



## Minutes of Council Meeting

Held on Thursday 10 February 2022, in person and by Microsoft Teams, at CIBSE HQ

### Welcome from the Chair

Kevin Mitchell opened the meeting and welcomed members, stating that he wanted Council to be truly consultative. In this meeting the Governance Review breakout sessions will allow a two-way dialogue between Board and Council.

### Minutes of the last meeting

The Minutes were approved as a correct record of the meeting, subject to the correction (by email) that Mike Smith had attended, and by Andrew More that he had attended.

### Update on matters discussed at earlier meetings

#### Regional Liaison Committee

Kevin Mitchell reported that there had been discussion of how to help and support new members, and how to progress members through the grades of membership. This included how to engage with members and so improve retention. The Membership Department will investigate whether more people are retiring early, as is the impression.

There was discussion on the regional funding review. Questions have been raised as to whether the allowance for holding events is sufficient.

The breakout groups discussed the future of events, most importantly what a good event looks like. There was discussion of the opportunities for sponsorship, and how events would look in the new hybrid era.

There was a report back on the activities of the YEN.

#### Groups and societies

Adrian Catchpole reported that there was focus on the draft Building Safety Bill, which will herald wholesale change for our industry (the primary legislation is going through now). The proposed Building Regulation Authority will have substantially enhanced powers, with the ability to bring new legal and statutory duties to bear. These will include powers to require certificates relating to occupation of buildings, and to bring charges of criminal actions against landlords with respect to the way they run buildings. These new powers will apply to all residential and commercial buildings, not just high-rise. We are currently working under transitional arrangements since buildings being constructed now will eventually fall under these new powers.

There was also discussion of net carbo zero, which likewise represents a substantial agenda. There was likewise discussion of the Construction Products Regulation 2022.

There was discussion of creating member valued through events, which are generally considered to be appealing and of good quality. These are often attended by non-members, as well as members. The question is how to balance the value to the CIBSE members against the possible requirements of

non-members, and how to ensure we benefit from the expertise brought by non-members. This will be a topic for further discussion at future meetings.

There are many common issues between the Groups and Societies, and it's important to get continued collaboration. There was a suggestion that there should be some mechanism for continuous communication. The new website may assist, as may more joint meetings. There is room for improvement in promoting the guidance from groups in the Journal. We should be collaborating with other PEIs, but at the same time leading the way where it is our own territory.

## Special Presentation

Jennifer Cox gave a presentation on her experience as Graduate of the Year 2020 and her time at the ASHRAE conference. Jennifer explained how she sits on several committees, including CIBSE YEN, CIBSE Patron's Committee as the youth member, and the Construction Industry Council 2050 Group on behalf of CIBSE. Jennifer has spoken at the number of events, including #WeChampion.

Jennifer attended the ASHRAE winter conference this year in Las Vegas, and together with Lucy Sherburn, Graduate of the Year 2021, was presented with an award. They attended several sessions, including workshops on how to inspire the next generation of engineers, as well as on equity, diversity and inclusion. This involved plenty of discussions about how to continue a good relationship between CIBSE and ASHRAE.

Jennifer thanked everyone for the support that they had given her in what had been a fantastic experience.

## Chief Executive's Report

Ruth Carter, CEO, thanked Jennifer for the wonderful presentation, and all the work that she and Lucy had done, and noted what this meant for the long-term future of gender diversity in the sector. Ruth welcomed all the attendees to the first live Council meeting in a number of years. Whilst an early priority of hers has been to review the systems and processes at the Institution, a major focus going forward would be around culture. CIBSE is seeking to become more open and transparent and is connecting and engaging with more and more of our members. We will be listening to the input from our Council, and working together to deliver an exciting future for the Institution.

Ruth outlined her plans for the future, so that Council members could understand the priorities. We will be seeking to address problems with our infrastructure, starting with a governance review. Our current view is that our governance is robust and safe, but is outdated or confusing in places. We need to find clear and simple ways for people to understand how we operate.

Another major project of this year will be the review of premises. A Council report from 10 years ago talked about our current office being no longer fit for purpose, and that it would not survive the next two years, let alone the next ten. Many of the plans we had made for the premises were based on the old ways of working, with in-person attendance for events, training etc all routine. We now face a new hybrid world. This means we need to review the working practices of our people and how we offer services to our members.

We are now coming to the end of a lengthy project to redevelop our website, and have appreciated the positive feedback we have had in recent months. The new website should be substantially fresher and more visually attractive.

Another question being addressed is how we retain and make best use of the wealth of knowledge and experience from within our membership. There are a number of programmes that can help, such as through the rejuvenation of the Fellows network or a rejuvenated mentoring programme.

Within the technical department our major areas of focus are on building safety reform and net carbon zero. In the former area we will support progress through to the new regime. And on net zero we need to be working with industry and government on the next stages of strategy.

Our Membership Department will be undertaking research into the building services community so we can have an accurate picture of the size and breadth of the sector we serve. At the same time, we will be looking to develop individual strategies for our networks and societies.

CIBSE is looking to address the skills gap, and we are already seeing record numbers of apprentices coming through from our newly Ofqual regulated endpoint assessment. Additionally, we are developing our CPD processes, which began earlier this year with the launch of the new CPD portal, which is significantly more accessible and usable. We are looking to develop resources to put into schools to encourage careers in the sector.

Finally, we are gearing up for our 125-year anniversary celebrations.

## Governance Review

Adrian Catchpole, Honorary Treasurer, outlined plans for the Governance review that the Board has agreed will take place during 2022. Dave Cooper will Chair that review, with the aim to complete it by the end of the year. Governance is the process of deciding how our Institution should be run, agreeing goals, and making sure we're acting responsibly.

The attendees split into breakout groups, with questions to prompt discussion. Feedback from the groups for each question raised the following points:

- Concern that some CPD content promoted by companies at online and face to face events may be found to be inaccurate or controversial, giving rise to a reputation risk. What we need is diverse and comprehensive input into the modules, e.g. get more input from manufacturers. Questions were raised about how we record training and development, and how we track progression. Going beyond the portal, how do we encourage and support early career engineers throughout their entire career development? Linked to this was a question about how we connect to STEM ambassadors.
- We may lose a physical presence in the industry, because of so much online CPD. We miss out on the face-to-face interaction and networking.
- There seem to be many autonomous groups within the Institution, and a concern that they are not cohesive, in particular, it is vital that we have a strong connection with YEN. In this context there is a need for clear and strong succession planning, and we need to make the connections with young engineers, colleges and employers.
- With much more information available electronically and online, it is not always clear who owns the information, and there is a risk that the integrity and accuracy is not secured.
- It is a challenge for the Institution to stay relevant and in tune with emerging and often fast-moving issues. Benchmarking against other PEIs may assist.
- Increasing early retirement is a challenge for the loss of expertise to CIBSE. Is there a way we can keep in touch better with retired members to hold onto their knowledge for longer? Strengthening our mentoring would help to build knowledge in the younger generations.

- We need to make sure we have recognition for our volunteers, so they have a strong incentive to be involved. Can we more proactively invite people to be involved? Can we put more people forward for honours?
- ASHRAE appear to be more accessible and approachable, with a structure that is easier to understand from their website. It is easier to identify opportunities for volunteering and put yourself forward. The organisation is perceived as very member driven.
- IMechE are known to have strong regional networks, that directly involve young engineers.
- Could any new premises provide areas for collaboration and networking between members?
- Could there be more clarity on the main governance roles and what these entail?

## Matters for Discussion

### Competence, Compliance & Carbon: Policy and Legislation Update

Hywel Davies gave an update on technical and policy, covering the Building Safety Bill, the Climate Change Act's net zero carbon target, the Grenfell Tower Inquiry, and the Fire Safety Act. See attached slides.

Laura Webb gave an update on the membership strategy, covering the strategic pillars of membership growth and engagement.

## Board Q&A

This was the first session, although it is envisaged that this will be a permanent item on the agenda.

*Dean Greer asked for more information about the diversity and inclusion panel, as he had not heard much since the survey had gone out a while ago.*

Susan Hone-Brookes responded, as she sits on the WIBSE group and has been involved in the EDI work. It is still a concern that only 9% of females are registered with CIBSE. Stuart MacPherson pointed out that there have been substantial efforts through the nominations and appointments process of last year to allow greater diversity, and the targets to encourage diverse and minority groups to come forward were met. The Chair of the Inclusivity Panel sits on the Board as a co-opted member, and on the Nominations Panel. We are open to any further ideas and suggestions to progress this. It was pointed out that the definition of diversity covers more than male and female and should also cover race and disability.

*Mike Smith asked about the status of the research fund reserves.*

Kevin Mitchell responded from his experience of the Knowledge Management Committee that there was a need for reserves for projects that need to be seen through completion. Hywel Davies commented that the reserve is now about half of the figure that it was when the concern was first raised. The output of guidance in the past few years has been substantially enhanced. The research fund budget is now set routinely at a deficit level so that we can bring the reserves down, and all research funds are ring-fenced.

*A question from the floor was whether we are looking widely at universities and beyond to recruit new members, so as to ensure a sufficiently wide and diverse pool.*

Laura Webb responded that our apprenticeships are important, and we have many different touch points in colleges and with other training providers. We have apprentice of the year awards to encourage participation. Stuart MacPherson pointed out that it is possible to become a member of

CIBSE without the additional CEng aspect. A question was raised about how CIBSE can ensure competence and quality, and what to do if a member falls short. Kevin Mitchell responded that Institution would never sacrifice quality to increase membership numbers. Membership of CIBSE should be synonymous with quality and competence, and then it will be seen as desirable. Perhaps the Institution could nonetheless enhance the meaning and relevance of qualifications lower than MCIBSE so that they are seen and celebrated as being of value, rather than just stepping stones.

*Question from the floor: are there any plans to make MCIBSE a protected title?*

Hywel Davies responded that Government shows no interest in affording legal protection to any further titles.

The Chair thanked the participants and closed the meeting.

ENDS

## **Attendance**

### **In person**

Adrian Catchpole  
Alex Freeman  
Andrew More  
Andrew Piper  
Andrew Rowe  
Colin Ashford  
Darren Woolf  
David Perry  
David Fitzpatrick  
Dean Greer  
Dr Tony Sung  
Farah Naz  
Geoff Prudence  
Graham Etherington  
Hakeem Makanju  
Jennifer Cox  
Kevin Mitchell  
Martin Trentham  
Mary-Ann Clarke  
Michael Curran  
Mike Burton  
Paul Bullock  
Paul Coe  
Peter McDermott  
Scott Mason  
Sebastian Gray  
Stephen Lisk  
Steve Clifford  
Stuart MacPherson  
Susan Hone-Brookes  
Vince Arnold

**Via Teams**

Ted Pilbeam  
Ford, Andy 2  
Antony Day  
Stevens, David  
Lionel James  
Dimple Rana  
Laura Mansel-Thomas  
Andrew Saville  
Steven Peet  
Coker, Isaac  
Peter White  
Sanjay Modasia  
Ashley Bateson  
Linda Vidler  
Bissell, Andrew  
Katie Clemence-Jackson  
Fiona Cousins  
Jack, Lynne  
Rebecca Michaelsen  
Doug King  
Mike Smith  
David Hughes

**Staff**

Clare Bott  
Desiree Blamey  
Hywel Davies  
Laura Webb  
Ruth Carter  
Simon Festing  
Simon Parker

**For reference, breakout group questions**

1. Can you identify any risks to the Institution in how we run things?
2. How could we improve, and run things better?
3. How could CIBSE be more approachable, easy to interact with, and transparent?
4. What do other membership bodies offer that is better or worse, how can we learn from them?