

# CIWM Review of 2017

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Trustees' Report and  
Financial Statements  
for the year ended  
31<sup>st</sup> December 2017



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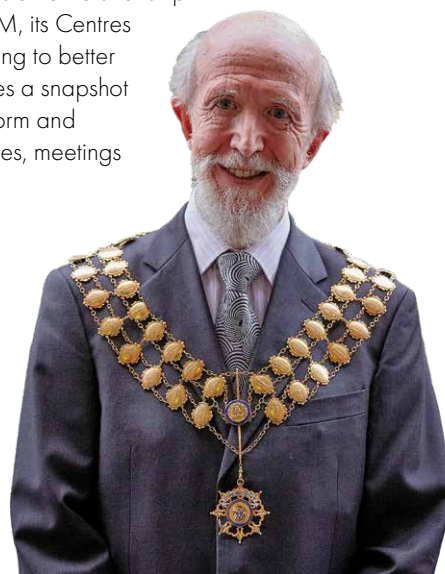
## Foreword

Against a wider backdrop of political, economic and policy uncertainty, 2017 was a year of looking forward for CIWM, with a new vision and mission statement to refresh and refocus the Institution's activities and the development of a five-year CIWM Group Strategy providing a direction of travel through to 2023. The strategy, which was finalised as 2017 drew to a close, will ensure that CIWM is 'fit for the future' and can respond to the challenges and opportunities ahead – changing demands of our members, evolving social attitudes to resources and waste, Brexit, difficult secondary materials markets, a changing national skills framework and the EU Circular Economy package to name but a few.

The Strategy has also put in place six strategic areas of focus – membership, influence, knowledge, funding, customer service and management – and this annual review is our first report back to members on our performance against these priorities. It captures the main activities and highlights of the year, from the roll-out of the IMIS customer relationship management system to facilitate much more interactive engagement between CIWM, its Centres and its members, through to ongoing changes to the membership structure and offering to better meet the needs of today's resource and waste management professionals. It provides a snapshot of the ways in which the CIWM 'community' has fulfilled its mission to 'influence, inform and inspire' through myriad events, conferences, media opportunities, partnership initiatives, meetings and consultations.

In closing, I would like to thank the large number of CIWM members who support and contribute to the organisation's work through their service on committees, Special Interest Groups, Centre Councils, and Working Parties and in representing the CIWM Group on other outside bodies and organisations. This commitment by volunteers enables the CIWM Group to draw on a depth and breadth of knowledge of resource and waste management and of other pertinent sectors and competencies which is unrivalled; and which enables CIWM to promote and enhance the sector's status, reputation and influence.

**Professor David Wilson**  
**CIWM President 2017/18**



## Introduction

### Our Vision

#### ***Making the best and safest use of resources to protect and enrich life on our planet***

As humanity has grown and developed, the stresses we place on our environment and human health from the extraction, use and disposal of resources have grown too. As competition for those resources intensifies, the economic and social consequences of poor resource management become ever more serious. The safe and professional management of resources throughout their life cycle is therefore an increasingly urgent priority. It is people who decide how we manage resources and the CIWM Group exists to help them decide correctly.

### Our Mission

#### ***To influence, inform and inspire the sustainable management of resources and waste***

The CIWM Group is made up of CIWM itself, its commercial arm CIWM Enterprises Ltd, and the awarding organisation and charity WAMITAB.

Founded in 1898, CIWM is the leading professional membership body for people working in or with the resource and waste management sector. It supports its members to be successful in their roles by providing technical and career advice, information, training and networking. It sets and maintains professional standards, developing and sharing knowledge and best practice. It provides an impartial, influential and respected voice for the sector in policy discussions in Belfast, Brussels, Cardiff, Dublin, Edinburgh and London, helping to ensure policy development is informed by practical and theoretical understanding and experience.

CIWM has around 5500 members. It is incorporated by Royal Charter and a charity. Its charitable objects are:

*To advance for the public benefit the art and science of wastes management worldwide and so to promote education, the protection of public health and the preservation of the environment, and for that purpose to further and maintain good standards of practice, competence and conduct by all its Members.*

Within these objects, Trustees decide the overall strategy for CIWM.

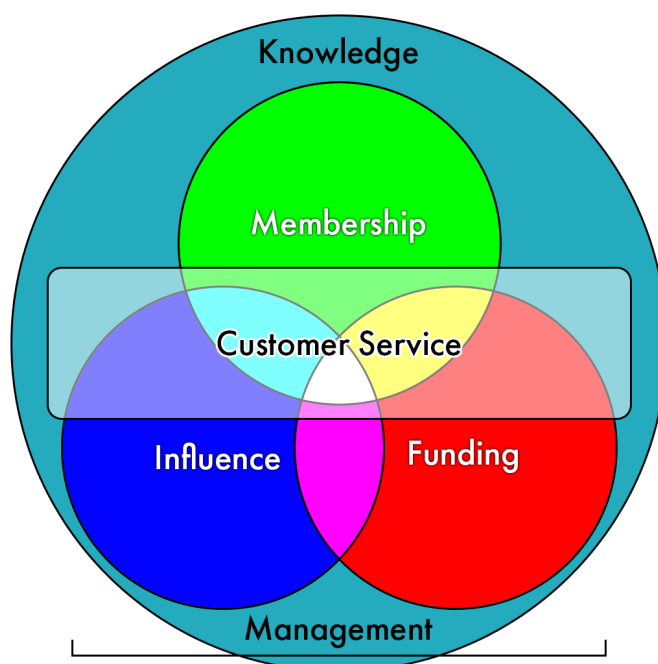
CIWM owns CIWM Enterprises Ltd, which as the Group's commercial arm supports and promotes the Group's work, provides training courses, seminars, events and publications and sells advertising and sponsorship.

CIWM is also the sole member of WAMITAB, which provides qualifications in the waste management and ancillary sectors, primarily through a network of centres and assessors. Its charitable objects are:

*To advance education in the sciences of waste management, waste disposal, (including waste contracting, processing, management, recycling and transportation) and ancillary sectors including but not limited to facilities management, for the public benefit in both the United Kingdom and worldwide*

This Annual Review covers the whole Group, but because of its nature as a separate charity, the work of WAMITAB is covered in more depth in its own Trustees Report and most of this Review is focused on CIWM and CIWM Enterprises.

CIWM's six strategic areas of focus.



## Membership and Customer Service

As a membership organisation, CIWM's clear and constant focus is on our members, both in terms of the membership services and benefits that we provide and in the contribution they make to the institution's knowledge, expertise and influencing capability. Recognising that members' needs and demands are changing from pressures of work, technology developments and the fluid policy landscape, 2017 saw several significant initiatives being set in motion to refresh and improve the membership offer and really understand what today's resource and waste management professionals want from their professional institution.

### Understanding our members and audiences

The work started with a piece of in-depth research carried out by Ashridge Communications, which sought to:

- identify future trends, both within the sector and in its relationship with other sectors, and map CIWM's reputation and opportunities to grow and strengthen our appeal;
- benchmark CIWM's membership structure, products and services against other organisations active in the sector;
- establish what members need and want from their professional body and how CIWM is meeting expectations; and
- understand how CIWM can broaden its appeal and be more relevant to resource and waste management professionals working across a range of sectors.

A number of further actions have flowed from the research, including an ongoing review of CIWM's membership grades to provide a clearer 'membership journey' linked to career developments at all levels. This work is well underway and an improved grade structure is expected to be finalised and put to members for approval during 2018.

Further priority work programmes initiated during 2017 include:

- refreshed and improved communication channels, including the CIWM website and News Online;
- identification of new member benefits and improvements to current benefits;
- a review of the current training offering to better meet the needs of members and the wider sector;
- a revised and rebranded CIWM Jobs site, linking employers and candidates at 'CIWMjobs.co.uk' and an improved version of the CIWM Directory, to be launched in 2018 and offering free listings for resource and waste management businesses;
- a 2018 campaign to recruit new members
- improvements to the user experience when using the Members' area of the CIWM website and the online membership application process.

CIWM is also looking at reinforcing its member benefits and as a first step, a successful programme of member-only webinars was put together, as well as some that were open to a wider audience. The webinars give members access to free and convenient learning and debate opportunities, and the subjects covered in 2017 included 'The DRS Debate; can it deliver' and 'Upgrading MRFs:

can you afford not to'. The Professional Development team worked hard to set up a webinar package that deliver a professional experience for speakers and delegates alike and has now made the facility available to CIWM centres to host their own webinars.

### Support for businesses in the sector

CIWM is first and foremost the professional body for the resource and waste management sector, made up of individual members. However, we recognise that those companies that are looking to demonstrate their commitment to excellence and professionalism wish to be associated with CIWM. We therefore created a brand new CIWM Affiliated Organisation package in 2017, offering a range of exclusive business support and development opportunities both at a corporate and individual level. It also includes the 'Affiliated Organisation Code of Conduct', introduced so businesses can publicly commit to excellence in resource and waste management, demonstrating to customers and regulators the highest levels of professionalism and compliance.

### Competence-based assessment

CIWM has also updated its assessment process for members going for Chartered status. Bringing CIWM in line with other professional bodies, the new improved process is based on demonstrating key competencies through the candidate's supporting statement and at the Professional Interview.

Moving to this system means that candidates can cross reference their experience with the key competencies in their supporting statement, enabling their application to be assessed more effectively and advice given on any professional development they need to undertake before attending the interview. The assessment process is also more transparent and objective, which is fairer and easier to use for both interviewer and candidate.

For interviewers, it means they will have a clearer picture of the candidate's experience and will be able to assess their suitability for Chartered Waste Manager status more accurately by having specific competencies on which to judge candidates. A new scoring system also ensures greater consistency and fairness in the assessment process.

### IT support for CIWM members and Centres

Engagement between CIWM, its centres and its members was boosted too during 2017, as the IMIS member support software provided a more interactive website platform. The benefits have included a more streamlined booking system for events, the opportunity for members to update their own details, select their areas of interest to provide a more tailored membership experience and keep their CPD up to date, and the chance for members to see what centres are planning through the Communities in the Members' area, as well as access reports, meeting presentations and newsletters. We will keep improving this system and offer support and guidance to members and Centres so they can get the best from it.



## Knowledge sharing and thought leadership

### Centre Activity

CIWM's Centres are fundamental to the membership experience, providing access to regional events, Open Meetings, and knowledge networks, and keeping members up to date on developments and opportunities across the entire CIWM network.

Run by volunteers whose time and commitment is immensely valuable, the CIWM centres and the New Member Network (NMN) provided another year of great Open Meetings, site visits and events in 2017, with highlights including:

- The North East Centre's site visits to Veolia's RERF (Recycling & Energy Recovery Centre) in Leeds and Geminor/DFDS Seaways plc's RDF facilities at Immingham Docks in Lincolnshire were well attended, as were a range of Open Meetings on subjects including air pollution control residues and incinerator bottom ash aggregate, quality assurance of RDF, Duty of Care and waste crime.



North East Centre members visiting Veolia's RERF (Recycling and Energy Recovery Centre) in Leeds

- Nuclear waste and the 'right Waste right Place' campaign were among the topics for the North West Centre Open Meetings, as well as a very successful 'Recycling Matters' joint meeting with LARAC. A well-attended Xmas lunch also raised £5409.90 for Derian House Children's Hospice.
- The prize for most positive delegate feedback goes to East Anglia Centre for their food waste prevention webinar on the topic of 'Sainsbury's Waste less Save more Discovery Communities in the region'. The webinar covered high profile national themes including tackling food waste to fight hunger, on-pack recycling labelling, health & safety training and how to stay on the right side of the law.
- Some imaginative titles were served up by London & Southern Counties Centre for their 2017 Open Meetings: "Glowing green – why nuclear waste management matters" and "Alternative fuels: batteries included" proved popular topics. The Annual Lunch, the biggest event of its kind staged by CIWM, also raised a staggering £14,257 for the Thames Valley Air Ambulance Crew through voluntary donations.
- The Midlands Centre established a Scandinavian Exchange Programme (replacing a previous EU programme)

successfully demonstrating knowledge exchange around health & safety with two delegates from Sweden in 2017, and five more due in 2018. Other highlights were the Open Meeting on 'Local authority partnerships, procurement and joint working to deliver effective local services' and an NMN 'Intro to residual waste treatment' event.

- Mattresses, laminated glass, contaminated soils, paint and plastics were on the agenda for the South West Centre's popular event on 'Managing difficult wastes in the South West'. The centre also made sure that it looked after its NMN members during 2017 with a meeting on 'Practical approaches to fly-tipping' and a visit to the Suez Resource Recovery Park in Avonmouth to see the MRF and the Energy from Waste plant.
- The Republic of Ireland Centre organised a visit to the Dublin Waste to Energy Ltd (Covanta) plant which is under construction, learning about the design of the plant and the critical construction pathways. The plant is designed to be a 600,000 tonne R1 plant capacity for MSW. The Centre also sponsored a PAKMAN award for the Environmental Education and Awareness Initiative. The award is an annual calendar event for all professionals involved in Irish waste and environmental management to meet, network and celebrate their achievements.
- CIWM Cymru Wales was the first centre to take up HQ's new 'webinar' platform. 'Enabling zero waste in the built environment/construction sector' included speakers from Construction Excellence Wales, Willmott Dixon, and Derwen. With support from RDO Celine Anouilh, the centre had a busy year, organising four newsletters and six upgrade workshops, attending four careers fairs and events at universities in Wales, and promoting membership to a number of private sector waste companies.



CIWM Cymru Wales reuse meeting

- Successes for the CIWM Scotland centre included the 'Facilitating resource and waste management' autumn seminar which attracted speakers and delegates from the facilities management sector. The Centre also jointly hosted a delegate visit from the Swedish Recycling Association, which included site visits and a visit to Scottish Government. The Centre's NMN has organised various site visits and a seminar on 'Procurement in the Circular Economy', and its Business Waste Group has met each quarter to discuss various topics, with a meeting about understanding trade waste being particularly popular as invitations were extended to the Local Authority Waste Managers Network.

- CIWM Northern Ireland organised a very successful seminar on 'Sustainability, reuse and the global vision' hosted by CIWM President Professor Margaret Bates and with speakers including Ian Garner from WRAP and representatives from local businesses involved in restoring white goods. Other highlights included an NMN Study Tour to Culmore Country Park in association with RPS Group & IEMA; the park is sited on a former landfill that been restored and redeveloped into park and nature reserve with stunning views of Lough Foyle.

### Conferences in five countries

Once again in 2017, the annual conferences organised by CIWM in partnership with UK and Ireland governments and key stakeholders have provided thought leadership and informed debate on the important issues and developments across the sector. Attracting nearly 1500 delegates in total, these conferences have provided members and other delegates with the chance to hear and engage with a range of high profile and inspirational speakers and industry experts, from sustainability leaders at multi-national brands to a range of policy experts, and from senior local authority panellists to the sector's leading consultants and private sector companies.

With increasing policy divergence across the UK and Ireland, these events also provided delegates with a chance to hear about and debate the latest country specific ambitions and proposals. From the Cabinet Secretary for the Environment, Climate Change and Land Reform, Roseanna Cunningham outlining Scottish Government's work and priorities around the circular economy and food waste, to a debate headed up by Welsh Government's head of waste strategy Dr Andy Rees on an 80% recycling target by 2035 for Wales, UK governments see CIWM's conferences as important opportunities to engage with the sector on major policy initiatives and future plans.



Dr Thérèse Coffey giving the address at the CIWM 2017 Presidential Dinner

Defra resources minister Dr Thérèse Coffey MP also chose CIWM for her first formal sector dinner when she gave the keynote address at the Presidential Dinner in London in October. Marking the inauguration of CIWM's 102nd President Professor David C. Wilson MBE, the event brought together some 160 resource and waste professionals, all of whom have a role to play in delivering a new vision for resource efficiency and productivity, the Minister

said. In her address, Dr Coffey covered a range of issues and opportunities facing the sector, including waste crime, secondary materials markets, the challenge of urban recycling, and the potential for further fiscal measures – including a rise in Landfill Tax – to help drive more recovery and recycling.

CIWM NI, meanwhile, built on its already successful track record to create a significant new event at the ELKON centre in Lisburn - combining over 5,000m<sup>3</sup> of exhibition space, 80 major exhibitors and a strong conference programme - which drew 800 visitors from all elements of the waste sector.

Equally successful was the Irish Waste Management Conference 2017, entitled 'Weigher to from here', at Carton House in Dublin. Attended by some 300 public and private sector delegates from across the Irish waste management industry, the event is now in its fourth year. The 2017 programme, developed by CIWM ROI and the Irish Waste Management Association, included hot topics such as 'pay by weight', the enforcement of Regional Waste Management Plans and the Circular Economy.

### Technical and policy

Up to date technical knowledge and support is one of the cornerstones of CIWM's membership offering and one of the ways in which CIWM gathers and shares knowledge is through the Special Interest groups (SIGs). Current SIGs work across a range of topics from waste regulation through to thermal and biological treatment. 2017 highlights included:

- the scoping of a new campaign (due to be launched in 2018) promoting personal responsibility for health & safety by the Health & Safety SIG;
- a joint meeting of the ISWA working group on Collection and Transport and the CIWM Waste Collection, Recycling and Environmental Cleansing SIG;
- a presentation to the Hazardous Waste SIG by the Government Decontamination Service on 'A brief overview and issues with hazardous waste';
- a presentation from Leslie Heasman to the Waste Regulation SIG on the Waste Treatment BREF guidance and an update and discussion on other BREFs;
- a joint meeting between the Waste Strategy SIG and the Communications Committee to develop and discuss CIWM's policy and communications strategies for 2018;
- a joint meeting and site visit to the Biogen AD plant for CIWM and ISWA's Biological Treatment groups;
- a presentation to the Waste Regulation and Hazardous Waste SIGs by the Environment Agency on the review of charges consultation prior to its publication;
- the publication of guidance by the Healthcare SIG on 'Community Healthcare Waste Management - Waste from the Home Environment';
- a workshop at the Thermal Treatment SIG to co-ordinate responses to the Waste Incineration BREF consultation; and
- A presentation to the Hazardous Waste SIG by the EA representing all the UK regulators introducing the scoping exercise for the 'Waste Tracking Service'.

The SIGs, centres and the HQ technical team worked on over 35 formal and informal consultation responses, including on England's Bioeconomy, Industrial, and Hazardous Waste Strategies, the London Environment Strategy, Zero Waste Scotland's Litter Prevention Plan, HMRC's consultation on extending the scope of Landfill Tax to illegal disposals, the Welsh Government consultation on reforming local government, and a number of waste crime consultations in England, Wales, and Scotland.

CIWM also produced reports and briefings on a number of topics, including:

- March 2017**  
**Digital technology and consumer trends: Future scenarios for waste and resource management:** a report exploring how advances in digital technology are changing how and what we consume and driving supply chain innovation, with particular reference to packaging and the grocery sector.
- August 2017**  
**Policy implications of Brexit for the UK resource & waste management sector: a briefing on emerging process and key timelines for Brexit and the potential impacts and implications**
- October 2017**  
**Making Waste Work: A Toolkit – Community Waste Management in Low and Middle Income Countries;** a practical toolkit on low cost 'waste to wealth' technologies, which involve minimal capital investment and make products to sell in a local market, for communities in low and middle income countries where waste collection infrastructure is poor or non-existent.

### Professional development, learning and qualification opportunities

The CIWM Group provides a range of learning opportunities to its members and others in the resource and waste

management sector and beyond. Through its network of training centres, in 2017 WAMITAB provided qualifications in resource and waste management, facilities management, street cleaning and parking, with over 8500 qualifications registered in the year.

CIWM provided training directly to almost a thousand delegates in 2017, with scheduled and in-house courses covering:

- Fire safety on waste sites
- Duty of Care
- Hazardous waste
- Environmental permitting
- Landfill management
- Waste classification and coding
- Legislative and practical aspects of resource and waste management

WAMITAB has also continued its work with offenders and prisons, helping individuals acquire skills and qualifications that can help them reintegrate into society on their release from prison. Towards the end of 2017, the Ministry of Justice invited interested parties to tender to deliver various qualifications across the whole prison estate in England and Wales. Experience gained through its work helped WAMITAB win the tender to deliver cleaning, waste management and facilities management qualifications.

Since April 2017, employers with an annual pay bill over £3 million pay 0.5% of that into the Apprenticeship Levy, which can then only be used to fund the training of apprentices on approved schemes. All parts of the CIWM Group were actively involved in the new 'trailblazer' apprenticeship schemes. CIWM and WAMITAB lent their expertise to the employer-led groups looking at several apprenticeships relevant to the resource and waste management sector. WAMITAB also started to develop itself as an End Point Assessment Organisation for apprenticeships and CIWM has successfully joined the Register of Apprenticeship Training Providers as a first step whilst it determines what role it should take to support apprenticeships in the sector.





**152,000**

unique visitors to CIWM Journal Online



**2**

brand new training courses  
developed and delivered



**200**

Environmental Permit Operators  
Certificates awarded



**1140**

guests at the CIWM London & Southern  
Counties Centre Annual lunch



**850+**

new LinkedIn followers



**7**

delegates chosen for Scandinavian  
Exchange Programme on health &  
safety by CIWM Midlands Centre



**2**

'sell-out' site visits for CIWM  
North East Centre members



**£20,000+**

raised in in voluntary donations  
to health-related charities







**42**

**advisory panels, working groups and policy networks with CIWM representation**



**67**

**members approved for Chartered status**



**10**

**member-only and wider access webinars**



**35+**

**formal and informal consultations**



**40+**

**national and regional press, radio and TV mentions and media briefings**



**10**

**collaborative technical and policy initiatives**



**17,000+**

**followers on social media**



**1500+**

**delegates at CIWM-organised conferences across the UK and Ireland**



The CIWM Group continued its work on training with regulators in all parts of the UK. This included maintenance and development of the CIWM/WAMITAB Continuing Competence scheme for England and Wales and its extension to Northern Ireland. We also worked to help upskill staff in the regulators, for example through the CIWM-endorsed Environment Agency's Practising Environmental Regulator Certificate.

With its wider remit, WAMITAB developed its partnership with the British Parking Association to deliver qualifications for the parking sector.

### Ramping up the digital reach

CIWM grew its online and social media presence significantly, with all but one CIWM centre now on Twitter and a growing LinkedIn community - an additional almost 700+ new followers signed up in 2017 to the corporate, journal and technical LinkedIn groups. In total, CIWM has over 17,000 followers on social media channels, without counting those who follow key individuals such as our Chair Professor Margaret Bates or our CEO Dr Colin Church.

CIWM Journal Online has also had a phenomenal year, with increases in traffic to the site across the board, including:

- more than 152,000 unique visitors to the site – a 19% increase on 2017
- just under half a million page views
- more than a quarter of a million individual sessions

The success of the site in 2017 is attributed to a growing recognition across the resource and waste sector that the CIWM Journal Online is delivering a good range of news stories on a daily basis and on most days posted several news stories first – becoming the place to go for 'early' news.

The journal newsletter also continues to drive traffic and sees visitor numbers peak every Thursday, up to three times as many on some occasions. The quality of the opinion content has been a significant driver in these rising numbers – with more regular opinions from key people than many other rival sites.

#### Rethinking The Waste Hierarchy



Waste industry expert **Gev Eduljee** says the waste hierarchy has had a huge influence in changing waste management practices for the better. In an exclusive article for *CIWM Journal Online*, Gev asks if it's time we "rethink" it...

#### Recycling And Its Place In The Circular Economy



**Peter Clayson**, general manager for business development and external affairs at DS Smith, discusses how following the waste hierarchy and achieving consistency in recycling are essential to achieving a circular economy.

## Influence and impact

A fundamental part of CIWM's mission is to influence, inform and inspire the sustainable management of resources and waste, support the development of sound evidence-based policy, champion professional standards and good practice, and keep Members informed and up to date on the key issues relevant to our sector. The institution seeks to do this across the full range of issues and policy areas that impact on the sector, but also developed a more proactive approach in 2017 with the identification of six priority themes for particular attention during the course of the year: Health & Safety, waste crime, future waste & resources policy, future of Producer Responsibility, household collection & recycling, and reuse.

A seventh priority theme, the global waste crisis and ocean plastics, was later added for Professor David Wilson's presidential year.

### January

Following on from the Presidential Report on 'Reuse in the UK and Ireland' in Autumn 2016, and a successful webinar as the year closed, reuse was on the agenda early in 2017 and CIWM Cymru Wales treasurer David Roman, who works for the British Heart Foundation, set up a Reuse Group which had its first meeting in January.

The group has been looking into the re-use potential for furniture or large electrical appliances in the household bulky

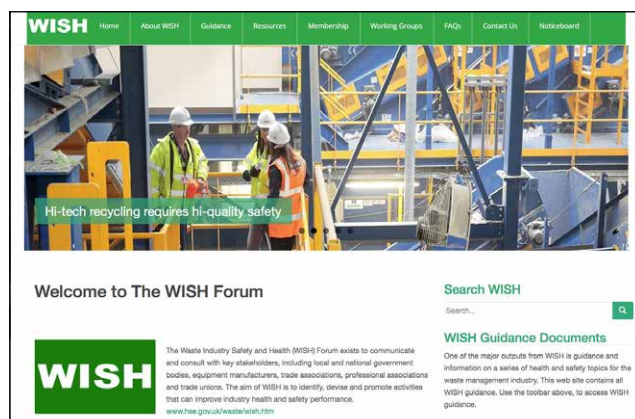
waste stream and is working to up the profile of re-use with Welsh councils. CIWM Cymru Wales and Fly Tipping Action Wales came together and wrote to every council Chief Executive in Wales, asking them to put reuse at the top of their bulky waste webpage – and all but three local authorities have given a positive response so far. Most have already made changes to their websites to give residents a choice of charities and social enterprises offering collection of their re-useable furniture and electrical items. The group will be following up with all remaining local authorities and will report back on the final outcome in 2018.

### February

Building on its 2016 response to the first Defra waste crime consultation, in February CIWM participated in the Defra pre-consultation workshop for the second consultation, which reviewed the case for particular exemptions. CIWM's input helped Defra to understand a range of issues around different exemptions, where they work effectively and where there could be abuse, and how best to shape the proposals being put forward in the consultation launched in January 2018.

In the same month, CIWM took on the hosting of the new Waste Industry Safety and Health Forum (WISH) website. The new site is designed to provide a one-stop-shop for all WISH guidance previously hosted on the HSE (Health and Safety Executive) website. With a new look and easy navigation, the

site hosts both formal guidance documents and other resources, including good practice case studies and CIWM has been actively promoting the site in its communications with members.



The Institution continued to focus on H&S issues over the year and forged closer links with the HSE during 2017. Welcoming the HSE's announcement of its sector plans, chief executive Dr Colin Church said:

*"Improving the industry's health and safety record is one of CIWM's top priorities and we are keen to support the priority actions outlined today by the HSE for the waste and recycling sector. In addition to hosting the new WISH website, launched earlier this year to provide a one-stop-shop for all WISH guidance, CIWM is working on a number of fronts to change behaviour, improve performance, and share good practice across the sector."*

## March

With the future role of Producer Responsibility hitting the headlines, CIWM's report in March 2017 on 'Digital technology and consumer trends: Future scenarios for waste and resource management' explored how rapid changes in the way we buy and consume will impact on waste and highlighted the role of the retail and product supply chain in influencing and delivering better outcomes. One of the report's principal conclusions was:

Producer responsibility policy, for example, should look to influence and incentivise the design and production stages of products to minimise whole life cycle costs, support the use of rigorous and reproducible LCA for the purposes of monitoring and product labelling, and encourage disruptive business models and innovation to be framed within the context of improved resource efficiency.

CIWM drove home this message through various channels during 2017, including in its response to the Industrial Strategy Green Paper and the CIWM Resource Productivity Manifesto (see below), in which it called for a commitment by the main political parties to

*"Strengthen or introduce a coherent set of extended producer responsibility schemes for a suitable range of*

*waste streams to share the costs more equitably across the supply chain, including local authorities, incentivise more resource efficient product design, and enable investment in recycling infrastructure."*

It was also the topic of one of the headline sessions at the **Resourcing the Future 2017** conference, and a poll asking the audience whether the government should undertake a complete review of Extended Producer Responsibility after Brexit was met with a virtually unanimous positive response.

Also in March, the Scotland Centre launched its Members' Charter which set out the principles by which the Centre and



At the London RTF 2017 conference, a rallying call from UNEP International Resources Panel co-chair Janez Potočnik was greeted with a storm of applause

its members will work together to provide local opportunities for members and organisations and to be a source of support, knowledge and an informed voice to the sector. Since then the centre has focused on maintaining regular contact with Scottish Government, Zero Waste Scotland, SEPA, SESA, Local Authority Waste Managers Network, LARAC and Keep Scotland Beautiful, to provide members with the most recent sector developments.

The centre has been active on waste crime, inputting into SEPA's waste crime perceptions survey, which formed part of the LIFE SMART Waste project on waste crime. The overall aim of the project is to develop and demonstrate innovative ways of understanding, tackling and reducing waste-related crime. One strand of the project is to develop a horizon scanning and predictive analysis tool that will allow regulators and partners to develop an understanding of future developments in the waste sector and its markets and consequently to identify where waste criminals might target their efforts in the future.

Reuse was also back on the agenda again, with Professor David C Wilson speaking at the CIWM Northern Ireland Conference and Exhibition on 'Reuse: Time to make things happen' and President Professor Margaret picking up the baton at a Groundwork London reuse event.

## April

CIWM was part of the Advisory Group which helped Defra to develop the Litter Strategy for England, which was published by the then Environment Secretary Andrea Leadsom early in April. Through ongoing participation in the working groups that are focused on delivering the strategy, CIWM went on to provide input into both the 'binrastructure' guidance on tackling litter through smart provision of receptacles, communications techniques and signage, and on the development of a dashboard that monitors the effectiveness of the Litter Strategy across its different strands. CIWM also sits on the WRAP-led Advisory Groups for the collection consistency framework and the Food Waste Recycling Action Plan.



### Political parties must show ambition on delivering clean growth, urges CIWM

Written by: Editorial staff | Published: 26 April 2017

In the same month, CIWM responded in depth to the government's Industrial Strategy Green Paper, which it said was strong but had overlooked the important contribution of resource and waste management to sustainable economic growth:

*"Labour productivity is a core theme throughout the consultation but CIWM is disappointed that so little mention of resource productivity in all its forms – raw materials, water, energy, land use – is made in the Green Paper, in addition to the value of secondary raw materials to future UK growth."*

This was followed up with the **CIWM Resource Productivity Manifesto**, which said that a proper focus on resource productivity and efficiency is vital to the UK's future economic, social and environmental development, including tackling climate change. In the run-up to the General Election, it called on the all the political parties to commit in their manifestos to:

- Ensure that current environmental standards are maintained and that the UK continues to show ambition on delivering clean growth and a better environment, irrespective of Brexit
- Embed better resource productivity and efficiency as a key strand of government economic and environmental policy
- Provide a clear and stable future policy direction to 2030 and beyond, taking account of the development of the EU Circular Economy framework

## May

CIWM Cymru Wales continued to work with the Welsh Government and a wide range of industry and non-governmental bodies to develop a plan for Wales after Brexit reflecting the importance of resource management to delivering a sustainable future for Wales. A representative also attended a stakeholder group run by Defra resources

minister, Thérèse Coffey, in Wales to look at the position for the Welsh environment in relation to Brexit and potential issues such as the impact of potential trade tariffs. The concept of a UK-wide 'environmental governance' body to take on the role currently played by the European Commission and the Court of Justice of the European Union was also discussed.

Maintaining the focus on reuse, Dr Colin Church headlined at the annual FRN conference in May and also, as part of his work on the Newcastle Waste Commission, ensured that the commission's considerations in 2017 included a strong emphasis on reuse. One of the recommendations in the final report, published in early 2018, is the creation of 'Re-use Newcastle', a network for shared marketing and collections linking up all organisations involved in reuse in the city.

## June

Following increasing concern about waste fires and the introduction of a requirement for Fire Prevention Plans (FPPs), CIWM spent the early part of 2017 working with the Fire Protection Agency and the Chief Fire Officers Association to develop a two-day assessed training programme to ensure that operators understand their responsibilities and what safety measures are required, and to help them develop an effective FPP. The first course was delivered in **June** and by year end, 80 delegates had taken the course.

The programme for the Resourcing the Future conference in June picked up all the priority themes for 2017, with headline sessions on topics including recycling performance, producer responsibility, and future resource and waste policy, and more interactive breakout sessions looking at issues including waste crime and the business case for reuse. Reuse was also on the agenda across the water as CIWM ROI partnered with and supported Community Reuse Network Ireland's workshop on reuse in Dublin.

## July

Understanding the implications of Brexit and how it might affect cross-border trade and collaboration has rightly been a priority for both the Northern Ireland and the Republic of Ireland CIWM Centres and in July 2017, past CIWM president John Quinn was nominated to a new Brexit Environment Stakeholder Group set up by a dedicated Brexit unit within the Northern Ireland Department of Agriculture, Environment & Rural Affairs and chaired by the Permanent Secretary. Several meetings have also been held with Defra ministers and officials in this context in the second half of 2017 and the topic was high on the agenda at both the CIWM NI Conference and Exhibition in March, and the ROI CIWM/IWMA conference in November.

Both CIWM NI and CIWM ROI members have also engaged with senior government officials during 2017 on a range of other policy and legislation issues, including recycling performance and the impact of China's recycling import quality restrictions. CIWM NI is also represented on a Circular Economy Task Force set up to address how



stakeholders from relevant sectors can seek to influence decision makers to ensure the integration of the Circular Economy into the Draft Programme for Government and the Draft Industrial Strategy.

A considerable amount of our time and effort has also been used in establishing and developing the WISHNI forum which seeks to bring together senior managers and representatives from the NI waste sector to discuss Health & Safety, Employment and Waste Crime related issues being experienced and directly affecting their workplaces and employees. Developing this forum has directly resulted in the inception of an Ambassadors Awards programme rewarding many for best practice.

## August

In August, waste crime came up the agenda again and CIWM chief executive Dr Colin Church was interviewed by BBC Radio 4's **Costing the Earth** at an illegal waste site in the West Midlands. And with Brexit in the headlines on a daily basis, CIWM published a member-exclusive briefing on the 'Policy implications of Brexit for the UK resource & waste management sector'.



In the same month, with the Natural Capital Committee asked to provide further advice to Defra on its 25 year Environment Plan, CIWM drove home its manifesto messages in a position paper to the committee. The accompanying letter to the chair Professor Dieter Helm CBE emphasised **"the critical role played by the sustainable management of resources and waste, which needs to be recognised in the 25 Year Plan and then carried through into a comprehensive resource and waste strategy"**.

As well as covering the role of resource efficiency and productivity, and several key areas where future policy on resources and waste could make a substantial contribution, the

## businessGreen

Politics

### EU Withdrawal Bill: Green groups keep up pressure on the government



Michael Holder

07 September 2017



0 Comments



The government faces significant pressure over its EU Withdrawal Bill being debated today



INDEPENDENT

News > UK > UK Politics

### Brexit bill 'gravely threatens' UK climate change protections, top environmentalists warn

Experts say green vision 'doomed to failure' without proper scrutiny post-Brexit

Lizzy Buchan Political Correspondent | @LizzyBuchan | Wednesday 6 September 2017 23:07 BST | 20 comments

position paper restated the impact of waste crime, and the need for a robust approach to environmental governance post-Brexit.

*"Like many others, CIWM is concerned that once the UK leaves the EU (and subject to the details of any future EU-UK trade deal), we will no longer have the added discipline of the supranational role of the European Commission (EC) and the Court of Justice of the European Union (CJEU)."*

## September

Following up on this and concerns related to the EU Withdrawal Bill, in September CIWM worked with other professional environmental bodies, through the Environmental Policy Forum, and wrote to the Defra and DExEU Secretaries of State Michael Gove MP, David Davis MP, and Robin Walker MP, Parliamentary Under Secretary at DExEU. The letters drew attention to areas of concern including transparency and scrutiny where EU regulations are deemed to need amending, the importance of maintaining environmental principles, such as the precautionary principle post-Brexit, and the need for new environmental policy frameworks to be developed in close co-operation with the other UK countries. The letters and accompanying press release secured national and trade media coverage.

It was a busy month for the 'right Waste, right Place' campaign, with CIWM and ESA promoting the campaign at both RWM in partnership with CIWM 2017 and at the Considerate Constructors 'Image of Construction' event. A campaign update was also presented to the Association of Directors of Environment, Economy, Planning and Transport (ADEPT) Waste Group.

## October

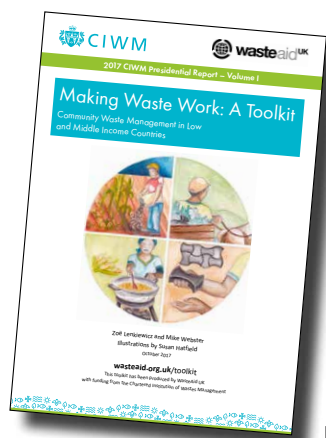
October saw the launch of the 2017/18 CIWM Presidential Report to mark the inauguration of Professor David Wilson. Speaking about the rationale for 'Making Waste Work: A Toolkit - Community Waste Management in Low and Middle Income Countries', developed by WasteAid UK, Professor Wilson referenced UNEP & ISWA's 2015 Global Waste Management Outlook and the stark picture it paints of conditions in many low and middle income countries where:

- 2 billion people have no waste collection at all and the waste of over 3 billion people is either dumped or subject to uncontrolled burning;
- children growing up in households without waste collection



have double the rate of diarrhoea and six times the rate of acute respiratory infection (linked to openburning); and

- uncollected waste and open dumping in the coastal towns and cities of developing countries could be contributing more than half of the plastics entering the oceans.



In the first week of being live the toolkit was viewed by more than 700 people from 75 different countries, and the numbers have continued to rise. The data has also been used as part of a collaborative initiative to call for an increase in official development aid spending on solid waste management, both to address what David termed the “global waste crisis” and as an effective measure to reduce marine plastics pollution (see December).

Waste collection closer to home was one of the main topics in the London Environment Strategy consultation to which CIWM submitted a full response.

## November

The month kicked off with a return to the question of how to safeguard future environment standards and on the back of the policy efforts earlier in the year, CIWM welcomed the announcement by Environment Secretary Michael Gove MP that the UK will need an independent regulator with powers to hold the government to account on environmental issues after Brexit. It has continued its efforts in this area through a number of collaborative channels, including Greener UK – a coalition of environmental organisations working to ensure that environmental protections are not weakened or lost post-Brexit and how the UK might enhance its policy framework.

## Key actions under CIWM’s six priority themes for 2017

<b>Health &amp; Safety</b>	<ul style="list-style-type: none"> <li>• Hosting new WISH website</li> <li>• WISHNI Forum development and support</li> <li>• Fire Prevention Plan training course launched</li> </ul>	
<b>Waste Crime</b>	<ul style="list-style-type: none"> <li>• Defra waste crime pre-consultation</li> <li>• Right Waste, Right Place campaign</li> <li>• Costing the Earth illegal sites interview</li> </ul>	
<b>Future resource &amp; waste strategy</b>	<ul style="list-style-type: none"> <li>• Policy implications of Brexit for the UK briefing</li> <li>• CIWM Resource Productivity Manifesto</li> <li>• CIWM Paper to Natural Capital Committee</li> <li>• Scotland climate change consultation response</li> </ul>	
<b>Future of Producer Responsibility</b>	<ul style="list-style-type: none"> <li>• Digital technology and consumer trends report</li> <li>• CIWM Resource Productivity Manifesto</li> <li>• RTF17 conference headline session</li> </ul>	
<b>Household collection &amp; recycling</b>	<ul style="list-style-type: none"> <li>• Defra Advisory Groups on Litter, Collection Consistency and Food Waste Recycling Action Plan</li> <li>• London Environment Strategy consultation</li> <li>• Input into ZWS Code of Practice on Litter &amp; Refuse</li> </ul>	
<b>Reuse</b>	<ul style="list-style-type: none"> <li>• Launch of CIWM Cymru Wales Reuse Group</li> <li>• Keynote Address at FRN annual conference</li> <li>• Partnership with CRN Ireland</li> </ul>	

In the same month, CIWM also held a joint Strategy and Hazardous SIG meeting with the Environment Agency to provide the regulator with an opportunity to discuss their draft proposals for the charging review consultation. It was noted at this early stage that there were a number of areas likely to raise concern across the sector, including for biowaste operations, closed landfill and deployments for land spreading.

## December

The year ended with marine plastics pollution hitting the headlines, helped by Blue Planet II showing the devastating effects that plastics are having on the ocean and marine life. CIWM teamed up with Tearfund, the Institute of Development Studies and WasteAid UK to secure a letter in The Telegraph:

*SIR - It is only right that the Government should be considering increasing aid spending (Foreign aid to cut terrible plastic pollution, December 13) to address the problem of mismanaged solid waste in developing countries, much of which ends up as marine litter. Currently, two billion people don't have their waste collected, causing a public health crisis and polluting our oceans. We must clean up our own act at home, but the best investment the government could make is to spend aid money to address this crisis.*

*At a stroke, this would more than halve the quantities of plastics entering the oceans, and the rate of diarrheal diseases in communities without waste collection, and eliminate the 270,000 deaths a year linked to waste burning. OECD figures show that less than 0.3 percent of official development aid is spent on solid waste management in developing countries; increasing this to 3% could extend services to all.*

This was followed up with a more detailed letter to the Prime Minister Theresa May, resulting in an invitation to meet with Sir John Randall, special advisor on the environment to the Prime Minister, which was attended by CIWM's President Professor David Wilson.

## Strength in partnership

CIWM works in partnership with other organisations to achieve a variety of outcomes, from improving awareness and competence across the sector to addressing specific technical challenges and training needs.

### International engagement

At an international level, CIWM continued to be an engaged member of ISWA (International Solid Waste Association) in 2017. In addition to being represented by past President Derek Greedy on the ISWA Board, which represents National Members globally, and playing an active role in the General Assembly, CIWM has

representatives on all the ISWA working groups. These include Dr Anne Woolridge who chairs the Healthcare Waste Working Group and Dr Jane Gilbert, who is Vice-Chair of the Biological Treatment Working Group. Several ISWA meetings were hosted in the UK during 2017, including a warm welcome given to the Energy Recovery Working Group who were invited to a meeting at Viridor's Ardley Energy Recovery Facility in Oxfordshire by CIWM Trustee Dan Cooke.

During 2017, several important projects were also undertaken in collaboration with others, including:

### Joint action on waste misclassification

Misclassification of waste is one of the most serious issues facing the resource and waste management sector. Where it is done deliberately, to avoid proper waste treatment, the regulator needs to step in and take firm enforcement action. But often misclassification can be accidental, and here the industry itself has a responsibility to ensure that all involved are competent for the task and classify waste as accurately as possible.

That is why ESA and CIWM came together to set up the Waste Classification Group. The group, chaired by Dr Gene Wilson of Auger plc with administrative support from ESA, is made up of industry experts nominated by both organisations and officials from the Environment Agency.

In 2017, the group focussed on two main strands of work. Firstly, it produced a well-received guide on how to avoid the most common errors in waste classification. This was published online by ESA and CIWM in June and distributed as a pull-out with the November issue of CIWM magazine. Secondly, Group members led by CIWM began work on developing a waste classification and coding proficiency scheme.

### The 'right Waste right place' (rWrP) campaign

With funding from the Environment Agency and from CIWM and the ESA Environmental Trust for the second phase, the campaign has developed increased awareness amongst SMEs of waste Duty of Care obligations. The campaign chalked up some big wins in 2017, including increasing to 44 the number of rWrP Ambassadors, among which are many of the major private waste contractors, local authorities, leading construction firms, and organisations such as The National Trust and Keep Britain Tidy. Together, the Ambassadors are estimated to be able to reach well over 500,000 SME suppliers and customers with the campaign messages. Hits on the website - which provides guidance on complying with Duty of Care, 'need to know' cards and case studies, and relevant news - also topped the 20,000 mark.



### Getting the litter message across

Imaginative and effective communications are the mainstay when it comes to getting the public engaged on littering, and CIWM partnered up with the environmental charity Hubbub on a series of local authority roadshows across the UK. With tight public sector budgets, local authorities are under pressure to move away from service provision and towards prevention models and the workshops provided a platform to share learning and creative approaches to effective litter campaigns.

Hubbub's Neat Streets campaign reduced litter in one of the busiest streets in London by 26% and has spread to Manchester, Edinburgh and Birmingham. At the roadshows, which were sponsored by McDonalds, Hubbub, along with its partners, offered support to local authorities to build their capacity to deliver behaviour change campaigns and to roll out Neat Streets approaches.

### Environmental standards and governance

CIWM has been working with and supporting Greener UK, a coalition of major environmental organisations and supporters committed to ensuring that the UK's environmental protections are improved, not weakened or lost, as a result of Brexit. Activities have included a Greener UK/Defra roundtable on the role and remit of a new environmental governance body.

### Collaborative conferences

Partnership working has been a critical element in the success of the annual conferences organised by CIWM across the UK and Ireland, with partners including ESA, the Irish Waste Management Association, Resource Association, SEPA, Welsh Government, WRAP, and Zero Waste Scotland among others. This ensures that these events deliver real thought leadership and debate and provide delegates with a real opportunity to shape the future of our sector.





## **Chartered Institution of Wastes Management (CIWM) (incorporated by Royal Charter)**

### **Trustees' Report and Consolidated Financial Statements**

**Registered company number RC000777**

**A charity registered in England and Wales (1090968) and in Scotland  
(SC037903)**

**31 December 2017**

## Chartered Institution of Wastes Management Trustees' report for the year ended 31 December 2017

### General Council members, key management personnel and advisers

#### General Council members

Members of General Council who are the Trustees of the Chartered Institution of Wastes Management and who all served in office throughout 2017, except where indicated, were:

DC Wilson MBE FCIWM CEnv	<b>President</b>
E Kiernan FCIWM CEnv	<b>Senior Vice President</b>
TJ Nicoll FCIWM	<b>Junior Vice President from October 2017 &amp; Chair of Education, Training &amp; Membership Committee</b>
MP Bates FCIWM	<b>Immediate Past President, Chair of Executive Committee from 13 June 2017 &amp; Chair of Scientific &amp; Technical Committee</b>
JI Baird FCIWM	<b>Immediate Past President until October 2017 and Chair of Executive Committee from 19 January 2017 to 13 June 2017</b>
S Corne ACA	<b>Honorary Treasurer</b>
MC Thorpe FCIWM	<b>Chair of Executive Committee until 19 January 2017</b>
M Dunn MCIWM	<b>Chair of the Board of CIWM Enterprises Limited</b>
CF Clark FCIWM	
RL Colley-Jones FCIWM	
DAP Cooke MCIWM	
T Cuthbert MCIWM	
CP Devine MCIWM	
SJ Didsbury FCIWM	
J Downer FCIWM	
MG Ellis MCIWM	
JM Ferguson OBE, FCIWM	<b>Past President at 11 June 1991</b>
JI Harper FCIWM	
T March FCIWM CEnv	
AD Read FCIWM CEnv	
CSL Reynolds FCIWM	<b>Resigned 29 January 2018</b>
MJ Sharp FCIWM	
J Watts MCIWM	
AL Willetts FCIWM	
SW Wise MCIWM	
G Morton MCIWM	<b>Appointed 13 June 2017</b>
T Law MCIWM	<b>Appointed 13 June 2017</b>
R Little MCIWM	<b>Appointed 13 June 2017</b>

The following General Councillors resigned on 13 June 2017 – J Skidmore & T Walker.



## Trustees' report *(continued)*

### Key Management Personnel

Dr CA Church MCIWM  
CP James MCIWM  
CJ Murphy FCIWM CEnv  
SL Poulter  
KW Webster FCA DChA

Chief Executive - CIWM Group  
Chief Executive - WAMITAB  
Deputy Chief Executive  
Managing Director of CIWM Enterprises Limited  
Director of Finance - CIWM Group and  
Company Secretary

### Registered office address

7 – 9 St. Peter's Gardens,  
Marefair,  
Northampton,  
NN1 1SX

Website: [www.ciwm.co.uk](http://www.ciwm.co.uk)

### Advisers

#### Bankers:

HSBC Bank Plc  
St Clair House,  
5 Old Bedford Road,  
Northampton, NN4 7AA

National Westminster Bank Plc  
41 The Drapery,  
Northampton, NN1 2EY

#### Solicitors:

EMW Law  
Seebeck House,  
1 Seebeck Place,  
Knowlhill, Milton Keynes  
MK5 8FR

#### Investment managers

Brewin Dolphin Limited  
12 Smithfield Street,  
London,  
EC1A 9BD

Rathbone Brothers PLC  
8 Finsbury Circus,  
London  
EC2M 7AZ

#### Auditors:

Kingston Smith LLP  
Devonshire House,  
60 Goswell Road,  
London, EC1M 7AD



## Trustees' report (continued)

The General Council present their report and audited consolidated financial statements of CIWM and its subsidiaries for the year ended 31 December 2017.

### OBJECTIVES AND ACTIVITIES

#### Charitable Objects

The stated Objects of the CIWM Group are to advance for the public benefit, the art and science of wastes management worldwide and so to promote education, the protection of public health and the preservation of the environment, and for that purpose to further promote and maintain good standards of practice, competence and conduct by all its members.

The Wastes Management Industry Training and Advisory Board (WAMITAB) became a subsidiary of CIWM on 25 July 2016. It is a registered charity and its stated Objects are to advance education in the sciences of waste management, waste disposal (including waste contracting, processing, management, recycling and transportation) and ancillary sectors including but not limited to facilities management, for the public benefit in both the United Kingdom and worldwide.

Charitable purposes that provide benefit to the public are defined by the Charities Act 2006. The Charity Commission have issued guidance concerning the sort of charitable activity that might fall within each of the charitable purposes defined by the Act including examples of the type of charity that might carry out appropriate activities.

The General Council has reviewed the definitions in the Act and considers that the Charitable Objects of CIWM fall within three of the charitable purposes, namely:

- the advancement of education;
- the advancement of environmental protection or improvement; and
- the advancement of health.

The Trustees of WAMITAB have reviewed the definitions in the Act and consider that the Charitable Objects of WAMITAB fall primarily within one of the charitable purposes, namely the advancement of education. However, they also consider that the advancement of education in the resources and waste sector contributes to two other charitable purposes defined in the Charities Act 2006, namely:

- the advancement of environmental protection or improvement; and
- the advancement of health.

The General Council of CIWM have also reviewed the guidance issued by the Charity Commission and consider that the activities of the CIWM Group comply with the criteria stated in that guidance for each of the respective charitable purposes noted above.

#### Objectives, Aims and Intended Impact

CIWM's vision is making the best and safest use of resources to protect and enrich life on our planet. Our mission is to influence, inform and inspire the sustainable management of resources and waste.

This we seek to do through the promotion and development of:

- continuous improvement in and the maintenance of high standards of professionalism in sustainable wastes and resources management; and
- relevant and high quality qualifications and learning to support career progression, skills and technical competence in the facilities management and sustainable wastes and resources management sector.



## Trustees' report (*continued*)

### Objectives, Aims and Intended Impact (*continued*)

The CIWM Group's objectives for both the immediate future and in the longer term, are to:

- advance the scientific, technical and practical aspects of resources and wastes management for the benefit of the environment;
- promote high standards of practice, competence and conduct across the sector;
- promote the importance of independently recognised professional competence; and
- raise awareness and understanding of resource and waste issues amongst all sectors of society both within the United Kingdom and internationally.

Within this, WAMITAB's objectives for both the immediate future and in the longer term, are to:

- promote and award qualifications and learning that underpin high standards of education, practice and competence across the sectors it serves;
- promote the importance of independently recognised qualifications and standards of competence;
- develop and support systems for the assessment and award of apprenticeships;
- advise environmental regulators on skills and qualifications in support of technical competence;
- influence the development of policy for new education frameworks and qualifications; and
- research, devise and develop qualifications and learning products to support skills and learning requirements in relevant adjacent industry sectors of the UK and overseas.

The objectives set for each year reflect these educational, research and environmental aims and the importance placed both on:

- supporting the individual and corporate members of CIWM in their work and career development;
- raising standards and competence throughout the resources and wastes management industry;
- supporting individual learners in their work and educational development; and
- raising standards and competence throughout the resources and wastes management industry and broader facilities management industry.

In 2017 the CIWM Group developed a new five-year Strategy which put into place six strategic areas of focus for achieving objectives. They are **membership**, **influence**, **knowledge**, **funding**, **customer service** and **management**. Further information about this is given in the Future Plans section of this Trustees Report.

In setting the CIWM Group's objectives and in planning the Group's activities the General Council have given careful consideration to the Charity Commission's general guidance on public benefit and to its supplementary public benefit guidance on fee-charging. The General Council confirms that Trustees have complied with the duty in Section 17 of the Charities Act 2011, to have due regard to the Charity Commission's general guidance on public benefit, including the guidance "Public benefit: running a charity (PB2)".

### Principal activities

CIWM delivers its aims and objectives through different activities, most of which, because of their relevance and importance, remain constant from year to year.

As a membership organisation, CIWM remains dedicated to seeking to improve the member experience and provide members with the tools and support to achieve success in their jobs



## Trustees' report (*continued*)

### Principal activities (*continued*)

and careers, including through qualifications and skills solutions promoted and awarded by WAMITAB.

CIWM works collaboratively internally and externally to share knowledge and good practice and to provide solutions for members, learners, customers, employees and the environment.

CIWM seeks to operate its organisation ethically and professionally with excellent customer service. It promotes, maintains, improves and recognises professional standards in the sector; and, through WAMITAB, promotes and awards qualifications and learning. In all its work, CIWM endeavours to be forward-thinking and innovative in how it develops and implements service and policy ideas, ensuring value for money for members, learners, and customers.

CIWM has a strong outward facing role, focussing on using the knowledge, credibility and authority it derives from its members to:

- influence policy and regulatory developments affecting the resources and waste management sector in the UK and Ireland;
- influence the sustainable performance of other industry sectors and of society generally; and
- help to show the sector in an accurate and positive light in the media and in direct communications.

Work in these areas includes;

- working closely with representatives of government departments and agencies to inform and influence policy and regulatory developments in England, Ireland, Northern Ireland, Scotland and Wales and in the UK as a whole;
- working with partners (especially ISWA) to inform and influence policy and regulatory developments in the EU and more widely;
- supporting government at central, devolved and local levels, their agencies and other organisations in the delivery of projects with relevant outcomes including the improvement of environmental quality; waste reduction; the establishment of improved reporting and monitoring methodologies and systems; and relevant qualifications and skills solutions; and
- working in collaboration with relevant partners to establish, promote and deliver technical research, relevant training and educational resources, and professional competence schemes and learning for the industry.

General Council and members generally are encouraging and supporting the CIWM Group to develop and extend collaborative working arrangements, whether formal or informal. Such partnerships are enabling and, will enable, the Group to use its own resources to leverage assistance from others to strengthen, widen and extend the scope and reach of all its activities so as to deliver the maximum possible impacts.

### Volunteers

The General Council is grateful to the large number of members (estimated to be in excess of 400) who support and contribute to the organisation's work through their service on committees, Special Interest Groups, Centre Councils, and Working Parties and in representing the Group on other outside bodies and organisations. This commitment by volunteers enables the CIWM Group to draw on a depth and breadth of knowledge of resources and waste management and of other pertinent sectors and competencies which is unrivalled; and which establishes and enhances CIWM's status, reputation and influence.



## Trustees' report (continued)

### ACHIEVEMENTS AND PERFORMANCE

#### Activities undertaken during the year

The CIWM Group has sought to deliver the objectives and activities outlined above by undertaking a variety of specific initiatives and activities during the year, many in partnership with other organisations. Further details about these are given in the Annual Review section of this document.

### FINANCIAL REVIEW AND RESULTS FOR THE YEAR

Economic and commercial conditions have remained challenging during 2017. Many of the CIWM Group's products and services fall into the category of "optional spend" for which recovery and growth is always slower. The continued imposition of constraints upon public sector expenditure together with the uncertainties for future plans caused by the ongoing Brexit negotiations continues to impact revenues, particularly those of CIWM's trading subsidiary, CIWM Enterprises Limited.

The CIWM Group continues to drive administrative efficiency through greater use of online functionality and is progressing the development of a full Technology strategy to inform ongoing work through 2018 and beyond.

In the year ended 31 December 2016, the CIWM Group accounts only included the results of WAMITAB from the date it became a wholly owned subsidiary of CIWM – i.e. 25 July 2016. To comply with accounting regulations, those results included a transfer into the CIWM Group of the net accumulated reserves held by WAMITAB on 25 July 2016. This transfer of £2,745,702 was shown as a donation received by the CIWM Group during the 2016 year. This transfer was an accounting presentation only but impacts on the consideration of the operating results for 2017 and comparison with those for 2016.

Presenting the results for each part of the Group separately:

CIWM (including CIWM Enterprises Limited) has recorded net operating expenditure (a deficit) on Unrestricted General Reserves for the year of £412,440; the comparative for 2016 was a deficit of £236,683 (please see the detailed 2016 Statement of Financial Activities).

After incurring a deficit for the year of £108,993, CIWM Enterprises Ltd closed the financial year end 31 December 2017 with net liabilities of £106,401; which included an amount of £203,754 owed to its ultimate parent charitable company CIWM. During the first 5 months of the 2018 financial year, the company has traded profitably and has repaid this amount in full to CIWM.

The directors of CIWM Enterprises Ltd, with assistance from the Trustees of CIWM, are working with senior staff and professional advisers to develop a plan to bring the company back into sustained profitability by focusing the business on core activities beneficial to CIWM and its members; and reducing costs.

Updated budgets and business plans will support this turnaround and it is anticipated that the company should return to profitability during the 2018 financial year. The Trustees of CIWM have confirmed that CIWM Enterprises Ltd can draw on continuing financial support from CIWM to cover cash flow requirements during this period of change and that it will only seek repayment of intercompany debt only so far and at such times as the company is able to make repayments without compromising its ability to meet its other liabilities as they fall due.

This is in accordance with Charity Commission guidance (CC35) which states that a parent charity can provide financial support for a trading subsidiary where the Trustees can justify it as an appropriate investment of the charity's resources and where they are satisfied as to the financial





## Trustees' report (continued)

### FINANCIAL REVIEW AND RESULTS FOR THE YEAR (continued)

viability of the trading subsidiary, based on its business plan, cash flow forecasts, profit projections, risk analysis and other available information.

WAMITAB has recorded a net operating surplus of £189,224; the comparative for 2016 was a surplus of £2,761,087 which included the donation (transfer of net accumulated reserves held at 25 July 2016) referred to above (please see the detailed 2016 Statement of Financial Activities). Excluding the impact of the donation, WAMITAB's results on its usual business activities during the period 25 July to 31 December 2016 was a surplus of £15,385.

The results for the CIWM Group as a whole (CIWM, CIWM Enterprises and WAMITAB) are, therefore, to record a net operating expenditure (a deficit) of £223,216; the comparative for 2016 is £2,525,187 net operating income (a surplus) which again includes the donation referred to above.

WAMITAB's results and reserves are shown as a Restricted Fund because it is a registered charity in its own right and its reserves can only be expended in furtherance of its charitable objectives. WAMITAB's income and expenditure for the year is, therefore, recorded separately from the other results of the CIWM Group and is shown in a separate column. Further details about WAMITAB and its 'acquisition' by the CIWM Group are given in the Group Structure and Relationships section of this Report and also in Notes 8 and 13 to the Financial Statements.

After recognition of realised and unrealised investment gains of £107,644 (2016: £159,982 net gains) the net consolidated expenditure (a deficit) to be transferred to all reserves was £115,572 (2016 net consolidated income £2,685,169) which means that the CIWM Group consolidated funds have decreased from £6,881,929 to £6,766,357.

Trustees are very disappointed to have to report a consolidated net operating expenditure (deficit) of £223,216 for a further year. This in no way reflects the commitment and work put in by Trustees, Centres and staff; but is due to underlying commercial and economic reasons. Trustees and senior staff are working to address these challenges and specifically to develop and implement robust business plans and budgets to generate sustainable annual surpluses in all parts of the CIWM Group; including, where appropriate, commissioning research and reports from professional advisers. Trustees remain confident in the underlying strength of CIWM and its brands; and the Group consolidated balance sheet remains strong with substantial accumulated financial reserves which provide the strength and depth to enable it to meet and overcome challenging economic circumstances.

### Reserves policy

The total unrestricted funds (that is the Designated funds and the General Funds) held by the charitable group as at 31 December 2017 were £3,699,242 (2016: £4,040,849). This excludes funds held by WAMITAB which are shown as Restricted because they can only be used in furtherance of the charitable purposes of this separate charity.

Reserves are required to provide the charity with a firm financial foundation and to provide the stability required to fund day-to-day operations. They also provide the funding for future investment whether on essential capital requirements to support the operational delivery of the charity's aims and purposes, or on the research and development of new activities or longer term initiatives.

The Trustees have reviewed the reserves of CIWM taking into account relevant factors, including:

- forecasts for levels of income for the current and future years, taking into account the reliability of each source of income and the prospects for developing new income sources;



## Trustees' report (continued)

### FINANCIAL REVIEW AND RESULTS FOR THE YEAR (continued)

- forecasts for expenditure for the current and future years on the basis of planned activity; and
- analysis of any future specific financing needs, for example to maintain and replace tangible and intangible fixed assets;

Based on this detailed review and also taking into account relevant regulatory requirements, Trustees have concluded that reserves at a value of approximately £1.9 million are required to finance the charity's day-to-day operations. Trustees have assessed that a further amount of approximately £580k should be retained to fund maintenance and further development of critical infrastructure, including IT systems in particular the database, and this amount is included in a Designated Fund – the Fixed Asset Replacement Reserve.

Trustees have, therefore, concluded that at 31 December 2017, allowing for the items referred to above, the remaining reserves are available for general expenditure. This assessment is kept under regular review through scrutiny of the monthly accounts, comparisons of results against budgets and consideration of current activities. A full review and update is also carried out, at least, annually.

### Investment policy and objectives

CIWM and WAMITAB each hold a portfolio of investments for which Trustees obtain expert investment management advice from the respective discretionary investment managers.

CIWM's policy is medium risk with the portfolio being invested primarily to obtain the most effective capital protection and capital growth over the longer term, with the objective of maintaining the capital value allowing for changes in the Retail Prices Index - that is, to grow the capital value over time above the rate of inflation. An updated ethical investment policy was approved by Trustees in January 2017.

WAMITAB's investment policy is medium risk emphasising both capital appreciation and income growth with an overarching target to provide a total return of, at least, RPI plus 3%.

All investment income received on both portfolios is also reinvested.

### Investment performance against objectives

CIWM's investment portfolio has been managed throughout the year by Brewin Dolphin and WAMITAB's by Rathbone Brothers PLC. Both investment managers are appointed on a discretionary management basis. During the year the Trustees of CIWM and WAMITAB received investment performance information and other general investment advice and comment from the respective discretionary investment managers.

The two portfolios generated investment income of £91,969 (2016: £87,313) which was re-invested. World stock markets recorded increases in values during the last months of the year which has resulted in the investment portfolios recording unrealised gains for the year which total £219,816 (2016: £129,329). Disposals of investments made during 2017 from the two portfolios resulted in realised gains of £12,348 (2016: £30,653).

In addition to the CIWM Group's listed investments, at the beginning of the year, CIWM also held 469 Ordinary shares in Cloud Sustainability Limited as a mixed motive investment. On 20 June 2017, Ditto AI Limited purchased the entire issued share capital of Cloud Sustainability Limited at a



## Trustees' report (*continued*)

### FINANCIAL REVIEW AND RESULTS FOR THE YEAR (*continued*)

valuation of £2 million in a share for share transaction. CIWM now holds, as an unlisted investment, 8,456,450 Ordinary Shares in Ditto AI Limited

Ditto AI Ltd is a software development company specialising in artificial intelligence platforms developing products for use in the finance, law and healthcare sectors. The company raised a further £3,476,000 equity capital in January 2018 to finance further product development and expansion in these sectors. The equity capital was raised through the issue of 354,695,122 Ordinary shares of £0.0001 pence per share at a price of £0.0082 pence per share and 37,091,503 B Ordinary shares of £0.00001 pence per share at a price of £0.0153 pence per share. Based on the price per Ordinary share of £0.0082 pence, CIWM's investment is valued at £69,342.89 and a provision of £47,954.11 has been made to reduce the carrying value at 31 December 2017.

Trustees have reviewed the basis for the investment in this company and have considered factors including: the much reduced percentage of equity now held by CIWM; the fact that Ditto AI Ltd's business is now covering a much broader product range; and the continuing need for significant product development and investment to bring products to market indicates that further operating deficits are likely to be reported in the short to medium term future. Based on this review, and taking into consideration that CIWM is not able to sell its shares without the agreement of the company and other shareholders, Trustees have concluded that, although Ditto AI Limited advise that targets in their business and technical development plans are being met, the valuation per share used by Ditto AI Ltd's directors for that company's recent equity funding round may not provide a prudent assessment of the investment's fair value to CIWM. Accordingly, a further provision of £69,045.89 has been made to reduce the carrying value at 31 December 2017 to £297.

The detailed Accounting Policy in Note 1 to the Financial Statements provides further details about how fair value is established.

### Risk Management

General Council is responsible for the management of the risks faced by the CIWM Group. Detailed considerations of risk are delegated to the Senior Management Team. Trustees and senior managers recognise the importance of identifying risks and establishing systems and procedures to mitigate those identified; and this process is embedded in the charity's business planning which includes regular reviews and assessments of risks.

The following key controls are used by CIWM to help to mitigate the risks:

- formal agendas and detailed minutes for all Committee and Board activity;
- detailed terms of reference for all Committees, Boards etc;
- formal external training on roles and responsibilities for all Trustees and senior staff;
- comprehensive strategic planning, budgeting and management accounting;
- established organisational structure and lines of reporting with clear authorisation and approval levels; and
- regular monitoring and review of Disaster Recovery Plan and Business Continuity Plan

Alongside the constitutional review, the Trustees are also reviewing and revising policies and procedures to strengthen the governance foundation. Policies approved during 2017 include a new Conflicts of Interest policy which replaces the previous policy that was set out in the constitution in Practice Direction 9. The policy establishes new reporting mechanisms that apply not only to Trustees but also to anyone working with the CIWM Group. Trustees also approved a policy on the Modern Slavery Act; revisions to Practice Directions 5, 8 and 9; and an Inclusivity, Diversity and Equality policy. These policies and the revised Practice Directions are available on the CIWM website.



## Trustees' report (*continued*)

### FINANCIAL REVIEW AND RESULTS FOR THE YEAR (*continued*)

Appropriate record keeping is maintained, including a Register of General Councillors' Interests.

The General Council has reviewed the major risks to which CIWM is exposed and considers that the principal risks are financial stability and the need to modernise CIWM's decision making and governance structures. The emphasis placed on budgeting, business plans, investment in infrastructure and the development of services and products are important factors in the management of financial risks. Trustees are prioritising the ongoing constitutional review as key to renewing the decision making and governance structures to fit with modern requirements.

The Audit Committee reviews the financial risks of CIWM. Kingston Smith LLP, as part of their audit, provide management reports to the trustees, advising on recommendations to improve internal controls.

Trustees confirm that appropriate systems have been established to mitigate other risks identified; but recognise that systems can only provide reasonable but not absolute assurance that major risks have been adequately managed.

### FUTURE PLANS

At the beginning of 2018, the CIWM Group set out its overall strategy for 2018-2023. The strategy document is available on the CIWM website at <https://www.ciwm.co.uk/ciwm/about-us/strategy-objectives-key-performance-targets/ciwm/ciwm-strategy2018-2023.aspx> and sets out a new and clearer vision and mission for CIWM:

#### Our Vision

***Making the best and safest use of resources to protect and enrich life on our planet***

#### Our Mission

***To influence, inform and inspire the sustainable management of resources and waste***

To underpin the vision and the mission statement, the Strategy has put in place six strategic areas of focus: **membership, influence, knowledge, funding, customer service** and **management**.

#### Membership

In 2017, CIWM undertook some research with its members to understand better what they want and need. On the back of this, in 2018 CIWM will refresh its membership offer for all individual members and develop and provide more tailored services to members in particular areas, including those members who are highly skilled but do not aspire to full Chartered status. CIWM will also complete its review of member grades in 2018, launch a recruitment campaign, and refresh its professional development provision.

The CIWM Group will strengthen its support of its volunteers, especially in the regional Centres that do so much to create local hubs for member benefits and engagement.

#### Influence

2018 will be another tumultuous pivotal year for the resource and waste management sector. Following on from a swathe of important policy documents and announcements across Ireland and the UK in 2017, the sector now awaits a major new development with a Resource and Waste Management Strategy for England from Defra, as well as continued and growing ambition from the four other Governments. At the same time, public, media and political focus on the blight of



## Trustees' report (*continued*)

### FUTURE PLANS (*continued*)

marine plastic pollution has significant implications for the sector, as does the emerging reality of the Chinese scrap material import restrictions.

As always, CIWM is playing a full and constructive part in the developing thinking. Within this, the main themes that CIWM will pursue in 2018 are:

- **Health & Safety:** Health & Safety is a priority issue for the resource and waste management sector and as the professional body for the sector and a stakeholder in the WISH, WISHNI and SWITCH fora, we will be prioritising behavioural change and good practice sharing in this area in 2018.
- **Waste crime:** this continues to be a priority due to the continued increase in illegal activity and the financial, environmental and social cost to the sector, local and national government, and communities. It remains high on governments' agendas, and we are already working with others across the sector to tackle criminal activity and persistent poor performance.
- **Future resource and waste policy:** a critical area over the next 18 months as the UK government develops its thinking on environmental and industrial policy in the context of Brexit and significant country-specific policy developments are anticipated across the UK countries and Ireland. We are already active in this space (pre-election manifesto, Industrial Strategy consultation response, paper to the Natural Capital Committee) and will continue to seek to influence future policy.
- **Future of Producer Responsibility:** the concept of extended producer responsibility is moving up the agenda and is relevant across CIWM's membership base. It is also a key element of the EU Circular Economy package, which looks set to apply in the UK, at least, in the short term, and links to the wider debate about design for resource productivity and efficiency, remanufacturing, reuse etc.
- **Household collection and recycling:** there are currently important developments and challenges in this area, including WRAP's consistency project and Food Waste Recycling Action Plan, under both of which CIWM is either leading or participating in key work streams. Austerity continues to impact on services across the UK and this is an area where we can contribute, both through best practice sharing, and by helping to shape a more informed debate.
- **Education and Skills:** This is a core area for us as the sector's professional body and will encompass several strands of work including enhancing the membership offer and increasing membership, the new waste and recycling apprenticeships in England, and the wider 'skills for a resource efficient economy' agenda.

Beyond the UK- and Ireland-focused policy themes detailed above, CIWM will also be working on relevant EU and international policy issues as appropriate, including the progress of the EU Circular Economy Package and the future outlook for the export of recovered materials and waste-derived fuels in the context of Brexit and other global market developments. CIWM will also be building on the 2017/18 Presidential Report 'Making Waste Work: A Toolkit - Community





## Trustees' report (continued)

### FUTURE PLANS (continued)

Waste Management in Low- and Middle-Income Countries' through its international networks in order to play its part in mobilising action to address the global waste crisis.

#### Knowledge

The basis on which CIWM can provide the professional support, advice and influence required is the knowledge it has (in both members and employees) and can mobilise (through research and networks). In 2018, it will continue to develop this, including through commissioning research on RDF exports for the Presidential Report and on markets for recycled plastics.

CIWM and WAMITAB will continue to play a strong role in apprenticeships. WAMITAB will establish itself as an End Point Assessment Organisation; CIWM will support the sector in how it accesses apprenticeship training.

#### Funding

Trustees will monitor the financial position and budgets during the year keeping forward financial planning under careful review. An important focus remains to seek and develop all appropriate opportunities to improve the CIWM Group's financial position. The main elements of the plan are:

- Increasing membership;
- A more focused professional development offer to members;
- A revitalised education and training offer to the wider sector; and
- More structured and better value support to organisations operating in or with the sector.

#### Customer Service

The demands and expectations of our members and customers continue to grow, so all CIWM's activities need to be undertaken with excellent customer service. In 2018 this will include further improvements to the online experience of working with CIWM.

#### Management

CIWM will complete its constitutional review in 2018 and propose changes to modernise its governance and processes. It will also continue to work on issues relating to inclusion, diversity and equality in line with its new Statement which is available on the CIWM website at:

[https://www.ciwm.co.uk/ciwm/about/ide\\_statement.aspx](https://www.ciwm.co.uk/ciwm/about/ide_statement.aspx)

## STRUCTURE, GOVERNANCE AND MANAGEMENT

### Governing Document

The Charity was formed in 1898, incorporated as a company limited by guarantee in 1908 and from 1981 was known as the Institute of Wastes Management. On 1 March 2002 it was granted a Royal Charter of Incorporation and was renamed the Chartered Institution of Wastes Management and, for the purposes of the Charities Act 2011, is a charitable company (registered company number RC000777) and has no share capital. It is registered with the Charity Commission in England and Wales under charity number 1090968 and with the Office of the Scottish Charity Regulator under charity number SC037903.

CIWM's governing instruments are the Royal Charter, its Bye-Laws, Regulations and Practice Directions sealed on 1 March 2002. Trustees initiated a detailed review of the constitution on 16



## Trustees' report (*continued*)

### STRUCTURE, GOVERNANCE AND MANAGEMENT (*continued*)

October 2013 with priorities including the election processes and Committee structure; work on this review is still ongoing.

General Council approved revisions to Practice Directions numbers 5, 8 and 9 at the meeting on 25<sup>th</sup> April 2017. The governing documents can be viewed on CIWM's website.

### Appointment and election of General Council members

The directors of the charitable company are its trustees for the purposes of charity law and throughout this report are collectively referred to as the General Council or Council members. As set out in Regulation 10 of the constitution of CIWM, the General Council consists of:

- (a) The Honorary Officers – President, Senior Vice-President, Junior Vice-President, & Honorary Treasurer and Honorary Vice Treasurer.
- (b) The Chairman (President of CIWM) is elected annually by the General Council
- (c) The immediate Past President who remains a member for one year only after retiring as President
- (d) Past Presidents as at 11 June 1991 who have been members of the General Council continuously since that date may retain their position as General Councillors for such period of time as they wish
- (e) General Councillors who are elected by the corporate members of CIWM from each Centre (the geographic regions of CIWM) – the number of General Councillors representing each Centre is related to the number of corporate members in that Centre. Corporate members are those in the following classes of membership: Fellow, Member and Licentiate
- (f) Chairman of Education, Training and Membership Committee
- (g) Chairman of Scientific and Technical Committee
- (h) Chair of the Board of CIWM Enterprises Limited.

General Councillors are elected for a term of three years; retire by rotation and are eligible to stand for re-election.

No appointment has been made to the role of Honorary Vice Treasurer, but this position is being reviewed. The Chair of Executive Committee is elected by and from the Elected General Councillors.

The members of the General Council are also the directors for the purpose of the Companies Act 2006.

### Training of General Councillors

General Council approved new provision for training and induction of General Councillors at their March 2013 meeting. Every newly elected General Councillor receives induction training from the CEO; this has been completed for all Trustees newly elected during 2017. All General Councillors must attend training on Trustee responsibilities sourced via the National Council for Voluntary Organisations (NCVO); arrangements are being made for all General Councillors newly elected during 2018 to attend scheduled NCVO training courses.

The CIWM customer and contact database provides resource library functionality and an alert service which is being used to improve the accessibility and efficiency of informing Trustees about

## Trustees' report (*continued*)

### STRUCTURE, GOVERNANCE AND MANAGEMENT (*continued*)

relevant newsletters and guidance documents. Charity Commission newsletters, NCVO newsletters and other relevant guidance are uploaded to this resource library when received.

Periodically, training on specific topics is provided for Trustees by suitably qualified individuals or organisations. An update session on governance, provided through NCVO, was organised for the General Council meeting in June 2017.

### Organisational Management

CIWM is operated through its General Council, which has a number of principal committees responsible for segmental interests. Administration is effected through an Executive Committee, a professional administrative structure, and two review committees - Audit and Corporate Governance and Professional Ethics. These have independent chairmen, with relevant specialist skills and competencies, who are appointed for three year terms of office.

### Group Structure and Relationships

CIWM has one trading subsidiary, CIWM Enterprises Limited, a separate organisation which arranges training courses, seminars and conferences, produces journals and publications and sells advertising to the wastes management industry.

On 25<sup>th</sup> July 2016 WAMITAB became part of the CIWM Group. It is a registered charity in England and Wales, promoting relevant and high quality qualifications and learning to support career progression, skills and technical competence in the facilities management and sustainable wastes and resources management sectors.

During 2017, CIWM also had five dormant subsidiaries, Clean Britain Awards Limited; Waste Smart Limited; Water Smart (UK) Limited; Energy Smart Training Limited and Resource Smart Limited. Applications were made on 15 December 2017 to strike off Water Smart (UK) Limited and on 18 December 2017 to strike off Energy Smart Training Limited from the Register of Companies, with notification of dissolution being received on 20 March 2018.

CIWM works extensively at regional and local levels through its Centres, which provide members with free and low cost regional events on a variety of topics and liaise with local and regional organisations. The Centres in the Republic of Ireland, Scotland, Wales and Northern Ireland work closely with their respective governments and other stakeholders.

On 13 November 2014 CIWM entered into a formalised partnership arrangement with the Environmental Services Association (ESA) to include closer working in respect of technical and policy development; support to members and others in the Centres. To facilitate this partnership working and to provide a forum for the two organisations to respond to policy consultations and make other announcements together, CIWM and ESA became joint owners of Resources and Waste UK Limited. In 2017 CIWM and ESA decided, by mutual agreement, the rationale behind Resources and Waste UK Limited had run its course and accordingly steps were taken to close the company. The company was dissolved on 20 March 2018.

### Remuneration policy for key management personnel

The General Councillors consider that the senior management team, who report regularly to the Executive Committee, comprise the key management personnel of CIWM in charge of directing, controlling, running and operating CIWM on a day to day basis. The pay of senior managers is reviewed annually and increased, as appropriate, in line with average earnings.



## Trustees' report (*continued*)

### REFERENCE AND ADMINISTRATIVE INFORMATION

#### Auditors

The re-appointment of Kingston Smith LLP as auditors of the company will be considered at the forthcoming Annual General Meeting on 12 September 2018.

#### Statement on disclosure of information to auditors

Each person who is a General Councillor at the date of approval of this report confirms that so far as the General Councillor is aware, there is no relevant audit information of which the company's auditors are unaware; and each General Councillor has taken all the steps that he/she ought to have taken as a General Councillor to make himself/herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

#### Statement of responsibilities of the Trustees of the Chartered Institution of Wastes Management

The Trustees are responsible for preparing the Trustees' Report (called Report of the General Council) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales and Scotland requires trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charity and the group and of the incoming resources and application of resources of the charity and the group for that period.

In preparing these financial statements, the General Council are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group and the charity will continue its activities.

The General Council are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that its financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008; the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended) and the provisions of the Royal Charter. They are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The General Council are responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

By order of the General Council

#### S Corne,

Honorary Treasurer  
7-9 St Peter's Gardens  
Marefair,  
Northampton  
NN1 1SX

18 July 2018



## INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF CHARTERED INSTITUTION OF WASTES MANAGEMENT

### Opinion

We have audited the financial statements of Chartered Institution of Wastes Management for the year ended 31 December 2017, which comprise the Group Statement of Financial Activities, the Group and Parent Charity Balance Sheets, the Group Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charity's affairs as at 31 December 2017 and of the group's incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Charities and Trustee Investment (Scotland) Act 2005 (as amended), regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended) and the Charities Act 2011.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs(UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's and parent charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

### Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements,





## **INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF CHARTERED INSTITUTION OF WASTES MANAGEMENT (*continued*)**

we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the group and parent charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters where the Charities Accounts (Scotland) Regulations 2006 (as amended) and the Charities Act 2011 require us to report to you if, in our opinion:

- the parent charity has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charity's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or

### **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or parent charity or to cease operations, or have no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the financial statements**

We have been appointed as auditor under Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and Section 151 of the Charities Act 2011 and report to you in accordance with regulations made under those Acts.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:



## INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF CHARTERED INSTITUTION OF WASTES MANAGEMENT (*continued*)

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group and parent charity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and parent charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or parent charity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

### Use of our Report

This report is made solely to the charity's trustees, as a body, in accordance with Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005, and in respect of the consolidated financial statements, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charity's trustees those matters which we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charity's trustees, as a body for our audit work, for this report, or for the opinion we have formed.

Sandra De Lord (Senior Statutory Auditor)  
for and on behalf of Kingston Smith LLP, Statutory Auditor

15 August 2018

Devonshire House  
60 Goswell Road  
London  
EC1M 7AD

Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.



# Chartered Institution of Wastes Management

## Consolidated statement of financial activities for year ended 31 December 2017

	Note	Unrestricted funds General Funds £	Designated Funds £	Restricted Funds- WAMITAB £	Endowment & Other Restricted funds £	Total funds 2017 £	Total funds 2016 £
<b>Income</b>							
<b>Income from charitable activities:</b>							
Donation re. acquisition of WAMITAB	8	-	-	-	-	-	2,745,702
Membership subscriptions		1,016,240	-	-	-	1,016,240	995,826
Regional centre income		152,450	-	-	-	152,450	194,357
Income from provision of qualifications		-	-	963,862	-	963,862	324,451
<b>Income from trading activity:</b>							
Commercial trading operations		1,633,350	-	-	-	1,633,350	1,563,424
Investment income	9	33,496	-	58,473	-	91,969	87,313
Interest receivable		1,449	-	15	-	1,464	18,068
Grant income	10	-	-	-	-	-	17,819
Other income		87,818	-	-	-	87,818	233,750
<b>Total income</b>		<b>2,924,803</b>	<b>-</b>	<b>1,022,350</b>	<b>-</b>	<b>3,947,153</b>	<b>6,180,710</b>
<b>Expenditure</b>							
<b>Expenditure on raising funds</b>							
Investment management		(10,686)	-	(17,080)	-	(27,766)	(17,437)
Commercial trading operations		(1,638,923)	-	-	-	(1,638,923)	(1,554,288)
Provision of qualifications		-	-	(159,317)	-	(159,317)	(50,714)
<b>Charitable activities:</b>							
Staff costs		(997,457)	-	(472,063)	-	(1,469,520)	(1,170,216)
Grant expenditure	10	-	-	-	-	-	(17,819)
Regional centre expenses		(148,238)	-	-	-	(148,238)	(186,771)
Committee directed costs		(93,639)	-	-	-	(93,639)	(184,200)
Committee running costs		(30,157)	-	-	-	(30,157)	(34,760)
Premises costs, postage, stationery, communications		(197,458)	-	(141,133)	-	(338,591)	(238,583)
Institution awards		(323)	-	-	-	(323)	(4,366)
Honoraria		(4,522)	-	-	-	(4,522)	(4,071)
Travel and accommodation		(39,505)	-	(16,185)	-	(55,690)	(48,137)
Insurances and other Professional fees		(97,571)	-	(10,307)	-	(107,878)	(59,160)
Amortisation		(42,450)	-	-	-	(42,450)	(40,690)
Depreciation		(22,328)	-	(4,761)	-	(27,089)	(30,082)
Financing costs		(13,986)	-	(12,280)	-	(26,266)	(14,229)
<b>Total operating expenditure</b>		<b>(3,337,243)</b>	<b>-</b>	<b>(833,126)</b>	<b>-</b>	<b>(4,170,369)</b>	<b>(3,655,523)</b>
<b>Net operating income/ (expenditure)</b>		<b>(412,440)</b>	<b>-</b>	<b>189,224</b>	<b>-</b>	<b>(223,216)</b>	<b>2,525,187</b>
<b>Net gains/ (losses) on investment assets</b>		<b>3,444</b>		<b>104,200</b>		<b>107,644</b>	<b>159,982</b>
<b>Net income/ (expenditure)</b>		<b>(408,996)</b>	<b>-</b>	<b>293,424</b>	<b>-</b>	<b>(115,572)</b>	<b>2,685,169</b>
Transfers between funds		67,389	-	(67,389)	-	-	-
<b>Net movement in funds</b>	5	<b>(341,607)</b>	<b>-</b>	<b>226,035</b>	<b>-</b>	<b>(115,572)</b>	<b>2,685,169</b>
<b>Total funds brought forward</b>	17	<b>3,460,969</b>	<b>579,880</b>	<b>2,795,434</b>	<b>45,646</b>	<b>6,881,929</b>	<b>4,196,760</b>
<b>Total funds carried forward</b>	17	<b>3,119,362</b>	<b>579,880</b>	<b>3,021,469</b>	<b>45,646</b>	<b>6,766,357</b>	<b>6,881,929</b>

The Charity has no recognised gains or losses for the year (2016: £nil) other than as detailed above. The net movements in the Charity's funds for the year arise from the Charity's continuing activities. Full details of comparative figures for the year ended 31 December 2016 and movements in the Unrestricted funds and Endowment & Restricted Funds during that year are shown in Note 17 to these financial statements. The notes on the following pages form part of these financial statements.

## Chartered Institution of Wastes Management

### Consolidated balance sheet as at 31 December 2017

	Note	2017 £	£	2016 £	£
<b>Fixed assets</b>					
Intangible assets	12	126,011		168,461	
Tangible assets	12	489,768		509,359	
Investments	13	4,013,911		3,843,813	
		<b>4,629,690</b>		<b>4,521,633</b>	
<b>Current assets</b>					
Debtors	14	645,282		406,633	
Investments		695,082		695,067	
Cash at bank and on deposit		1,442,818		1,745,263	
		<b>2,783,182</b>		<b>2,846,963</b>	
<b>Creditors:</b> amounts falling due within one year	15	<b>(646,515)</b>		<b>(486,667)</b>	
<b>Net current assets</b>		<b>2,136,667</b>		<b>2,360,296</b>	
<b>Total assets less current liabilities</b>		<b>6,766,357</b>		<b>6,881,929</b>	
<b>Net assets</b>		<b>6,766,357</b>		<b>6,881,929</b>	
<b>Endowment funds</b>					
Permanent	17	24,573		24,573	
<b>Restricted funds</b>	17				
Scottish Waste Award		21,073		21,073	
The Waste Management Industry Training & Advisory Board		3,021,469		2,795,434	
<b>Unrestricted funds</b>					
Designated funds	17	579,880		579,880	
General funds	17	3,119,362		3,460,969	
<b>Total funds</b>	17	<b>6,766,357</b>		<b>6,881,929</b>	

The notes on the following pages form part of these financial statements.

These financial statements were approved by the General Council on 18 July 2018 and were signed on its behalf by:

**Professor DC Wilson, MBE**  
President

**S Corne**  
Honorary Treasurer

## Chartered Institution of Wastes Management

### Charity balance sheet as at 31 December 2017

	Note	2017 £	£	2016 £	£
<b>Fixed assets</b>					
Intangible assets	12	126,011		168,461	
Tangible assets	12	473,250		494,133	
Investments	13	1,586,710		1,562,374	
		<b>2,185,971</b>		<b>2,224,968</b>	
<b>Current assets</b>					
Debtors	14	389,847		199,561	
Investments		575,000		575,000	
Cash at bank and on deposit		953,296		1,342,103	
		<b>1,918,143</b>		<b>2,116,664</b>	
<b>Creditors:</b> amounts falling due within one year	15	<b>(252,824)</b>		<b>(257,726)</b>	
<b>Net current assets</b>		<b>1,665,319</b>		<b>1,858,938</b>	
<b>Total assets less current liabilities</b>		<b>3,851,290</b>		<b>4,083,906</b>	
<b>Net assets</b>		<b>3,851,290</b>		<b>4,083,906</b>	
<b>Endowment funds</b>					
Permanent	17	24,573		24,573	
<b>Restricted funds</b>	17	21,073		21,073	
<b>Unrestricted funds</b>					
Designated funds	17	579,880		579,880	
General funds	17	3,225,764		3,458,380	
<b>Total funds</b>	17	<b>3,851,290</b>		<b>4,083,906</b>	

The notes on the following pages form part of these financial statements.

These financial statements were approved by the General Council on 18 July 2018 and were signed on its behalf by:

**Professor DC Wilson, MBE**  
President

**S Corne**  
Honorary Treasurer



# Chartered Institution of Wastes Management

## Consolidated Statement of Cash Flows for the year ended 31 December 2017

	2017 £	2016 £
<b>Cash flow/(outflow) from operating activities</b>		
Net cash (used in)/ provided by operating activities	(321,083)	308,564
<b>Cash flows from investing activities</b>		
Interest, dividends and other investment income received	93,433	105,381
Proceeds from disposal of fixed asset investments excluding endowment funds	119,937	854,332
Acquisition of fixed asset investments excluding endowment funds	(187,219)	(930,302)
Additions to investments in current assets	(15)	(116,825)
Payments to acquire tangible and intangible fixed assets	(7,498)	(28,735)
	18,638	(116,149)
<b>Net decrease in cash and cash equivalents</b>	(302,445)	(192,415)
Cash and cash equivalents at beginning of year	1,745,263	1,552,848
<b>Cash and cash equivalents at end of year</b>	1,442,818	1,745,263

### Reconciliation of net income/ (expenditure) to net cash flow from operating activities

	2017 £	2016 £
<b>Net income/(expenditure) including endowments</b>	(115,572)	2,685,169
<b>Adjustments for:</b>		
Amortisation/Depreciation charges	69,539	70,772
Donation	-	(2,275,094)
Net (gains)/ losses on investments	(102,816)	(159,982)
Investment income	(93,433)	(105,381)
Decrease/ (increase) in debtors	(238,649)	119,458
Increase/ (decrease) in creditors	159,848	(26,378)
<b>Net cash (used in)/ provided by operating activities</b>	(321,083)	308,564

The notes on the following pages form part of these financial statements.

# Chartered Institution of Wastes Management

## Notes to the Financial Statements for the year ended 31 December 2017

### 1 Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

#### *Basis of preparation*

These financial statements have been prepared in accordance with "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015)' – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the requirements of the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008; the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended); the provisions of the Royal Charter.

The charity is a public benefit entity for the purposes of FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the company and its group. Monetary amounts in these financial statements are rounded to the nearest pound.

The financial statements have been prepared on the historical cost convention, modified by the recognition of certain investments and financial assets and liabilities measured at fair value through income and expenditure within the Statement of Financial Activities.

The preparation of financial statements in conformity with the Charities SORP (FRS 102) and FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the charity's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in note 3.

#### *Basis of consolidation and Group financial statements*

The financial statements consolidate the financial statements of CIWM and its wholly owned charitable subsidiary, The Wastes Management Industry and Training Advisory Board (WAMITAB) and its wholly owned non-charitable subsidiaries, CIWM Enterprises Limited (trading), Clean Britain Awards Limited (dormant), Waste Smart Limited (dormant), Water Smart (UK) Limited (dormant), Energy Smart Training Limited (dormant) and Resource Smart Limited (dormant) on a line-by-line basis. They also consolidate the financial statements of Resource and Waste UK Limited (dormant) a joint venture company which is 50% owned by CIWM.

WAMITAB became part of the CIWM Group on 25<sup>th</sup> July 2016 and its income and expenditure since that date has been consolidated into these financial statements. The accounting reference date of WAMITAB was changed from 31 March to 31 December and, accordingly, the 2016 financial statements cover the nine month period to 31 December 2016 and the 2017 financial statements cover the whole year – further details about the acquisition of this company are given in Note 13.

The financial statements for all other companies within the CIWM Group are for the year to 31 December 2017.



# Chartered Institution of Wastes Management

## Notes to the Financial Statements for the year ended 31 December 2017

### 1 Accounting policies (continued)

#### Fund accounting

General unrestricted funds comprise accumulated surpluses and deficits on general funds and cumulative realised and unrealised gains of the investments. They are available for use at the discretion of the General Council in furtherance of the general charitable objectives.

Designated funds are unrestricted funds which have been put aside at the discretion of the General Council for particular purposes.

At 31 December 2016, Trustees reassessed its Reserves policy and decided that there was an ongoing requirement for the Fixed Assets Replacement Reserve but that there was no current requirement for the other Designated funds. Accordingly, funds held in the previous Designated Funds as at 31 December 2016 entitled Development reserve, Regional Development reserve, Waste Smart reserve and the Strategic Development reserve were transferred back into General unrestricted funds.

The Designated funds comprise

*Fixed assets replacement reserve*

This represents amounts needed to maintain the CIWM's fixed asset base.

#### Endowment funds

*Permanent*

These are assets which must be held permanently by the charity. The capital element of permanent endowment funds is not utilised, only the income from permanent endowment funds is utilised.

#### Restricted funds

Restricted funds are funds received by CIWM for particular purposes and expenditure is restricted to that particular project.

The funds held by WAMITAB are classified as Restricted because they can only be used in furtherance of the charitable objectives of that company.

#### Income

Income is recognised when either of the charities or its trading subsidiary has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income includes amounts received and receivable during the year by CIWM at headquarters, its ten regional centres; by its charitable subsidiary, WAMITAB, and the turnover of the company's trading subsidiary, CIWM Enterprises Limited. It comprises subscriptions, donations, grants and charges for services provided stated net of value added tax where applicable. Income from Centres is incorporated on the basis of returns.

Income from membership subscriptions is recognised when received and is allocated across the relevant period of membership on a calendar year basis.

Income from government and other grants, whether "capital" grants or "revenue" grants, is recognised when either of the charities has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.

# Chartered Institution of Wastes Management

## Notes to the Financial Statements for the year ended 31 December 2017

### 1 Accounting policies (continued)

#### *Interest receivable and investment income*

Interest on funds held on deposit and income generated by Fixed Asset investments, including dividend income and interest, are included when receivable and the amounts can be measured reliably by either of the charities. This is normally upon notification by the bank or the discretionary investment managers of the interest paid or payable, or the income credited to the investment portfolios.

#### *Donated services and facilities*

Donated professional services are recognised as income when the charity or its wholly owned charitable subsidiary has control over the item, any conditions associated with the donated professional services have been met, the receipt of economic benefit from the use by the charity of the services is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the general volunteer time of the Members of CIWM is not recognised – please refer to the Trustees' Annual Report for more information about their contribution.

On receipt, donated professional services are recognised on the basis of the value of the gift to either of the charities which is the amount that charity would have been willing to pay to obtain services of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

#### *Expenditure and irrecoverable VAT*

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be accounted for reliably. Expenditure is classified under the following activity headings:

Expenditure on raising funds comprises the costs of commercial trading and fees paid for the discretionary management of the fixed asset investment portfolios and their associated support costs.

Charitable activities – expenditure includes the costs of administering the professional activities of CIWM and WAMITAB, supporting the regional Centres and membership and other activities undertaken to further the purposes of either of the charities and their associated support costs.

Other expenditure represents those items not falling into any other heading.

Any irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

#### *Allocation of Support Costs*

Support costs are those functions that assist the work of either of the charities but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support CIWM's or WAMITAB's professional and charitable activities. These costs have been allocated between the costs of raising funds, expenditure on charitable activities and other expenditure.

The bases on which support costs have been allocated are set out in Note 4.

# Chartered Institution of Wastes Management

## Notes to the Financial Statements for the year ended 31 December 2017

### 1 Accounting policies (continued)

#### Operating Leases

CIWM classifies the lease of printing equipment and cars as operating leases; the title to the equipment remains with the lessor and the equipment is replaced at the end of the lease period (printing equipment every 5 years and cars every 3 years) whilst the economic life of such equipment is normally longer. WAMITAB classifies the lease of its office as an operating lease; the title remains with the lessor and the lease has a fixed term to June 2023 whilst the economic life of the property is normally longer. Rentals payable under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

#### Tangible Fixed assets and depreciation

Individual fixed assets costing £500 or more are capitalised at cost and are depreciated at rates calculated to write off the cost less estimated residual value by equal instalments over their estimated useful economic lives as follows:

Freehold buildings	-	2% on cost
Office equipment including computer equipment	-	33 <sup>1</sup> / <sub>3</sub> % on cost
Fixtures and fittings	-	15% to 33 <sup>1</sup> / <sub>3</sub> % on cost
Motor vehicle	-	33 <sup>1</sup> / <sub>3</sub> % on cost

No depreciation is provided on freehold land.

#### Intangible Fixed assets and amortisation

Individual intangible fixed assets costing £500 or more are capitalised at cost and are amortised at rates calculated to write off the cost by equal instalments over their estimated useful economic lives up to a maximum of ten years as follows:

Computer Software	-	20% on cost
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At the end of each reporting period, the residual values and useful lives of tangible and intangible assets are reviewed and adjusted if necessary and if circumstances indicate that the carrying value may not be recoverable then it is adjusted for impairment.

#### Quoted Investments

Investments listed on a recognised stock exchange are initially measured at their cost and subsequently measured at fair value at the balance sheet date. All movements in value arising from investment changes or revaluations are shown as part of the Statement of Financial Activities and for CIWM's portfolio are included within unrestricted funds, for WAMITAB's portfolio they are included within the respective restricted fund.

Realised gains and losses and unrealised gains and losses are not separated in the Statement of Financial Activities.

#### Unlisted and Mixed Motive Investments

Mixed motive investments are held by CIWM both to generate a return on capital invested for the charity, but also to contribute to its charitable purposes. Unlisted investments are held by CIWM to generate a return on capital invested for the charity.

CIWM's investment in Cloud Sustainability Limited at 31 December 2016 was considered to be a mixed motive investment. However, after 20 June 2017, Ditto AI Limited acquired the entire issued share capital of Cloud Sustainability in a share for share transaction, CIWM's investment has been in Ditto AI Limited. Trustees reassessed the investment considering factors including: the much reduced percentage of equity held and the fact that Ditto AI



# Chartered Institution of Wastes Management

## Notes to the Financial Statements for the year ended 31 December 2017

### 1 Accounting policies *(continued)*

#### *Unlisted and Mixed Motive Investments (continued)*

Limited's business is now covering a much broader product range. They concluded that the investment in Ditto AI Limited was no longer a mixed motive investment but simply an investment in an unlisted company.

The investment takes the form of Ordinary shares. As the shares are not quoted on a recognised stock market, CIWM has adopted the principles and methodology set out in the International Private Equity and Venture Capital Valuation Guidelines to establish the current fair value of the investment. Those guidelines advise that, in the absence of an external open market for the shares, the best indicator of, and evidence for, the current fair value per share is the actual price recorded in recent external transactions involving third parties. This valuation technique should be applied consistently, however, a change in technique is appropriate if it results in a measurement that is more representative of Fair Value in the circumstances.

Ditto AI Limited raised £3,476,000 equity capital in January 2018 through the issue of 354,695,122 Ordinary shares of £0.0001 pence per share at a price of £0.0082 pence per share. This price per share is lower than that attributed in the share for share acquisition of Cloud Sustainability on 20 June 2017 and, accordingly, CIWM's investment has been written down to reflect this.

The Trustees have assessed the investment and consider that the significant further investment and development required to bring Ditto products to market indicates that further operating deficits are likely to be reported in the short to medium term. These factors, together with the fact that CIWM is not able to sell its shares without the agreement of the company and other shareholders indicate that CIWM's investment in Ditto AI Limited has been impaired; accordingly, the investment has been restated at 31 December 2017 at Fair Value. See Note 13.

#### *Interests in subsidiaries and associated entities*

Interests in subsidiaries, associates and jointly controlled entities are initially measured at cost and subsequently measured at cost less any accumulated impairment losses. All the subsidiaries except WAMITAB and CIWM Enterprises Limited are currently dormant.

#### *Financial instruments*

The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' of FRS 102 to all of its financial instruments.

CIWM only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

#### *Debtors*

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

#### *Cash and cash equivalents*

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.



# Chartered Institution of Wastes Management

## Notes to the Financial Statements for the year ended 31 December 2017

### 1 Accounting policies (continued)

#### *Derecognition of financial assets*

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership to another entity.

#### *Creditors and provisions*

Creditors and provision are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

#### *Derecognition of financial liabilities*

Financial liabilities are derecognised when, and only when, the company's obligations are discharged, cancelled, or they expire.

#### *Pensions*

Following auto-enrolment effective from 1 May 2015, the group operates two defined contribution pension schemes, the Legal and General Work Save Pension Plan for employees of CIWM and CIWM Enterprises Limited, and the Royal London Personal Pension Plan for employees of WAMITAB. All employees are eligible to join the respective scheme. All existing employees and all employees joining since 1 May 2015 were automatically enrolled into either the Legal and General Work Save Pension Plan or the Royal London Personal Pension Plan unless they have exercised their right to opt out of scheme membership. Contributions are charged to the Statement of Financial Activities as they become payable in accordance with the rules of the schemes.

### 2 Legal status of the Charity

The Chartered Institution of Wastes Management is a Royal Charter company domiciled and is registered as a charity in England and Wales and in Scotland. It has no share capital and, in the event of the charity being wound up, no liability rests with either the Trustees or its members. The Trustees are listed at the start of the Trustees Report. The registered office is 7 - 9 St Peter's Gardens, Marefair, Northampton, NN1 1SX.

### 3 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision & future periods if the revision affects both current & future periods.



# Chartered Institution of Wastes Management

## Notes to the Financial Statements for the year ended 31 December 2017

### 3 Critical accounting estimates and judgements (continued)

The following judgements have had the most significant effect on amounts recognised in the financial statements:

- Recognition of the fair value of the mixed motive investment in Cloud Sustainability Limited (which post year end has become an investment in Ditto AI Limited following its acquisition of Cloud Sustainability Limited in a share for share transaction). The assumptions used for fair value measurement are set out above.
- The company makes an estimate of the recoverable value of trade and other debtors based on the ageing profile of debtors and historical experience.
- The annual amortisation charge for intangible assets is sensitive to changes in the estimated lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates.
- The annual depreciation charge for property, plant and equipment is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates.

#### Key sources of estimation uncertainty

For the years ended 31 December 2017 and 2016 the Trustees consider that there were no key sources of estimation uncertainty.

### 4 Analysis of Support Costs

The breakdown of support costs and how these were allocated between charitable activities, the cost of raising funds, and other activities for the year to 31 December 2017 is shown below.

	Charitable Activities	Expenditure on raising funds	Other	Total allocated 2017	Basis
	£	£	£	£	
Governance – see below	191,346	9,150	-	200,496	Staff time and actual costs incurred
Finance & IT	172,023	132,849	7,545	312,417	Staff time and usage
HR & General Administration	<u>58,499</u>	<u>20,065</u>	<u>-</u>	<u>78,564</u>	Staff time
Total	<u>421,868</u>	<u>162,064</u>	<u>7,545</u>	<u>591,477</u>	

# Chartered Institution of Wastes Management

## Notes to the Financial Statements for the year ended 31 December 2017

### 4 Analysis of Support Costs (continued)

The breakdown of support costs and how these were allocated between charitable activities, the cost of raising funds, and other activities for the year to 31 December 2016 is shown below.

	Charitable Activities	Expenditure on raising funds	Other	Total allocated 2016	Basis
	£	£	£	£	
Governance – see below	131,674	9,565	-	141,239	Staff time and actual costs incurred
Finance & IT	119,027	132,971	8,428	260,426	Staff time and usage
HR & General Administration	<u>52,456</u>	<u>19,699</u>	<u>-</u>	<u>72,155</u>	Staff time
Total	<u>303,157</u>	<u>162,235</u>	<u>8,428</u>	<u>473,820</u>	

### Governance Costs

Governance costs represent the support necessary to deliver the management and reporting requirements for CIWM, the General Council and the other Committees and Boards, including strategic planning for future development, complying with constitutional and statutory requirements, and satisfying public accountability. They primarily comprise relevant proportions of senior management time, but also include the cost of external audit, legal and other professional advice.

	2017 £	2016 £
General Council and other Committee & Meeting costs	16,107	15,423
Audit fees	36,890	28,939
Legal and professional fees	25,947	4,637
Staff costs	<u>121,552</u>	<u>92,240</u>
	<u>200,496</u>	<u>141,239</u>

### 5 Movement in net funds for the year

	2017 £	2016 £
<b>Movement in net funds is stated after charging:</b>		
Auditors' remuneration:		
Audit fees		
- group	36,890	28,939
- charity	20,790	9,014
Non audit fees		
- group	4,690	640
Amortisation of intangible fixed assets	42,450	40,690
Depreciation of tangible fixed assets	27,089	30,082
Operating lease payments	<u>46,003</u>	<u>45,070</u>

# Chartered Institution of Wastes Management

## Notes to the Financial Statements for the year ended 31 December 2017

### 6 Payments to General Council members

No Trustees received emoluments during the period (2016: £Nil) other than as disclosed in note 21.

As permitted by the constitutional documents, reimbursement of expenses incurred when travelling to, or engaged upon, the business of the charity or its trading subsidiary amount to:-

	2017 £	2016 £
Group	14,644	19,772
Charity	12,524	18,774
Number of Trustees	25	22

### 7 Staff numbers and costs

The average number of persons employed by the group during the year was 49 (2016: 47) and the average number of full-time equivalent employees (including casual and part-time staff) during the period was as follows:

	2017 Number	2016 Number
Charitable activities	24	26
Commercial trading	18	16
Support	7	7
	49	49

The aggregate payroll costs of these persons were as follows:

	2017 £	2016 £
Wages and salaries	1,838,214	1,568,148
Social security costs	198,832	165,325
Pension contributions to defined contribution pension schemes	142,716	122,657
	2,179,762	1,856,130

All employees are eligible to join the Group health insurance schemes and premiums paid in respect of those who have opted for membership was: 2017 £23,168 (2016: £21,118). The Group also provides all employees with insurance cover for Death in Service and eligible employees with Permanent Health Insurance cover - premiums paid: 2017 £24,182 (2016: £31,579.)



# Chartered Institution of Wastes Management

## Notes to the Financial Statements for the year ended 31 December 2017

### 7 Staff numbers and costs (continued)

Key management personnel include the Trustees, Chief Executive, & Deputy Chief Executive of CIWM; the Director of Finance – CIWM Group; the Trustees, Chief Executive & Commercial Director of WAMITAB; and the Directors, Managing Director & Head of Product and Business Development of CIWM Enterprises Limited. Total pay & benefits received by key management personnel was £665,450 (2016: £566,110).

The number of employees whose emoluments (salaries and benefits in kind) exceeded £60,000 during the year is shown below. The emoluments are calculated on a full annualised basis, even if the employee concerned was only employed for part of the year in question. 2016 comparative figures have been restated to ensure consistency in the calculation of annualised salaries.

	2017 No	2016 Restated No
£60,001 - £70,000	3	4
£70,001 - £80,000	1	-
£80,001 - £90,000	1	1
£90,001 - £100,000	2	2
£100,001 - £110,000	-	1
£110,001 - £120,000	-	-

Pension contributions relating to employees earning more than £60,000 amounted to £53,257 (2016: £48,617).

Cars are provided for the Chief Executive who was in post to mid October 2016 and the Deputy Chief Executive for both business and personal use; all fuel expenses relating to private mileage are paid by these employees themselves. The Chief Executive of CIWM in post from mid October 2016; the Chief Executive and the Commercial Director of WAMITAB; and the Managing Director of CIWM Enterprises Ltd receive a fixed monthly car allowance as part of salary.

### 8 Donation re. Acquisition of WAMITAB

WAMITAB became a wholly owned subsidiary of CIWM on 25 July 2016 when the ESA decided to withdraw as a member of the company and its net accumulated reserves of £2,745,702 were effectively donated to the CIWM Group at that date.

### 9 Income from fixed asset investments

	2017 £	2016 £
Income from fixed asset investments: Listed and common investment funds	91,969	87,313

### 10 Grant Income and Grant Expenditure

Income includes grants from the Erasmus programme of the European Union – 2017: £nil (2016: £12,926) and from the Welsh Government towards the costs of the Welsh Regional Development Officer – 2017: £nil (2016: £4,893). As at 31 December 2017, the awarding bodies have not notified the Institution that there are any unfulfilled conditions relating to any of these grants.

# Chartered Institution of Wastes Management

## Notes to the Financial Statements for the year ended 31 December 2017

### 11 Indemnity insurance

The CIWM Group operates trustees' and officers' liability insurance cover at a total cost of £3,360 (2016: £4,217).

### 12 Intangible and Tangible Fixed Assets

Group	Intangible Fixed Assets	Tangible Fixed Assets			
	Computer Software £	Freehold land and buildings £	Fixtures & Fittings/Office Equipment £	Motor Vehicle £	Tangible Fixed Assets Total £
<b>Cost</b>					
At 1 January 2017	212,248	716,303	414,818	12,350	1,143,471
Additions	-	-	7,498	-	7,498
Disposals	-	-	-	-	-
At 31 December 2017	212,248	716,303	422,316	12,350	1,150,969
<b>Amortisation/Depreciation</b>					
At 1 January 2017	43,787	238,961	389,663	5,488	634,112
Charge for year	42,450	11,240	11,733	4,116	27,089
Disposals	-	-	-	-	-
At 31 December 2017	86,237	250,201	401,396	9,604	661,201
<b>Net book value</b>					
<b>At 31 December 2017</b>	<b>126,011</b>	<b>466,102</b>	<b>20,920</b>	<b>2,746</b>	<b>489,768</b>
At 31 December 2016	168,461	477,342	25,155	6,862	509,359

The freehold land and buildings are stated at cost in these financial statements. An external valuation of the freehold land and buildings was carried out in December 2003; this indicated an open market value of £650,000, this compares to the current book value of £466,102 (2016: £477,342).

The cost of freehold land and buildings includes £561,928 of depreciable assets.

The net book value at 31 December 2017 represents fixed assets used for:

	Freehold land and buildings £	Fixtures & Fittings/Office Equipment £	Computer Software £	Motor Vehicle £	Total £
Headquarters	466,102	20,920	126,011	2,746	615,779

# Chartered Institution of Wastes Management

## Notes to the Financial Statements for the year ended 31 December 2017

### 12 Intangible and Tangible Fixed Assets (continued)

	Intangible Fixed Assets	Tangible Fixed Assets			
	Computer Software £	Freehold land and buildings £	Fixtures & Fittings/Office Equipment £	Motor Vehicle £	Tangible Fixed Assets Total £
<b>Cost</b>					
At 1 January 2017	212,248	716,303	388,038	12,350	1,116,691
Additions	-	-	1,444	-	1,444
Disposals	-	-	-	-	-
At 31 December 2017	212,248	716,303	389,482	12,350	1,118,135
<b>Amortisation/Depreciation</b>					
At 1 January 2017	43,787	238,961	378,109	5,488	622,558
Charge for year	42,450	11,240	6,971	4,116	22,327
Disposals	-	-	-	-	-
At 31 December 2017	86,237	250,201	385,080	9,604	644,885
<b>Net book value</b>					
<b>At 31 December 2017</b>	<b>126,011</b>	<b>466,102</b>	<b>4,402</b>	<b>2,746</b>	<b>473,250</b>
At 31 December 2016	168,461	477,342	9,929	6,862	494,133

The net book value at 31 December 2017 represents fixed assets used for:

	Freehold land and buildings £	Fixtures & Fittings/Office Equipment £	Computer Software £	Motor Vehicle £	Total £
Headquarters	466,102	4,402	126,011	2,746	599,261

### 13 Fixed asset investments

	Group 2017 £	Group 2016 £	Charity 2017 £	Charity 2016 £
Listed investments	4,013,614	3,726,516	1,586,253	1,444,917
Investment in unlisted securities	297	117,297	297	117,297
Group undertakings	-	-	160	160
	<b>4,013,911</b>	<b>3,843,813</b>	<b>1,586,710</b>	<b>1,562,374</b>

# Chartered Institution of Wastes Management

## Notes to the Financial Statements for the year ended 31 December 2017

### 13 Fixed asset investments (continued)

#### Listed investments:

	Group 2017 £	Group 2016	Charity 2017 £	Charity 2016 £
Market value at 1 January 2017	3,726,536	1,299,439	1,444,917	1,299,439
Investments donated at market value at 31 July 2016	-	2,194,418	-	-
Additions at cost	187,219	930,302	124,158	747,030
Disposals at carrying value	(119,937)	(824,243)	(105,696)	(672,737)
Net gain/ (loss)	219,796	126,620	122,874	71,185
Market value at 31 December 2017	4,013,614	3,726,536	1,586,253	1,444,917
Historical cost at 31 December 2017	3,360,736	3,277,000	1,271,771	1,239,242

The market value of listed investments held by the group can be summarised as follows:

	2017 £	2016 £
Listed investments (excluding cash held on deposit within the portfolio)	3,947,709	3,653,958

No individual investment included in the portfolio is considered significant.

#### Unlisted investment – Mixed Motive investment

	2017 £	2016 £
Value at 1 January 2017	117,297	117,297
Provision to reduce to open market value	(47,954)	-
Impairment	(69,046)	-
Value at 31 December 2017	297	117,297

#### Shares in group undertakings:

	Charity 2017 £	Charity 2016 £
CIWM Enterprises Limited	2	2
Resources and Waste UK Limited	50	50
Clean Britain Awards Limited	100	100
Waste Smart Limited	2	2
Water Smart (UK) Limited	2	2
Energy Smart Training Limited	2	2
Resource Smart Limited	2	2
	160	160

# Chartered Institution of Wastes Management

## Notes to the Financial Statements for the year ended 31 December 2017

### 13 Fixed asset investments (continued)

The subsidiaries of CIWM at 31 December 2017 are set out below:

Name	Country of incorporation	Nature of business	Proportion of equity held
Waste Management Industry Training & Advisory Board (WAMITAB)	England and Wales	Qualifications Awarding Body	n/a
CIWM Enterprises Limited	England and Wales	Conferences & training	100%
Clean Britain Awards Limited	England and Wales	Dormant	100%
Waste Smart Limited	England and Wales	Dormant	100%
Water Smart (UK) Limited	England and Wales	Dormant	100%
Energy Smart Training Limited	England and Wales	Dormant	100%
Resource Smart Limited	England and Wales	Dormant	100%

WAMITAB is a company limited by guarantee, registered as a charity in England and Wales. It has no share capital and, in the event of the charity being wound up, no liability rests with either the Trustees or its members.

At 31 December 2017 WAMITAB had Unrestricted funds of £3,021,469; however, they must be used only in furtherance of its charitable purposes. For the year ended 31 December 2017, the charity retained a surplus of £226,035 and its total income was £1,022,350. As a charity, WAMITAB is exempt from tax on the income and gains arising from its charitable activities and its investments to the extent that the income and gains are applied for charitable purposes.

The issued share capital of CIWM Enterprises Limited is £2, divided into 2 ordinary shares of £1 each and shareholders' funds at 31 December 2017 totalled (£106,401). The company retained a loss of £108,993 in 2017 (2016: £27,410). Turnover in 2017 was £1,643,410 (2016: £1,580,628).

On 19 January 2015, 50 Ordinary shares in Resources and Waste UK Limited were sold to the Environmental Services Association at par value to facilitate the creation of a partnership between CIWM and the Environmental Services Association. CIWM continues to hold 50% of the issued share capital and it is accounted for as a joint venture company. During 2017 and 2016 the partnership has focussed activities on communication and public relations work. All costs and expenses of this partnership are borne directly by the two partners; accordingly, Resources and Waste UK Limited does not itself trade and remained a dormant company in 2017. An application to strike off Resources and Waste UK Limited from the Register of Companies was made on 20 December 2017, with notification of dissolution on 20 March 2018.

Applications were made on 15 December 2017 to strike off Water Smart (UK) Limited and on 18 December 2017 to strike off Energy Smart Training Limited from the Registrar of Companies, with notification of dissolution on 20 March 2018.



## Chartered Institution of Wastes Management

### Notes to the Financial Statements for the year ended 31 December 2017

#### 13 Debtors

	Group 2017 £	Group 2016 £	Charity 2017 £	Charity 2016 £
Trade debtors	466,975	270,966	61,759	19,661
Amounts owed by subsidiary undertakings	-	-	224,574	90,806
Other debtors and taxation	36,840	26,216	2,416	6,824
Prepayments and accrued income	141,467	109,451	101,098	82,270
	<b>645,282</b>	<b>406,633</b>	<b>389,847</b>	<b>199,561</b>

#### 14 Creditors: amounts falling due within one year

	Group 2017 £	Group 2016 £	Charity 2017 £	Charity 2016 £
Trade creditors	48,830	50,128	66,137	44,794
Amounts owed to subsidiary undertaking	-	-	158	158
Other creditors	58,212	63,041	22,645	25,111
Other taxation and social security	106,025	87,843	33,628	38,066
Accruals	115,687	102,399	40,710	36,749
Deferred income	317,761	183,256	89,546	112,848
	<b>646,515</b>	<b>486,667</b>	<b>252,824</b>	<b>257,726</b>

#### 15 Deferred income

	Group 2017 £	Group 2016 £	Charity 2017 £	Charity 2016 £
At beginning of the year	183,256	144,948	112,848	98,623
Movement in the year	134,505	38,308	(23,302)	14,225
	<b>317,761</b>	<b>183,256</b>	<b>89,546</b>	<b>112,848</b>

Within the charity deferred income comprises membership subscriptions and within the group deferred income also includes training course fees, and journal subscriptions; all amounts relate to the next accounting period.

# Chartered Institution of Wastes Management

## Notes to the Financial Statements for the year ended 31 December 2017

### 17 Statement of funds

#### Group – for the year ended 31 December 2017

	1 January 2017	Income	Expenditure	Investment (Losses)/Gain s	Transfers	31 December 2017
	£	£	£	£	£	£
<b>General funds:</b>	3,460,969	2,924,803	(3,337,243)	3,444	67,389	3,119,362
<b>Designated funds:</b>						
Fixed assets replacement reserve	579,880	-	-	-	-	579,880
Development reserve	-	-	-	-	-	-
Regional development	-	-	-	-	-	-
Waste Smart	-	-	-	-	-	-
Strategic Development reserve	-	-	-	-	-	-
<b>Total unrestricted funds</b>	<b>4,040,849</b>	<b>2,924,803</b>	<b>(3,337,243)</b>	<b>3,444</b>	<b>67,389</b>	<b>3,699,242</b>
<b>Endowment funds:</b>						
<i>Permanent endowment Funds</i>						
James Jackson award – est. 1948	250	-	-	-	-	250
PEEL Peoples Cup – est. 1988	1,000	-	-	-	-	1,000
James Sumner award – est. 1982	12,323	-	-	-	-	12,323
Henry Daley Memorial Award	6,000	-	-	-	-	6,000
Frank Robinson Memorial Award est. 2007	5,000	-	-	-	-	5,000
<b>Total endowment funds</b>	<b>24,573</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>24,573</b>
<b>Restricted Funds:</b>						
Scottish Waste Award est. 2013	21,073	-	-	-	-	21,073
WAMITAB	2,795,434	1,022,350	(833,126)	104,200	(67,389)	3,021,469
<b>Total restricted funds</b>	<b>2,816,507</b>	<b>1,022,350</b>	<b>(833,126)</b>	<b>104,200</b>	<b>(67,389)</b>	<b>3,042,542</b>
<b>Total funds</b>	<b>6,881,929</b>	<b>3,947,153</b>	<b>(4,170,369)</b>	<b>107,644</b>	<b>-</b>	<b>6,766,357</b>

General funds represent the free funds of the charity which are not designated for particular purposes. The Designated fund is unrestricted funds which have been put aside at the discretion of the General Council for the particular purpose described in Note 1 "Fund accounting". The Permanent Endowment funds were established to provide capital funds for investment from which the income arising should be applied for awards to further the objectives of CIWM. To separate individual movements for each award would be unduly onerous given the size of the funds. Therefore, the net deficit between income arising and awards made has been treated as a movement on general funds.

# Chartered Institution of Wastes Management

## Notes to the Financial Statements for the year ended 31 December 2017

### 17 Statement of funds (continued)

#### Group – for the year ended 31 December 2016

	1 January 2016	Income	Expenditure	Investment (Losses)/ Gains	Transfers	31 December 2016
	£	£	£	£	£	£
<b>General funds:</b>	2,805,508	3,067,468	(3,304,151)	101,479	790,665	3,460,969
<b>Designated funds:</b>						
Fixed assets replacement reserve	579,880	-	-	-	-	579,880
Development reserve	421,751	-	-	-	(421,751)	-
Regional development	100,000	-	-	-	(100,000)	-
Waste Smart	125,000	-	-	-	(125,000)	-
Strategic Development reserve	119,758	-	-	-	(119,758)	-
<b>Total unrestricted funds</b>	<b>4,151,897</b>	<b>3,067,468</b>	<b>(3,304,151)</b>	<b>101,479</b>	<b>24,156</b>	<b>4,040,849</b>
<b>Endowment funds:</b>						
<i>Permanent endowment Funds</i>						
James Jackson award – est. 1948	250	-	-	-	-	250
PEEL Peoples Cup – est. 1988	1,000	-	-	-	-	1,000
James Sumner award – est. 1982	12,323	-	-	-	-	12,323
Henry Daley Memorial Award	6,000	-	-	-	-	6,000
Frank Robinson Memorial Award est. 2007	5,000	-	-	-	-	5,000
<b>Total endowment funds</b>	<b>24,573</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>24,573</b>
<b>Restricted Funds:</b>						
Scottish Waste Award est. 2013	20,290	-	783	-	-	21,073
WAMITAB	-	3,113,242	(352,155)	58,503	(24,156)	2,795,434
<b>Total restricted funds</b>	<b>20,290</b>	<b>3,113,242</b>	<b>(351,372)</b>	<b>58,503</b>	<b>(24,156)</b>	<b>2,816,507</b>
<b>Total funds</b>	<b>4,196,760</b>	<b>6,180,710</b>	<b>(3,655,523)</b>	<b>159,982</b>	<b>-</b>	<b>6,881,929</b>

# Chartered Institution of Wastes Management

## Notes to the Financial Statements for the year ended 31 December 2017

### 17 Statement of funds (continued)

#### Charity – for the year ended 31 December 2017

	1 January 2017	Income	Expenditure	Investment (Losses)/ Gains	Transfers	31 December 2017
	£	£	£	£	£	£
<b>General funds:</b>	3,458,380	1,360,867	(1,596,927)	3,444	-	3,225,764
<b>Designated funds:</b>						
Fixed assets replacement reserve	579,880	-	-	-	-	579,880
Development reserve	-	-	-	-	-	-
Regional development	-	-	-	-	-	-
Waste Smart	-	-	-	-	-	-
Strategic Development reserve	-	-	-	-	-	-
<b>Total unrestricted funds</b>	<b>4,038,260</b>	<b>1,360,867</b>	<b>(1,596,927)</b>	<b>3,444</b>	<b>-</b>	<b>3,805,644</b>
<b>Endowment funds:</b>						
<i>Permanent endowment Funds</i>						
James Jackson award – est. 1948	250	-	-	-	-	250
PEEL Peoples Cup – est. 1988	1,000	-	-	-	-	1,000
James Sumner award – est. 1982	12,323	-	-	-	-	12,323
Henry Daley Memorial award	6,000	-	-	-	-	6,000
Frank Robinson Memorial Award est. 2007	5,000	-	-	-	-	5,000
<b>Total endowment funds</b>	<b>24,573</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>24,573</b>
<b>Restricted Funds:</b>						
Scottish Waste Award est. 2013	21,073	-	-	-	-	21,073
<b>Total restricted funds</b>	<b>21,073</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>21,073</b>
<b>Total funds</b>	<b>4,083,906</b>	<b>1,360,867</b>	<b>(1,596,927)</b>	<b>3,444</b>	<b>-</b>	<b>3,851,290</b>

The Permanent Endowment funds were established to provide capital funds for investment from which the income arising should be applied for awards to further the objectives of CIWM. To separate individual movements for each award would be unduly onerous given the size of the funds. Therefore, the net deficit between income arising and awards made has been treated as a movement on general funds. In Spring 2013, General Council accepted funds of £26,785 from the organising committee of the Scottish Waste and Resources Conference (predecessor event to the current Scottish Waste Conference) to establish the Scottish Waste Award. This is awarded annually through an awarding committee until the monies available have been exhausted.

# Chartered Institution of Wastes Management

## Notes to the Financial Statements for the year ended 31 December 2017

### 17 Statement of funds (continued)

#### Charity – for the year ended 31 December 2016

	1 January 2016	Income	Expenditure	Investment (Losses)/Gain	Transfers	31 December 2016
	£	£	£	£	£	£
<b>General funds:</b>	2,775,508	1,534,390	(1,719,506)	101,479	766,509	3,458,380
<b>Designated funds:</b>						
Fixed assets replacement reserve	579,880	-	-	-	-	579,880
Development reserve	421,751	-	-	-	(421,751)	-
Regional development	100,000	-	-	-	(100,000)	-
Waste Smart	125,000	-	-	-	(125,000)	-
Strategic Development reserve	119,758	-	-	-	(119,758)	-
<b>Total unrestricted funds</b>	<b>4,121,897</b>	<b>1,534,390</b>	<b>(1,719,506)</b>	<b>101,479</b>	<b>-</b>	<b>4,038,260</b>
<b>Endowment funds:</b>						
<i>Permanent endowment Funds</i>						
James Jackson award – est. 1948	250	-	-	-	-	250
PEEL Peoples Cup – est. 1988	1,000	-	-	-	-	1,000
James Sumner award – est. 1982	12,323	-	-	-	-	12,323
Henry Daley Memorial award	6,000	-	-	-	-	6,000
Frank Robinson Memorial Award est. 2007	5,000	-	-	-	-	5,000
<b>Total endowment funds</b>	<b>24,573</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>24,573</b>
<b>Restricted Funds:</b>						
Scottish Waste Award est. 2013	20,290	-	783	-	-	21,073
<b>Total restricted funds</b>	<b>20,290</b>	<b>-</b>	<b>783</b>	<b>-</b>	<b>-</b>	<b>21,073</b>
<b>Total funds</b>	<b>4,166,760</b>	<b>1,534,390</b>	<b>(1,718,723)</b>	<b>101,479</b>	<b>-</b>	<b>4,083,906</b>

# Chartered Institution of Wastes Management

## Notes to the Financial Statements for the year ended 31 December 2017

### 18 Consolidated Statement of Financial Activities for year ended 31 December 2016

	Note	Unrestricted funds		Restricted Funds- WAMITAB	Endowment & Other Restricted funds	Total funds	Total funds
		General Funds	Designated Funds	£	£	2016	2015
		£	£	£	£	£	£
<b>Income</b>							
<b>Income from charitable activities:</b>							
Donation re. acquisition of WAMITAB	8	-	-	2,745,702	-	2,745,702	-
Membership subscriptions		995,826	-	-	-	995,826	998,815
Regional centre income		194,357	-	-	-	194,357	212,129
Income from provision of qualifications		-	-	324,451	-	324,451	-
<b>Income from trading activity:</b>							
Commercial trading operations		1,563,424	-	-	-	1,563,424	1,500,520
Investment income	9	57,167	-	30,146	-	87,313	24,465
Interest receivable		18,051	-	17	-	18,068	26,998
Grant income	10	4,893	-	12,926	-	17,819	46,844
Other income		233,750	-	-	-	233,750	117,778
<b>Total income</b>		<b>3,067,468</b>	<b>-</b>	<b>3,113,242</b>	<b>-</b>	<b>6,180,710</b>	<b>2,927,549</b>
<b>Expenditure</b>							
<b>Expenditure on raising funds</b>							
Investment management		(12,823)	-	(4,614)	-	(17,437)	(15,120)
Commercial trading operations		(1,554,288)	-	-	-	(1,554,288)	(1,456,282)
Provision of qualifications		-	-	(50,714)	-	(50,714)	-
<b>Charitable activities:</b>							
Staff costs		(982,080)	-	(188,136)	-	(1,170,216)	(1,017,389)
Grant expenditure	10	(4,893)	-	(12,926)	-	(17,819)	-
Regional centre expenses		(186,771)	-	-	-	(186,771)	(203,445)
Committee directed costs		(184,200)	-	-	-	(184,200)	(107,321)
Committee running costs		(34,760)	-	-	-	(34,760)	(49,706)
Premises costs, postage, stationery, communications		(173,330)	-	(65,253)	-	(238,583)	(275,560)
Institution awards		(5,149)	-	-	783	(4,366)	(5,742)
Honoraria		(4,071)	-	-	-	(4,071)	(6,928)
Travel and accommodation		(40,578)	-	(7,559)	-	(48,137)	(36,019)
Insurances and other Professional fees		(39,895)	-	(19,265)	-	(59,160)	(31,379)
Amortisation		(40,690)	-	-	-	(40,690)	(3,097)
Depreciation		(27,132)	-	(2,950)	-	(30,082)	(25,826)
Financing costs		(13,491)	-	(738)	-	(14,229)	(11,827)
<b>Total operating expenditure</b>		<b>(3,304,151)</b>	<b>-</b>	<b>(352,155)</b>	<b>783</b>	<b>(3,655,523)</b>	<b>(3,245,641)</b>
<b>Net operating income/ (expenditure)</b>		<b>(236,683)</b>	<b>-</b>	<b>2,761,087</b>	<b>783</b>	<b>2,525,187</b>	<b>(318,092)</b>
<b>Net gains/ (losses) on investment assets</b>		<b>101,479</b>		<b>58,503</b>		<b>159,982</b>	<b>39,793</b>
<b>Net income/ expenditure</b>		<b>(135,204)</b>	<b>-</b>	<b>2,819,590</b>	<b>783</b>	<b>2,685,169</b>	<b>(278,299)</b>
Transfers between funds		790,665	(766,509)	(24,156)	-	-	-
<b>Net movement in funds</b>	5	<b>655,461</b>	<b>(766,509)</b>	<b>2,795,434</b>	<b>783</b>	<b>2,685,169</b>	<b>(278,299)</b>
<b>Total funds brought forward</b>	17	<b>2,805,508</b>	<b>1,346,389</b>	<b>-</b>	<b>44,863</b>	<b>4,196,760</b>	<b>4,475,059</b>
<b>Total funds carried forward</b>	17	<b>3,460,969</b>	<b>579,880</b>	<b>2,795,434</b>	<b>45,646</b>	<b>6,881,929</b>	<b>4,196,760</b>



# Chartered Institution of Wastes Management

## Notes to the Financial Statements for the year ended 31 December 2017

### 19 Analysis of group net assets between funds

	Unrestricted Funds	Endowment & Restricted funds	Total
	£	£	£
<b>Fund balances at 31 December 2017 are represented by:</b>			
Tangible and intangible fixed assets	615,779	-	615,779
Investments	946,796	24,573	971,369
Current assets	2,783,182	3,042,542	5,825,724
Current liabilities	(646,515)	-	(646,515)
<b>Total net assets</b>	<b>3,699,242</b>	<b>3,067,115</b>	<b>6,766,357</b>

	Unrestricted Funds	Endowment & Restricted funds	Total
	£	£	£
<b>Fund balances at 31 December 2016 are represented by:</b>			
Tangible and intangible fixed assets	677,820	-	677,820
Investments	753,003	24,573	777,576
Current assets	3,096,693	2,816,507	5,913,200
Current liabilities	(486,667)	-	(486,667)
<b>Total net assets</b>	<b>4,040,849</b>	<b>2,841,080</b>	<b>6,881,929</b>

In the opinion of the Trustees, sufficient resources are held in an appropriate form for each fund to be applied in accordance with any restrictions imposed.

### 20 Commitments

Future minimum lease commitments under non-cancellable operating leases at 31 December 2017 were as follows:

	Group 2017	Group 2016	Charity 2017	Charity 2016
	£	£	£	£
<i>Operating lease rentals payable</i>				
In less than one year	45,215	42,700	7,320	4,805
In the second to fifth years inclusive	152,405	163,028	825	11,448
In more than five years	18,948	56,843	-	-
	<b>216,568</b>	<b>262,571</b>	<b>8,145</b>	<b>16,253</b>

### 21 Contingent liability

Following a routine VAT inspection in 2017 the charity is in ongoing discussion with HMRC regarding the VAT treatment of certain categories of income and the impact of this on the level of input VAT recoverable by the charity. The final outcome of the inspection is not yet known; therefore, the charity is unable to quantify the likely financial impact with any certainty, however the trustees are satisfied that any potential change in VAT treatment could be absorbed by the charity with no significant impact on its operating capabilities.

## Chartered Institution of Wastes Management

### Notes to the Financial Statements for the year ended 31 December 2017

#### 22 Related party transactions

Payments made to trustees for other services during the year were as follows:

<i>Payment To:</i>	<i>Payment From:</i>	<b>£</b>
T March - training	CIWM Enterprises Ltd	5,306
T March - Centre Secretary (Honorarium)	CIWM	690
		<hr/>
		5,996
		<hr/>

All transactions relating to payments made by CIWM Enterprises Limited to Trustees for training services are on a third party arm's length basis at rates comparable with payments to other tutors. Fee rates paid to all tutors are monitored and assessed regularly against market rates payable both in the waste industry sector and more widely.

The honoraria are payments made to Trustees who also undertake certain additional duties as Honorary Officers either of the Institution or of a Regional Centre.

#### 23 Taxation

As a charity, CIWM is exempt from tax on the income and gains arising from its charitable activities and its investments to the extent that the income and gains are applied for charitable purposes.