



CIWM

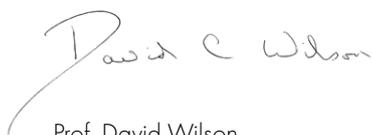
CIWM Group Strategy 2018-2023



A. Foreword

This is an exciting time for the resource and waste management sector. The environmental, economic and social challenges from the poor management of resources are becoming more and more immediate. At the same time, our sector faces a range of other challenges – the uncertainty of Brexit, the excitement of the building transition to a more resource-efficient economy, the threat of waste crime and the promise of new policy frameworks and approaches in several parts of the UK and Ireland. The CIWM Group will continue to play a pivotal role in supporting the sector in meeting these challenges, whether through helping members and learners reach their potential, supporting policy makers in their decision making, or promoting and protecting high professional standards. We are therefore delighted to be able to put this CIWM Group Strategy 2018-2023 in front of CIWM members current and future, setting out as it does how the Group intends to make this happen.

We and the Trustees and staff of the Group very much look forward to working with you all to influence, inform and inspire the sustainable management of resources and waste, to deliver a world in which we make the best and safest use of resources to protect and enrich life on our planet.



Prof. David Wilson
President



Prof. Margaret Bates
Chair, Executive Committee



Dr Colin Church
Chief Executive Officer



B. CIWM and its role

Our Vision

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

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

Our Mission

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

2. The CIWM Group is made up of CIWM itself, its commercial arm CIWM Enterprises Ltd, and the awarding organisation and charity WAMITAB.
3. 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.

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

To advance for the public benefit the art and science of wastes management worldwide and so to promote education, the protection of public health and the preservation of the environment, and for that purpose to further and maintain good standards of practice, competence and conduct by all its Members.
5. Within these objects, Trustees decide the overall strategy for CIWM.
6. CIWM owns CIWM Enterprises Ltd, which as the Group's commercial arm supports and promotes the Group's work, provides training courses, seminars, events and publications and sells advertising and sponsorship.
7. CIWM is also the sole member of WAMITAB, which provides qualifications in the waste management and ancillary sectors, primarily through a network of centres and assessors. Its charitable objects are:

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

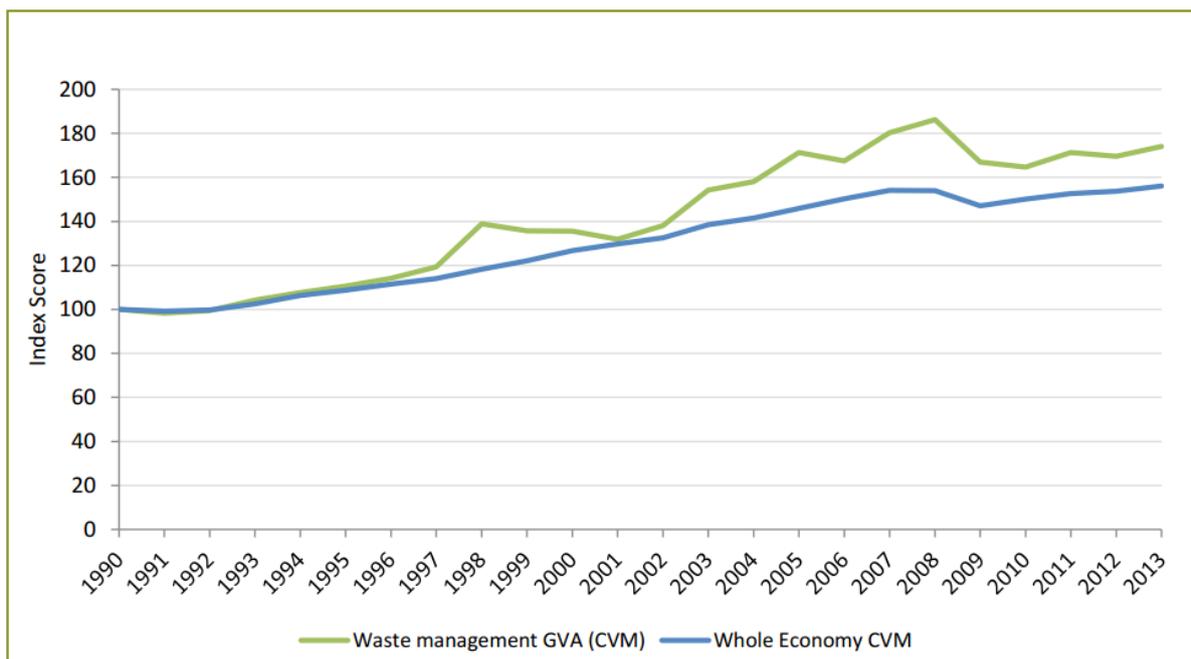


Figure 1: Index of Gross Value Added (GVA) over time of the waste management sector and the whole economy (Defra)



both the United Kingdom and worldwide”

- 8. The potential for CIWM membership is substantial – various estimates of the ‘core’ resource and waste management sector put the number of jobs at 100-150k, to which can be added the people working in facilities management, waste producers and professional services to the sector. The waste sector alone has outperformed the economy as a whole since the early 1990s as shown in Figure 1, and despite the policy uncertainty in England and the threat of Brexit, continues to grow. The market for the qualifications, training and events the CIWM Group provides is therefore also strong,

- 9. The CIWM Group depends heavily on the volunteers that help run it. This includes Trustees and Board Members of CIWM, CIWM Enterprises and WAMITAB; members of the ten CIWM Centre Councils; Committee and Special Interest Group members; the New Members Network organisers; and others who freely give up their time to support or represent the organisation.
- 10. Alongside its volunteers, the Group employs around 50 people across its three legal entities. One employee is based in each of Northern Ireland, Scotland and Wales; the other staff are based in the HQ in Northampton or work remotely elsewhere in England.

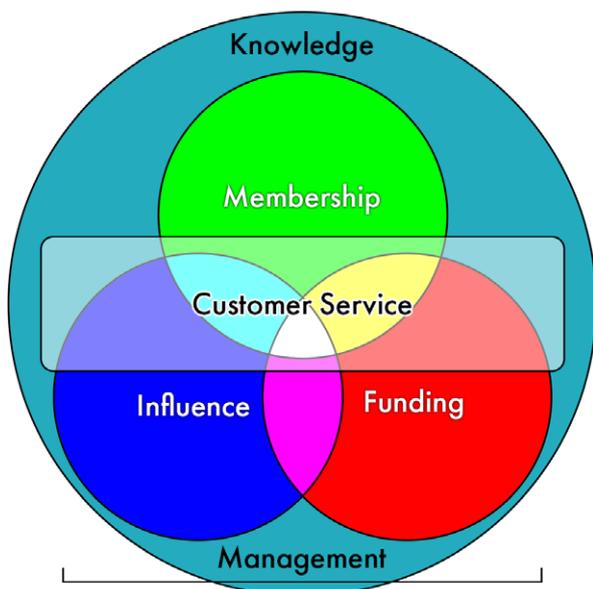
C. Overall strategic approach

- 11. This Strategy applies to the CIWM Group as a whole, focusing on the Group’s work to support and promote professional membership and its broad charitable purpose. It therefore covers WAMITAB’s work only in those respects; WAMITAB has its own strategy for its work as an Awarding Organisation.
- 12. Having grown from its origins in local authority waste management services, nowadays CIWM’s activities target the broad resource and waste management sector and associated areas. This includes topics from anaerobic digestion to zero waste via energy recovery, facilities management, metal recycling, product design and street cleansing. It encompasses the related education, regulation, transport and logistics and professional services and the concepts of the circular economy such as new business models, etc. Our members are drawn from the private, public and voluntary sectors and include academics, consultants, lawyers, legislators, operators and regulators.
- 13. CIWM has six strategic areas of focus: **membership, influence, knowledge, funding, customer service** and **management**:

- 14. Our strategic aims in these areas form the core of this document and will continue to guide CIWM’s work over the next five years and beyond. The remainder of this document sets out some of the shorter-term actions underway to deliver these aims; by its very nature, therefore, this strategy is a living document in those respects.

iii. Membership

- 15. As a membership organisation, our clear and constant focus is on our **members**. Members are our greatest source of strength and expertise and it is through their efforts and knowledge that CIWM will be able to deliver on its strategy and its charitable objects.
- 16. We recognise that member demands are changing as the pressures of work, technology and society shift. CIWM has recently undertaken some research with its members to understand better what they want and need. On the back of this, we will refresh our membership offer for all our individual members. Alongside this, we will develop and provide more tailored services to members in particular areas, starting with those our evidence indicates are most likely to benefit. This is likely to include those of our members who are highly skilled but do not aspire to full Chartered status.
- 17. We will bring this work together to produce **a new offer for members during 2018**. This will incorporate any changes to membership grades emerging from the membership grades review work.
- 18. For many members, the main contact they have with CIWM is through involvement with their local Centre. These are run by volunteers and organise a range of technical and social events through the year. We recognise how precious this volunteering is, especially with the increasing demands on the time of busy professionals. Active involvement can also be highly rewarding for our members. We will therefore look again at how Centres fit into the daily life of CIWM, what support they need to operate effectively and how we can facilitate the sharing



4 Figure 2: CIWM Strategic Aims



of good practice between them. To bring these threads together, we will **finalise our Centre strategy during 2018**. We have also created a new role – Centre Support Manager – to help improve the support these volunteers receive.

19. **Volunteers** are a core part of the life of the CIWM Group in all sorts of guises. We will continue to seek ways to open up opportunities for members to volunteer across the breadth of our work both to help CIWM (and thus the sector) and to gain valuable experience. CIWM is also keen to further improve the diversity of its volunteers and we will be looking closely at this.

iv. Influence

20. Both to meet our charitable objects, and to provide members with the kind of professional body they tell us they want, CIWM needs to be effective and **influential** in policy and public discussions about our sector across the UK and the Republic of Ireland.
21. Each year, the CIWM Group will refresh its set of policy themes and use them to structure our proactive policy work. As well as contributing to this refresh, our President will continue to develop and lead their particular themes and priorities within CIWM's overall work. CIWM Trustees, Centres and HQ will also continue to respond to requests for advice from governments and agencies, respond to consultations, etc as necessary. We will support this with both active communications and by reacting to media requests for comment or advice. To bring this together we are publishing **a policy statement for members alongside this overall Strategy**.
22. CIWM will continue to work in partnership with others in the sector whose aims are aligned with ours to help ensure the sector's voice is heard. Domestically this includes the sector's major trade associations, local authority groups, academics, consultancies and charities, with the multi-partner national conferences as specific examples. Internationally this includes our work with the International Solid Waste Association (ISWA) and Waste Aid, as well as country-specific activities.

v. Knowledge

23. The basis on which CIWM can provide the professional support, advice and influence required is the **knowledge** it has (in both members and employees) and can mobilise (through research and networks).
24. We have refreshed the terms of reference for the Scientific and Technical Committee and its Special Interest Groups (SIGs) will continue to seek opportunities to develop knowledge-sharing and dissemination arrangements with partner organisations. These include relations with research bodies, other charities and commercial organisations.

25. The recent inclusion of WAMITAB within the CIWM Group offers many opportunities for us to do more to support professional development in resource and waste management, related sectors and indeed in environmental protection and sustainability in general. We will therefore develop an **education, training and qualifications (ETQ) strategy during 2018** to bring together and structure our support for learners and members. This will include the Group's work in support of the new trailblazer apprenticeships such as those on cleansing, metal recycling and waste management. Alongside the membership grade review and refreshed membership offer, the ETQ strategy will help us ensure we continue to support our members in their life-long learning, CPD and career development.

vi. Funding

26. To support its work, CIWM needs a sustainable stream of **funding** from membership subscriptions and commercial activities.
27. As mentioned earlier, the potential for CIWM membership is substantial and robust and the sector is strong. We will continue to develop our membership offer and our fees to ensure we deliver value for money for members at all levels.
28. The potential market for CIWM products and services is also substantial for similar reasons. We will keep our commercial offerings under constant review to ensure they continue to meet the needs of the sector for commercial training, events, publications, etc. We will continue to explore other commercial options consistent with our professional membership organisation status. As part of this, we have recently launched a new partnership offer for Affiliated Organisations, which reinforces their benefits and obligations and ensures the difference between CIWM (a professional membership body) and sector trade associations is clear.
29. The immediate focus for CIWM is on developing its UK and Republic of Ireland membership offer and commercial services. However, CIWM continues to have an international role and remit both in its own right and through its membership of the International Solid Waste Association. CIWM will continue to work with selected overseas organisations to develop our activities in key markets.

vii. Customer Service

30. The demands and expectations of our members and customers continue to grow, so all CIWM's activities need to be undertaken with excellent **customer service**.
31. CIWM has implemented its new member engagement and support IT system (iMIS) to provide members with a truly personalised, engaging and value driven online experience. This continues to be developed through regular upgrades and developments. The system has already delivered administrative efficiencies too, and more will be driven out over time.



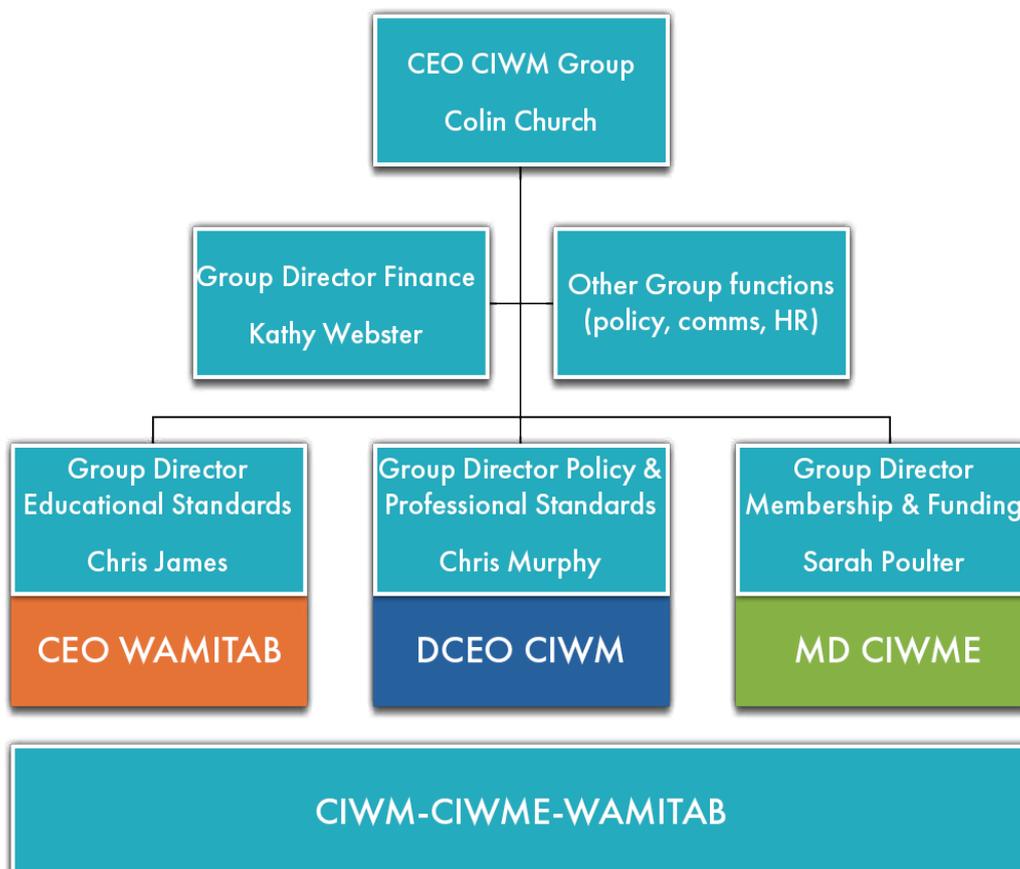
- 32. In response to feedback, we have developed the Centre event organisation service to provide greater access for the organiser. This, alongside streamlined financial management means that Centres can now organise their events with the same ease as was previously only available with external services, with the added bonus of integration with CIWM’s systems.
- 33. CIWM will continue to provide guidance and tools electronically to support members and Centres in the various processes they undertake.

viii. Management

- 34. CIWM is an increasingly complex business, so sound **management** of its people, resources, systems and processes is essential.
- 35. CIWM is governed by its Charter, Byelaws, Regulation, Practice Directions (collectively, the Constitution) and policies, as well as general charity and company law. We have been aware that the current Constitution, largely as set out at the time of the award of our Royal Charter in 2001, no longer provides us with the best possible means of achieving our goals. Consequently, Trustees decided to undertake a thorough review of our governance. Early in the process we decided to engage and empower employees, improve member involvement and reduce some of the burden on volunteers because of the challenges many members face in volunteering

due to time pressures and work commitments. One aim was to ensure that our future structure and constitution create the conditions that will allow a more diverse range of volunteers to better represent our membership and wider society. **During 2018, we will conclude this review and put the changes to members for approval.**

- 36. CIWM and CIWM Enterprises Ltd have recently undergone a light-touch internal reorganisation. This was driven by the need to align teams with the overall strategic aims, deliver increased efficiency and support Trustees better in their oversight and strategic leadership of CIWM. It has created a CIWM Group Senior Management Team (SMT), headed up by the Group CEO and including the Group HR Manager and the Group Directors of Finance, Educational Standards, Policy & Professional Standards and Membership & Funding. This reorganisation has not changed the number or remuneration of CIWM employees, nor the legal structures of the three organisations. Members of the SMT have also retained their existing roles alongside their new ones.
- 37. As a professional body, 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 is an important area for CIWM and the wider sector, not least because it is fundamental to professional development and learning



6 Figure 3: CIWM Group Management Structure



and integral to the wellbeing of our society. CIWM seeks to lead the sector by promoting awareness and providing appropriate guidance and following on from its consultation with its members and other stakeholders in 2017, **will finalise an Inclusion, Diversity and Equality (IDE) statement during 2018.**

38. The CIWM Group is also working hard on its data to ensure it is ready for the changes coming in 2018 under the

General Data Protection Regulation (GDPR). This involves understanding and preparing for the consequences of Brexit for cross-border data management, especially with respect to our members in the Republic of Ireland.

39. Finally, the Group is refreshing its technology strategy to ensure it remains up to date and can continue to deliver the right kind of service to its members and learners.

D. Values

40. To help guide how we work, the CIWM Group has adopted four core values. These are:

- **Member and learner focused** – We prioritise learners and members in all we do, always seeking to improve their experience. We provide members with the tools and support to achieve success in their jobs and careers, and lead and support learners’ development and recognise their success through the award of qualifications
- **Enterprising** – We are forward-thinking and innovative in how we develop and deliver learner and member support and recognition and new policy ideas. We develop markets and learning which meet the needs of the industries

we serve. We secure funding to support our membership and learning objectives and we ensure added value for our customers

- **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
- **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

