staff and 'Friday's meeting will provide a perfect opportunity for that.

CIBSE is an Institution with massive ambition. This 'isn't ambition built on hot air and 'chest-puffery' but based on hard won knowledge and expertise and an overwhelming drive to 'simply make things 'happen'. I am proud of what we achieved last year, excited by the plans we have in place for 2022 and grateful, as always for your unwavering support, your proactive challenge and your zealous commitment towards CIBSE.