

CIBSE ANZ REGION

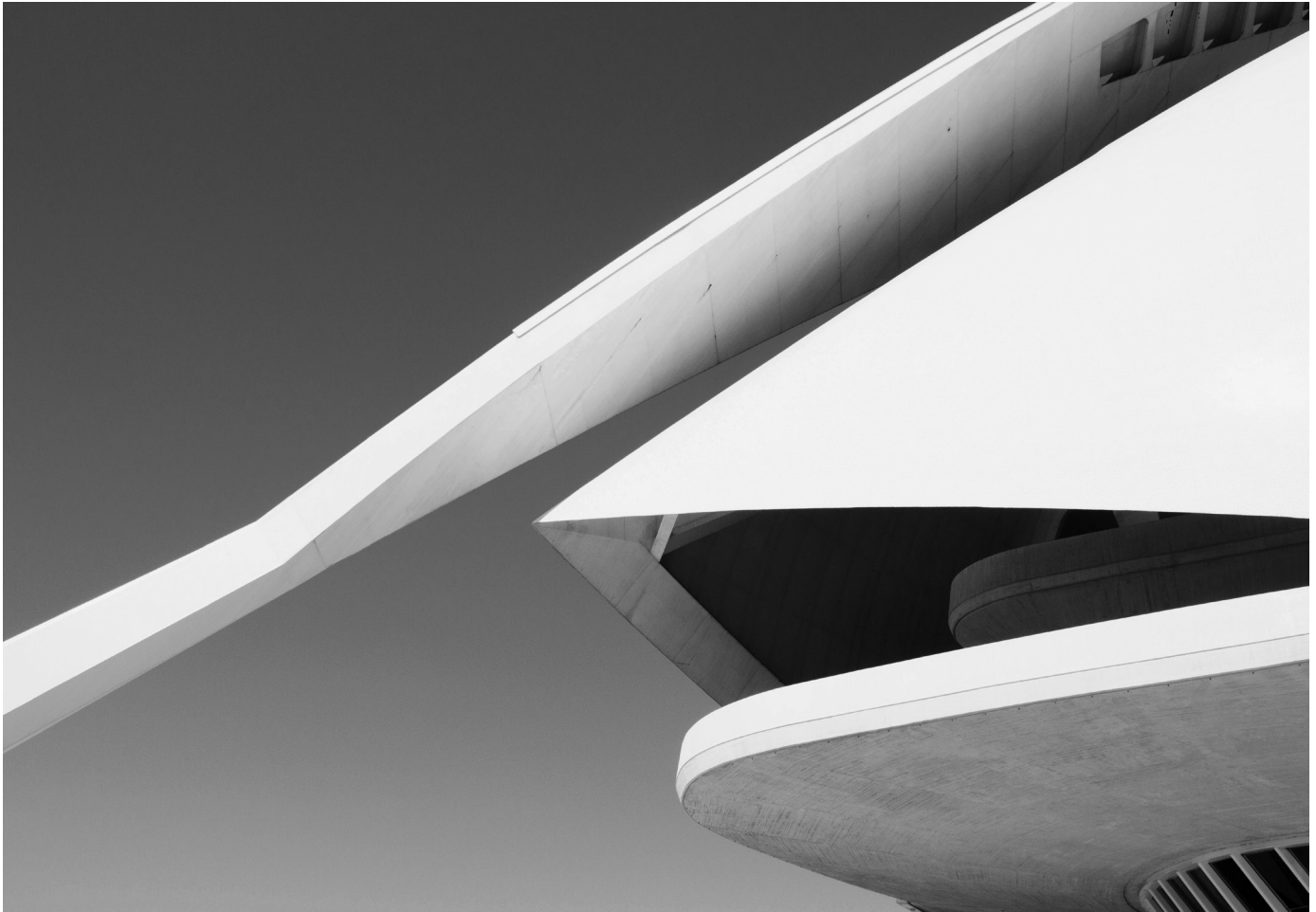
2020 STRATEGIC PLAN



CIBSE

Australia and New Zealand
30th Anniversary
1987 – 2017

JUNE 2017



Introduction

Whilst success has been achieved in a number of areas during the last 5 years, CIBSE's presence and profile remains limited in ANZ.

After careful analysis it is apparent that we are at a critical point and without a clear strategic plan implemented over the next 10 years CIBSE's presence is set to decline significantly. By 2026 65% of ANZ CIBSE Members will be aged over 55. There are currently only 31 Members under 30 years of age.

This decline needs to be balanced against the backdrop of significant competition between professional institutions, alternative Australian routes for professional recognition and chartered status and no building services degree available in the region.

The strategic plan must recognise that we are facing a significant drop off in membership as a result of:

- » Membership based on historic expats
- » An ageing demographic
- » The significant geographic challenges presented to each of the Australian chapters
- » Increasing pressures on volunteers
- » No full time resource on the ground

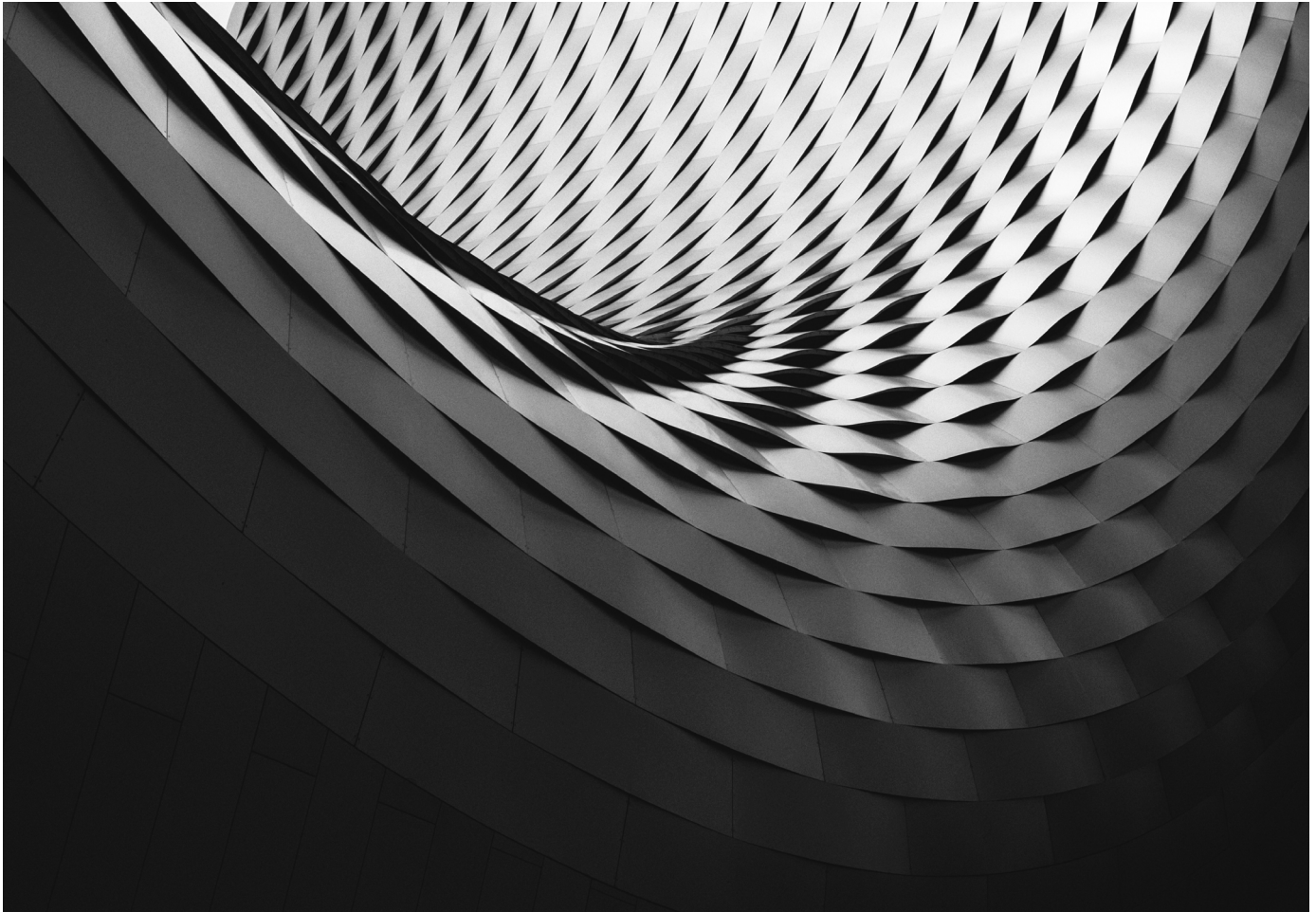
In July 2016, the CIBSE Advisory Panel met to review progress from the 2011-2016 Strategic Plan plus shape the next stage of CIBSE's growth with the development of the 2020 Strategic Plan.

The focus of the 2020 Strategic Plan is to set a pathway to establish CIBSE as the predominant Association for professional Building Services Engineers in Australia and New Zealand.

The recently formed CIBSE ANZ Advisory Board is one initial step taken on this journey, helping better understand regional specific issues, situations and opportunities.

The Board includes several professional leaders from the greater building industry who have played an instrumental role providing perspective, knowledge and guidance to CIBSE on the development of this strategy. Their contribution towards this 2020 Strategic Plan has been extremely valuable.

The intention of this Plan serves to inform, direct and drive the development of a prioritised set of actions and requirements that ensure we progress forward in the region achieving our ambition.



Current Position

Our current membership has grown over 30 years from an initial few hundred to now over 650. This progress has solely been achieved through the endeavours of dedicated volunteers and supportive partners promoting the association. Growth has largely been due to expat migrants and affiliates.

However, our core volunteer base are facing ever-increasing pressures balancing the time and resources they can devote to sustaining CIBSE with that of their own full time commitments. In addition retirement is imminent for a very large proportion of our volunteer base. To add to this the annual intake of new younger members is close to zero.

Furthermore, these issues are compounded by the financial resources available, with ANZ currently receiving only 25% of the subscription revenues generated from the region and the vast area that it is responsible for. In developing a region larger than Europe across four timezones, and chapters up to 4,000km's apart, the budgetary pressures are significant and restrict our capacity to invest in generating growth.

Our region also experiences a particularly acute competitive landscape, with our main competitors returning 100% of their subscriptions back into developing their organisations. This is not

a unique problem to CIBSE, other global professional bodies have faced a similar challenge and responded positively to address this. (For example RICS.)

Unlike the UK, where CIBSE is recognised as the sole building services professional body there are a number of other challenges and risks facing CIBSE ANZ:

- » Other relevant professional institutions
- » Alternative and conflicting routes to chartered/professional status
- » Statutory licensing
- » Lack of profile and recognition by government, industry and education
- » Low level of service to existing members
- » No building services degree in the region

To progress toward our ambitions, investment and resources are required.



Summary

In order to respond to these challenges this strategic plan shall deliver:

- » 5% Membership growth (Net) per annum, (10% increase and 5% attrition)
- » A greater economic capacity to deliver a sustainable and growing CIBSE presence for the future
- » A greater recognition of CIBSE professionals and CIBSE standards
- » The appointment of a full time dedicated resource in the region (A Regional Business Development Manager)

CIBSE ANZ Region

OUR MISSION

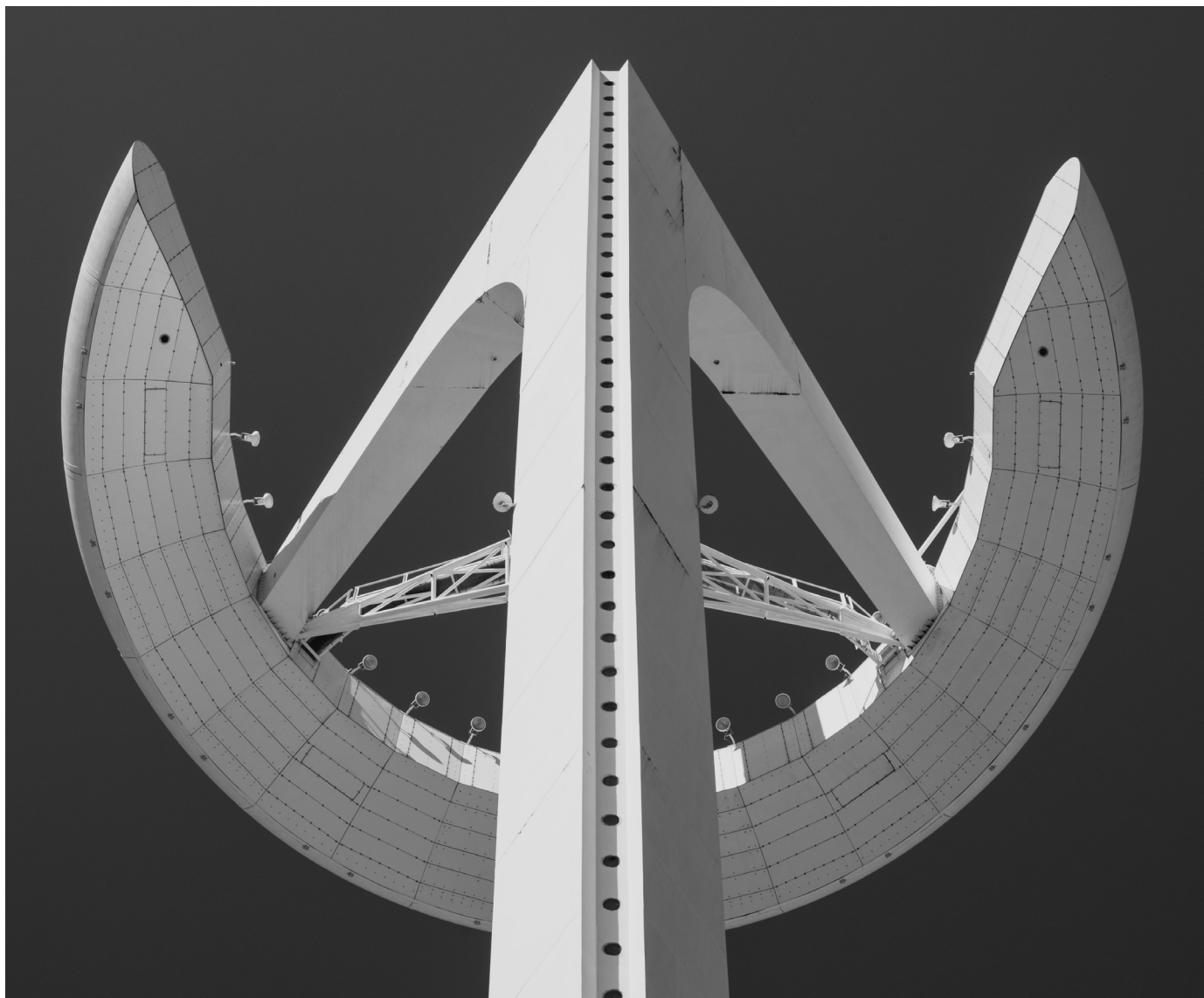
To provide our members and the Greater Building Industry with progressive leadership, knowledge, and promote competence that forges new standards of excellence in design, science and engineering of the built environment.

OUR VALUES

Proactivity; Professionalism; Leadership; Innovation.

OUR VISION

To be the predominant Professional Association for Building Services Engineers in Australia and New Zealand.



ANZ 2020 Organisational Objectives

Support existing members and target membership growth by being an institution that is:

- #1
 - » Inclusive and diverse;
 - » Relevant;
 - » Recognised locally, regionally and globally by governments; clients and employers;
 - » Valued for the information, training and support it provides to members.
-

Engage with government, industry, education and employers to develop appropriate partnerships in our Region which;

- #2
 - » Promotes and encourages training and education and
 - » Inspires the sharing of knowledge.
-

- #3 Promote the adoption of CIBSE technical guidance in our Region.
-

- #4 Create a sustainable and resilient region that is financially robust and not solely reliant on volunteers.
-

- #5 Provide thought leadership for the profession.
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ANZ 2020 Actions

- » Establish YEN Chapters in all states including NZ with the support of Chapter Committees to sign up 500 new student members, include 10% female members.
- » Seek recognition/status in every state and territory (or equivalent) of Chartered CIBSE members as registered professional engineers.
- » Each ANZ Chapter to have completed and set in motion ongoing University and College training programs.
- » Target ten ANZ Engineering Consulting Practices to introduce and implement a Graduate Structure Training Program leading to Chartered status – and the number one route to membership.
- » Target ten ANZ Engineering Consulting Practices to have CIBSE Chartered status included as a requirement to appointment.
- » ANZ Chapters host 60 technical and social events throughout the region per year.
- » Develop a first class web presence that provides a preeminent representation for CIBSE ANZ.
- » Implement a CRM system and grow the CIBSE contact database to 2,000.
- » The following CIBSE ANZ guidelines recognised, adopted and referenced by government, industry, education or employers.

TITLE	TYPE	STATUS
Metering	TM39	Under development. Planned to be launched in ANZ in 2017
Air Tightness	TM23	New
Commissioning	Codes	Current and specified by GBCA but in need of review
Soft Landings	Framework	Launched and ongoing
Building Tuning		New
Pathway To Positive		New
BIM: The next phase		Action
Building Logbook	TM31`	Available but will need to be adapted for ANZ



Resources

To achieve these objectives and progress toward our vision, it is imperative that CIBSE ANZ is managed and professionally resourced in the region, led by a full-time manager that provides presence, authority and influence for CIBSE.

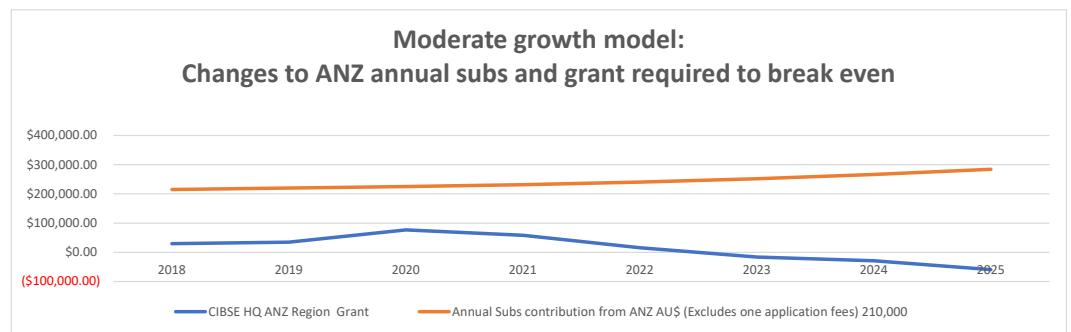
The role will:

- » Manage and deliver the CIBSE ANZ 2020 Strategic Plan based on annual KPIs
- » Promote new and strengthen existing relationships with government, industry, education or employers throughout the region.
- » Develop events including Seminars, Exhibitions, Technical Forums, Gala Dinners, Awards, Conferences and Social Occasions that further promote and recruit members.
- » Engage major strategic company sponsors in the region
- » Coordinate CIBSE ANZ communications and meetings
- » Provide a respected, influential voice lobbying Government on building services.
- » Provide consistent and constructive liaison with kindred building services and environmental organisations.

ANZ 2020 Funding Models

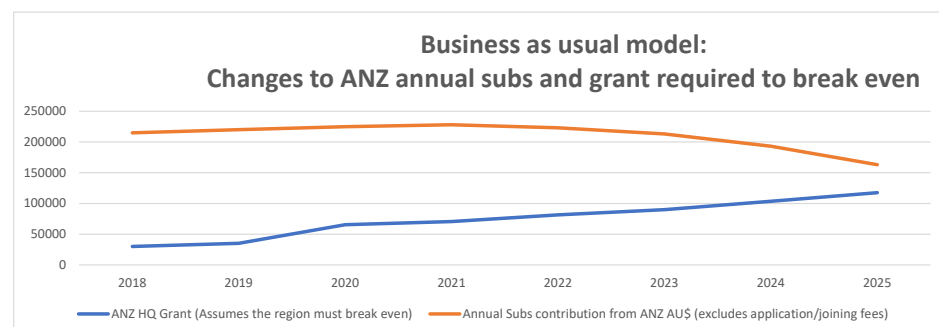
Headline budget 2018 – Mod gth

	Moderate Growth Projection to 2025					2021	2022	2023	2024	2025
	2018	2019	2020	2021	2022					
Costs:										
General Manager Salary			\$163,909.05	166,000	170,000	173,000	177,000	181,000		
New Zealand Administrative Support (P/T)				26,000	27,000	28,000	29,000	30,000		
Bookkeeper (Part time)	\$12,000.00	\$15,000.00	\$18,000.00	18500	19000	19500	20000	20500		
Office rental and expenses	\$27,000.00	\$27,000.00	\$47,000.00	48,000	49,000	50,000	51,000	52,000		
Travel Expenses (includes Chair flights)	\$10,000.00	\$11,000.00	\$17,483.63	18,000	18,500	19,500	20,500	22,000		
Establishment Costs of new staff			5,000	5,000						
Annual Dinner and Awards	7,000	7,000	2,000	0	0	0	0	0		
Reoccurring Annual Expenses (governance and operation)	\$40,000.00	\$41,000.00	\$42,000.00	43,000	44,000	45,000	46,000	47,000		
Total Expenses	\$96,000.00	\$101,000.00	\$295,392.68	324,500	327,500	335,000	343,500	352,500		
Income Contribution:										
Seminar Series (Profit) (Assumes no free venue)	\$46,000.00	\$46,000.00	\$90,000.00	\$100,000	\$110,000	\$120,000	\$125,000	\$130,000		
Training Series (Profit)			\$60,000.00	\$70,000	\$80,000	\$90,000	\$100,000	\$110,000		
Web Seminars/Classes (Profit)			\$12,000.00	\$15,000	\$15,000	\$15,000	\$15,000	\$20,000		
CPD Events (Profit)	\$15,000.00	\$15,000.00	\$30,000.00	50,000	70,000	85,000	85,000	90,000		
Company Affiliates/ Patrons			\$20,000.00	22,000	25,000	27,000	30,000	35,000		
Additional membership growth income (above previous year's subs income) Excludes Application fees										
	\$5,000.00	\$5,000.00	\$6,600.00	\$9,000.00	\$11,580.00	\$14,436.00	\$17,652.00	\$26,661.00		
Total Income	\$66,000.00	\$66,000.00	\$218,600.00	\$266,000.00	\$311,580.00	\$351,436.00	\$372,652.00	\$411,661.00		
CIBSE HQ ANZ Region Grant	\$30,000.00	\$35,000.00	\$76,792.68	\$58,500.00	\$15,920.00	\$16,436.00	\$29,152.00	\$59,161.00		
Annual Subs contribution from ANZ AU\$ (Excludes one applica	215,000	220,000	225,000	231,600	240,600	\$252,180.00	\$266,616.00	\$284,268.00		



Headline budget 2018 – BAU

	Conservative (BAU model)								
	2018	2019	2020	2021	2022	2023	2024	2025	
Costs:									
Bookkeeper (Part time)	\$12,000.00	\$15,000.00	\$18,000.00	18500	19000	19500	20000	20500	
Office rental and expenses	\$27,000.00	\$27,000.00	\$47,000.00	48,000	49,000	50,000	51,000	52,000	
Travel Expenses (includes Chair flights)	\$10,000.00	\$11,000.00	\$17,483.63	18,000	18,500	19,500	20,500	22,000	
Annual Dinner and Awards	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	
Reoccurring Annual Expenses (governance and operation)	\$40,000.00	\$41,000.00	\$42,000.00	43,000	44,000	45,000	46,000	47,000	
Total Expenses	\$96,000.00	\$101,000.00	\$131,483.63	\$134,500.00	\$137,500.00	\$141,000.00	\$144,500.00	\$148,500.00	
Income Contribution:									
Seminar Series (Profit) (based on venues needing to be paid for)	\$46,000.00	\$46,000.00	\$46,000.00	\$46,000.00	\$46,000.00	\$46,000.00	\$46,000.00	\$46,000.00	
Training Series (Profit)									
Web Seminars/Classes (Profit)									
CPD Events (Profit)	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	
Company Affiliates/ Patrons									
Additional membership growth income (above 2016 subs income)									
	5,000.00	\$5,000.00	\$5,000.00	\$3,000.00	(\$5,000.00)	(\$10,000.00)	(\$20,000.00)	(\$30,000.00)	
Total Income	66,000.00	\$66,000.00	\$66,000.00	\$64,000.00	\$56,000.00	\$51,000.00	\$41,000.00	\$31,000.00	
ANZ HQ Grant (Assumes the region must break even)	\$30,000.00	\$35,000.00	\$65,483.63	\$70,500.00	\$81,500.00	\$90,000.00	\$103,500.00	\$117,500.00	
Annual Subs contribution from ANZ AU\$ (excludes application	215,000	220,000	225,000	228,000	223,000	213,000	193,000	163,000	



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