



MINUTES OF A MEETING OF THE CONSULTATIVE COUNCIL Held on 11th February 2021 BY MICROSOFT TEAMS

Present: George Adams, Vince Arnold, Colin Ashford, Olu Babalola, Ashley Bateson, Bob Bohannon, Adrian Catchpole, Mary-Ann Clarke, Katie Clements-Jackson, Paddy Conaghan, Michael Curran, Tony Day, Mike Farrell, David Fitzpatrick, Andy Ford, Jonathan Gaunt, Wally Gilder, Sebastian Gray, Dean Greer, Makanju Hakeem, Will Harrop, Susan Hone-Brookes, David Hughes, Lynne Jack, Benjamin Jones, Kevin Kelly, Raymond Knight, Andrew Krebs, Martin Liddament, Stephen Lisk, Maria Longo, Alexandra Logan, Stuart MacPherson, Keith Ma, Stuart MacPherson, Roger Macklin, Scott Mason, Nick Mead, Frank Mills, Kevin Mitchell, Andrew More, Farah Naz, Rebecca Neill, Andrew Piper, Geoff Prudence, Andrew Rowe, Andrew Saville, Adam Scott, Mike Smith, David Stevens, Tony Sullivan, Becci Taylor, Martin Trentham, Linda Vidler, Austin Williamson, Peter Wong, David Wood, Darren Woolf

Apologies for Absence: Carla Bartholomew, Nicola Booth, Derek Clements-Croome, Fiona Cousins, David Fisk, Paul Guyers, Phillip Hilton-West, Tom Lelyveld, Roger Macklin, Tony Sung, Jarrod Tandy

In Attendance: Stephen Matthews, Stuart Brown, Clare Bott, Desiree Blamey, Rowan Crowley, Hywel Davies

WELCOME AND INTRODUCTION

Stuart MacPherson opened the meeting and welcomed members, referring to the continued need to hold the meeting by video conference. He regretted that he had been unable to meet members in person during his Presidency but referred to the positive way the Institution had responded, with such events as Build2Perform and the Building Performance Awards going ahead in a virtual environment, and with other work continuing through home working.

Stuart MacPherson went on to report with regret the death of Liz Peck, a former President of SLL and former SLL Secretary. Council recorded their condolences to Liz Peck's family on this sad news.

1 MINUTES OF THE LAST MEETING

1.1 The Minutes of the Meeting held on 9th October 2020 were approved as a correct record, subject to the addition of Colin Ashford to the attendance list. In respect of the Nominations item, this had noted the importance of the recognition of volunteers, and this would be discussed later in the meeting. It was also noted that CIBSE's involvement in developments relating to the Building Safety Bill was continuing and would be mentioned later in the meeting.

2 UPDATE / RESPONSE TO ISSUES FROM PREVIOUS MEETINGS

Regional Liaison Committee

2.1 Kevin Kelly reported on the meeting of RLC. It was noted that Hong Kong region were planning an international conference on Smart Living for 31st March / 1st April 2022 and were seeking nominations as Chair, members for the technical paper committee and two keynote speakers. UAE Region was planning a Digital Engineering group and were

seeking HQ views on this. The value of sharing with regions list of individuals and groups providing technical seminars was discussed, and the ongoing challenge of Covid and current restrictions needed further discussion. The need for updates on competency requirements following the Hackitt Review was noted.

Societies & Groups

- 2.2 Stuart MacPherson reported on the Societies and Groups meeting. Hywel Davies had provided an update on Consultations, particularly in respect of Energy Performance, and the important contributions from Societies and Groups to these were acknowledged. The outcomes of the Hackitt review and developments in respect of Building Safety were discussed, as was the need for better appraisal of competence and CPD. It was agreed that CIBSE would need to continue to respond positively to these developments.

3 PRESENTATION OF AWARDS

- 3.1 Stuart MacPherson reported that due to the cancellation of events, it had not been possible to present awards at Institution events in the normal way. It had therefore been decided that this should be undertaken at the current Council. Stuart MacPherson went on to invite the citation readers to present the citations for each award winner.
- 3.2 Vince Arnold introduced the award of the CIBSE Gold Medal to David Hughes, and read the citation setting out his achievements and contribution to the Institution. David Hughes responded, referring to his 50 years involvement with CIBSE. He noted that his employers had been very supportive of his work with CIBSE and stressed the importance of employer support. The highlights had been working with the membership at large, meeting many young engineers as an interviewer, and he regretted that the face-to-face contact had not been possible over the last year. He thanked the Institution for the award and looked forward to continuing his work with the Institution in future.
- 3.3 Olu Babalola introduced the award of the CIBSE Gold Medal to David Wood, and read the citation. David Wood expressed his thanks for the award. He had been a member of sixty years and referred to his pleasure in having met so many Institution members, particularly during his time as President. He also expressed thanks to the staff of the Institution.
- 3.4 Vince Arnold introduced the award of CIBSE Honorary Fellowship to Mike Farrell and read the citation. Mike Farrell expressed his thanks to the Institution and those involved in making the award, which had been unexpected but very much appreciated.
- 3.5 David Stevens introduced the award of CIBSE Honorary Fellowship to Geoff Prudence and read the citation. Geoff Prudence expressed his thanks for the support he had received, mentioning John Armstrong and Mike Farrell in particular. He referred also to the support of family, and his wife in particular, and referred to the great experience and benefit of volunteering for the Institution.
- 3.6 Lynne Jack introduced the award of CIBSE Honorary Fellowship to Peter Wong and read the citation. Peter Wong thanked the Institution for the award and expressed his thanks for the support he had received from CIBSE members and staff over the years. He wished all a very successful and safe year.
- 3.7 Benjamin Jones introduced the award of the CIBSE Silver Medal to Martin Liddament and read the citation. Martin Liddament thanked the Institution and the Natural Ventilation Group and referred in particular to the support he had received from Peter Jackman, Steve Irving and Doug Oughton in his work for CIBSE. He was proud to be a part of the industry and very pleased to accept the award.
- 3.8 Stuart MacPherson thanked the citation readers for their contributions and congratulated the recipients on the receipt of their awards.

4 MATTERS FOR DISCUSSION

VOLUNTEER ENGAGEMENT

- 4.1 David Fitzpatrick introduced the item, thanking Laura Webb and Roisin Sweeney and the staff team for their work, and all others contributing to the engagement strategy strand, in particular Stephen Lisk. He referred to the importance of this strand of the 2020/25 strategy and the need to develop and recognise the role of volunteers.
- 4.2 He went on to outline the importance of establishing KPIs, identifying why people volunteered within CIBSE, and reinforcing a culture in which people engaged and volunteered and felt appreciated. Consistent pathways to volunteering were needed including support for training, acknowledgement and thanks, an engagement framework for regions, societies and groups, development of the website, and a volunteering champion on the Board.
- 4.3 An audit across all part of the Institution had identified around 1500 volunteers, ranging from one-off contributions to significant roles taking up to 1-2 days per week. Over 360 were involved in main volunteering positions, were very engaged and contribute at least a day per month a month. Volunteering represented a considerable and essential resource, since CIBSE had a relatively small staff establishment, and more volunteers would be needed in future.
- 4.4 A survey had been carried out in November 2020, which could be made available in full on request. 234 responses were received covering different age groups but largely from London and South East England.
- 4.5 Key reasons for volunteering included developing skills, personal enjoyment, and giving back to the industry. In general, there was little employer encouragement to volunteer.
- 4.6 Regarding the rewards of volunteering, there was not a clear trend across different age groups, so it seemed important to have a full range of rewards and ways of showing appreciation. The possibility of discounts to volunteers was mentioned but this was challenging and needed more thought and was not a priority at present.
- 4.7 Most volunteers found it rewarding and over 90% would recommend it to others, but there were issues that caused frustration. Interaction and learning were stressed and there was an appetite to be able to return to interaction in person when possible.
- 4.8 Feedback on the support received from CIBSE was positive, and better than previously, but there was always room for improvement; ways of picking up suggestions and channels for communicating feedback needed more thought.
- 4.9 David Fitzpatrick thanked members for their feedback and ideas, which helped provide a clear view of future direction, and specific activities were planned to improve the volunteer experience, provide more tools to volunteers, improve the reward framework, provide a better mechanism for submitting ideas, and to communicate and explain delays where they happen. Feedback was an important part of the culture which needed to be developed.
- 4.10 Whilst a number of actions could start straight away, some steps would need further consideration and approval. The strategy group was keen to have wide input and would welcome further discussions outside the meeting.
- 4.11 Stuart MacPherson thanked David Fitzpatrick for his contribution and stressed the importance of acknowledging and rewarding volunteers, particularly those who were younger, at an earlier stage than formal awards became appropriate.

- 4.12 Members welcomed the work being done in this area, in particular the efforts to quantify volunteer effort, and the acknowledge the contribution being made by volunteers. Regarding the connection between regional and HQ based volunteering, David Fitzpatrick confirmed that this had been explored in the survey and would be analysed further. Part of the action plan was to consider the different needs of support between these different aspects of volunteering. Regarding feedback on reasons for getting involved, this had addressed why people currently volunteer, rather than reasons why they should. The importance of considering why many did not volunteer and become engaged was also noted although this could be difficult to obtain.

CIBSE STRATEGY UPDATE

- 4.13 Stuart MacPherson introduced the Strategy update, noting that the Covid-19 pandemic could have been expected to cause delays to strategic developments. To an extent this had been true, but in fact good headway had been made in many areas, and it was important to keep Council informed of this positive progress.
- 4.14 Clare Bott introduced the CIBSE Voice update. This encompassed the Mission, Vision and Values statement, which was being rolled out across the Institution. She hoped some Council members had attended the 'Grow your Knowledge' series and highlighted the forthcoming TM65 event which could be found on the website. There had been good engagement, with around 4,000 people attending. She also referred to support given to the membership stream and on engagement. Activities on press were noted, including Anastasia Mylona's appearance on Panorama, and continued good press coverage on ventilation and the 'emerging from lockdown' series which had reached 65K downloads; this showed the importance of the expertise of the CIBSE community. Videos for schools were being developed, and regions were already putting material together to supplement this. The Website was consuming much attention, with a major upgrade being planned to the look and feel, user journey, search and CPD tracking.
- 4.15 Laura Webb confirmed that engagement had been well covered by the previous item. On Membership, targets were in place for increased membership growth, particularly in the corporate grades. The February closing date received 162 applications, on par with 2020 which was positive given the effect of the pandemic. Renewals for 2021 were at a crucial stage, with much activity being undertaken. The next major piece of work was a project to review the grading structure of Societies and clarify routes across to CIBSE grades and chartership. ET& was working on this with Tony Lamberti leading the work with societies to map competencies.
- 4.16 Efforts to increase international presence where appropriate were described, with much focus on Singapore and Australia, and growth potential across other key markets will be tackled. Improved use of technology would make the joining and other experiences more positive including online membership forms and process improvement in general across the application process. Attention was being given to customer care and a proper case management system, and to a better understanding of why people contact us and how best to help. Consideration was also being given to broadening the diversity of applicants and a project later in the year would focus on the large number of non-members involved in CIBSE groups.
- 4.17 Feedback was received from Council that improvements had been noticed. Regarding the question of widening access for those with non-academic backgrounds, it was suggested that the language used should be considered, as terms such as 'lack of academic qualifications' were not positive. This was acknowledged and the importance of the Technical Report route was stressed; the focus must be on competence and the language would be reviewed where necessary. The commitment to apprenticeships and End Point Assessment was also pointed out, as was the commitment to diversity. The need to encourage applicants whilst complying with EC rules was stressed.

- 4.18 Hywel Davies reported on Building Performance, where the current focus was on encouraging better standards. This included safety and competence but also the zero-carbon agenda which government was trying to push forward more quickly. Much work was needed on design, installation standards, commissioning standards and operation and the new building safety regime would drive more focus on performance. The new Director General of MLCHG was responsible for building safety and net zero as well as competence, reflecting the increasing realisation that safety and zero carbon can't be tackled in isolation must work together. Members were encouraged all to look at the links in the consultation section of the council report – there was much activity and CIBSE was grateful to members who respond to consultations and provide input. The opportunity for CIBSE to have influence on issues such as overheating was noted. CIBSE was also working closely with EC and BSI on emerging competence standards in response to the Hackitt review, which would affect how EC operates and also CIBSE as a licensed body. CIBSE was also working to share knowledge, with the Covid-19 guidance being a good example – this had been used well beyond the CIBSE membership.
- 4.19 Rowan Crowley introduced the Knowledge element of the strategy. KMC had been restructured in the last year with the KGP also established to ensure CIBSE moved forward with the development and delivery of timely, high-quality guidance. Processes had been overhauled with an emphasis on speeding up delivery and introducing digital tools where needed. Consideration was being given to which outputs worked best and why, taking on feedback and looking at research for how people use guidance and information. KMC now had over 30 members involved, expanding its reach considerably, and had over 20 working groups covering specialist areas. Much new guidance was being developed and was beginning to come through into the pipeline of new products. The Knowledge Portal was showing its age, but the website project should improve user journeys and search functions, ahead of a longer-term project which would be needed to provide a much more fundamental overhaul; in future a database system was likely to be needed to replace the PDF approach, allowing more flexibility. It was hoped to have a proposal for this by late 2021 for a project to commence in 2022. KMC and KGP had 7 priority themes which had been tested at B2P, bringing a very current and relevant focus. The pipeline was building steadily, with 2020 seeing 20 new forms of guidance produced and a higher target set for next year.
- 4.20 Stuart MacPherson welcomed the input provided and reflected that whilst many organisations had suffered a lost year, and had depended on reserves to keep going, CIBSE had made good progress and had managed to keep to a broadly balanced budget – this had been an exceptional result in the very difficult circumstances.

5 CHIEF EXECUTIVE'S REPORT

- 5.1 Stuart MacPherson informed members that this would be Stephen Matthew's last meeting of Council as Chief Executive, although he would be with CIBSE until May. Members recorded their appreciation for Stephen's work as Chief Executive of CIBSE since 2006.
- 5.2 Stephen Matthews introduced the report, thanking the President for his words. He noted that the last twelve months had been difficult for staff and volunteers. He thanked the staff for stepping up to these challenges and acknowledged the work of the finance team and budget holders to maintain good financial control in a year where key sources of income had collapsed due to Covid-19 restrictions. He expressed caution, however, noting that the current subscription renewal round was of key importance and that CIBSE had a smaller cash buffer than a year ago. It was not clear when commercial revenues would come back, and whilst the Journal was doing well, the event / training was still very uncertain. It was hard to know how membership levels would react; there was a small increase in the lapsing rate, mostly amongst affiliates and students, with corporate grades more stable. There were real concerns in the wider PEI community with worries about a decline in membership due to Covid; this would be monitored carefully.

5.3 He went on to confirm that CIBSE has delivered very positively in recent months, with the Covid-19 advice being heavily used and very well received. Knowledge was the glue that held CIBSE together and knowledge generation was vitally important. He was delighted that KGP has picked up the task so positively and encourage all to be involved in technical events and to spread the word. CIBSE was well positioned to contribute on key subjects such as ventilation, energy, and carbon and increasingly in safety and safe buildings. It had been hard work to maintain staff cohesion, with personal contact having been missing for approaching a year, but CIBSE had nevertheless continued to function well in its role to serve society. He believed he was handing over an organization that was professional, agile and with a will-do attitude. CIBSE had very much arrived and was now much better known and recognized, and whilst there was much still to do, he felt the Institution was well equipped to move forward with a wonderful group of talented people.

5.4 In response to questions, Stephen Matthews confirmed that lockdown had produced many challenges for staff, and that a number of initiatives had been taken. It had been vital to maintain good communication and support staff who had many challenges, including those with caring responsibilities, and living circumstances that were not ideal for home working. Staff briefings had been held every week, reminding staff of their responsibilities to themselves, their families, and to CIBSE, and people had embraced those responsibilities. CIBSE tries to suppose people, help where we can, feel it's paid dividends.

5.5 Regarding the possibility effect on CIBSE members of the reduced use of office space, should this continue following the pandemic, Stephen Matthews suggested it was unlikely that the world would return entirely to its previous way of working, having found new ways of operating over the past year. Investment in IT had proved crucial to enable remote working, however there were issues over the loss of personal contact and the informal exchange of information and staff development. Whilst more remote working was likely in the longer term, he felt it was unclear what the final picture would be.

6 NEW INITIATIVES

NEW ENGINEERING SERVICES ALLIANCE

6.1 Clare Bott reported on the new alliance launched the previous day, which some members of Council had attend. The alliance was named Actuate UK, reflecting the intention to create action across the industry. Eight professional bodies were involved including CIBSE were involved, and the Building Safety agenda and climate change would be key issues for consideration.

6.2 It was noted that the launch even had been very positive, involving key industry figures and much suppose expressed; around 70 people has subsequently followed up and wished to be actively involved. It was hoped that the alliance would allow us to amplify the voices of the organisations involved and the work each was doing; a recording of the launch would be made available on the CIBSE website. Benefits of the new alliance were already becoming apparent, including work on the new London plan. At present, the alliance was being led by the CEOs of the eight organisations involved, who would form the Board of the new legal entity. A chair would be appointed, and consideration was being given to whether this should be one of the CEOs, or an external chair. Members expressed their support for this new initiative.

7 ANY OTHER BUSINESS

7.1 Kevin Kelly expressed the thanks of Council members to Stephen Matthews for his exceptional service as Chief Executive of the Institution since 2006 and expressed the best wishes of the Institution for the future.

7.2 Kevin Kelly went on to acknowledge that this was Stuart MacPherson's final meeting of Council as President, following what had been a very demanding year, and expressed the thanks of Council for his outstanding leadership of the Institution.

8 DATE OF NEXT MEETING

8.1 The next meeting was scheduled for **Thursday 10th June 2021 at 1.30pm.**