



**CIOB**

THE CHARTERED INSTITUTE OF BUILDING

# INVESTING IN TOMORROW

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A review of our activities and finances 2010

## PRESIDENT'S FOREWORD

### PEOPLE WILL BUILD OUR NEW FUTURE

The focus of my time as CIOB President will have come as no surprise to many people. As the fourth generation in a family business and with my teenage son already gaining his work experience, I'm hugely interested in the future, and the people who will take us there.

Everything we have achieved as an industry is a result of the people who make it happen. That will always be the case. New technology and a new way of doing things will of course emerge, but people are the source of these ideas and we need to invest in them – and improving our inclusivity is part of doing that.

At the same time it is important we collectively promote the value of our industry in terms of economy, society and the role we can play in providing solutions to climate change. There is a need to speak with a clearer voice and we should all work closer together to achieve that – something I have placed centre-stage throughout my Presidency. This is more than mere industry promotion; this transmission of pride and purpose is one of the most effective ways of attracting our share of tomorrow's talent.

Like other parts of the industry, the CIOB in the UK is working with Government and the education system to improve careers advice. This is just one of a number of areas that need development. Our industry has been severely undersold to young minds from all backgrounds and is too often seen as a fallback measure rather than the career of choice. In part we need to persuade the parents, educate the educators and advise the advisors about what we actually do, and what a career in our amazing industry offers.

During my presidency so far, I have been speaking throughout the UK and internationally, both in my role as CIOB President and through my involvement with ConstructionSkills and the UK Contractors Group. Being heavily involved with these three organisations has enabled me to encourage a common message on this central issue of investing in tomorrow and ensure the maximum impact for the construction industry.

It was with particular pride that I was the first CIOB President to take office outside of the UK, with my inauguration taking place at the AGM in Shanghai. Our presence in Shanghai demonstrates not only our international ambitions but our recognition that ours is an industry without geographical borders. A cornerstone of that recognition is the work started in Shanghai on creating our third five-year strategic planning exercise.

The unique platform afforded to me as President of the CIOB has allowed me to promote the inclusivity, access and innovative thinking needed to move the construction industry towards a better future for all who work in it and those we would like to see join us. This is something I will continue to promote throughout the remainder of my term and beyond.



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James Wates FCIOB

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CIOB President 2010-2011  
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## THE YEAR IN NUMBERS

# 2.17

The percentage increase in CIOB membership

# 571

Fans on the CIOB's Facebook groups

# 1,178

Followers of the CIOB on Twitter

# 1,077

Pieces of media coverage gained by the CIOB. A ten year high, up 5% on 2009 figures



# 4

Number of international 'Leonardo da Vinci' project applications:

- Strengthening Young People's Potential by Understanding More Easily Basic Construction throughout Europe
- Preventing Accidents in Construction
- Common Learning Outcomes for European Managers in Construction III
- Developing Public Sector Skills of Successful Partnering with Privates

# 100

Construction professionals in China nominated for CIOB membership by Government's Ministry of Housing and Urban-Rural Development

# 270,000

Students we reached and engaged through the b-live Foundation Employability Programme

# 202

Total number of Training Partnerships

# 594,732

Number of unique visits to the [www.ciob.org](http://www.ciob.org) website



# 1,836

Members of the CIOB LinkedIn Group

# 311

Number of qualified Chartered Environmentalists

# 75

UK Parliamentary meetings attended by the CIOB

# 1,200

Entries into the CIOB's Art of Building digital photography competition

# 47,171

Total membership base

# 149

A record 149 entries were received for the CIOB's 32nd Construction Manager of the Year Awards – an increase of 10 per cent on 2009 – highlighting the popularity of one of the few construction industry awards in Europe to celebrate the management achievements of the individual

## DEVELOPING OUR AMBITIONS

Leaving behind the 175th anniversary celebrations and a period of reflection in 2009, the Institute began a process of transformation and development in 2010 to enable us to support our members in an ever-changing global construction industry.

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2010 was a landmark year for the CIOB in many ways; managing to establish ourselves as a major influence internationally...

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2010 was a landmark year for the CIOB in many ways; managing to establish ourselves as a major influence internationally; grow our membership for a second consecutive year in the shadow of a global recession; and taking the first steps of a radical transformation needed to meet the challenges facing the global construction industry.

The 2010 AGM and CIOB Global Summit, held in Shanghai, China, demonstrated the Institute's commitment to working trans-nationally and helped to firmly cement our position as the international voice of the construction industry.

Led by our first female President, Professor Li Shirong, the CIOB's presence in China set the platform for some radical thinking, with a plan put in place to transform the Institute by 2020 while keeping the core values of being an organisation that exists for the benefit of the public by supporting the development of our members' careers.

The CIOB welcomed James Wates as our new President in the second half of 2010, bringing with him a wealth of knowledge, experience and influence. Very much a household name in the UK construction industry, James is in the unique position of holding key positions at the

CIOB, ConstructionSkills and the UK Contractors Group. James' leadership and commitment to construction has enabled the Institute to stride forward with confidence into the new decade.

Membership has continued to buck the trend and maintain healthy growth, despite the majority of countries in which the CIOB has a presence being in the grip of recession. However, the modest increase of 2.17 per cent belies the level of activity the Institute undertook in 2010 to recruit new members, particularly in replacing those individuals lost to the industry as a result of the recession and organisational redundancies.

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**The continued growth in membership...clearly demonstrates the value today's professionals see in CIOB membership to give them the cutting edge**  
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The continued growth in membership, despite industry and economic pressures, clearly demonstrates the value today's professionals see in CIOB membership to give them the cutting edge when forging a career in an unpredictable economic landscape.

2010 saw the launch of the CIOB's *Inclusive Definition of Construction Management*,

a publication designed to define what the discipline of Construction Management means for today's society. The document, conceived by Professor Li Shirong and authored by Past President Professor John Bale, expresses the involvement of CIOB members throughout the construction cycle, together with the values they stand for. Already, it has begun to influence the rest of the world in their understanding of Construction Management.

As a result of the recommendations put forward by the Members' Forum in Shanghai, the CIOB has continued to strengthen our position worldwide in 2010 by establishing a presence in the North America region with our very own Americas Coordinator and work was started on establishing a Middle East Branch in Dubai, to serve the entire Gulf region (opened in March 2011).

Looking ahead to the goal of making the CIOB a younger, more dynamic and relevant organisation, a new initiative was established at Branch level aimed at giving a voice to those members at the start of their career and help prepare them to be future leaders. *Novus* was successfully launched across a third of our branches in 2010, with roll-out to the entire Institute planned for 2011.

## SUPPORTING OUR GREATEST ASSET

The development and support of our members continued to be at the heart of the CIOB in 2010, enabling them to continue to provide excellence in the built environment and minimise the effects of recession on their careers.

Membership of the CIOB is all about adding value to careers. During 2010 a number of improvements, initiatives and projects were launched to increase the value of membership and help our members take their careers to new heights. Lifelong learning is, and remains, at the heart of what we stand for.

The increasingly tough employment market has provided many challenges for construction professionals around the world so, in response, the CIOB has focused on providing assistance in this area by improving CPD events, supporting job hunting through workshops and development opportunities. The launch of ciobjobs.com, the Institute's official job site, has been instrumental in this by creating a hub for those professionals seeking UK and international vacancies in Construction Management and related disciplines.

For those members unfortunate enough to be affected by the global downturn, the Institute set aside over £100,000 in 2010 to help keep them in membership through reduced hardship rates.

This focus on education has extended beyond the individual member with an emphasis on qualifying the industry, making it better equipped to succeed as it begins to recover and move into the future. To this end, the

Institute has recorded a 6.9 per cent increase in companies signing up to our Training Partnership initiative, taking the total number to 202.

In addition, the CIOB signed a new agreement with ConstructionSkills which allows us to cover a range of both existing National Qualification Framework (NQF) NVQ qualifications, and also the upcoming Qualifications and Credit Framework (QCF) competence qualifications, allowing us to widen our access to membership.

Furthering our commitment to engage with the entire future talent pool, a partnership programme with the b-live Foundation was created. The project, aimed at 11-12 year olds, asked UK students to design a sustainable building in outer space for 2050. This helped to break down stereotypes of the industry and show what a career in the built environment truly offers. The project resulted in the construction sector ranking 6th on the list of career interests, as opposed to 15th in 2009.

Continuing the theme of youth engagement, the annual Student Challenge – an event actively engaging students with the CIOB and the industry – was held in March with students from the Waterford Institute of Technology in Ireland winning the 2010 prize.

## SETTING THE AGENDA

The CIOB continued to influence and shape policy and research in the international construction industry, and publish landmark publications to inform future thinking and practice.



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In the UK, the creation of the first coalition government since 1945 has presented many challenges for the construction industry  
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The expertise and passion of our members continues to see the CIOB drive change and influence areas of policy, regulation and sustainable development across the globe. In 2010 this was no more apparent than in China, thanks to the leadership of Professor Li Shirong, which opened many doors in terms of international trade links, policy agreements and the sharing of expertise.

In the UK, the creation of the first coalition government since 1945 has presented many challenges for the construction industry, resulting in the CIOB taking an active role in advising and influencing policy decisions. This includes advocating the Government's Strategy for Skills announcement, a commitment to increase the number of apprenticeships which strengthens the role for work-based learning.

The Institute has also been active in the development of the Common Best Practice Code for

High Quality Internships and Professions for Good. This links into the part of the UK Government's work on Access to the Professions, in which we are actively engaged.

In 2010, the CIOB signed up to sponsor the new Total Professions website, launched by the Professional Associations Research Network (PARN) and Ashridge Communications. The site aims to help the connection between Professional Bodies and young people by encouraging and inspiring their career choices and giving practical advice when they are making academic decisions.

Following last year's appointment of a Chief Construction Advisor to Government, we have continued to cement our partnership with Paul Morrell OBE, including inviting him to act as keynote speaker at the CIOB-sponsored conference at Ecobuild 2010.



Research projects into subjects including Skills and Management in the Construction Industry have proved invaluable in creating a snapshot of the industry in 2010, while our work on procurement came hot on the heels of Paul Morrell's Innovation and Growth Team report to government which made recommendations on procurement and supply chain management.

In a further boost for the Institute, CIOB member Tony Baldry MP was appointed head of the All-Party Parliamentary Group (APPG) on Excellence in the Built Environment, in which the Institute's research on procurement was a key catalyst for a session of the APPG at which CIOB Vice President Alan Crane presented.

We also began work on an international Memorandum of Understanding between Cherwell, one of the UK's newest eco-towns, and a district of Chongqing, one of the five national central cities of the People's Republic of China. The MOU, facilitated by the CIOB and due for publication in 2011, is being created by Professor Li Shirong and Tony Baldry MP.

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Also in China, the Government's Ministry of Housing and Urban-Rural Development nominated 100 construction professionals to become CIOB members. This was in support of Li Shirong's

presidency and reflected the growing impact the Institute has on the world's fastest-growing construction industry.

Two landmark publications were published in 2010. *The Code of Practice for Project Management in Construction and Development (4th edition)* was published in January, developed by the CIOB along with the RIBA, RICS, APM, ICE and CIC, which has become the benchmark text on Construction Project Management.

*The Guide to Good Practice in the Management of Time in Complex Projects* provides expert guidance on pro-actively and effectively managing time on complex projects to reduce delay on completion. The consultation gained worldwide support and the Institute is now developing a qualification in Time Management.

## BROADENING OUR HORIZONS AND THINKING GREEN

The CIOB continued our work on spreading the word of the construction industry and the Institute, while fulfilling the commitment to our two-year operational plan which concluded in 2010.

The CIOB has been forging ahead with our drive to become a web-based organisation and react to an ever-changing, technology-focused industry with the launch of our comprehensive IT project. This will enable us to streamline processes, become more efficient and provide a more cost-effective service to our membership.

The green agenda continued to be at the forefront of our thinking throughout 2010 with a series of initiatives including the formation of a Carbon Working Group, made up of members and CIOB staff, which is developing a new online resource – [carbonaction2050.com](http://carbonaction2050.com) – to provide a comprehensive action plan which the industry needs to adopt to cut carbon across all sectors of the built environment.

The Institute also launched a building conservation centre in Suzhou, China to collect and share international expertise. Alongside UNESCO's World Heritage Institute of Training and Research, the conservation centre will host conferences and other knowledge sharing events on ancient building conservation.

Our network of Ambassadors continued to grow throughout the globe in 2010. In addition to raising the profile of the Institute in growing markets, members have been able to access local, expert help and advice from these Ambassadors,

enabling them to undertake their Professional Review and develop further knowledge.

The CIOB began working with the Olympic Delivery Authority (ODA) by undertaking research as part of the learning legacy project. The project aims to examine how the construction programme was managed, capture the lessons learned and reveal how this can be passed onto future projects and programmes.

The CIOB's first major international digital photography competition, The Art of Building, encouraged entrants from around the world to explore and capture the art of building in an imaginative, inspiring and thought-provoking way. With over 1,000 entries, the competition helped to take our message to a wider audience.

In a manner that reflects the way our original members founded the CIOB back in Victorian Britain by meeting in London's coffee houses, we introduced a series of events called 'Meaningful Conversations'. Held at Costa Coffee venues, these events allowed our members to interact and be introduced to issues outside of their usual environment. Guest speakers included Sir David King, former Chief Scientific Advisor to the Government and Beulah Keane, Marks & Spencer's Sustainable Construction Project Manager.

## OUR TRUSTEES

In accordance with Bye-Law 80, the business of the Institute shall be managed by the Board who may exercise all such powers of the Institute and do on behalf of the Institute all such acts as may be exercised and done by the Institute and are not by the Charter or Bye-Laws required to be exercised or done by the Institute at General Meeting.

### **James Wates**

FCIOB  
CIOB President

### **Peter Jacobs**

FCIOB  
CIOB Senior  
Vice President

### **Alan Crane CBE**

FCIOB  
CIOB Vice President

### **Ghassan Aouad**

FCIOB  
CIOB Vice President

### **Kenny Anderson**

FCIOB

### **John Bale**

PPCIOB

### **Henry Butler**

FCIOB

### **Martin Chambers**

FCIOB

### **Paul Dockerill**

FCIOB

### **Andrew Gordon**

MCIOB

### **Barry Grimes**

FCIOB

### **Richard Humphrey**

FCIOB

### **Paul Nash**

FCIOB

### **Barry Natton**

FCIOB

### **Gill Trodden**

FCIOB

### **Li Shirong**

PPCIOB

### **Michael Yam**

FCIOB

### OUR STAFF:

### **Chris Blythe**

Chief Executive

### **Michael Brown**

Deputy Chief Executive,  
Director, Policy and  
External Relations

### **Bridget Bartlett**

Chief Operating Officer

### **Brian Merrington**

Director, Finance

### **Joanne Case**

Director Designate,  
Finance

### **Marianne Meinke**

Director, Human  
Resources

### **John Douglas**

Director, Englemere

### **Saleem Akram**

Director, Construction  
Innovation and  
Development

## SUMMARY OF ACCOUNTS

### Statement by the Council to the members of the Chartered Institute of Building:

The summarised financial statements have been prepared from the full financial statements of the Institute, on which the auditors expressed an unqualified opinion, and which were approved by the Trustees on 27 April 2011. The full annual report and financial statements will be filed with the Charity Commission in due course.

James Wates, President

Paul Nash, Trustee

*On behalf of the Trustees*

*27 April 2011*

## SECTION EIGHT

### Independent Auditors' statement to the Trustees of The Chartered Institute of Building

We have examined the adjacent summarised financial statements of The Chartered Institute of Building.

### Respective responsibilities of Trustees and auditors

The Trustees are responsible for preparing the annual review in accordance with the applicable law.

Our responsibility is to report to you our opinion on the consistency of the summarised financial statements within the annual review with the full financial statements and the Trustees' Report. We also read the other information contained in the annual review and consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the summarised financial statements.

Our report has been prepared pursuant to the requirements of the Charities Act 1993 and for no other purpose.

No person is entitled to rely on this report unless such a person is a person entitled to rely upon this report by virtue of and for the purpose of the Charities Act 1993 or has been expressly authorised to do so by our prior written consent. Save as above, we do not accept responsibility for this report to any other person or for any other purpose and we hereby expressly disclaim any and all such liability.

### Basis of opinion

We conducted our work in accordance with the Bulletin 1999/6 "The auditors' statement on the summary financial statement" issued by the Auditing Practices Board for the use in the United Kingdom.

### Opinion

In our opinion the summarised financial statements are consistent with the full financial statements and trustees' report of The Chartered Institute of Building for the year ended 31 December 2010.

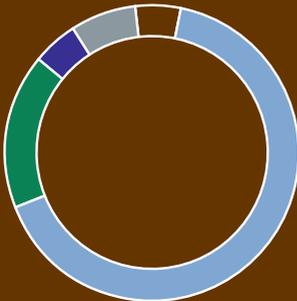
**BDO LLP**  
Chartered Accountants  
and Registered Auditors.

Reading, 27 April 2011

### Incoming Resources

£10.14m in 2010

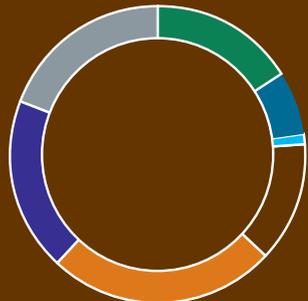
- Investment and other income (5%)
- Englemere Ltd (17%)
- Examinations and other fees (5%)
- Branch income (7%)
- Membership subscriptions (66%)



### Resources Expended

£9.84m in 2010

- Promote the work of the institute (19%)
- Provide a good qualification (19%)
- Develop our educational framework (25%)
- Develop and disseminate Best Practice (13%)
- Governance costs (1%)
- Branches expenditure (7%)
- Trading activities (16%)



## Summarised Financial Statement as at 31 December 2010

	2010 £000	2009 £000
<b>Incoming Resources</b>		
<b>Incoming Resources from Charitable Activities</b>		
Membership subscriptions	6,710	6,407
Examinations and other fees	530	439
<b>Incoming Resources from generated funds</b>		
Trading Turnover: Englemere Ltd.	1,686	1,667
Investment income and interest	31	44
Branch income from external sources	677	576
Other income	503	329
<b>Total Incoming Resources</b>	<b>10,137</b>	<b>9,462</b>
<b>Resources Expended</b>		
<b>Charitable Activities</b>		
Develop and disseminate best practice	1,253	1,203
Develop our educational framework, accredited Qualifications & CPD	2,471	2,548
Provide a good Qualification for the Industry	1,896	1,880
Promote the work of the Institute to an ever widening audience	1,895	1,881
<b>Cost of generating funds</b>		
Trading activities	1,608	1,575
Branch expenditure	660	673
Governance costs	59	130
<b>Total Resources Expended</b>	<b>(9,842)</b>	<b>(9,890)</b>
Taxation on profit of trading subsidiary	(1)	(2)
<b>Net incoming / (outgoing) resources for the year</b>	<b>294</b>	<b>(430)</b>
Other recognised gains and losses		
Actuarial gain on defined benefit pension scheme	-	-
Defined benefit pension buy out costs	-	(348)
Unrealised (loss)/gain on investment assets	104	194
<b>Net movement in funds</b>	<b>398</b>	<b>(584)</b>

## Consolidated Balance Sheet as at 31 December 2010

	2010 £000	2009 £000
<b>Fixed Assets</b>		
Tangible fixed assets	5,917	5,812
Other investments	1,115	1,182
	<b>7,032</b>	<b>6,994</b>
<b>Current Assets</b>		
Stocks	86	93
Debtors	907	627
Cash at bank and in hand	1,727	1,114
	<b>2,720</b>	<b>1,834</b>
<b>Current Liabilities</b>		
Creditors: amounts falling due within one year	3,018	2,492
<b>Net Current Assets</b>	<b>(298)</b>	<b>(658)</b>
<b>Net Assets</b>	<b>6,734</b>	<b>6,336</b>
<b>Funds</b>		
General fund	1,535	(501)
Designated funds	-	1,642
Revaluation Reserve	4,933	4,933
Restricted fund	266	262
	<b>6,734</b>	<b>6,336</b>



## OUR MISSION

To contribute to the creation of a modern, progressive and responsible construction industry able to meet the economic, environmental and social challenges faced in the 21st Century.

### OUR GOALS FOR 2011:

- **Grow membership** through recruitment of new members and retention of existing members, encouraging progression through the grades.  
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- **Ensure sustainability**, in particular carbon reduction, is at the centre of all the CIOB does.  
.....
- **Prioritise, engage and support young people** to attain professional status in the built environment.  
.....
- **Ensure the CIOB is recognised globally** by governments, industry and the wider public.
- **Further develop** and adapt our education products to provide a globally-relevant offering.  
.....
- **Analyse opportunities** to maximise income from a range of sources i.e. training.  
.....
- **Support our staff** through the IT changes process, ensuring they are motivated, confident and capable.  
.....
- **Engage our members** through technology and virtual communication.  
.....
- **Review our operational Governance structure** to ensure a broader member engagement.



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and Wales (280795) and in  
Scotland (SC041725)*