



Who are we?

Our Vision

To be recognised as the leading, international, professional body for asset management

The Institute of Asset Management (the IAM) is a not-for-profit, professional body. We are owned and controlled by our members and committed to remaining independent from commercial and trade associations. We exist to advance the discipline of asset management, not only for people and organisations involved in the acquisition, operation and care of physical assets but also for the benefit of the general public.

You can find the IAM's Policy, Strategy and Strategic Plan at www.theIAM.org/Strategy

Our Enduring Objectives are to

- Collect / Collate / Disseminate existing knowledge and good practice
- Generate and extend knowledge and good practice
- Influence public policy and stakeholder expectations
- Promote capability and excellence in asset owning organisations or their suppliers and structured schemes for recognising these achievements
- Promote knowledge and competence of individuals and structured schemes for recognising these achievements
- Deliver Member publications, engagement and networking opportunities and other valuable Member Services
- Raise profile and respect for IAM and the profession
- Collaborate with and support other bodies having similar objectives
- Develop and maintain an appropriate and sustainable organisation

We welcome the support of both organisations and individuals who want to join us in developing this exciting discipline. By becoming a member, you can demonstrate your support and show colleagues or clients and suppliers your commitment to the principles and practice of asset management for business benefit.

If you're not already a member, why not join? www.theIAM.org/Join

If you wish to sponsor any of the key initiatives in our Development Programme, please contact President@theIAM.org





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An introduction by the President



Thank you for your support and a great 2017!

Last year I laid out our immediate and long-term aims for our Institute and I am pleased to report good progress against all.

Most significantly, our Charter Project has developed into a far reaching IAM Development Programme. This Programme has three core goals which together will see the IAM enhance its status as a Learned Society, develop an international platform for professionalising asset management, and see the IAM thrive and flourish for years to come.

The Board is very grateful to our Lead Sponsors: National Grid, Accenture, IBM and ABB for making a step change possible in our volume of activity. Equally, we're delighted to receive support from AMCL, Anglian Water and Sweco, who together with our Lead Sponsors will allow us to see our vision become a reality.

Andy Watts, our recently appointed Development Programme Director, describes our three goals and some of the underpinning objectives on following pages. There are great opportunities for additional organisations to support and sponsor key activities, or indeed the overarching programme. If you can offer similar support, please ask for options!

Knowledge, Member Services and Professional Development all contribute to our vision to become the recognised professional body for asset management, supported by both a sustainable and growing membership and commercial income. We now have a plan for a strengthened value proposition, which will deliver improved member services and enhanced professional development activities within 2018 and beyond.

Shane Walton, our Professional Development & Membership Director, also sets out some

of our initiatives to support our members, individual and corporate, on their professional development journeys.

Dan Penny, National Grid's Asset Policy Manager, now leads our Knowledge Leadership Group and reports its work to increase the rate at which we develop and publish knowledge and associated products that align directly to the emerging needs of our members across the globe.

To deliver this we must continue to be proactive and engaging. To this end, we're increasing our range of commercial products and services to support and fund our activities and create a thriving Institute. We continue to work hard to upgrade and resolve issues with our IT systems to support you better. The Development Programme will also ensure that we improve coordination at the centre and engage more of you in the governance and strategic direction of the IAM.

It is really encouraging to see the determination with which leadership teams are building our Chapters and Branches. We need to evolve and enhance the way we serve members and society everywhere and our vision of a truly international organisation, with a strong, user-friendly online presence, is within our grasp. The credit for this is yours, and our 'behind the scenes' office team. Thank you.

There is more about our current work and the years ahead on following pages. We can only achieve our aims with your help and support. I am grateful to have this opportunity to thank all our members, sponsors and supporters for your continuing allegiance to our Institute and, of course, openly welcome new ones in the near future.

**Chris Newsome OBE
President**

Financial Results

Several generous sponsors have agreed significant support for our Development Programme (described later). This would distort the consistent way we present financial information and make it difficult for members to understand year on year comparisons. So, sponsorship is shown as a separate statement and this will continue for the three years of the Development Programme. We plan to grow our revenue from products and services to replace this sponsorship by 2020.

We have recruited more directors and people to assist with the Development Programme workload and some of this sponsorship has been spent / committed already. The remainder is shown as Creditors / Provision for Future Years. The sponsorship run from 1 April 2017 so only 3/4 of this income is recognised in FY2017.

The Institute has several wholly-owned companies: IAM Trading Ltd, IAM Learning Ltd and IAM Chapters Ltd to carry out our activities in the most effective and tax-efficient manner. The arrangement for inter-company transfers has been revised during this year. Salaries and other overheads are now charged to relevant legal entities.

The best way to review our accounts is through consolidation, so Saffery Champness has compiled a consolidated Balance Sheet and P&L. These exclude Chapter activities and assets because Chapters are free-standing legal entities. We are not required to

CONSOLIDATED BALANCE SHEET					
		Year ending 31 Dec 17		Year ending 31 Dec 16	
	Notes	£	£	£	£
Fixed Assets			71,452		66,660
CURRENT ASSETS					
Stocks		29,221		25,769	
Debtors	a	104,879		148,761	
Cash at bank		295,993		356,803	
			430,093		531,333
CREDITORS					
Amounts falling due within 1 year	b		252,371		355,065
TOTAL ASSETS LESS CURRENT LIABILITIES			249,174		242,928
RESERVES					
Opening Balance			242,928		207,657
Net surplus / (deficit) for year	c		6,246		35,271
Closing Balance			249,174		242,928

Notes to the Balance Sheet:

- a) Debtors include:- £58,005 of trade debtors, £225 accrued income, £28,787 of prepayments and input VAT reclaimable of £21,021
 b) Creditors include:- £58,607 of trade creditors, £19,653 of other creditors, accruals and deferred income of £118,716 reflecting membership income for future periods, £22,792 of output VAT provided in the prior year (now settled) and output VAT totalling 32,603 for the management service charge in the current year.
 c) Two prior year adjustments have been made. The first is to show membership deferred income gross of trade debtors. This has no impact on the opening reserves position. The second adjustment is to reflect deferred income (see Note b). The impact of this is to reduce opening reserves in the comparative period by £144,919 and revenue in the comparative period of £15,941. The other side of this entry is held as deferred income (ie 2017 income).

undergo external audit but choose to do so in the interests of transparency and good practice.

The Directors are pleased to report that in the opinion of the auditor, Saffery Champness, the statutory financial statements give a true and fair view of the company's affairs at 31 December 2017, in accordance with United Kingdom Accepted Accounting Practice and the Companies Act 2006. The full financial statements, inclusive of the audit report, are available from our Office. The financial information contained in this Annual Report does not constitute statutory financial statements and no opinion is given by Saffery Champness on this Annual Report.

DEVELOPMENT PROGRAMME			
		Year ending 31 Dec 17	
	Notes	£	£
PROFIT AND LOSS ACCOUNT			
Sponsorship income		295,498	
Costs		(149,001)	
BALANCE SHEET			
Debtors	d	184,658	
Cash at bank		160,038	
Creditors/Provisions for future years	e		198,199
Net asset position			146,497

d) Debtors relate to accrued income in respect of sponsorship income
 e) Creditors/ provisions are made up of sponsorship deferred income relating to 2018, with the remainder being trade creditors.

Membership

We have not spent money on recruiting members during 2017 and although there has been much discussion at Council, the future Membership Value Proposition has not been decided. Nonetheless, there has been continuing natural growth. Our strategy is to present the Value Proposition to prospective members over the 'Routes to Membership' that potentially run over several decades and in the context of our proposed Register of Professionals. It is particularly important to explain the value proposition to organisations that can benefit both from their staff becoming members to develop their capability, and from the new products and services we are planning to release over the coming years.



Paying Members include: Fellows, Members, Associates, Students.

Membership income has increased by 8% and we anticipate active recruitment in future years as well as charging for the Register of Professionals. This income will support the Register and improved membership services. We shall constrain the Membership surplus by keeping subscriptions and charges as low as possible.

Event surplus has reduced due to a loss on the November Asset Management Conference. This was the first one we produced on our own and we intend to improve future event margins and grow attendance numbers. A global Events Strategy is being developed to coordinate events being produced by a growing number of Chapters and Branches as well as IAM Centre.

There has been growth in our Endorsed Schemes, which we are currently revising to assure the ongoing quality of these services.

Our Exam business has grown again. The surplus is misleading unless you average the costs of investment in 2016 with 2017. We are increasing delivery through partners, including the new Foundation Award (launched summer 2018). Following the Task Force recommendations reported last year, we are revising this business plan for coming years.

We have started to spend more on our IT systems, not only because they are based on old platforms but, more importantly, to support our Officers and Chapter volunteers better. Like many IT projects, this has run seriously late and 2018 will show significant investment in IT to complete this work. When done, the IT project will make it easier to access knowledge, create and promote events and provide modern CRM facilities.

We want to improve relationships and engagement with our members and partners. This 'Touch Points' approach is described later and, we hope, will also attract committed volunteers to our technical work and outreach / influencing initiatives.

The main overhead increases have been more staff, increased office space and legal fees. Legal fees have arisen from new Chapters start-ups and from improving the standard forms of contract we use.

Notes to the Profit & Loss Account:

f) As previously, Patron contributions are separated from their Membership subscriptions and shown in the Technical & Commercial 'business'.

g) Total 'Overheads & Admin' has been attributed (as in previous years) between the two notional 'businesses' plus the Development programme in 2017.

CONSOLIDATED PROFIT AND LOSS ACCOUNT

	Notes	Year ending 31 Dec 17		Year ending 31 Dec 16	
		£	£	£	£
MEMBERSHIP					
Membership fees received	f	450,771		417,166	
Cost of membership activities	g	(395,976)		(338,486)	
Assets (journal costs)		(61,318)		(59,389)	
Net Membership 'Business'			(6,523)		19,291
TECHNICAL & COMMERCIAL					
Patron contributions			166,867		166,870
Events					
Income		401,456		484,417	
Costs		(327,168)		(388,575)	
			74,288		95,842
Publications					
Income		49,163		37,937	
Costs		(22,041)		(9,587)	
			27,122		28,350
Projects					
Income		14,225		11,000	
Costs				(5,842)	
			14,225		5,158
Endorsed Provider Schemes					
Income		96,137		84,628	
Costs		(32,010)		(36,541)	
			64,127		(48,087)
Products & Services					
Income		196,847		171,045	
Costs		(17,945)		(72,408)	
			178,902		98,637
Technical & Commercial Services	e		(512,762)		(426,964)
Net 'Technical & Commercial 'Business'			12,769		(15,980)
Overheads & Admin Analysis					
Rent office services and related costs		(591,657)		(439,644)	
Website and computer costs		(98,669)		(148,820)	
Legal and professional fees		(107,093)		(65,753)	
Net bank charges		(21,327)		(39,861)	
Depreciation of website development		(46,218)		(67,667)	
Other costs		(32,602)			
Total Overheads & Admin		(897,566)		(761,745)	
SURPLUS / (DEFICIT) FOR YEAR			6,246		35,271

Chapters

To Share, To Learn, To Network

Our Vision, "To be recognised as the leading, international, professional body for asset management", is only meaningful if we allow Chapters and Branches to develop according to the needs and cultures they support locally.

We have not quite finished 'inverting' the IAM; but we are developing the Centre as a source of common services, coordination and governance, whilst ensuring Chapters can contribute to IAM direction and strategy.

Establishing the first Chapters has been challenging for both volunteers and staff! However, we now have a growing list of requests for new Chapters and will progress these as quickly as possible. We were delighted to welcome IAM Germany as the latest Chapter to launch formally.

"We welcome IAM Germany as the latest Chapter to launch formally."

We echo the President's gratitude to the dedication, energy and drive exhibited by leaders in our Branches and Chapters – particularly,

for their patience and understanding about the delayed IT system enhancements. We are confident that 2018 will transform the experience of our Chapter, Branch and member users (and loyal staff)!

It is essential that the IAM is inclusive; actively reaching out to sister bodies, universities, industry and governments through our Chapters. Chapter shapes and arrangements will vary appropriately. Sometimes alliances will be central and others will be arranged in that country only. Similarly, our 'Influencing' Objective (Pg 2), will need to be done appropriately for each Chapter.

We want to establish many Knowledge projects within Chapters and this is an important aim for the new Knowledge Leadership Group (see later). We also intend to 'point to' useful knowledge produced by others; and Chapters will be a key route to finding and recommending that local material for the benefit of the wider membership.

Working with the Chapter Knowledge Liaison Group, KLG and the Office team are considering how best to distribute and present our knowledge base, products and publications. Added value services, such as seminars, are likely to become an important commercial offering – and they might equally be delivered directly by Branches and Chapters.

Chapter	Fellow	Member	Associate	Student	TOTAL	Affiliates
Belgium	2	11	33	2	48	214
Canada	6	56	141	9	212	809
Germany	1	5	21		27	37
Malaysia	4	16	43	1	64	203
Netherlands	3	18	100	1	122	413
UK	14	557	505	13	1089	2229
USA	6	63	223	4	296	1319

The IAM Development Programme



In 2017 we committed to work towards a Royal Charter and to hold a global Register of Professionals. This was encouraged by our Patrons and major supporters who became Lead Sponsors. We realised quickly that we needed to expand our Strategic Plan to be able to deliver the services this Chartered Professional Association should offer.

The outcome of this is the IAM Development Programme. It drives three focused streams of activity over the coming two years which will implement our Enduring Objectives, Strategic Plan and Vision.

The Development Programme is built around three core Goals. These were carefully developed to focus on: the IAM as a *Learned Society*, driving the development and sharing of knowledge; *Asset Management Professionals*, raising the status of asset management practitioners and creating the means to achieve professional recognition; and, a *Thriving Institute*, well governed and fully engaged with active members across the globe earning sufficient revenue to support our members properly.

Goal 1 – Learned Society

“To be recognised as the leading international professional body for asset management by increasing the rate of creation and provision of knowledge and good practice, thereby influencing and encouraging improved asset management by organisations across all sectors.”

In achieving this goal, the IAM's knowledge base and good practice tools and techniques will be seen as the go-to authoritative source of reference and learning for organisations and individuals practising asset management. Furthermore, our values and behaviours: independence, inclusiveness, collaboration, transparency, integrity and respect, will make us a desirable partner for sister bodies to collaborate with.

Goal 2 – Asset Management Professionals

“To encourage more people, across multiple business functions, to increase their knowledge, understanding and capability in asset management - and to want external recognition of this because more employers and stakeholders value it.”

So we are developing a Register of Professionals to recognise achievement

of relevant asset management experience and knowledge. In the UK, this includes the desire to become a Chartered Institute.

This will also deliver clear Routes to Membership; and resources and support for people who want to learn and improve their capability and demonstrate this achievement with our post-nominals, especially MIAM and FIAM.

Goal 3 – The Thriving Institute

“To build an increasingly engaged and active membership that achieves the Institute's objectives, with appropriate organisation and governance, underpinned by a structured business that delivers the products and services to support this.”

All our activities and services will inspire new people to engage in the knowledge and professional development activities of the Institute and volunteer for the committees and projects that makes the Institute thrive. The IAM will become a sustainable Institute with good management and active Chapters and Branches – with strategic direction coming from its members.

Further details of the Development Plan are within the IAM Strategic Plan 2018 – 2021 (see Pg 11)

Join our growing group of sponsors

Find out more by going to theIAM.org/LeadSponsors



The IAM Development Programme

Professional Development and Routes to Membership are two areas that we are enhancing over the next few years. The Development Programme has a number of objectives, particularly under Goal 2, that ensure all our members have the best opportunities to develop their asset management capabilities and progress through the membership levels.

To integrate these enhancements within Vision 2026, we have created the new Qualifications, Training & Professional Development Committee. This ensures alignment between these vital activities.

Vision 2026

Published in last year's Annual Report, the IAM Professional Development Framework will provide internationally recognised benchmarks for individual growth and entry to the Register of Professionals.

Elements in the model are developing well, with enhancements to the Certificate and Diploma qualifications, including translation into other languages and more straightforward delivery mechanisms to meet expanding international demand.

Foundation Award

One highlight of 2018, is the launch of the IAM Foundation Award. This has been designed for a large, diverse audience who need a basic appreciation of what asset management is and why it matters to organisations and their stakeholders.

The Foundation Award will not be a regulated qualification. This simplifies governance and allows it to be readily delivered within organisations as part of a general awareness campaign or development programme at the start of the member journey.

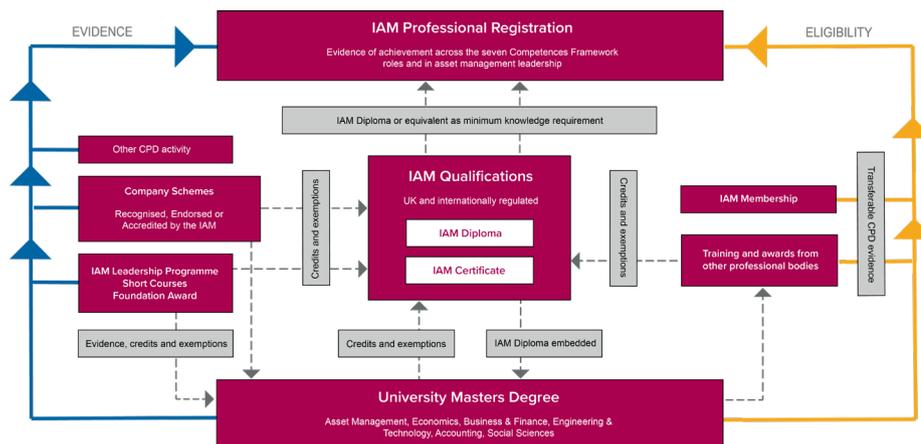


Shane Walton, Professional Development & Membership Director (left), Andy Watts, Development Programme Director

The Foundation Award covers

- basic asset management concepts, principles and terminology
- overview of the breadth of asset management activities
- general characteristics and some techniques of good practice asset management
- the types of benefits organisations can realise

Vision 2026



Touch Points

Firstly, what is an IAM Touch Point?

A Touch Point is a meaningful engagement or interaction by the IAM with an individual or corporate member, or indeed with the wider profession.

In looking to enhance our Touch Points, we carried out a review of what we currently offer through our various communication channels and how these should be developed for the future.

This has included what our communications look like, what the key messages are, how they are delivered and the desired frequency of these engagements with individual and corporate members, as well as our Patrons, sponsors and supporters.

Knowledge



Daniel Penny, Knowledge Leadership Group

I am delighted to take over the Chair of the KLG. I believe strongly that the IAM must maintain and increase its contribution to the asset management community worldwide. This means not only increasing the technical work we do but also recognising and pointing to other good practice and thinking.

Knowledge – developing, capturing, structuring, enhancing and sharing it is very much at the heart of the IAM. It is the life-blood of personal and corporate professional development. The Knowledge Leadership Group is fully aligned to the Development Programme and working on several of the key objectives.

Subject Specific Guidelines

This unique series of guidance documents extends the knowledge provided within *Asset Management – an anatomy* on the 39 core capabilities within the discipline of asset management. Developed by experts from many sectors, the SSGs are becoming the 'go-to' source for learning and understanding of these key areas of asset management.

SSG progress summary	
Published and available via the IAM website	14
In the final Peer Review process	5
Mid-stages of development	4
Early stages of development	16

If you would like to join one of the SSG Project Teams, or if your organisation would like to sponsor this great knowledge development initiative and see their logo on these documents, please get in touch with the IAM office.

Knowledge Translation

As the IAM grows, the number of members and Chapters wanting our knowledge in languages other than English grows too. Another key objective is to translate elements of our knowledge base, publications and exams into other languages. KLG, working closely with the Chapter Knowledge Liaison Group, is now reviewing these priorities around the



world so the IAM can support the growth of good asset management practice and capability.

Access to Knowledge

We are in the process of developing a knowledge tool that provides members with access to all IAM knowledge in a searchable and structured manner. This will manage free and commercial access to knowledge, for members and non-members, through a system that also covers Digital Rights Management and potentially subscription services.

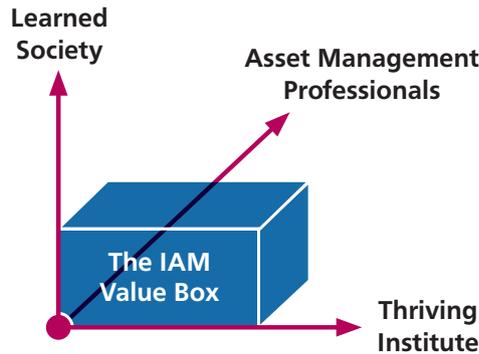
Having a voice

As the IAM develops, we want to increase our visibility and influence across the globe. We recently set up a new Panel of Experts and plan for influencing international organisations and Government thinking and policy. The Panel will be both proactive, in writing 'white papers' on topical issues, and reactive, in providing response and comment on key Government and other organisations' initiatives and announcements.

The Year Ahead

2017 was a success, and 2018, despite the challenges of our ambitious IT upgrade, is set to surpass that.

As we go to press for this Annual Report, it is good to report progress in delivering our Strategic Plan, now driven and coordinated through the sponsored IAM Development Programme. The latest versions of our Policy, Strategy and Strategic Plan can be found at theIAM.org/Strategy.



“To be recognised as the leading, international, professional body for asset management.”

We are hugely grateful to our current sponsors for their commitment to seeing the IAM succeed and welcome further support as we move through the programme to deliver our goals.

Continuing the theme of enhancement and progress, KLG will focus on reviewing the increased demand for IAM knowledge in languages other than English. Our 'working' language will still be English but we shall choose items to translate, often where this effort and demand is from our growing number of Chapters (or partners who provide such effort). We already have the process and governance for delivering this over the coming months and hope to see translations available quite soon.

Our members remain the heart of the IAM, with more and more Chapters and Branches supporting you where there is demand and member numbers have grown to a critical mass. We will see significant advances in member services this year through our improved Value

Proposition, clearer Routes to Membership and well-managed Touch Points. Each of these will be coordinated with our Chapter and Branches to make sure all our engagement is relevant and welcomed.

Whilst our finances remain positive, we continue to seek additional support and sponsorship to enable delivery of the significant improvements you, your organisations and the wider profession have said you want! Achieving the three goals of our Development Programme by mid-2020 will be a notable achievement and secure the IAM as the international professional body for asset management across the globe.

During the rest of 2018, we will continue to deliver our programme and share progress with you. There are many opportunities to get involved and be a part of our success – please do get involved, you do not need to be the world's expert to contribute to many of our projects and Branches and activities. We want your help!



The Institute of Asset Management is grateful for the support of our Patrons



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