



“Building on stronger foundations”

Annual Review 2017

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Chair's overview

As CIEH evolves, we believe that it is closer to where the membership and the environmental health profession would like it to be.

The role of the Board of Trustees is to manage CIEH's resources responsibly, act with reasonable care and skill, and ensure that it carries out its purposes for the public benefit whilst remaining accountable.

Our Chief Executive, Anne Godfrey, has now completed two years at the helm and in that time she, and her executive management team, have gone about reviewing and improving each strand of the organisation's internal and external activity. It has been a rapid implementation and realisation of the Board's desire to do things differently, having identified that CIEH's future depended on it.

Trustees have overseen the most significant changes to the organisation in decades, with some very difficult decisions having to be made, and with far reaching implications for CIEH membership and our key stakeholders.

The objective has been to recover financially and to achieve financial stability, so that CIEH can continue in its long and proud history. Although much progress has been made in the last year, in terms of reducing the organisation's cost base, there is still plenty more to be done to develop and nurture CIEH's various income streams.

As CIEH evolves, we believe that it is closer to where the membership and the environmental health profession would like it to be. If, as recent membership figures suggest, CIEH has indeed become more inclusive and accessible to professionals who had left or were not previously members, then it is on the right track.

In order for CIEH to serve its members, meet its charter objectives and its charitable aims, trustees must underpin the change programme with accountability, transparency and



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robust governance at board level. As such, CIEH now has one board, comprised of six trustees appointed for their particular skills, a further six elected directly by the membership, and the President. The new Board has functioned well with clear and transparent processes and is supported by a refreshed committee structure and advisory groups.

In the last year, CIEH staff have showed an incredible level of motivation, professionalism and dignity and have rallied round to try to get the best results for CIEH. I would like to thank them on behalf of the outgoing Chair and the Board.

2018 will see me, the Board, the Executive Management Team, and all our dedicated staff, continue to work towards CIEH's survival and growth.

President's message

Over the last year we have campaigned visibly on some of the vital issues affecting our industry; from plastics to diesel, from housing to salt, we have demonstrated the credible voice of our profession.

Having taken up the Presidency on the 1st January, 2018 will be my first year as President of CIEH. However, 2017 has certainly been a year of high activity in the environmental health sector.

In the food industry, the last 12 months have been challenging, with drastically squeezed margins and high food inflation. The initial Brexit uncertainty hit the value of the Pound and deeply affected our imports. Over 18 months later, and it is only now that we are starting to see the currency recover and begin to settle down.

This year has also been marked by several high-profile incidents. The shocking developments and fallout from both the 2 Sisters and Russell Hume food safety scandals has demonstrated that the current regime of audits simply isn't working.

Against a backdrop of Regulating Our Future, although it is easy to sit back and complain, this is actually an ideal time, and platform, for us as a profession to stand up, be counted, and work with the regulator to shape the future.

For the first time we have started to shout as a profession, and we are starting to be properly heard in the media and at parliament.

Over the last year we have campaigned visibly on some of the vital issues affecting our industry; from plastics to diesel, from housing to salt, we have demonstrated the credible voice of our profession.



Our events programme is on the rise, and the Year Ahead conference in December was one of the best I've been to all year with a fantastic line up of speakers.

Whilst we can allow ourselves to look back with pride, we must also be prepared for future challenges.

The exponential growth of the gig economy and out of home produce challenges our current models of regulation. Brexit will continue to pose questions about our food and environmental standards. The role of environmental health professionals will become all the more important.

A lot has happened, and there is still a great deal more to do. But we are increasingly well placed to do what we do best and improve life for our communities. Now really is our moment in the sun.

CEO update

The support and patience of our members and volunteers has been vital in allowing us to move forward, and I want them to know how integral they are to the future success of CIEH.

In 2016 CIEH embarked on a programme of significant change in order to safeguard its future and make it relevant to all its members and the wider profession. Thanks to the hard work and dedication of staff, trustees and volunteers, we have been able to spend the last 12 months re-building and preparing for the future.

We have taken great steps to be an effective voice for our members and the profession, strengthened our professional development offer and agreed a set of professional standards and, importantly, completely modernised our governance.

One area where we have achieved remarkable success is in expanding our membership base. In 2017 CIEH increased its membership numbers by 10%, allowing us to reach the highest number of paying members for a decade.

These promising figures show that the changes, and difficult decisions taken, are now beginning to yield fruit. Although there is much to do, progress is being made.

The support and patience of our members and volunteers has been vital in allowing us to move forward, and I want them to know how integral they are to the future success of CIEH.

I also want to thank those outgoing board members for all of their hard work, support and passion for CIEH and the environmental health profession. They have been instrumental in helping the organisation to change and adapt to new challenges, making it truly fit for purpose.

The arrival of Siraj and Dawn as our new Chair and President is another bold step for CIEH, and I know their experience and commitment will be invaluable to our organisation going forwards. I look forward to working with them over the coming months and years.



OUR **mission**

To promote for the public benefit the theory and science of environmental health in all its aspects and the dissemination of knowledge about environmental health.

2017: Building on Stronger Foundations

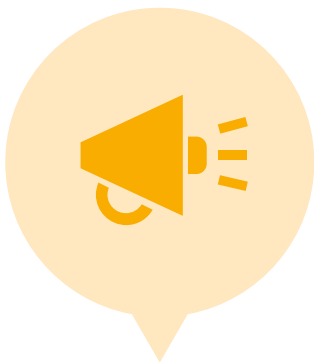
In 2016, CIEH reviewed every single area of the organisation to see what worked and what didn't. We knew we needed root and branch changes if we were to become sustainable and fit for purpose.

This year, having made hard but imperative changes across the organisation, we have laid strong foundations and been able to start building.

We are now in a position where we can properly serve our members, our communities and the entire environmental health profession.

Moving forwards as one organisation, with one voice.

Our corporate objectives:



ENSURE

CIEH is recognised as the **voice** of the environmental health profession by its members, stakeholders, key decision-makers and the public.



BUILD

On our existing **membership** base, while increasing the number and diversity of environmental health professionals joining CIEH.



CREATE

A **professional development** framework and assets that set the universal standard for professionalism in environmental health.



PROVIDE

The best governance, organisational and technical infrastructure to enable and support delivery and excellent customer service.

Membership for all

Our members make our organisation

We are passionate about CIEH being relevant to the whole of the environmental health profession.

In 2017 we rolled out the first phase of our new membership pathway, assessing potential members against our professional standards framework, and recognising the wide range of knowledge, skills and qualifications across the public, private and third sectors.

The 10% growth in membership is encouraging, as it suggests our growing relevance, but we want to do even more to attract new members and improve on how we engage and connect with existing members.

To do this, we have reviewed our membership network to ensure it supports all members across an increasingly diverse professional community.

The proposals aim to build on the three key principles which members have told us are most important to them:

- Relevant – a network with a clear purpose and function, delivering agreed objectives and valued by members, employers and stakeholders.
- Representative – engages and supports a diverse professional community across all disciplines, career stages and employment sectors.
- Responsive - maximises engagement at local, sectoral and national level. Flexible enough to meet the needs of members while acknowledging that one size does not fit all.

The new network structure will offer members more flexible ways to volunteer and contribute to CIEH directly than ever before, but with less of the formality of boards and committees - all good news to members who want to become or remain involved.



7998

Members



5

New communities



22

Regional hubs



16

Stakeholder Groups

In December 2017 we launched our flagship Excellence Awards recognising and celebrating the hard work, passion and creativity of those who work in the environmental health profession



8

Conferences



CIEH

**Excellence
Awards**



98

Workshops



291,998

CPD hours

Professional standards & development

Professional development

This year we have carried out a full review of our learning offer to ensure that it is fit for purpose. We began with an exploration of the key changes, within environmental health and the learning environment, from the Trailblazer apprenticeship movement through to the impact of Brexit. We identified ten key drivers which will be used to shape the new Learning Pathways.

In 2018, we will be launching an exclusive two-year professional development programme aimed at those wanting to gain Chartered Environmental Health Practitioner status. We will continue to support the development of Apprenticeships and offer our expertise in recognising Standards. We will be changing the way we work with our accredited Universities, empowering and enabling them to use their expertise to develop responsive and innovative programmes for the graduate market.

Our 10 commandments

REVALIDATE THOSE PRACTISING | **CHARTERED STATUS**

BE INCLUSIVE | **THE STANDARD SETTER**
BE INTERNATIONAL

ENGAGE THE NEXT GENERATION OF ENVIRONMENTAL HEALTH PROFESSIONALS

BROADER THAN JUST KNOWLEDGE | **BUILD RESILIENCE**

PROVIDE MEANINGFUL PROFESSIONAL DEVELOPMENT

RAISE THE PERCEIVED VALUE OF THE ENVIRONMENTAL HEALTH PROFESSION



Professional standards

During 2017 we launched our Professional Standards Framework and we are now starting to see the real impact of setting Standards, utilising them in different ways. Firstly, through defining Standards of Professionalism we are able to standardise the way we recognise initial and continuing professional development.

Secondly, we have been able to re-model the Professional Membership Pathway in order to confidently welcome those new to CIEH. Thirdly, through the development of a Competency Framework we can set a robust benchmark identifying differing levels of professional competence which will support the development of the workforce for the future.

Voice & visibility

The heritage and history of CIEH, combined with the vital role our members play nationally and internationally, require the organisation to be vocal and visible; engaging with the key issues that matter.

Building on last year's analysis of our voice and visibility, 2017 saw CIEH drive forwards a new and ambitious external affairs strategy aimed at improving our influencing capabilities amongst key decision makers and raising our brand recognition in the media.

In the UK Parliament, we have worked with MPs and Peers from across the political spectrum on a range of issues, cultivating and strengthening new relationships.

In the media we are building relationships with journalists; getting our message out and our voice heard. Over the last 12 months we have we have appeared on television, radio, in national newspapers, online, and trade press.

Our new member-led approach to campaigning has seen advisory panels set up for housing, air quality, food, and health and safety, with CIEH engaging with government across the board on these vital issues.

Public health, Regulating our Future, and the unique challenges and opportunities of Brexit, are all policy areas that impacted on our members in 2017 and will continue to be areas of focus for CIEH in the year ahead.



23

MPs who have signed our Early Day Motion on Brexit and Environmental Health



7

National Newspapers CIEH has appeared in over the last 12 months



19

Parliamentary briefings and government consultation responses

CIEH's social media presence has come on leaps and bounds in the last 12 months and we have no plans to slow down that rate of progress. We saw our followers grow across every channel including Twitter, Facebook, LinkedIn and YouTube, increasing our total audience on social media to over 11,000 followers.



262,372

Website users



4,275

Twitter Followers



5,295

LinkedIn Followers

Our people, our organisation

CIEH's new governance structure is now fully operational and we welcomed new elected and appointed representatives to the Board, supporting committees and advisory groups. At 16%, turnout for the trustee vacancies was the highest CIEH has ever seen and twice the usual turnout for professional bodies.

CIEH has now completed the final phase of our change programme and our staff numbers have stabilised at 55. All staff are now located on one floor of 15 Hatfields in an open plan environment designed to facilitate cross functional and matrix working. Working together staff have agreed a new set of values and behaviours with champions leading on their adoption across the business.



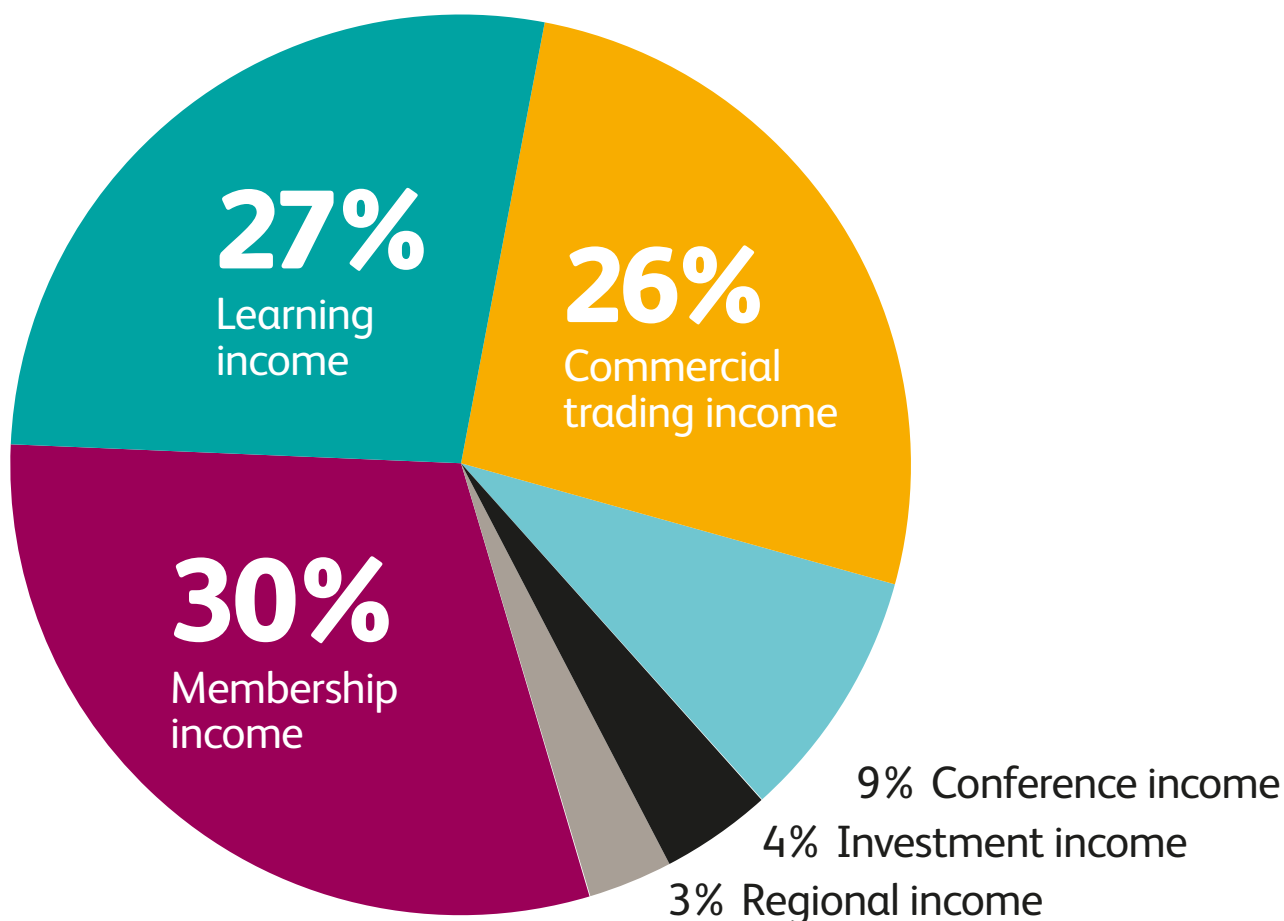
OUR values

We have five values that express our shared understanding of what we believe, how we aim to behave and what we aspire to be as an organisation: we are professional, we work in partnership, we are inclusive, we are ethical and we are accountable.

Financial report 2017

Key financial highlights include:

- A group operating loss of £2.6m
- Membership income remaining strong at £1.7m
- Commercial trading income increasing by 18% to £1.5m
- Redundancy costs totalling £0.4m
- A gain on investments of £0.6m



Income & expenditure

The consolidated results for the year show that our net expenditure exceeded income by £2.6m, which is a decrease over the previous year's figure of £2.7m. This was achieved whilst also seeing a decrease in total income of £2.8m. This loss included a number of one off costs including redundancy costs of £0.4m, refurbishment of part of Chadwick Court of £0.1m and costs involved in replacing the core operating systems which had all reached the end of their life. The first phase of the systems transformation project will be completed by the end of May 2018 and cost in the region of £0.3m.

The decline in income was as a result of our withdrawal from the delivery of externally regulated vocational products. In spring 2017 we launched our new flexible work-based learning programmes under the banner "Partners in Professionalism". Our current portfolio includes Food Safety, Occupational Health & Safety, HACCP and First Aid at Work. Although our educational income was significantly lower than the previous year, sales of new products are now increasing and, along with our e-learning activity, generated £1.5m.

Membership fees play an important part in funding the services of CIEH and in 2017 they represented just over 30% of the overall income of the organisation. We have been working hard to refocus the organisation on the members and we continue to see an increase in member numbers.

Income from conferences and events declined during 2017 to £0.5m following the end of a contract to provide specialist training events for an external agency. This activity is an important part of our service to members and we will continue to develop new conferences and events in 2018. Commercial trading income was £1.5m which was 18% ahead of 2016. The majority of this income is generated from our conference venue, 15Hatfields, which continues to maintain a strong flow of business.

Our investment portfolio generated income of £0.2m and saw gains of £0.6m which whilst we continued to make draw-downs on the fund was a good result. The investment portfolio stood at £8.2m at the end of 2017.

About CIEH

President: **Tim Everett, LLB CFCIEH 2017**
Dawn Welham , FCIEH CEnvH 2018

The trustees who served during the year and continue to serve are listed below.

Siraj Choudhury		Chair (<i>appointed 1 January 2018</i>)
Kevin Gould	(<i>appointed 3 June 2017</i>)	Deputy Chair (<i>appointed 1 January 2018</i>)
Steve Cooper		
Jonathan Hayes	(<i>appointed 1 January 2018</i>)	
Alan Higgins	(<i>resigned 6 March 2018</i>)	
Terenja Humphries	(<i>appointed 1 January 2017</i>)	
Graeme Mitchell	(<i>appointed 1 January 2017</i>)	
Timothy Nichols	(<i>appointed 1 January 2017</i>)	
Mike Owen	(<i>appointed 1 January 2018</i>)	
Nick Pahl	(<i>appointed 6 February 2017</i>)	
Dawn Welham	(<i>appointed 1 January 2018</i>)	
Joanne Wyatt	(<i>appointed 1 January 2018</i>)	
Andrew Statham	(<i>resigned 31 December 2017</i>)	Chair 2017
Tim Deveaux	(<i>resigned 31 December 2017</i>)	Deputy Chair 2017
Roy Coulter	(<i>resigned 31 December 2017</i>)	
Mark Elliot	(<i>resigned 31 December 2017</i>)	
Tim Everett	(<i>resigned 31 December 2017</i>)	

Executive Management Team

Anne Godfrey	Chief Executive
Richard Ashton	Executive Director of Commercial Services (<i>resigned 30 June 2017</i>)
Andrew Herbert	Executive Director of Finance and Corporate Services
Abi Lammas	Executive Director of Learning & Professional Development
Deborah Wood	Executive Director of Membership & External Affairs

Standing boards/committees for 2017

Risk and Audit Committee

Roy Coulter (C)	Kevin Gould (<i>resigned 1 June 2017</i>)
Les Milne	Lawrence Manna
Jonathan Hayes (<i>appointed 1 January 2018</i>)	Robert Spain (<i>appointed 1 January 2018</i>)

Appointments and Remunerations Committee

Julie Kortens (C)	Tim Everett (<i>resigned 31 December 2017</i>)	Steve Othen (<i>appointed 1 January 2018</i>)
Amanda Porter	Andy Statham (<i>resigned 31 December 2017</i>)	Dawn Welham (<i>appointed 1 January 2018</i>)
Victoria Stubbs		

Bankers Auditors

HSBC Bank Plc, 60 Queen Victoria Street, London EC4N 4TR
haysmacintyre, 10, Queen St. Pl., London, EC4R 1AG

Investment Managers Cazenove Capital Management, 12 Moorgate, London EC2R 6DA