



All CIWM Corporate Members

16th August 2019

PRESIDENT'S LETTER – CIWM AGM 2018

Dear CIWM Member

As CIWM's President 2018/19, I have chosen to follow in my immediate predecessor's footsteps and address you in person as we circulate CIWM's Annual Review and Financial Statements for 2018 in advance of the AGM.

2018 has been a year of significant change and modernisation for CIWM. The process began early in 2018 with the launch of the five-year CIWM Group Strategy, 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. Proposals for a streamlined board of trustees selected against 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. I am pleased to report that these new structural arrangements are well underway. They will ensure that the governance of your institution will meet the latest good practice for charities, will be more strategically aligned with the demands of the modern resource and waste management sector, and will be more transparent and engaging for Members.

CIWM membership grades 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'. During the year, membership also grew for the first time in a number of years.

CIWM's financial performance was a priority throughout the year and a two-year Business Plan was approved in the last quarter of 2018. While significant one-off

restructuring costs and unrealised losses on its investments in line with market conditions are largely responsible for a significant deficit in 2018 (see the Consolidated Financial Statements in the Annual Review), 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 and forward forecasts show that performance is currently on track to meet this objective. Also part of the plan was the relocation of CIWM to a modern and professional office space fitted out to reflect CIWM's ethos of resource efficiency, sustainability and the circular economy, a move that has now been completed. The Trustees, senior management team and CIWM staff have all worked hard to refocus and reinvigorate the institution's offering and activities in line with the Business Plan and I would like to offer them my sincere thanks for their efforts.

Now in its second year, the Annual Review seeks to capture the work of CIWM, its Centres and its Members during 2018, as well as demonstrate CIWM's breadth of knowledge and influence. It captures a busy year of Centre events and engagement activities, as well as policy initiatives on a range of issues from Brexit challenges, including future environmental governance arrangements across the UK and the implications for waste shipments, to 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.

A handwritten signature in blue ink, appearing to read 'E. Kiernan', with a long horizontal flourish extending to the right.

Enda Kiernan
CIWM President, 2018/19