The built environment provides the physical basis for our society and economy. Building services engineers have a key role in designing and operating more resilient communities, more efficiently functioning and liveable cities and neighbourhoods, and comfortable, energy efficient homes, workplaces and infrastructures. Our profession has the expertise to make best use of the earth’s natural resources in these buildings.

The implications of the UK’s decision to leave the EU will take some time to emerge, as we develop new trading and working relationships with the rest of the world. Opportunities and challenges for our industry will remain throughout this period of transition. There is continuing high demand for the skills and expertise of the M&E sector and of our profession. According to Engineering UK, the UK has an annual shortfall of 55,000 skilled engineers, which is not expected to reduce for many years. At the same time, we face global, environmental, societal and business challenges which the construction industry and building services engineers in particular, can play a significant part in helping to address.

We will work with our members, their employers, our partners and industry clients to help the construction industry respond to its challenges and to create a built environment that is fit for the future. This CIBSE 2020 Vision sets out our ambitions in more detail, and lists the strategic actions that we will take to 2020 to deliver on our goals.

CIBSE’s Royal Charter commits us to: “Support the science, art and practice of building services engineering, by providing our members and the public with first class information and education services and promoting the spirit of fellowship which guides our work”. We have over 20,000 members globally delivering the highest standards of professionalism around the world. Our membership extends from students to technicians to industry leaders working in small, specialist local businesses to multi-disciplinary global firms.

We will use our global reputation in the built environment to extend the standing, recognition and business opportunities for our members to apply their knowledge for the benefit of society. We will build on the CIBSE Knowledge Portal and other
knowledge based activities and will develop new tools and assets, with the related revenue streams developed by CIBSE Services to supplement income from member subscriptions, maintaining sound financial base into the future and underpinning further investments in knowledge.

We are also improving the efficiency of our own operations with, for example, new IT systems to help us to work more effectively with our members and other customers. The possibility that the proposed Crossrail 2 route could include a station in Balham, south London, close to CIBSE’s offices, has renewed the focus on reviewing the future of our office provision. This could present a significant opportunity down the line.

Finally, CIBSE members and the staff play a vital role in making all this happen. In everything we do, we depend on our talented, dynamic and highly committed volunteers and staff who work in the UK and around the world developing and delivering CIBSE knowledge, events, training and membership.

### CIBSE 2020 Vision: Our strategy

CIBSE, and its members, drive excellence in the building services industry and unlock economic, environmental and social value in the built environment.

We lead in promoting the design, delivery and maintenance of buildings that are better performing, that delight clients and that have the optimum impact on the people who use them, and the environment around them.

Specifically, we work to serve society in the built environment by:

- Stimulating demand for better building performance
- Influencing others to seek improvement of the built environment
- Providing an authoritative hub for knowledge and innovation

Our future activity is based on four strategic action areas, which are:

1. Building performance
2. Member services
3. Knowledge
4. Supporting industry through CIBSE Services.

Our strategy provides a focus for our actions to 2020, and gives our members and partners a clear indication of our goals, and the steps we are taking in order to achieve them.

### Core principles

Our actions are underpinned by the following core principles:

**Collaboration**

We value collaboration with other professional engineering institutions and professional bodies in the built environment, with central, local and devolved governments in the UK and overseas, with academia and research, with construction and engineering firms, and with clients.

Collaboration with our members and their employers, volunteers and partners is at the heart of all our work and will continue to be essential to our future actions.

We share knowledge via 18 special interest groups, covering areas ranging from building simulation to resilient cities. We also have four Divisions, the Society of Light and Lighting (SLL), the Society of Public Health Engineers (SoPHE), the Society of Façade Engineering (SFE), and the Institute of Local Exhaust Ventilation Engineers (ILEVE).

Our networks – for young engineers (YEN) and women in building services engineering (WIBSE) – are a valued source of support and encouragement. We also work closely with our regions, 16 in the UK and four around the world and with the CIBSE Patrons the corporate supporters of CIBSE.

**Global connections**

As the UK reddefines its links and trading relationships with the world it will be more important than ever for CIBSE to strengthen and develop connections with global members and partners.

We have four overseas regions, which cover the Republic of Ireland, Australia and New Zealand, Hong Kong, and the United Arab Emirates. We also have CIBSE chapters in Canada, China, Qatar, Singapore and Sri Lanka.

Our strategic action on membership will see us looking to grow our membership around the world, enhancing our existing links and developing connections in new markets.
Digital focus
Our digital focus has two strands:

• Our own operations, including the ways in which we provide tools and knowledge.

• Construction and property industry processes and approaches, specifically the adoption of digital processes and technologies in the design, delivery, operation and management of built environment assets.

Our Knowledge Portal is recognised as a valued source of information for a wide range of built environment practitioners. Our strategic actions will significantly develop its reputation and reach across the built environment.

Our knowledge and tools will provide guidance for the construction industry to optimise the performance of the built environment and tackle the challenges posed by the adoption of digital processes and technologies in the built environment sector.

1: Building performance
We will drive improved performance of our built environment through a life cycle whole-building approach to design, operation and maintenance.

Our objectives are to:

• Work with our members and industry to approach and resolve building performance challenges.

• Develop tools that facilitate understanding of choices for better performance.

• Champion design for performance in all sectors.

• Inspire others to champion better performing buildings.

Our actions:

By the end of 2018 we will:

• Create a summary of the value of building performance to building owners, operators and occupiers.

• Create a comprehensive list of building performance initiatives and determine where we can add value.

• Develop our stream of work that enhances the efficiency, comfort and productivity of buildings.

By the end of 2020 we will:

• Develop information and tools that help our members communicate to owners and occupiers so they can understand the impact of decisions on building performance.

• Establish a building performance speakers bureau.

• Grow the Building Performance Awards and Building Performance Conference and Exhibitions impact on improved performance of buildings.

Key outputs:

• Establish CIBSE’s voice in building performance.

• New tools and knowledge that impact the performance of buildings.

2: Member services
We will champion the contribution that our sector and our members make to society by delivering buildings that are comfortable, valuable and sustainable.

We will promote the high standards of professionalism of our members.

Our objectives are to:

• Attract and retain world class building services engineers.

• Grow our membership in the UK.

• Grow our membership internationally.

• Increase recognition of the professionalism and capabilities of building services engineers.

Our actions

By the end of 2018 we will:

• Review CIBSE routes to membership guidance to ensure processes are made increasingly transparent and inclusive to all the specialisms and divisions within the CIBSE membership.

• Have in place an international development committee to lead growth initiatives globally.

• Create a team structure that supports CIBSE growth in membership.
• Fully embed the customer relationship management system in our business practices, to better connect with our members and improve the service we provide.

By the end of 2020 we will:
• Increase take-up of alternative routes to membership and registration.
• Further support members with wider opportunities for continuing professional development (CPD), and undertake audits to assure compliance of CPD requirements.
• Provide content to support the growth and development of building services engineers at any and all stages of their professional career.

Key outputs:
• Online webinars and guidance for UK and worldwide audiences to promote membership and registration processes.
• Increase in corporate membership & registration in the UK.
• Increase membership outside the UK.
• Restructured Membership Department.

3: Knowledge

We will lead by working with our members, and industry, to provide best practice knowledge, guidance, and learning at point-of-use to continuously improve the performance of buildings and the communities they serve.

Our objectives are to:
• Develop our knowledge to meet the information needs of built environment practitioners in the UK and internationally, and to provide a focus for industry consensus.
• Deliver, and where necessary refresh, our authoritative technical knowledge and guidance.
• Provide digital access points to the latest research, guidance, data, tools and information, to optimise the performance of the built environment during design, operation and refurbishment.
• Increase recognition of the value of our knowledge and information to built environment practitioners.

Our actions
By the end of 2018 we will:
• Carry out a review of CIBSE knowledge, and of broader industry knowledge and research.
• Consult with our members and industry on priority areas for future building performance research.
• Further develop our links with academic and research institutions.
• Plan for the next phase of development of the CIBSE Knowledge Portal, to provide easier access to knowledge and delivery points.

By the end of 2020 we will:
• Develop version three of the CIBSE Knowledge Portal, with access to current knowledge, research, practical case studies and tools for built environment professionals.
• Create a fit-for-the-future digital capability that provides CIBSE knowledge and guidance at point-of-use.

Key outputs:
• Third generation of the CIBSE Knowledge Portal.
• Audit of CIBSE knowledge resource.
• A digest of cross-disciplinary research.
• CIBSE’s digital roadmap.
4: Supporting industry through CIBSE Services

We will support industry by developing resources that deliver comfortable, valuable and sustainable buildings, and support technical excellence, business success and individual achievement.

Our objectives are to:
- Develop and expand existing products and services.
- Research, identify, develop and launch products and services.
- Equip CIBSE Services and its teams for growth and the future.

Our actions
By the end of 2018 we will:
- Develop and expand existing products and services.
- Launch and expand our online learning products.
- Develop training programmes for members and the wider market in building information modelling (BIM) and digital construction.
- Retain and recruit high calibre staff.
- Seek strategic acquisitions.

By the end of 2020 we will:
- Continue to grow existing products and services.
- Expand our online learning products.
- Extend our digital capabilities beyond BIM to develop CIBSE software and complementary services in validation, training and information.
- Embed an entrepreneurial culture and skills, reinforced by organic growth, strategic acquisition and an organisational structure that reflects our scale and ambition.

Key outputs:
- Third generation CIBSE Knowledge Portal.
- Developments of the CIBSE Journal brand.
- Online learning products and training programmes.
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