CIWM

Inspiring excellence in resource management

CIWM Review of 2018

and Trustees' Report and Financial Statements for the year ended 31 December 2018

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Foreword

2018 has been a year of significant change and modernisation for CIWM following the launch of the five-year CIWM Group Strategy early in the year, which put in place six strategic areas of focus – membership, influence, knowledge, funding, customer service and management.

Under these strategic areas, priorities taken forward during the year included work to ensure that the governance of CIWM is effective and streamlined in accordance with current best practice. Proposals for a streamlined board of trustees selected according to a key skills matrix, along with the creation of a Members' Council to provide an effective representative forum for CIWM members and centres, were developed and lodged with the Privy Council for approval.

Membership also came under the spotlight, with an improved grade structure approved at an EGM in June. The new structure is designed to reflect the needs of modern resource and waste professionals and provide a much clearer 'pathway' for those looking to progress through the grades to Chartered status. 2018 also saw a much stronger focus on member and customer support services and new marketing campaigns to promote the full range of benefits that come with being part of the CIWM 'community'.

Looking to ensure that CIWM's offering is 'fit for purpose' for its members and the wider resource and waste management market, and to return CIWM to financial stability as a priority, a two-year Business Plan was approved in the last quarter of the year. While significant one-off restructuring costs and unrealised losses on its investments in line with market conditions were largely responsible for a significant deficit in 2018 (see the Consolidated Financial Statements from page 19 onwards), Trustees recognised that focused action was needed to reverse the decline in financial performance over the last few years. The new Plan aims to return CIWM to break-even by end of 2020.

This Annual Review also captures CIWM's breadth of knowledge and influence, from another busy year of Centre events and engagement activities, through to policy initiatives on a range of issues from Brexit challenges, including future environmental governance arrangements across the UK and the implications for transfrontier shipment of waste, tackling waste crime and marine plastic pollution. The Institution again demonstrated its reach across the UK with country specific events and conferences, partnership initiatives, and consultation responses, details of which you will find in the following pages.

In closing, I would like to say that it has been a privilege to lead CIWM during my term of office and to work with so many committed professionals who give generously of their time and expertise to CIWM and make it a vibrant, dynamic and effective community. The resources and waste management sector has so much to contribute to the big challenges of today, from industrial productivity and green growth through to climate change mitigation and tackling the marine plastics crisis. Your commitment to CIWM enables it to respond to these challenges and to promote and enhance the sector's status, reputation, professionalism and influence.

Enda Kiernan, CIWM President, 2018/19

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 and sustainably.

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 5700 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 but during 2018 took forward plans to incorporate most of its activities into CIWM. CIWM Enterprises' sole function is now as an entity through which non-primary commercial activities can be delivered.

CIWM is also the sole member of WAMITAB, which operates as an independent charity and 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 Strategy 2018-2023

In January 2018, the CIWM Group set out its refreshed Strategy. This is available as a PDF Document, or as an interactive display.

This Strategy places members at the heart of our work. To support that, from our discussions with members, we know they want to see CIWM be influential in the sector, building on the knowledge resident in its members and staff. All that needs to be underpinned by a sustainable stream of funding, sound management and excellent customer service.

Our Values

To help guide how we work, we have adopted four core values. These are:

Member and learner focused

We prioritise learners and members in all we do and always seek to improve their experience. We provide members with the tools and support to achieve success in their jobs and careers, lead and support learners' development, and recognise success through the award of qualifications.

Collaborative

We develop, strengthen and embrace relationships to share knowledge and good practice. We provide solutions to support learners, members, customers, society and the environment.

Enterprising

We are forward thinking in the way we develop and deliver learner and member support and recognition and new policy ideas. We develop products and learning which meet the needs of the sectors we serve. We secure funding to support our membership and learning objectives and we ensure added value for our members and customers.

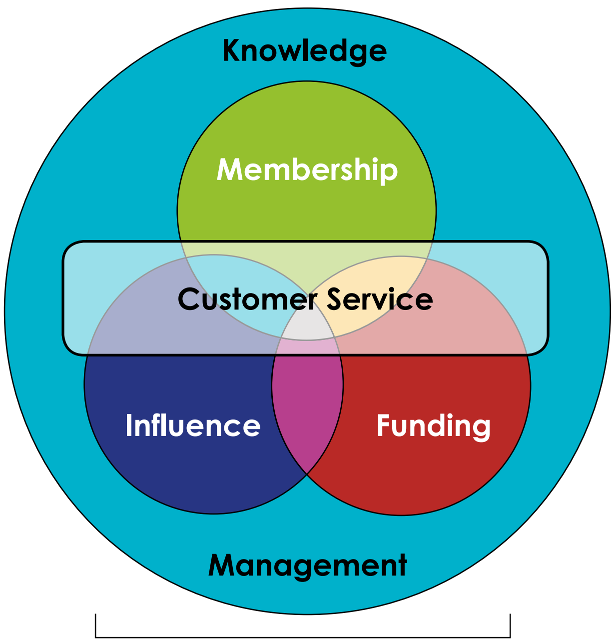
Professional

We are leaders in our sector. We are professional, ethical and act with integrity. We promote, maintain, improve and recognise professional standards and support learning and development in the sectors we serve, delivering excellent customer service.

Inclusion, Diversity & Equality

CIWM promotes high standards of conduct of its members. This entails exploring, establishing and disseminating good practice and promoting awareness of relevant legal requirements and obligations.

Inclusivity and diversity are important issues for CIWM and the wider sector, not least because it is fundamental to professional development and learning and integral to the wellbeing of our society. We seek to lead the sector by promoting awareness and providing appropriate guidance and, accordingly, in 2018 the CIWM Group adopted a new inclusion, diversity and equality statement.



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. 2018 saw some major developments to ensure that CIWM meets the needs of today's resource and waste management professionals and membership increased for the first time in 10 years.

Member Grade Review

Following a major review of CIWM's membership grades, which included an assessment of other professional bodies, members' experience, and advice from CIWM's ET&M committee, Centre Councils and Trustees, an improved grade structure was developed in 2018.

The review considered simplifying the existing eight grades to five core grades:

- Fellow – a professional grade with full voting rights
- Chartered Member – a professional grade with full voting rights
- Associate Member – a professional grade
- Affiliate Member
- Student Member

The proposed changes, which aim to provide a clearer 'membership journey' linked to career development at all levels, were agreed at the EGM on 13 June 2018 and were then part of a broader set of amendments applied for to the Privy Council. The review also suggested that as well as the designatory letters, the Fellow and Chartered Member grades could also use the professional title of 'Chartered Resource and Waste Manager' (CRWM) rather than the current 'Chartered Waste Manager'. These changes were made to the Regulations during 2018.

Member recruitment and retention

2018 saw the implementation of dedicated membership marketing activity for the first time, with the objective of growing CIWM's membership by actively and consistently promoting it across a variety of marketing channels. Our first campaign, titled 'Membership that keeps you in the picture', went live in June 2018. It was designed as a broad-appeal promotion to raise awareness of membership and encourage new members to join. The campaign went live across a number of channels, including the CIWM Journal, the CIWM and Journal Online websites, email newsletters, sector events and social media.

Prior to launching this marketing activity, a number of enhancements were made to optimise member recruitment opportunities and improve the joining experience. Perhaps the most pivotal of these changes was an overhaul of the membership web pages to achieve a simplified, more modern and more intuitive design. These improvements, in partnership with the 'Membership that keeps you in the picture' campaign, resulted in a significant increase in visitors to the membership pages, with visitors spending more time and exploring more content on our website. Further member recruitment, engagement and retention campaigns were also launched by the end of the year.

Support for businesses in the sector

While CIWM is first and foremost the professional body for individual resource and waste management professionals, companies in the sector also look for opportunities to demonstrate their commitment to excellence and professionalism and wish to be associated with CIWM.

In late 2017 a new CIWM Affiliated Organisation package was developed, 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, demonstrating to customers and regulators the highest levels of professionalism and compliance.

The new offering has been well received and during 2018, the number of companies and organisations signed up grew steadily. The platform has provided the opportunity to develop a supportive and highly interactive relationship with Affiliated Organisations. This has had significant wider benefits in terms of individual membership, engagement with CIWM's regional centres and commercial support for many of CIWM's knowledge sharing activities.

Knowledge sharing and thought leadership

CIWM Centre Activity

CIWM has ten regional Centres run by dedicated and highly-valued volunteers. By organising local events, such as site visits and open meetings, and keeping members informed of the latest news, developments and opportunities from across the CIWM network, our regional Centres are fundamental to the CIWM membership experience and provide valuable opportunities for our members to engage with the organisation and network with fellow sector professionals on a local level.

2018 proved to be another successful year for our regional Centres and our New Member Network (NMN) with a whole host of open meetings, site visits, forums and social gatherings taking place across the UK and Ireland.

- The **Northern Ireland Centre** held a technical event on Operation Sword in January 2018 which explored the Chinese ban on waste imports and the associated repercussions on the recycling sector in Northern Ireland. The event was very well attended, as was a partnership event with UKELA which focussed on the implications of Brexit on the resources and waste sector in Ireland. Other highlights included a NMN event for MSc and MEng Environmental Engineering Students at Queen's University, funding two members to attend the NMN conference in Bristol, and the Chairperson's Christmas Lunch which was well supported by members and non-members alike.
- 2018 was a particularly successful year for the **Scotland Centre** due to partnership and stakeholder engagement in addressing key sector issues. The Centre facilitated events ranging from 'Plastics in the Marine Environment' and 'Influencing Litter and Fly-Tipping Behaviour' to 'Filling the Gap' which addressed the highly topical Biodegradable Municipal Waste Landfill Ban coming into force in Scotland in 2021.

  The Centre also responded to five consultations, including the Scottish Government consultation on a Deposit Return Scheme. The New Member Network was busy too, organising six site visits and four bursary places to the annual NMN conference. Social events included a Golf Day, Outdoor Activities Day and the annual Christmas Lunch which was attended by a record number of guests.
- Member satisfaction remained high and continued to rise in the **South West** region as the Centre Council and NMN delivered a full calendar of events throughout the year. There was a particular focus on plastic pollution with events on 'Blue Planet II – One Year On' and 'Plastic Pollution Solutions' bringing multiple agencies and community groups together to find practical solutions to the problems in Devon, Cornwall and the Jurassic Coast. Other highlights included NMN site visits to Air Salvage International in Cirencester and Viridor's Walpole Landfill in Somerset, a highly successful careers fair at Plymouth University, and a guided tour of the award winning MVV Energy from Waste plant in Plymouth.

Peninsular and West of England NMN members on a guided tour of Viridor's Walpole Landfill, Somerset

- 2018 was another busy year for the **North West Centre** which ended with the annual Christmas Lunch, organised for the final time by Rob Kitchen who has now stepped aside having co-ordinated the event for the last thirteen years. Under Rob's watch, the Christmas Lunch has not only become a highly valued networking opportunity for sector professionals across the region but has also raised an impressive total of £65,000 for Derian House, a local children's hospice, thanks to generous donations from attendees.

- **CIWM Cymru Wales** re-use group ran a highly successful campaign promoting re-use as the preferred solution for individuals looking to dispose of usable furniture and electrical appliances. Following this campaign, all twenty-two local authorities in Wales now include information about re-use on their websites, positioning re-use options at the top of their waste web pages.

  The Centre Council also organised events on 'AI and IoT' and 'Fire Prevention', as well as five popular site visits which included an Energy from Waste plant, two re-use workshops, a plastic re-processor and a local authority recycling centre. The Centre also worked closely with universities in 2018, meeting students at two careers fairs and running two careers talks.

Two new student members signing up to join CIWM during a careers fair at Swansea University

- The most popular 2018 event run by the **London & Southern Counties Centre** was a comprehensive review of waste policy, titled 'Emerging Changes in England's Resources and Waste Policy'. Hosted by Dentons, it attracted 77 delegates. Other events included an open meeting on 'Management of Healthcare Wastes' in January, an event exploring 'The Global Problem of Plastic Waste Pollution' in July, and the ever-popular Christmas Luncheon in December. This welcomed 1,140 guests and raised £14,209 for Centrepoint, a charity chosen by the Centre Council.

- Plastics was a recurring theme at regional events in 2018 and was the topic of one of the most notable events organised by the **North East Centre** last year. An open meeting in October, titled 'Let's Talk About Plastics', provided a forum for identifying and discussing both the challenges and the potential solutions to how plastic products are procured, used and recycled.

- In partnership with the Irish Waste Management Association, the **Republic of Ireland Centre** assisted in organising the 2018 Irish Waste Management Conference. The event was centred around the theme of 'Developing the Waste Market' and was attended by over 300 delegates. The Centre Council also organised a forum titled 'Producer Responsibility: Where To Now?' which examined the challenges and opportunities that the Irish producer responsibility sector faces, such as the EU Circular Economy Package implementation, current market challenges, Brexit, public perception and behaviour change.

- 2018 saw another successful Scandinavian exchange organised by the **Midlands Centre**, building on the success of the Scandinavian Exchange Programme established in 2017. There was also a full programme of activities in the region with seven free events, including an NMN visit to an operational landfill site, and a range of joint events run in partnership with LARAC, CIWEM and CIWM's East Anglian Centre.

- The **East Anglian Centre** continued its focus on delivering high quality events designed to support members in maintaining their CPD in 2018. Three open meetings were organised, including 'Building on our Strengths - How the UK can collaborate within the Global Circular Economy (including China)' which explored the strengths, weaknesses, opportunities and threats of UK plc's ability to compete in reprocessing markets at home and globally. Another popular event was the Centre AGM which took place at the Amey Milton Keynes Waste Recovery Park with speakers from Amey, Milton Keynes Council, Norfolk County Council and the University of East Anglia.

Sector leading conferences across the UK and Ireland

Working in partnership with key private and public stakeholders, as well as the UK and Ireland governments, the 2018 CIWM conference programme provided members and non-members with some of the hottest content to hit the sector and attracted over 1,600 delegates in total.

Resource the Future Conference 2018

The Resourcing the Future (RTF) Conference saw lively debate, inspirational speakers and thought-provoking discussion covering extended producer responsibility, design, waste crime and deposit return schemes. It also provided a platform to launch three important reports: research commissioned by the four RTF event partners into the elimination of avoidable plastic waste; a Green Alliance report assessing the potential markets for secondary materials and how legislation and fiscal instruments could boost market demand; and a techUK report exploring reuse, repair and remanufacture in the ICT sector.

The keynote addresses provided another highlight, with Shaun Gallagher, Director, of Environmental Quality at Defra, stressing the importance of a 'whole system' approach to the forthcoming resource and waste strategy for England and marine litter expert Richard Thompson OBE providing a thought provoking talk on the marine plastics crisis.

CIWM Resource Conference Cymru

In its 8th year, the 2018 CIWM Resources Conference Cymru attracted 135 delegates to the iconic Wales Millennium Centre in Cardiff Bay and included a Ministerial Keynote and high-level panel sessions on the Plastics Route Map, Circular Economy and the impact of Brexit.

The programme was co-developed with Welsh Government, Natural Resources Wales, Keep Wales Tidy, WESA, Resource Association, and CIWM Cymru Wales and in a post-event delegate survey, 100% said it adequately reflected the important issues in the industry.

'Collaboration' was the buzz word for the conference. Deputy Minister for Housing and Local Government Hannah Blythyn attributed much of Wales' success in recycling to partnership working in her keynote address, during which she announced that Welsh Government was looking at setting a an 80% recycling target for municipal waste by 2035.

Scottish Resources Conference

The Scottish Resources Conference saw lively debates on Extended Producer Responsibility and a DRS for Scotland – which is intended to sit at the heart of the country's circular economy ambitions.

Environment & Climate Change Cabinet Secretary Roseanna Cunningham made it clear that Scotland will be pressing ahead with plans for introducing a national DRS following a well-received public consultation that attracted over 3,000 responses. Much of the conference debate that followed Cunningham's speech centred on the nuts and bolts of how a DRS might work.

Irish Waste Management Conference 2018

Due to its success over recent years, the annual 2018 Irish Waste Management Conference moved to one of Ireland's leading conference venues in Dublin and welcomed over 400 delegates from both the public and private sectors, making it by far the largest waste management conference of its kind ever to take place in Ireland.

The 2018 programme, developed collaboratively by CIWM and the Irish Waste Management Association, featured case studies, legislative updates and panel discussions from some of the best international waste management experts covering hot topics such as recycling, plastics strategy and targets, and household waste collection costs.

Technical expertise

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 and 2018 highlights included the launch of CIWM's health and safety campaign 'Health & Safety: 'This time it's personal' in June 2018, co-ordinated by the Health and Safety SIG.

The Biological Treatment SIG had a busy year, contributing its expertise to the PAS 100 review, inputting into the Environment Agency's standard rules permits pre-consultation and the EU's Waste Treatment best available technique reference document (BREF), and through representation on the Bioregulatory Forum.

Waste crime was one of the key topics considered by the Regulation SIG during 2018, as well as waste treatment, with a presentation by Howard Leberman of the Environment Agency on the EU Waste Treatment BREF.

The Healthcare Waste SIG responded to the Environment Agency sector consultation on the compaction of offensive hygiene waste and was represented at the Royal College of Nursing's 'Procurement and Waste' Celebration Event.

Highlights for the Waste Prevention SIG, meanwhile, included a presentation on food waste prevention from Elsie's café, a local outlet that turns around 3 tonnes/week of surplus food into meals, and a site visit to Rolls Royce.

During the year, CIWM SIGs, centres and the HQ technical team worked on over 30 formal and informal consultation responses.

England

- Environment Agency: Enforcement and sanctions policy
- Defra consultation: Proposals to tackle crime and poor performance in the waste sector & introduce a new fixed penalty for the waste duty of care
- HM Treasury call for evidence: Tackling the plastic problem
- Defra consultation: Household Duty of Care - updated guidance for householders on meeting the Duty of Care and new guidance for English local authorities on issuing proposed fixed penalty notices
- Defra: Clean Air Strategy 2018

Scotland

- SEPA Consultation: Landfill Sector Plan
- Scottish Government consultation: A Deposit Return Scheme for Scotland

Wales

- Welsh Government consultation: Planning Policy Wales: Edition 10

Republic of Ireland

- EPA: proposed guidance for Article 27 – Soil and Stone
- Plastic Packaging Recycling Strategy for Ireland 2018 - 2030

Research carried out in 2018 included the CIWM's Presidential Report for 2018, entitled 'RDF Trading in a Modern World'. The report was commissioned in light of the growing reliance of the UK and Ireland on RDF exports and uncertainties about the future of the industry. The report assesses the current state of the export market, and considers how the sector may evolve out to 2030.

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. In 2018, CIWM increased its webinar offering to members across a number of different topic areas including:

- Waste from Rented Households & the Law
- How to get the best from Performance Management Reviews

- Collection Harmonisation - exploring consistency of collection services across Local Authorities
- IWM H&S Campaign – Lock Down on Equipment Safety
- Managing Conflict in the Workplace
- HSE Waste & Recycling Inspection Campaign - a snapshot of Health Safety in the sectors
- Best Practice: The Local Authority Procurement Toolkit

CIWM also provided training directly to almost 800 delegates in 2018, with scheduled and in-house courses including:

- Duty of Care
- Introduction to the Management of Waste & Resources
- Hazardous Waste Regulations
- Hazardous Waste Classification and Coding
- Waste Legislation Essentials
- Practical Waste Management
- Management of Hazardous Waste
- Environmental Permitting & Exemptions
- Practical Aspects of Landfill Gas & Groundwater Monitoring
- Contract Essentials
- Fire Safety on Waste Sites

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

WAMITAB

Through its network of training centres, in 2018 WAMITAB provided qualifications in resource and waste management, facilities management, street cleaning and parking, with over 4,896 qualifications registered in the year.

WAMITAB has also continued its work with offenders and prisons, helping individuals acquire skills and qualifications that can help them reintegrate into society on release, and with its wider remit, developed and delivered qualifications for the parking sector.

Apprenticeships

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 involved in the new 'trailblazer' apprenticeship schemes and the Level 2 Waste & Resource Operative Apprenticeship was finalised and approved in May 2018.

CIWM committed to providing Student membership for apprentices and, on successful completion, operatives are eligible for membership at Technician grade.

200,000

unique visitors to CIWM Journal Online

369

delegates on CIWM scheduled training courses

208

Environmental Permit Operators Certificates awarded

1,140

guests at the CIWM London & Southern Counties Centre Annual Lunch

850+

new LinkedIn followers

5

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

15+

New Member Network site visits and events

£24,000+

raised in voluntary donations to health and welfare-related charities

38

advisory panels, working groups and policy networks with CIWM representation

94

members approved for Chartered status

8

member-only and wider access webinars

30+

formal and informal consultations

120+

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

10

collaborative technical and policy initiatives and events

17,600+

followers on social media

1,500+

delegates at CIWM-organised conferences across the UK and Ireland

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 continued with its proactive approach in 2018 through the identification of six priority themes for particular attention during the course of the year:

- Health and safety
- Waste crime
- Future of Producer Responsibility
- Household collection and recycling
- Skills and competence
- Future resources and waste policy
- EU and international policy

January

On 1 January 2018, China's ban on the import of 24 types of plastic waste and mixed paper waste came into effect, with other types of waste required to meet a contamination level of 0.5% from March 2018. The Environmental Audit Committee held an inquiry into the Chinese import restrictions and CIWM gave written and oral evidence to the inquiry. CIWM Centres across the UK and Ireland also held technical meetings to discuss the issues resulting from the new export restrictions.

Defra launched its 25 Year Environment Plan and CIWM welcomed the strong focus on resource and waste management issues. The Environmental Audit Committee launched an inquiry into the Plan and CIWM submitted evidence, welcoming the high level ambition but noting a number of weaknesses including little detail on delivery, associated timelines and interim targets, and a significant emphasis on plastics and food waste to the exclusion of other waste streams.

February

In February, in response to negative media reports, CIWM wrote to Conwy Council to confirm its view that well-designed four-weekly collections of residual waste can both support higher recycling rates and provide a good standard of service to residents. To do this, CIWM advocates that schemes include weekly food waste collections of absorbent hygiene products, good communications and support for larger families and disadvantaged residents.

In the same month, CIWM responded to an inquiry by the Irish Competition and Consumer Protection Commission (CCPC) into the operation of the household waste collection market in Ireland.

March

Working through Greener UK and the Environmental Policy Forum (EPF), CIWM helped to highlight concerns at the prospect of the UK leaving the EU REACH (Registration, Evaluation, Authorisation and Restriction of Chemicals) regulatory regime. The EPF, a network of UK environmental professional bodies, wrote to a number of peers expressing concerns about the future regulation of chemicals in the UK post-Brexit and recommending strongly that the UK remains in REACH rather than trying to create a parallel and potentially expensive and inefficient UK system.

CIWM and WasteAid jointly produced the 'From the Land to the Sea' briefing on how better solid waste management can improve the lives of the world's poorest and halve the quantity of plastic entering the oceans. The briefing made the case for serious action through better targeting of international aid and called on the Commonwealth Heads of Government Meeting in London in April to take up this challenge.

The headline recommendations for the UK Government were that it should:

1. commit to increasing the proportion of its aid spent on waste management to at least 3% from its current estimated level of 0.3%;
2. champion the need for increases in aid to waste management at the Commonwealth Heads of Government Meeting and at the G7 this year, for example as part of the blue economy priority; and
3. spearhead negotiation of a binding international treaty to tackle marine plastic pollution, which should have at its core prevention through proper solid waste management, as well as efforts to clean up existing pollution.

With Scotland's biodegradable municipal waste landfill ban coming into force in 2021, CIWM Scotland Centre organised a joint partnership event, 'Filling the Gap', with LARAC, Scottish Environmental Services Association and the Scottish Local Authorities Waste Manager Network to discuss the challenge ahead.

April

In April, CIWM responded in detail to the consultation from Her Majesty's Treasury on 'Tackling the plastic problem - Using the tax system or charges to address single-use plastic waste', informed by a workshop held with members of the Waste Prevention and Healthcare Waste SIGs.

Scotland also launched a consultation on banning the manufacture and sale of plastic-stemmed cotton buds to reduce marine plastics pollution and created an expert panel to tackle the 'throwaway culture' and plastic pollution, chaired by current Electoral Commissioner Dame Sue Bruce. Past CIWM President Professor Margaret Bates was invited to be on the panel alongside experts from the retail, packaging and chemical industries.

To inform the first ever National Infrastructure Assessment, the National Infrastructure Commission also convened a roundtable with the resources and waste sector on reforms to the Packaging Producer Responsibility regulations at which CIWM was represented.

The UK government announced a £61.4 million package of funding for global research and to assist countries across the Commonwealth to stop plastic waste from entering the oceans.

CIWM Chief Executive Dr Colin Church was one of the Government's consultees on this initiative, and the announcement followed collaborative work between CIWM and organisations including WasteAid, Tearfund and the Institute of Development Studies (IDS). A letter was sent to Prime Minister Theresa May and DfID and Defra Secretaries of State Penny Mordaunt and Michael Gove to highlight the link between solid waste management and the growing tide of marine plastics pollution.

May

In May, CIWM took part in a stakeholder workshop held by the National Assembly for Wales' Climate Change, Environment and Rural Affairs Committee on environmental governance arrangements and environmental principles post-Brexit. The workshop helped to inform a set of recommendations published by the committee.

CIWM Scotland Centre responded to the SEPA consultation on the draft Landfill Sector Plan and a number of concerns and recommendations from CIWM, including on waste crime and the impact of the 2021 biodegradable landfill ban, informed some amendments to the draft.

June

CIWM chief executive Dr Colin Church was invited to be on the advisory panel for a Defra-led review into serious and organised crime in England. The review assessed the level of threat posed by serious and organised waste crime, whether the Environment Agency has the right powers, capabilities and capacity to tackle the threat, and what is needed to support effective working with other law enforcement bodies.

At the June RTF 2018 conference, the event partners (CIWM, ESA, the Resource Association and WRAP) published a very well received report entitled Eliminating avoidable plastic waste by 2042: a use-based approach to decision and policy making. The aim of the report was to contribute to the current debate and policy focus on reducing plastic waste and tackling marine plastics pollution. In particular, it sought to address the complexity of the plastics landscape by putting forward a novel use-phase approach to categorise plastic products, ranging from disposable single use items such as plastic stirrers through to long use products such as cladding and window frames. By doing this, the report presented a much clearer picture of the main environmental impacts associated with each category and what interventions are needed to reduce these.

CIWM worked with HSE to disseminate the findings of a HSE research report, co-funded by the CIWM, into the common human factors underlying worker fatalities in this sector.

With the waste and recycling sector showing a fatal injury rate significantly higher than the average across all industries, the 'Common human factors underlying worker fatalities in the waste and recycling industry' report examined in depth 18 of the 58 fatal incidents within the sector between 2008-09 and 2013-14. Four common and interrelated human factors were identified, including the heightened risk of incidents due to the lack of separation between workers and hazardous machinery on site.

July

In July, CIWM Scotland issued a position statement on legislative and regulatory consistency post-Brexit and the main points made included the need to ensure environmental and health and safety standards are not eroded, that any new legislation is consulted on prior to introduction, and the importance of avoiding any trade tariffs or quotas that could negatively impact on the Scottish resources and waste sector.

A cross-sector expert group, which included representatives CIWM, ESA and UROC, as well as independent regulatory advisors, completed a detailed review of the waste carriers, brokers and dealers (CBD) regulatory regime and issued a strong call for improvement. A paper with recommendations on how to strengthen the regime was shared with Defra in anticipation of further measures to tackle waste crime being part of the forthcoming Resource and Waste Strategy.

August

In August, CIWM responded to Defra's consultation on Environmental Principles and Governance after EU Exit. The consultation informed the development of an Environmental Principles and Governance Bill that the Government said would create "a new, world-leading, statutory and independent environmental watchdog to hold government to account on our environmental ambitions and obligations once we have left the EU".

In its response, which built on views expressed in its response to the Environmental Audit Committee's inquiry into the Government's proposals, CIWM said the new body had to be independent and be able to effectively hold the Government to account. It also noted that environmental stewardship and protection is a cross-border issue and said the new governance body should be UK-wide and co-designed with the Devolved Assemblies and should have regard to particular circumstances in Northern Ireland in terms of the border and relationship with the Republic of Ireland.

CIWM Scotland responded to Scottish Government's Developing an Environment Strategy for Scotland: Discussion Paper which took forward the Government's commitment to develop a strategic approach on environmental policy covering biodiversity, land use, water, air, seas, climate change, the circular economy and people's connection with nature.

CIWM responded in detail to the Defra consultation on Household Duty of Care Updated Guidance for Householders on Meeting the Duty of Care and New Guidance for English Local Authorities on Issuing Proposed Fixed Penalty Notices. It noted that the guidance could be clearer, given that householders have very low levels of awareness regarding waste Duty of Care.

September

CIWM published a Brexit, Waste and the Island of Ireland briefing exploring how the UK's exit from the EU in March 2019 could impact on the resources and waste sector in the Republic of Ireland and Northern Ireland, with particular attention to transboundary movements of waste and Defra's proposals to provide legislative continuity and clarity in the event of a 'no deal' exit.

With the formal adoption by the European Council of the EU Circular Economy package, CIWM also issued a Technical Briefing Note to provide an overview of the main changes to EU legislation on waste and some of the potential implications for the UK.

CIWM also launched a behaviour change campaign, 'Health and safety; this time it's personal', to address the recent toll of fatalities and serious injuries in the sector. The campaign builds on the findings of the June 2018 HSE research, co-funded by the CIWM, into the common human factors underlying worker fatalities in this sector.

October

As part of the renewed focus on empowering professionalism in our sector, in October CIWM began the development of a competence framework. When complete, the framework will outline the knowledge, skills and approach we expect individuals to be able to demonstrate at various career levels. Initial work focused on engaging with the market to understand how CIWM could build upon existing competence frameworks, both from companies in the sector and from other professional bodies, to ensure it creates a framework that could be easily adopted by individuals and organisations.

Roseanna Cunningham, Scottish Cabinet Secretary for Environment, Climate Change and Land Reform, used the Scottish Resources Conference organised by CIWM, Zero Waste Scotland and SEPA to announce new funding to help keep plastics out of the sea.

CIWM was also invited to join LIFE SMART Waste, a £3.8m EU co-funded project, led by SEPA, with the aim of demonstrating innovative ways of understanding, tackling and reducing waste-related crime.

November

The report on the Government's Serious and Organised Crime Review, the Advisory Panel of which included CIWM Chief Executive Dr Colin Church, was completed. It set out ten recommendations, published in time to be available for consideration in the Resources and Waste Strategy for England and the draft Environment Bill.

CIWM published a report entitled 'RDF trading in a modern world'. This report, which marked the inauguration of CIWM's 2018/19 President Enda Kiernan, explores the range of factors shaping the future of RDF exports. It documents the current landscape for RDF exports from the UK and the Republic of Ireland and models possible future scenarios taking into account factors including potential rises in recycling rates as a result of the EU Circular Economy Package targets, development of more domestic EfW capacity in some countries, and the impact of Brexit on market conditions and controls.

CIWM Northern Ireland Centre and UKELA joined forces to hold a seminar entitled 'Implications of Brexit for the Waste and Resources Sector in Ireland', exploring a range of issues including environmental governance post-Brexit, implications for cross-border trade, and potential changes to the rules governing the transfrontier shipment of waste.

December

CIWM teamed up with European Clothing Action Plan (ECAP) to organise a well-attended workshop to improve collections of clothing and textiles and improve the sustainability of the fashion industry. The programme included presentation of the finding of ECAP research into successful initiatives in a number of European cities to improve collection rates of used clothing and other textiles. The presentations and discussion during the day highlighted some of the key barriers that need to be addressed including low value and quality of recycling grades of textiles, legislative hurdles including end of waste and REACH regulations, and consumer awareness and engagement.

By December 2018, the matrix for the CIWM competence framework (see October) had been created, based upon the established competences required for Chartered Waste Managers, which includes transferable skills seen in many other competence frameworks.

Having engaged in a wide range of consultative workshops and stakeholder fora throughout 2018 to inform the development of the Government's forthcoming resources and waste strategy, CIWM welcomed the publication of the document. In addition to producing a Briefing Note summarising the key themes and measures in the strategy, CIWM also developed a member engagement plan to inform and support members in responding to the first set of consultations, due in early 2019, on packaging Producer Responsibility Reform, DRS, collection consistency and plastics packaging tax.

International reach

At an international level, CIWM continues to be fully engaged as a key member of ISWA (the International Solid Waste Association).

In 2018 CIWM past President Derek Greedy was re-elected to the ISWA Board to represent all 40 ISWA National Members globally at the October Kuala Lumpur ISWA Congress. CIWM has a representative on each of the 10 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 of Waste Working Group and they are also members of the ISWA Scientific and Technical Committee (STC). Both have provided their expertise with ISWA in working with other international organisations and leading on ISWA STC funded projects: respectively with WHO (the World Health Organisation) as an advisor and leading on a project assessing the impact of donated pharmaceuticals to countries affected by conflict; and the potential of treated bio-waste for soil improvement. In addition, Dr Costas Velis has for the past 3 years been the lead for an ISWA project on marine (plastic) litter.

Once again Prof Ian Williams, and colleagues from the University of Southampton, won the 2018 ISWA Publication Award for an article entitled Combined material flow analysis and life cycle assessment as a support tool for solid waste management.

Key actions under CIWM's seven priority themes for 2018

Health and safety	• Dissemination of co-funded HSE research into the common human factors underlying worker fatalities • CIWM 'Health and safety; this time it's personal' behaviour change campaign
Waste crime	• Representation on the advisory panel for Government Serious & Organised Crime Review • Collaborative review of waste carriers, brokers and dealers (CBD) regulatory regime and recommendations to Government
Future of producer responsibility	• Participation in National Infrastructure Commission roundtable on the Packaging Producer Responsibility reform • Joint RTF18 research report on 'Eliminating avoidable plastic waste by 2042: a use-based approach to decision and policy making'.
Household collection and recycling	• Collection Harmonisation webinar – exploring consistency of collection services across local authorities • CIWM Ireland response to the Irish Competition & Consumer Protection Commission inquiry into the household waste collection market in Ireland
Skills and competence	• CIWM Cymru Centre work with universities, meeting students at two careers fairs and running two careers talks • Development of the initial matrix for the CIWM competence framework
Future resources and waste policy	• CIWM Scotland Centre position paper on Biodegradable Municipal Waste Landfill Ban • Joint CIWM Northern Ireland Centre and UKELA seminar 'Implications of Brexit for the Waste and Resources Sector in Ireland'
EU and international policy	• CIWM EU Circular Economy Package Briefing Note • CIWM and WasteAid 'From the Land to the Sea' Briefing on tackling marine plastics pollution

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 2018

Trustees' report for the year ended 31 December 2018

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 2018, except where indicated, were:

E Kiernan FCIWM CEnv	**President from November 2018**
TJ Nicoll FCIWM	**Senior Vice President from November 2018 & Chair of Education, Training & Membership Committee**
AD Read FCIWM CEnv	**Junior Vice President from November 2018**
DC Wilson MBE FCIWM CEnv	**Immediate Past President**
S Corne ACA	**Honorary Treasurer until 1 June 2019**
J Kutner FCA CTA MCIWM	**Honorary Treasurer from 1 June 2019**
MP Bates FCIWM	**Chair of Executive Committee & Chair of Scientific & Technical Committee**
M Dunn MCIWM	**Chair of the Board of CIWM Enterprises Limited until 21 Sept 2018**
D Greenfield FCIWM CEnv	**Chair of the Board of CIWM Enterprises Limited from 26 Sept 2018**
S Burnley FCIWM	**Appointed 11 April 2018**
CF Clark FCIWM	
C Cole MCIWM	**Appointed 18 July 2018**
RL Colley-Jones FCIWM	
DAP Cooke MCIWM	
A Curtis MCIWM	**Appointed 18 July 2018**
T Cuthbert MCIWM	
CP Devine MCIWM	
SJ Didsbury FCIWM	
MG Ellis MCIWM	
JM Ferguson OBE, FCIWM	**Past President at 11 June 1991**
JI Harper FCIWM	**Resigned 10 May 2019**
R Little MCIWM	
T March FCIWM CEnv	
G Morton MCIWM	
MJ Sharp FCIWM	
J Watts MCIWM	
AL Willetts FCIWM	
S Wise MCIWM	
S Widdowson MCIWM	**Appointed 18 July 2018**

The following General Councillors resigned on 29 January 2018 - S Reynolds and on 18 July 2018 - T Law & J Downer

Trustees' report *(continued)*

Key Management Personnel

SL Poulter	Chief Executive - CIWM
CP James MCIWM	Chief Executive - WAMITAB

Registered office address
Quadra
500 Pavilion Drive
Northampton Business Park
Northampton
NN4 7YJ

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

Advisers

Bankers:
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500 Pavilion Drive
Northampton Business Park
Northampton
NN4 7YJ

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 2018.

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 individual learners in their work and educational development and also on raising standards and competence throughout the resources and wastes management industry and broader facilities management industry.

In 2018 the CIWM Group commenced its five-year Strategy, which puts into place six strategic areas of focus for achieving objectives. They are **membership**, **influence**, **knowledge**, **funding**, **customer service** and **management**.

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 2018. 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.

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 2019 and beyond.

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 £759,411; the comparative for 2017 was a deficit of £412,440 (please see the detailed 2017 Statement of Financial Activities).

CIWM Enterprises Ltd closed the financial year end 31 December 2018 with a surplus of £125,541; the comparative for 2017 was a deficit of £108,993.

During the year a major transformation project was undertaken to return the organisation to an annual surplus. A change manager was employed to consult with the key stakeholders and determine the best way to secure the long-term future of the organisation. The outcome was a plan to focus on the core activities as a membership organisation, which was implemented during the fourth quarter of 2018. The transformation project included a number of outsourcing activities which resulted in redundancy costs being incurred. The one-off cost of restructuring in 2018 amounted to £232,649.

The restructuring in 2018 has resulted in all staff employed by CIWM Enterprises Ltd transferring to CIWM in January 2019. All activities in CIWM Enterprises Ltd identified as primary purpose will also be transferred to CIWM in 2019. Updated budgets and business plans will support this turnaround and it is anticipated that the company should be close to breakeven for the 2019 financial year.

WAMITAB has recorded a net operating surplus of £240,389; the comparative for 2017 was a surplus of £189,224.

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 £519,022; the comparative for 2017 is £223,216 net operating expenditure (a deficit).

Trustees' report *(continued)*

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

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 in Note 11 to the Financial Statements.

After recognition of realised and unrealised investment losses of £248,633 (2017: £107,644 net gains) the net consolidated expenditure (a deficit) to be transferred to all reserves was £767,655 (2017 net consolidated expenditure £115,572) which means that the CIWM Group consolidated funds have decreased from £6,766,357 to £5,998,702.

Trustees are very disappointed to have to report a consolidated net operating expenditure (deficit) of £519,022 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 as well as restructuring costs. Trustees and senior staff have worked to address these challenges and have developed and implemented robust business plans and budgets to generate sustainable annual surpluses in all parts of the CIWM Group going forwards. 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 2018 were £2,976,443 (2017: £3,699,242). 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;
- 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;

Trustees' report *(continued)*

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

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 2018, allowing for the items referred to above, the remaining reserves of £496k 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 being carried out in 2019 but it is expected that as a result of the restructure and the office relocation the level of reserves required to finance the charity's day to day operations will be reduced to a figure of approximately £650k leaving remaining reserves of £1.7 million.

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.

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 £87,171 (2017: £91,969) which was re-invested. World stock markets were volatile throughout the year with decreases in values, resulting in the investment portfolios recording unrealised losses for the year which total £267,371 (2017: unrealised gain £219,816). Disposals of investments made during 2018 from the two portfolios resulted in realised gains of £18,738 (2017: £12,348).

In addition to the CIWM Group's listed investments, CIWM also holds 8,456,450 Ordinary Shares in Ditto AI Limited as an unlisted investment. Ditto AI Limited is a software development company specialising in artificial intelligence platforms developing products for use in the finance, law and healthcare sectors. Trustees have reviewed this investment and found it prudent to retain the carrying value at £297.

Trustees' report *(continued)*

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

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

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 in 2018 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 have prioritised the constitutional review as key to renewing the decision making and governance structures to fit with modern requirements and 2019 will see the implementation of constitutional changes as a result.

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

In October 2018 CIWM created a business plan to focus on returning CIWM to financial stability. The main elements of the plan are:

- Increasing membership and organisations affiliated to CIWM;
- Revising the member proposition with new and improved services for members;
- The launch of a Framework of Professional Standards;
- Implementation of a new governance structure; and
- Organisation restructure, outsourcing of services and a significant cost reduction programme.

Trustees' report *(continued)*

FUTURE PLANS (*continued*)

Membership

CIWM is investing in three new Membership Development Executive posts to strengthen its support of its regional Centres that are key to membership recruitment and retention in the local services which they offer.

New member grades will be implemented in 2019 following approval from the Privy Council, helping members and potential members to understand more clearly which grade is right for them. Along with the grade changes, CIWM will continue to deliver an improved member journey. The membership proposition will be revised and repositioned to ensure value for members and that the offering is relevant to the wider sector.

Professional Development

2019 will see a focus on professionalism with the launch of CIWM's Framework of Professional Standards. CIWM is committed to promoting professional standards for the management of waste and resources and supporting organisations and individuals to understand the skills and competencies required to be a waste and resource professional at all career levels. CIWM has established the competencies required to be a Chartered Waste Manager and supports individuals to work towards these through a programme of structured learning and development.

In 2019 these competencies will be extended to create the CIWM Framework of Professional Standards. Working with other professional bodies and a variety of organisations, CIWM will create a framework that provides a complete map of the competencies required for anyone managing wastes and resources. Using the Framework individuals will be able to identify a range of suitable development tools to assist in addressing any competency gaps they identify including regional classroom, online and blended learning activities. Organisations will be able to map their workforce to the Framework to determine competency gaps and use it to assist in succession planning and staff development. The Framework will also enable members and aspiring members to better prepare for progression through the CIWM membership grades.

Governance and Organisational Structure

CIWM completed its constitutional review in 2018 and received the go ahead from both the Annual General Meeting in September 2018 and the Privy Council in March 2019 to implement changes to modernise its governance and processes. The new governance structure can be found here.

2019 will see the first Members' Council meeting being held and it will also see the transition of the current General Council into a smaller trustee board. Along with the revisions to CIWM's governance structure the organisation will be implementing a new internal structure that will help to meet the business plan objectives. The structure can be found here.

Priority themes for 2019

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.

Trustees' report *(continued)*

FUTURE PLANS (continued)

The institution seeks to do this across the full range of issues and policy areas that impact on the sector but has also developed a proactive and targeted approach with the identification of six priority themes for particular attention during the course of the year. For 2019 these are:

- Health & Safety
- Waste crime
- Resource and waste strategies/future policy
- Extended Producer Responsibility
- Recycling & Collection
- Skills and Professional Development

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 October 2013 with priorities including the Trustee selection, Director nominations, disciplinary provisions and terms of office; this review was still ongoing throughout 2018. A member grade review was undertaken in 2018 and proposed changes to Bye-Laws were approved by members at an Extraordinary General Meeting on 13 June 2018. Amendments to Bye-Laws and Regulations were approved by members at the Annual General Meeting on 12 September 2018; to set up a smaller Trustee Board appointed on the basis of skills and experience rather than election and the creation of a Members' Council.

At the meeting on 14 November 2018 General Council approved revisions to Practice Directions Number 1 'Appointment of General Councillors' and Number 3 'Appointment of Members' Representatives'. The Privy Council granted approval for all amendments on 7 March 2019 and transitional arrangements are now in the process of being implemented. 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. Throughout 2018, and until the above changes to the Constitution have been fully implemented in 2019, the General Council continues to consist 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

Trustees' report *(continued)*

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

(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. 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 2018. 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 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.

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.

Trustees' report *(continued)*

STRUCTURE, GOVERNANCE AND MANAGEMENT *(continued)*

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 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. On 9 January 2018 WAMITAB Services Ltd, a company limited by guarantee, was incorporated as a wholly owned subsidiary of WAMITAB. This remained dormant throughout 2018.

During 2018, CIWM also had five dormant subsidiaries, CIWM International Limited (formerly Clean Britain Awards Limited); Waste Smart Limited; Water Smart (UK) Limited; Energy Smart Training Limited and Resource Smart Limited. Water Smart (UK) Limited and Energy Smart Training Limited were dissolved 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.

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 11 September 2019.

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

Trustees' report *(continued)*

REFERENCE AND ADMINISTRATIVE INFORMATION *(continued)*

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

J Kutner
Honorary Treasurer
500 Pavilion Drive
Northampton
NN4 7YJ
19 June 2019

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 2018, 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 2018 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.

14 August 2019

Andrew Stickland (Senior Statutory Auditor)
for and on behalf of Kingston Smith LLP, Statutory Auditor

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 2018*

	Note	Unrestricted funds General Funds £	Designated Funds £	Restricted Funds-WAMITAB £	Endowment & Other Restricted funds £	Total funds 2018 £	Total funds 2017 £
Income							
Income from charitable activities:							
Membership subscriptions		807,081	-	-	-	807,081	1,016,240
Regional centre income		77,187	-	-	-	77,187	152,450
Income from provision of qualifications		-	-	1,238,478	-	1,238,478	963,862
Income from trading activity:							
Commercial trading operations		1,612,704	-	-	-	1,612,704	1,633,350
Investment income	8	34,676	-	52,495	-	87,171	91,969
Interest receivable		3,705	-	7,729	-	11,434	1,464
Other income		74,509	-	1,750	-	76,259	87,818
Total income		2,609,862	-	1,300,452	-	3,910,314	3,947,153
Expenditure							
Expenditure on raising funds							
Investment management		(10,852)	-	(17,134)	-	(27,986)	(27,766)
Commercial trading operations		(1,549,518)	-	-	-	(1,549,518)	(1,638,923)
Charitable activities:							
Provision of qualifications		-	-	(272,202)	-	(272,202)	(159,317)
Staff costs		(1,096,934)	-	(521,127)	-	(1,618,061)	(1,469,520)
Regional centre expenses		(85,661)	-	-	-	(85,661)	(148,238)
Committee directed costs		(97,979)	-	-	-	(97,979)	(93,639)
Committee running costs		(27,050)	-	-	-	(27,050)	(30,157)
Premises costs, postage, stationery, communications		(236,960)	-	(207,037)	-	(443,997)	(338,591)
Institution awards		(200)	-	-	-	(200)	(323)
Honoraria		-	-	-	-	-	(4,522)
Travel and accommodation		(30,072)	-	(10,685)	-	(40,757)	(55,690)
Insurances and other Professional fees		(162,441)	-	(26,025)	-	(188,466)	(107,878)
Amortisation		(42,449)	-	-	-	(42,449)	(42,450)
Depreciation		(14,359)	-	(3,728)	-	(18,087)	(27,089)
Financing costs		(14,798)	-	(2,125)	-	(16,923)	(26,266)
Total operating expenditure		(3,369,273)	-	(1,060,063)	-	(4,429,336)	(4,170,369)
Net operating income/ (expenditure)		(759,411)	-	240,389	-	(519,022)	(223,216)
Net gains/ (losses) on investment assets		(107,895)		(140,738)		(248,633)	107,644
Net income/ (expenditure)		(867,306)	-	99,651	-	(767,655)	(115,572)
Transfers between funds		144,507	-	(144,507)	-	-	-
Net movement in funds	5	(722,799)	-	(44,856)	-	(767,655)	(115,572)
Total funds brought forward	15	3,119,362	579,880	3,021,469	45,646	6,766,357	6,881,929
Total funds carried forward	15	2,396,563	579,880	2,976,613	45,646	5,998,702	6,766,357

The Charity has no recognised gains or losses for the year (2017: £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 2017 and movements in the Unrestricted funds and Endowment & Restricted Funds during that year are shown in Note 15 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 2018

	Note	**2018** £	**2018** £	2017 £	2017 £
Fixed assets					
Intangible assets	*10*		**83,562**		126,011
Tangible assets	*10*		**472,755**		489,768
Investments	*11*		**3,829,218**		4,013,911
			4,385,535		4,629,690
Current assets					
Debtors	*12*	**531,090**		645,282	
Investments		**1,095,572**		695,082	
Cash at bank and on deposit		**779,628**		1,442,818	
		2,406,290		2,783,182	
Creditors: amounts falling due within one year	*13*	**(793,123)**		(646,515)	
Net current assets			**1,613,167**		2,136,667
Total assets less current liabilities			**5,998,702**		6,766,357
Net assets			**5,998,702**		6,766,357
Endowment funds					
Permanent	*15*		**24,573**		24,573
Restricted funds	*15*				
Scottish Waste Award			**21,073**		21,073
The Waste Management Industry & Training Board			**2,976,613**		3,021,469
Unrestricted funds					
Designated funds	*15*		**579,880**		579,880
General funds	*15*		**2,396,563**		3,119,362
Total funds	*15*		**5,998,702**		6,766,357

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

These financial statements were approved by the General Council on 19 June 2019 and were signed on its behalf by:

E Kiernan
President

J Kutner
Honorary Treasurer

Chartered Institution of Wastes Management
Charity balance sheet as at 31 December 2018

	Note	2018 £	2018 £	2017 £	2017 £
Fixed assets					
Intangible assets	*10*		**83,562**		126,011
Tangible assets	*10*		**456,145**		473,250
Investments	*11*		**1,500,278**		1,586,710
			2,039,985		2,185,971
Current assets					
Debtors	*12*	**319,840**		389,847	
Investments		**575,000**		575,000	
Cash at bank and on deposit		**561,941**		953,296	
		1,456,781		1,918,143	
Creditors: amounts falling due within one year	*13*	**(483,814)**		(252,824)	
Net current assets			**972,967**		1,665,319
Total assets less current liabilities			**3,012,952**		3,851,290
Net assets			**3,012,952**		3,851,290
Endowment funds					
Permanent	*15*		**24,573**		24,573
Restricted funds	*15*		**21,073**		21,073
Unrestricted funds					
Designated funds	*15*		**579,880**		579,880
General funds	*15*		**2,387,426**		3,225,764
Total funds	*15*		**3,012,952**		3,851,290

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

These financial statements were approved by the General Council on 19 June 2019 and were signed on its behalf by:

E Kiernan
President

J Kutner
Honorary Treasurer

Chartered Institution of Wastes Management
Consolidated Statement of Cash Flows for the year ended 31 December 2018

	2018 £	2017 £
Cash flow/(outflow) from operating activities		
Net cash (used in)/ provided by operating activities	(298,926)	(321,083)
Cash flows from investing activities		
Interest, dividends and other investment income received	98,605	93,433
Proceeds from sale of fixed assets	5,380	-
Proceeds from disposal of fixed asset investments excluding endowment funds	622,875	119,937
Acquisition of fixed asset investments excluding endowment funds	(648,255)	(187,219)
Additions to investments in current assets	(400,490)	(15)
Payments to acquire tangible and intangible fixed assets	(3,819)	(7,498)
	(325,704)	18,638
Net decrease in cash and cash equivalents	(624,630)	(302,445)
Cash and cash equivalents at beginning of year	1,530,323	1,832,768
Cash and cash equivalents at end of year	905,693	1,530,323
Cash and cash equivalents at end of year comprise		
Cash at bank and on deposit	779,628	1,442,818
Cash held within the investment portfolio	126,065	87,505
Cash and cash equivalents at end of year	905,693	1,530,323

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

	2018 £	2017 £
Net income/(expenditure) including endowments	(767,655)	(115,572)
Adjustments for:		
Amortisation/Depreciation charges	60,536	69,539
Profit on sale of fixed assets	(2,635)	-
Net (gains)/ losses on investments	248,633	(102,816)
Investment income	(98,605)	(93,433)
Decrease/ (increase) in debtors	114,192	(238,649)
Increase/ (decrease) in creditors	146,608	159,848
Net cash (used in)/ provided by operating activities	(298,926)	(321,083)

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 2018

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.

There are no material uncertainties related to events or conditions that cast significant doubt on the charity's ability to continue as a going concern. The accounts are prepared on a going concern basis.

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), CIWM International Limited (formerly Clean Britain Awards limited-dormant), Waste Smart Limited (dormant), Water Smart (UK) Limited (dissolved in 2018), Energy Smart Training Limited (dissolved in 2018) and Resource Smart Limited (dormant) on a line-by-line basis. They also consolidate the financial statements of Resource and Waste UK Limited (dissolved in 2018) a joint venture company which is 50% owned by CIWM.

WAMITAB became part of the CIWM Group on 25 July 2016 and its income and expenditure since that date has been consolidated into these financial statements.

Chartered Institution of Wastes Management
Notes to the Financial Statements for the year ended 31 December 2018

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.

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 2018

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 2018

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	-	$33^1/_3$% on cost
Fixtures and fittings	-	15% to $33^1/_3$% on cost
Motor vehicle	-	$33^1/_3$% 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

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 2018

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 was lower than that attributed in the share for share acquisition of Cloud Sustainability on 20 June 2017 and, accordingly, CIWM's investment was written down at 31 December 2017 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 was restated at 31 December 2017 at Fair Value and there has been no change at 31 December 2018.

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 2018

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

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.

Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of stock or fixed assets. The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

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 Quadra, 500 Pavilion Drive, Northampton Business Park, NN4 7YJ.

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.

Chartered Institution of Wastes Management
Notes to the Financial Statements for the year ended 31 December 2018

3 Critical accounting estimates and judgements *(continued)*

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.

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

i. Recognition of the fair value of the investment in Ditto AI Limited. The assumptions used for fair value measurement are set out above.
ii. The company makes an estimate of the recoverable value of trade and other debtors based on the ageing profile of debtors and historical experience.
iii. 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.
iv. 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 2018 and 2017 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 2018 is shown below.

	Charitable Activities	Expenditure on raising funds	Other	Total allocated 2018	Basis
	£	£	£	£	
Governance – see below	291,575	9,500	-	301,075	Staff time and actual costs incurred
Finance & IT	202,761	158,362	8,293	369,416	Staff time and usage
HR & General Administration	36,669	17,023	-	53,692	Staff time
Total	531,005	184,885	8,293	724,183	

Chartered Institution of Wastes Management
Notes to the Financial Statements for the year ended 31 December 2018

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 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	58,499	20,065	-	78,564	Staff time
Total	421,868	162,064	7,545	591,477	

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.

	2018	2017
	£	£
General Council and other Committee & Meeting costs	**15,457**	16,107
Audit fees	**43,618**	36,890
Legal and professional fees	**68,009**	25,947
Staff costs	**173,991**	121,552
	301,075	200,496

5 Movement in net funds for the year

		2018	2017
		£	£
Movement in net funds is stated after charging:			
Auditors' remuneration:			
Audit fees	- group	**43,618**	36,890
	- charity	**21,908**	20,790
Non audit fees	- group	**8,806**	4,690
Amortisation of intangible fixed assets		**42,449**	42,450
Depreciation of tangible fixed assets		**18,087**	27,089
Operating lease payments		**54,996**	46,003

Chartered Institution of Wastes Management
Notes to the Financial Statements for the year ended 31 December 2018

6 Payments to General Council members

No Trustees received emoluments during the period (2017: £Nil) other than as disclosed in note 19.

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:-

	2018	2017
	£	£
Group - Travel	**9,712**	14,644
Charity - Travel	**7,614**	12,524
Number of Trustees	**16**	25

7 Staff numbers and costs

The average number of persons employed by the group during the year was 52 (2017: 49) and the average number of full-time equivalent employees (including casual and part-time staff) during the period was as follows:

	2018	2017
	Number	Number
Charitable activities	**22**	26
Commercial trading	**16**	16
Support	**8**	7
	46	49

The aggregate payroll costs of these persons were as follows:

	2018	2017
	£	£
Wages and salaries	**1,842,205**	1,838,214
Social security costs	**192,197**	198,832
Pension contributions to defined contribution pension schemes	**127,796**	142,716
Redundancy costs	**102,422**	-
	2,264,620	2,179,762

All employees are eligible to join the Group health insurance schemes and premiums paid in respect of those who have opted for membership was: 2018 £22,801 *(2017: £23,168)*. The Group also provides all employees with insurance cover for Death in Service and eligible employees with Permanent Health Insurance cover - premiums paid: 2018 £31,114 *(2017: £24,182)*.

Chartered Institution of Wastes Management
Notes to the Financial Statements for the year ended 31 December 2018

7 Staff numbers and costs *(continued)*

Key management personnel include the Trustees, Chief Executive (in post until mid October 2018), & Deputy Chief Executive of CIWM (Executive Director from October 2018 and in post until April 2019); the Director of Finance-CIWM Group (in post until mid August 2018); the Trustees, Chief Executive & Commercial Director of WAMITAB; and the Directors, Managing Director (Executive Director from October 2018) & Head of Product and Business Development of CIWM Enterprises Limited. Total pay & benefits received by key management personnel was £684,874 (2017: £665,450).

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.

	2018	**2017**
	No	**No**
£60,001 - £70,000	**2**	**3**
£70,001 - £80,000	**2**	**1**
£80,001 - £90,000	**-**	**1**
£90,001 - £100,000	**3**	**2**
£100,001 - £110,000	**-**	**-**
£110,001 - £120,000	**-**	**-**

Pension contributions relating to employees earning more than £60,000 amounted to £57,122 *(2017: £53,257)*.

A Car is provided for the Deputy Chief Executive (Executive Director from October 2018) for both business and personal use; all fuel expenses relating to private mileage are paid by the employee. The Chief Executive of CIWM (in post until mid October 2018); the Chief Executive and the Commercial Director of WAMITAB; and the Managing Director of CIWM Enterprises Ltd (Executive Director from October 2018) receive a fixed monthly car allowance as part of salary.

8 Income from fixed asset investments

	2018	2017
	£	£
Income from fixed asset investments:		
Listed and common investment funds	**87,171**	91,969

9 Indemnity insurance

The CIWM Group operates trustees' and officers' liability insurance cover at a total cost of £3,360 (*2017: £3,360*)

Chartered Institution of Wastes Management
Notes to the Financial Statements for the year ended 31 December 2018

10 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 £
Cost					
At 1 January 2018	212,248	716,303	422,318	12,350	1,150,971
Additions	-	-	3,819	-	3,819
Disposals	-	-	-	(12,350)	(12,350)
At 31 December 2018	212,248	716,303	426,137	-	1,142,440
Amortisation/Depreciation					
At 1 January 2018	86,237	250,201	401,397	9,604	661,202
Charge for year	42,449	11,240	6,847	-	18,087
Disposals	-	-	-	(9,604)	(9,604)
At 31 December 2018	128,686	261,441	408,244	-	669,685
Net book value					
At 31 December 2018	**83,562**	**454,862**	**17,893**	**-**	**472,755**
At 31 December 2017	126,011	466,102	20,920	2,746	489,768

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 October 2018 in accordance with the Royal Institution of Chartered Surveyors Valuation- Global Standards 2017 and complying with the requirements of Section 36 of the Charities Act 1993. This indicated a Market Value of £960,000, this compares to the current book value of £454,862 *(2017: £466,102)*.

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

The net book value at 31 December 2018 represents fixed assets used for:

	Freehold land and buildings £	Fixtures & Fittings/Office Equipment £	Computer Software £	Motor Vehicle £	Total £
Headquarters	454,862	17,893	83,562	-	556,317

Chartered Institution of Wastes Management
Notes to the Financial Statements for the year ended 31 December 2018

10 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
	£	£	£	£	£
Cost					
At 1 January 2018	212,248	716,303	389,482	12,350	1,118,135
Additions	-	-	-	-	-
Disposals	-	-	-	(12,350)	(12,350)
At 31 December 2018	212,248	716,303	389,482	-	1,105,785
Amortisation/Depreciation					
At 1 January 2018	86,237	250,201	385,080	9,604	644,885
Charge for year	42,449	11,240	3,119	-	14,359
Disposals	-	-	-	(9,604)	(9,604)
At 31 December 2018	128,686	261,441	388,199	-	649,640
Net book value					
At 31 December 2018	**83,562**	**454,862**	**1,283**	**-**	**456,145**
At 31 December 2017	126,011	466,102	4,402	2,746	473,250

The net book value at 31 December 2018 represents fixed assets used for:

	Freehold land and buildings	Fixtures & Fittings/Office Equipment	Computer Software	Motor Vehicle	Total
	£	£	£	£	£
Headquarters	454,862	1,283	83,562	-	539,707

11 Fixed asset investments

	Group 2018	Group 2017	Charity 2018	Charity 2017
	£	£	£	£
Listed investments at market value	**3,702,856**	3,926,109	**1,487,338**	1,564,653
Cash held within the investment portfolio	**126,065**	87,505	**12,537**	21,600
Investment in unlisted securities	**297**	297	**297**	297
Group undertakings	**-**	-	**106**	160
	3,829,218	4,013,911	**1,500,278**	1,586,710

Chartered Institution of Wastes Management
Notes to the Financial Statements for the year ended 31 December 2018

11 Fixed asset investments *(continued)*

Listed investments:

	Group 2018 £	Group 2017	Charity 2018 £	Charity 2017 £
Market value at 1 January 2018	**3,926,109**	3,636,037	**1,564,653**	1,426,995
Additions at cost	**648,255**	187,219	**336,783**	124,158
Sales proceeds	**(622,875)**	(119,937)	**(306,203)**	(105,696)
Net gain/ (loss)	**(248,633)**	222,790	**(107,895)**	119,196
Market value at 31 December 2018	**3,702,856**	3,926,109	**1,487,338**	1,564,653
Historical cost at 31 December 2018	**3,452,558**	3,339,135	**1,322,807**	1,250,170

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

	2018 £	2017 £
Listed investments (excluding cash held on deposit within the portfolio)	**3,702,856**	3,926,109

No individual investment included in the portfolio is considered significant.

Unlisted investment

	2018 £	2017 £
Value at 1 January 2018	**297**	117,297
Provision to reduce to open market value	**-**	(47,954)
Impairment	**-**	(69,046)
Value at 31 December 2018	**297**	297

Shares in group undertakings:

	Charity 2018 £	Charity 2017 £
CIWM Enterprises Limited	**2**	2
Resources and Waste UK Limited	**-**	50
CIWM International Limited	**100**	100
Waste Smart Limited	**2**	2
Water Smart (UK) Limited	**-**	2
Energy Smart Training Limited	**-**	2
Resource Smart Limited	**2**	2
	106	160

Chartered Institution of Wastes Management
Notes to the Financial Statements for the year ended 31 December 2018

11 Fixed asset investments *(continued)*

The subsidiaries of CIWM at 31 December 2018 are set out below:

Name	Country of incorporation and company number	Nature of business	Proportion of equity held
Waste Management Industry Training & Advisory Board (WAMITAB) (Registered charity number: 1006826)	England and Wales (02332283)	Qualifications Awarding Body	n/a
CIWM Enterprises Limited	England and Wales (02731563)	Conferences & training	100%
CIWM International Limited (formerly Clean Britain Awards Limited)	England and Wales (03510915)	Dormant	100%
Waste Smart Limited	England and Wales (08325813)	Dormant	100%
Resource Smart Limited	England and Wales (08330891)	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 2018 WAMITAB had Unrestricted funds of £2,976,613; however, they must be used only in furtherance of its charitable purposes. For the year ended 31 December 2018, the charity had a deficit of (£44,856) and its total income was £1,300,452. 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 2018 totalled £9,138. The company retained a surplus of £125,541 in 2018 *(2017: a deficit of (£108,993))*. Turnover in 2018 was £1,626,377 *(2017: £1,643,410)*.

The dormant companies Water Smart (UK) Limited, Energy Smart Training Limited and Resources and Waste UK Limited were all dissolved on 20 March 2018.

On 7 August 2018 Clean Britain Awards Limited changed its name by resolution to CIWM International Limited.

On 9 January 2018 WAMITAB Services Ltd (company number 11139282) was incorporated as a wholly owned subsidiary of WAMITAB. This is a company limited by guarantee and was dormant throughout 2018.

Chartered Institution of Wastes Management
Notes to the Financial Statements for the year ended 31 December 2018

12 Debtors

	Group 2018 £	Group 2017 £	**Charity 2018 £**	Charity 2017 £
Trade debtors	**360,716**	466,975	**254,010**	61,759
Amounts owed by subsidiary undertakings	**-**	-	**14,681**	224,574
Other debtors and taxation	**33,558**	36,840	**2,809**	2,416
Prepayments and accrued income	**136,816**	141,467	**48,340**	101,098
	531,090	645,282	**319,840**	389,847

13 Creditors: amounts falling due within one year

	Group 2018 £	Group 2017 £	**Charity 2018 £**	Charity 2017 £
Trade creditors	**114,105**	48,830	**37,686**	66,137
Amounts owed to subsidiary undertaking	**-**	-	**1,521**	158
Other creditors	**43,156**	58,212	**22,671**	22,645
Other taxation and social security	**67,533**	106,025	**46,382**	33,628
Accruals	**165,090**	115,687	**102,900**	40,710
Deferred income	**403,239**	317,761	**272,654**	89,546
	793,123	646,515	**483,814**	252,824

14 Deferred income

	Group 2018 £	Group 2017 £	**Charity 2018 £**	Charity 2017 £
At beginning of the year	**317,761**	183,256	**89,546**	112,848
Movement in the year	**85,478**	134,505	**183,108**	(23,302)
At end of the year	**403,239**	317,761	**272,654**	89,546

Within the charity deferred income comprises membership and affiliated organisation 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 2018

15 Statement of funds

Group – for the year ended 31 December 2018

	1 January 2018	Income	Expenditure	Investment (Losses)/Gains	Transfers	31 December 2018
	£	£	£	£	£	£
General funds:	3,119,362	2,609,862	(3,369,273)	(107,895)	144,507	2,396,563
Designated funds:						
Fixed assets replacement reserve	579,880	-	-	-	-	579,880
Total unrestricted funds	3,699,242	2,609,862	(3,369,273)	(107,895)	144,507	2,976,443
Endowment funds:						
Permanent endowment Funds						
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
Total endowment funds	24,573	-	-	-	-	24,573
Restricted Funds:						
Scottish Waste Award est. 2013	21,073	-	-	-	-	21,073
WAMITAB	3,021,469	1,300,452	(1,060,063)	(140,738)	(144,507)	2,976,613
Total restricted funds	3,042,542	1,300,452	(1,060,063)	(140,738)	(144,507)	2,997,686
Total funds	**6,766,357**	**3,910,314**	**(4,429,336)**	**(248,633)**	**-**	**5,998,702**

General funds represent the 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 2018

15 Statement of funds *(continued)*

Group – for the year ended 31 December 2017

	1 January 2017	Income	Expenditure	Investment (Losses)/ Gains	Transfers	31 December 2017
	£	£	£	£	£	£
General funds:	3,460,969	2,924,803	(3,337,243)	3,444	67,389	3,119,362
Designated funds:						
Fixed assets replacement reserve	579,880	-	-	-	-	579,880
Total unrestricted funds	4,040,849	2,924,803	(3,337,243)	3,444	67,389	3,699,242
Endowment funds:						
Permanent endowment Funds						
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
Total endowment funds	24,573	-	-	-	-	24,573
Restricted Funds:						
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
Total restricted funds	2,816,507	1,022,350	(833,126)	104,200	(67,389)	3,042,542
Total funds	**6,881,929**	**3,947,153**	**(4,170,369)**	**107,644**	**-**	**6,766,357**

Chartered Institution of Wastes Management
Notes to the Financial Statements for the year ended 31 December 2018

15 Statement of funds *(continued)*

Charity – for the year ended 31 December 2018

	1 January 2018	Income	Expenditure	Investment (Losses)/ Gains	Transfers	31 December 2018
	£	£	£	£	£	£
General funds:	3,225,764	1,170,253	(1,900,696)	(107,895)	-	2,387,426
Designated funds:						
Fixed assets replacement reserve	579,880	-	-	-	-	579,880
Total unrestricted funds	3,805,644	1,170,253	(1,900,696)	(107,895)	-	2,967,306
Endowment funds:						
Permanent endowment Funds						
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
Total endowment funds	24,573	-	-	-	-	24,573
Restricted Funds:						
Scottish Waste Award est. 2013	21,073	-	-	-	-	21,073
Total restricted funds	21,073	-	-	-	-	21,073
Total funds	**3,851,290**	**1,170,253**	**(1,900,696)**	**(107,895)**	**-**	**3,012,952**

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 through an awarding committee in years when the Conference has achieved a profit of over £30k. Any amounts over £30k make up the award and this will continue until the monies available have been exhausted.

Chartered Institution of Wastes Management
Notes to the Financial Statements for the year ended 31 December 2018

15 Statement of funds *(continued)*

Charity – for the year ended 31 December 2017

	1 January 2017	Income	Expenditure	Investment (Losses)/Gains	Transfers	31 December 2017
	£	£	£	£	£	£
General funds:	3,458,380	1,360,867	(1,596,927)	3,444	-	3,225,764
Designated funds:						
Fixed assets replacement reserve	579,880	-	-	-	-	579,880
Total unrestricted funds	4,038,260	1,360,867	(1,596,927)	3,444	-	3,805,644
Endowment funds:						
Permanent endowment Funds						
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
Total endowment funds	24,573	-	-	-	-	24,573
Restricted Funds:						
Scottish Waste Award est. 2013	21,073	-	-	-	-	21,073
Total restricted funds	21,073	-	-	-	-	21,073
Total funds	**4,083,906**	**1,360,867**	**(1,596,927)**	**3,444**	**-**	**3,851,290**

Chartered Institution of Wastes Management
Notes to the Financial Statements for the year ended 31 December 2018

16 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 £
Income							
Income from charitable activities:							
Donation re. acquisition of WAMITAB		-	-	-	-	-	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
Income from trading activity:							
Commercial trading operations		1,633,350	-	-	-	1,633,350	1,563,424
Investment income	8	33,496	-	58,473	-	91,969	87,313
Interest receivable		1,449	-	15	-	1,464	18,068
Grant income		-	-	-	-	-	17,819
Other income		87,818	-		-	87,818	233,750
Total income		2,924,803	-	1,022,350	-	3,947,153	6,180,710
Expenditure							
Expenditure on raising funds							
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)
Charitable activities:							
Staff costs		(997,457)	-	(472,063)	-	(1,469,520)	(1,170,216)
Grant expenditure		-		-		-	(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)
Total operating expenditure		(3,337,243)	-	(833,126)	-	(4,170,369)	(3,655,523)
Net operating income/ (expenditure)		(412,440)	-	189,224	-	(223,216)	2,525,187
Net gains/ (losses) on investment assets		3,444		104,200		107,644	159,982
Net income/ expenditure		(408,996)	-	293,424	-	(115,572)	2,685,169
Transfers between funds		67,389	-	(67,389)	-	-	-
Net movement in funds	5	(341,607)	-	226,035	-	(115,572)	2,685,169
Total funds brought forward	15	3,460,969	579,880	2,795,434	45,646	6,881,929	4,196,760
Total funds carried forward	15	3,119,362	579,880	3,021,469	45,646	6,766,357	6,881,929

Chartered Institution of Wastes Management
Notes to the Financial Statements for the year ended 31 December 2018

17 Analysis of group net assets between funds

	Unrestricted Funds	Endowment & Restricted funds	Total
	£	£	£
Fund balances at 31 December 2018 are represented by:			
Tangible and intangible fixed assets	556,317	-	556,317
Investments	806,959	3,022,259	3,829,218
Current assets	2,406,290	-	2,406,290
Current liabilities	(793,123)	-	(793,123)
Total net assets	**2,976,443**	**3,022,259**	**5,998,702**

	Unrestricted Funds	Endowment & Restricted funds	Total
	£	£	£
Fund balances at 31 December 2017 are represented by:			
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)
Total net assets	**3,699,242**	**3,067,115**	**6,766,357**

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.

18 Commitments

Future minimum lease commitments under non-cancellable operating leases at 31 December 2018 were as follows:

	Group 2018	Group 2017	**Charity 2018**	Charity 2017
	£	£	**£**	£
Operating lease rentals payable				
In less than one year	**53,639**	45,215	**15,744**	7,320
In the second to fifth years inclusive	**189,004**	152,405	**56,372**	825
In more than five years	**3,523**	18,948	**3,523**	-
	246,166	216,568	**75,639**	8,145

Chartered Institution of Wastes Management
Notes to the Financial Statements for the year ended 31 December 2018

19 Related party transactions

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

Payment To:		*Payment From*:	£
T March	- training	CIWM Enterprises Ltd	1,219
			1,219

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.

20 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.

21 Post Balance Sheet Event

On 28 June 2019 the sale completed of the freehold land and buildings at 7-9 St Peter's Gardens. The sale price was £950,000 plus £12,500 contribution from the buyer towards fees. The net book value of the land and buildings at 28 June 2019 was £449,245.
On 24 May 2019 CIWM employees moved into a leased office at Quadra, 500 Pavilion Drive, Northampton Business Park, Northampton NN4 7YJ.