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CIOB Organisational Artificial Intelligence (AI) Vision and Strategy

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1. Introduction

Artificial Intelligence (AI) is rapidly reshaping how organisations operate, make decisions, and deliver value. For the CIOB, AI presents a significant and positive opportunity to strengthen our purpose: improving the quality of work for the users and creators of the built environment by driving professional standards, supporting innovation, and advancing public benefit.

This strategy sets out CIOB's vision for the responsible adoption of AI. It articulates the outcomes we seek, the principles that will guide us, and how AI will inform organisational thinking, investment, and delivery. AI is not presented as the sole driver of change, but as one of several strategic enablers that can help CIOB deliver its Corporate Plan more effectively. Used appropriately, it can accelerate improvements in how we work and enhance the value we provide to members, learners, employers, partners, and the wider sector.

2. Vision for AI at CIOB

Within CIOB we are open to the potential opportunities and benefits of AI and will use it responsibly and transparently to enhance member value, improve operational effectiveness, and strengthen the quality, accessibility, and professionalism of the services we provide. AI will be deployed where it:

- Supports CIOB's mission to shape a modern, professional, sustainable and ethical built environment sector
- Removes inefficiencies, duplication or barriers to service
- Improves the quality, relevance, and personalisation of our interactions with members and stakeholders
- Enables staff to work more creatively, confidently, and competently, supported by tools that augment, but not replace, their judgement
- Upholds the highest standards of trust, fairness, and public interest

AI will not replace CIOB's valuable human expertise. Rather, it will provide better insight, automate repetitive processes, surface knowledge, and enable the organisation to deliver greater value to members while maintaining accountability and professional integrity.

3. Strategic Outcomes

To realise this ambitious vision, AI will contribute to tangible improvements across CIOB's strategic priorities. Success will be demonstrated through:

Member Value
AI-powered insight, personalisation, and improved responsiveness in our services - ensuring members receive relevant guidance, learning pathways, engagement opportunities, and support throughout their professional journey.

Operational Effectiveness
Reduced rework, fewer manual data handoffs, streamlined processes, and improved access to accurate and timely information. Staff time will shift from administration to higher-value professional activity.

Organisational Confidence and Capability
Staff who understand how to use AI safely and constructively, equipped with the skills, guidance, and cultural confidence to explore opportunities for improvement.

Insight and Evidence-led Decision-making
Better use of CIOB data to inform decisions, shape interventions, and support the transformation aims set out in the Corporate Plan.

These improvements will not occur instantly or universally. AI adoption will be prioritised where member outcomes, organisational impact, or strategic delivery are most enhanced.

4. Principles for Responsible AI

CIOB will adopt, develop, and deploy AI only where it supports our charitable purpose, delivers tangible value to members, improves the quality and consistency of our services, or strengthens organisational insight and decision-making. AI will not be used for its own sake; it will be introduced thoughtfully, proportionately, and with clear benefit to CIOB and the wider public interest.

Our approach is guided by eight core principles that reflect CIOB's values, professional responsibilities, and global remit:

1. **Member-centred and mission-aligned** - AI initiatives must enhance the experience, trust, and value we provide to members, and support the outcomes defined in the Corporate Plan.
2. **Transparency and explainability** - CIOB will be open about when, where, and why AI is used, ensuring members and staff can understand how AI-assisted outputs are produced and interpreted.
3. **Accountability** - Decisions supported or influenced by AI remain the responsibility of CIOB staff and leaders. Human oversight, clear ownership, and auditable decision pathways are mandatory.
4. **Fairness, inclusivity, and avoidance of bias** - AI must reflect CIOB's global membership and commitment to professional ethics, ensuring that systems do not perpetuate or exacerbate inequity, discrimination, or cultural insensitivity, or introduce new barriers for members with diverse needs and aspirations.
5. **Privacy and data protection by design** - AI use must respect legal requirements and CIOB's obligations in relation to personal data, intellectual property, and confidentiality, adopting principles of data minimisation and secure handling.
6. **Security, safety, and resilience** - AI systems will be procured, developed, and operated in ways that protect CIOB from cyber risk, misinformation, and harmful behaviours, with safeguards appropriate to the level of impact.
7. **Sustainability** - AI systems should be conceived, developed, and deployed with sustainability as a core design principle. This includes minimising energy consumption and carbon footprint across the AI lifecycle, prioritising resource-efficient algorithms, infrastructure, and data practices, and embedding environmental impact assessments into approval and governance processes.
8. **Continuous learning, improvement, and scrutiny** - AI use will evolve through structured review, staff upskilling, and governance oversight. CIOB will learn from deployment, update controls as technology develops, and remain responsive to emerging standards.

These principles apply to all AI-enabled systems, pilots, procurement decisions, and data-driven tools. They are written in clear, accessible language so that all staff, regardless of technical background, can understand what responsible AI means for their work and the members we serve.

5. Responsible AI and Ethical AI commitment

CIOB will ensure that the adoption and use of AI is consistent with its Royal Charter, public interest purpose, and professional standards. To support this, CIOB has developed a set of Responsible AI Principles that define the values and behaviours expected when AI is used across the organisation and the profession. CIOB will also create and publish an Ethical AI

Position Statement that sets out how AI will be deployed safely, transparently, and fairly, and the boundaries of acceptable use. These artefacts will guide decision-making, staff expectations, and governance processes.

6. Use How AI Supports the Corporate Plan

AI will accelerate CIOB's ambitions by:

- Enhancing professional standards through improved learning analytics, assessment processes, and competency pathways
- Strengthening public trust and influence through better insight, evidence, and communication
- Enabling greater productivity and consistency in our operations and services, including supporting our sustainability and EDI plans
- Supporting innovation across CIOB's digital, educational, and membership offerings
- Improving the quality of experience for members and stakeholders by anticipating needs and personalising engagement

Every significant organisational change initiative will now consider where AI can improve outcomes, either by enhancing existing processes or enabling new forms of value.

7. Implementation Approach

CIOB's approach to AI implementation will be structured, purposeful, and safe. We will:

- Introduce a formal **AI Governance Framework**, setting out roles, decision criteria, risk thresholds, evaluation requirements, and reporting expectations for AI use across CIOB.
- Apply a clear approval pathway for AI solutions, ensuring all systems are assessed for impact, data risk, ethics, and member value before deployment.
- Develop a **12-month AI roadmap**, showing how CIOB will raise its AI maturity, adopt priority opportunities, and build capability.
- Establish a central register of all AI systems, tools, and use cases operated across CIOB.

- Ensure ongoing monitoring, assurance, equality analysis and continuous learning so that AI evolves in line with member needs and sector expectations.

To support adoption and build organisational confidence, CIOB will foster a culture where staff are encouraged to explore, experiment with, and propose AI-enabled improvements. This innovation will not be unbounded; it will take place within the parameters of the AI Governance Framework and AI Usage Policy, ensuring curiosity is balanced with responsibility. Staff will be supported through training, exemplars, and communities of practice to help them experiment safely, share learning, and contribute to better ways of working using AI.

8. Summary

This AI Vision & Strategy sets the direction for responsible and value-driven AI adoption at CIOB. It defines how AI will enhance member value, strengthen organisational performance, and embed new capabilities that support CIOB's Corporate Plan. Its success depends not on technology alone, but on aligned leadership, clear governance, trusted data, skilled people, and a culture that embraces innovation responsibly.

The next stage is the application of this strategy through the **AI Governance Framework**, supporting policies, and a sequenced roadmap for delivery.