

DRAFT BUSINESS PLAN FOR THE WEST MIDLANDS REGIONAL BOARD

Forward

Stephen Grime, Chairman West Midlands Regional Management Board

The Chartered Institute of Environmental Health (CIEH) is a world leader in campaigning for the urban environment and ensuring that we all live in harmony with it and each other. The Institute provides many services to members, public and government, all of which are publicized on the internet and in the paper publications offered by the organization. The world of environmental health is however changing and to ensure that the CIEH remains at the forefront, it is adapting to the new order. Reflecting the new governance structures the CIEH is re-organizing itself into autonomous units based on the new Regional Government structures. The West Midlands is one such area.

The new CIEH Regional Management Board will provide all the local services currently provided by headquarters. Additionally the RMB will provide a lobbying service to the Regional Government tailored to local needs, ensuring that government policies take cognizance of the CIEH policies and of the local needs and desires of the West Midlands population. Providing the relevant information to Regional Government is an entirely new role for the CIEH and will demand some careful tailoring of national CIEH policies to reflect local needs.

The membership of the CIEH West Midlands Region has not been forgotten. Along with the branches in the region, the RMB will provide training for members to ensure that they can meet their CPD requirements. Remaining passive is not an option for you. We're looking for you to suggest ideas for new training opportunities. Don't be shy! Contact your local branch or RMB representative to start things moving. Without the input from you, everyone, including you will be dissatisfied.

Change is often seen as a risk to the status quo. In this case it should be. Such an opportunity to provide a vibrant, new region for EHPs cannot be ignored.

1 Introduction

The West Midlands Region covers the geographical area of Herefordshire, Shropshire, Staffordshire, Warwickshire, West Midlands and Worcestershire. It was formed in September 2005 as a result of the Centre and Branch Review in 2004 and the subsequent regulations approved at the CIEH Annual General Meeting on 9th July 2005.* It was formed from the Midlands Centre.

The Region comprises of the Centre of England, Shropshire, Staffordshire, Hereford and Worcestershire and Birmingham, Solihull and Black Country Branches.

Following consultation with Branches, the Regional Branch representatives confirmed on 11th November 2005 that Branches wished to remain as the focus point.

The Region's primary purpose is to provide all its members with opportunities to receive and share knowledge. We will achieve this by providing training that enables members to maintain their awareness of new legislation and developments in their specialist fields, and by encouraging their continuing professional development.

The Region will also develop the role of Environmental Health in the Region by partnership working with Regional Government and other regional public health and environmental health bodies.

2 Vision Statement

Our aim is to enhance the role of Environmental Health regionally and for all members to engage with the activities of the Region, including the dissemination of high quality information and effective training in relevant aspects of environmental health, as prioritised by our members.

We aim to provide high levels of member satisfaction with the services provided by and through the Region and this will be measured through an annual member survey conducted as part of the Business Plan review process.

3 The Objectives of the Region

- Raise the profile and recognition of our profession at a regional and local level, to encourage strengthening of environmental health services resources
- Play a lead role in influencing the development and implementation of regional policies and strategies, particularly those relating to sustainable development and public health
- Engage the general membership much more in contributing towards achieving the key aims and objectives of our Institute, at national, regional and local level
- Provide networking opportunities for members
- Communicate best practice
- Provide a conduit for information to flow from local to national levels and vice versa

- To provide opportunities for members to access CPD activities and keep up-to-date with developments in technology and environmental health policy and practice

4 Proposals for Contributing to National Policy Issues

The West Midlands region will contribute to the governance of the CIEH and provide expertise through their elected trustees and individuals serving on the various boards and task groups, and through the Expert Advisory Panel. We will contribute to consultation documents and other technical requests from CIEH.

5 Composition of Management Board

A minimum of 14 board members, comprising:

- Chair: Stephen Grime
- Secretary: Bob Lewis
- Treasurer: Christopher Fry
- Regional Trustees: David Prosser-Davies; David Williams, (election pending for 3rd Trustee)
- Representatives of the five Branches, plus one from the C & I SIG (all to have a deputy to attend in their absence as necessary):
- Birmingham University representative and student representative?

The Chairman, Secretary and Treasurer to be elected for a term of 3 years, with nominations to be made to, and a ballot to be held at, the Regional Members Forum (RMF) in October. Full details of the respective roles of these offices are contained in Appendix B. Branch Representatives to serve for a term of 12 months with annual nominations through Branch AGM and elections as above at Branch AGM. The election process is to be advertised in EHN and/or communicated to members through the quarterly e-newsletter and through Branch Representatives.

The Region is also seeking to appoint an Executive Officer* with responsibilities as set out at Appendix C.

6 Resources

The Region has access to the following resources:-

- Personnel: Part-time Executive Officer?*
- Equipment: All IT equipment held by Branches & the Region is declared each year in the submission of audited accounts
- Financial reserves (see below):
- SWOT analysis:

<p>Strengths</p> <ul style="list-style-type: none"> ◆ Large membership of 862 ◆ Several members with a high profile nationally; ◆ There have been successful (and profitable) training / CPD events organised within the Region; 	<p>Weaknesses</p> <ul style="list-style-type: none"> ◆ Poor information / communication systems; ◆ Poor attendance at meetings ◆ Lack of interest amongst members in CIEH; ◆ Poor support of CIEH by employers; ◆ Variable performance / engagement of members at Branch level; ◆ 2 out of 3 Trustees are newly appointed, with little experience of the inner workings of CIEH
<p>Opportunities</p> <ul style="list-style-type: none"> ◆ Formation of new IMB allows a fresh opportunity to gain renewed interest amongst members; ◆ Review of structure and bid for funding will, if successful, allow a step change in quality of services offered to members; ◆ Free and low cost training will assist members to meet CPD requirements and will hopefully illustrate the value of the Region / CIEH to members; ◆ New consultation arrangements will allow members to have direct input into the services offered ◆ There is opportunity for closer liaison between LA and C & I members 	<p>Threats</p> <ul style="list-style-type: none"> ◆ There are few members willing to volunteer for Branch / IMB roles, which could result in a failure to fully capitalise on the new structure / deliver the business plan ◆ The Region is large and it may be difficult to ensure events are located within easy travelling distance of all ◆ Support for the CIEH at Chief Officer / Director level (attendance in work time by members at Branch meetings etc.) is uncertain / decreasing in many authorities;

7 Consultations with Members

The work programme has been prepared in response to the issues, requirements and priorities identified in the detailed membership consultation conducted by CIEH in 2006.

In summary the consultation identified the following needs both from both a national and regional perspective:

- The need to share best practice
- Provide training that provides CPD hours in subject areas ranging from EH law and practice to core management skills

- Lobby regional and local government on EH issues
- Promote EH as a career in schools and colleges

These needs will be met through the costed work programmes of each Branch, as attached at Appendices D-H inclusive, and the Regional Work Plan attached as Appendix A.

An annual survey will be conducted in September of each year of Regional members to determine future work programmes. This will be based around Branches and possibly an individual (e-mail) approach to known current members. It is anticipated that the annual draft business plan will be disseminated to all members at least one month before the RMF for comments prior to ratifying the work programme at the RMF.

8 Work Programme

The work programme has thus largely been devised on the basis of the findings of the consultation exercise.

Training provision activities:

- Our aim is to either directly or indirectly provide through the Branches which form our region, low cost training events to contribute towards the 20 (or 30 for CEHPs) core hours of CPD per annum to all members.
- The Board will approve and endorse the calendar of events / meetings etc. submitted through each Branch following discussion with Chief EHO groups and discussion with C&I rep). Branches are to ensure that all events are published in EHN and are accessible to all members. The programme for 2007 thus includes the calendar of events at Appendices D-H.

Other activities to be provided are:

- Participating in school/college/university career events to promote a career in EH. (possible role for Executive Officer)
- Creating and developing existing opportunities to lobby national and local government on EH issues (this maybe difficult for LA EHOs as who are they representing in the lobbying. Could be a role for the Executive Officer or CIEH centrally as could have national consequences).
- The Branches, encourage the sharing of best practice, through holding a varied programme of topics on specialist/general interest

The financial plan related to these activities is identified in the attached at Appendix I.

9 Financial Needs

Based on the historic cost of the resources and the expenses incurred by officers attending meetings, printing, stationery, postage and telephone costs, the Region's operating costs will be approximately **£ 8334** (see attached budget). This will be funded by the Region's allowance from the CIEH and surpluses from events during the year, as identified in the budget.

CIEH WEST MIDLANDS REGION BUSINESS PLAN **FINANCIAL PROJECTIONS & FORECASTS**

Income

Source	Amount £	Notes
Residual Branch HSBC bank accounts & support from the Region & former Midland Centre.	Total to the 5 Branches of 14687	Based on average income by Branches during 2001-2005.
Residual Region (formerly Midland Centre) HSBC account with annual precept from CIEH & annual grant from CHGL for bursaries	13245	Based on average income by the Midland Centre during 2001-2005 £12,384 ; actual income to the WM Region in 2006 was £ 13,245
Notes: CIEH precept	4658	May 2006
Adjustment for C&I	246	June 2006
CHGL bursary	2000	June 2006
CIEH capitation funding		
Events & training	As this type of income is so variable, Branches are not able to forecast a figure. The Region does not charge for any of its seminars.	Some Branches are very active in running profitable seminars; this will be encouraged amongst all the 5 Branches but the WM Region must also consider such seminars either in place of or in liaison with the Branches.

Expenditure

Outgoing	Amount £	Notes
Total costs by Branches for Executive Meetings, AGM, CPD events, seminars, travelling & subsistence costs for Officials.	8359	Based on average of expenditure by Branches during 2001-2005. Projected total costs for 2007 by Branches for these items is £ 5951
Total costs by the former Midland Centre, now the CIEH West Midlands Region for Council meetings, AGM, honorarium, seminars & subsistence costs for Officials. The main elements of these costs are given below.	8334	Average of costs by Midland Centre during 2001-2005 was £ 5986; the actual costs by the Region in 2006 was £ 8334.
Interim Board Meetings Average for 2005 & 2006	536	Includes room hire, refreshments catering and speakers expenses
Funding to the Branches	2325	Average for 2005 & 2006 to support planned & costed CPD programmes.
Honoraria	535	2005 £ 525; 2006 £ 535
Expenses: Secretary, Treasurer & Trustees for travelling, postage, printing, car parking fees.	664	2005 £ 617; 2006 £ 664
CHGL Bursaries		
1. Subsistence for delegates to CIEH Annual Conference.	2479	2005
	3448	2006
2. Uganda Study Tour	150	2005

10 Communications

The Region will ensure members are kept informed of the Region's events and activities by:

- Maintaining the Regional website
- Regular newsletters (set a frequency i.e. quarterly?)
- Two Members Forum per year
- Attendance at Branch meetings, as appropriate, by Management Board Members

11 Monitoring of Achievements

The Board will monitor the delivery of the objectives, programmes of events and other targets set at regular intervals (need to set a frequency as appropriate from the business plan work programme i.e. quarterly) during the year, and take appropriate action as required.

The Action Plan (Appendix A) details the Regional IMB work plan (for the year ahead).

Work Plan for CIEH West Midlands Region 2007/08
Region's Business Goals

Appendix A

1. Raise the profile and recognition of our profession at a regional and local level, to encourage strengthening of EH resources.
2. Influence the development and implementation of regional policies and strategies of public health significance
3. Engage the regional membership, including members employed in the commercial sector, in contributing towards achieving the key aims and objectives of the Chartered Institute.
4. Provide low cost training events / activities in order to assist members in meeting CPD requirements.
5. Provide networking opportunities for members.
6. Provide a conduit for the flow of information from local to national levels and vice versa.
- 7.

Goals	Objectives	Action	Target	Time Scale
3, 4, 5, 6	Update Member Database (Ensure up to date for Region)	<ul style="list-style-type: none"> ➤ Secretary / Executive Officer* to regularly (quarterly) approach all Branch Reps (incl C&I) to confirm current membership to aid communication between Region, Branches and Members 	<ul style="list-style-type: none"> ➤ To compile accurate database of Regional membership within 3 months, to include name and e-mail 	Sept 2007
		<ul style="list-style-type: none"> ➤ To lobby CIEH for assistance with database and corporate holding of such details, accessible to Regions ➤ To ensure the Executive Officer maintains, develops and updates the regional website to include details of minutes of meetings, training events, newsletters prepared, etc. ➤ 	<ul style="list-style-type: none"> ➤ To present case to CIEH within 3 months. 	Sept 2007

1,3,4,5,6	Increase Membership / Identify perceived barriers to this	<ul style="list-style-type: none"> ➤ To actively increase the Regional membership through pro active recruitment campaigns aimed at employers, students in universities and EHP's 	<ul style="list-style-type: none"> ➤ To undertake at least one major approach to employers and EHP's in the Region 	March 2008
1,2,6	Meet with Government Office for West Midlands (To introduce the CIEH West Midlands Region and establish contacts for information flow)	<ul style="list-style-type: none"> ➤ To identify from within the Region an appropriate person(s) to attend an introductory briefing with GOWM 	<ul style="list-style-type: none"> ➤ Nominee appointed within 3 months. 	Sept 2007
		<ul style="list-style-type: none"> ➤ To arrange meeting with GOWM. 	Meeting arranged and conducted within 6 months.	Dec 2007
1,4,5	CPD Opportunities for members To assist members in meeting CPD requirements through the delivery (directly or indirectly) of suitable low cost events and regional workshops for professional development, to include APD, logbooks/ELP, training officer sessions, etc.	<ul style="list-style-type: none"> ➤ Deliver at least 2 Regional events during the current business plan year to meet members' identified needs / preferences (such as a weekend study course or seminars, which may be in conjunction with Birmingham University?) ➤ To maximise opportunities within the Branches for additional events ➤ To continue to support the offer of free places to conference and free places to the new professional conference 	<ul style="list-style-type: none"> ➤ Board to approve events and allocate responsibility for delivery, using the Executive Officer as appropriate ➤ To identify a list of contacts / members prepared to deliver presentations / arrange events 	Jan 2008 (prior to Regional Members Forum) July 2007
	To investigate and establish sponsorship opportunities to assist with the delivery of events	<ul style="list-style-type: none"> ➤ Executive Officer to approach identified potential sponsors for events 	<ul style="list-style-type: none"> ➤ One successful event delivered during the life of the plan in partnership with sponsor(s) 	March 2008

3,6	<p>Share Information / Knowledge To ensure all members are regularly updated on key Environmental Health issues and that information is able to flow freely between members and CIEH (and versa)</p>	<ul style="list-style-type: none"> ➤ Update Regional web site on a regular basis (at least monthly) with minutes of meetings, training events, newsletters prepared, etc ➤ Ensure all members are aware of, and can access, the web site ➤ Trustees to provide RMB with reports and these to be disseminated as required to Branches, then to members (or alternatively posted on web site) ➤ Members to be actively encouraged to attend Branch meetings and meetings are to be advertised through the EHN and other communication methods ➤ Members to be actively encouraged to raise matters of concern with Council (through RMB / Trustees) 	<ul style="list-style-type: none"> ➤ Appoint Executive Officer* ➤ Contacts through member database ➤ Trustees Reports to be in e-form for easy posting on web site / distribution ➤ Branch Reps to canvass employers and EHP's ➤ Trustees and / or RMB Members to regularly address Branch / SIG meetings and / or members? 	<p>July 2008</p> <p>July 2007</p> <p>Ongoing</p> <p>Ongoing</p> <p>Quarterly / As agreed with Branch</p>
1-6 inc	<p>Member Consultation To ensure that all members are consulted in an appropriate and timely manner to both evaluate the current business plan and inform future plans.</p>	<ul style="list-style-type: none"> ➤ Annual consultation with members to be undertaken to determine satisfaction levels with existing plan and identify future needs ➤ Annual RMF* to provide details of the training events to be 	<ul style="list-style-type: none"> ➤ RMB to agree the nature and extent of consultation and the mechanism by which members will contribute to the business planning process 	<p>July 2007</p>

		provided which together will total at least 30 available CPD hours.	➤ Future consultation to be carried out in line with agreed processes and members' views incorporated in future plans	Ongoing
1,3,4	Engaging with Employers Ensuring employers realise the value of CIEH to both their EHP employees and their businesses	<ul style="list-style-type: none"> ➤ Consultation / awareness raising exercise to be carried out in Region with all employers (commercial and public sector) to create awareness of Region functions and of benefits of supporting employees with CIEH membership ➤ Develop the training events/programmes in conjunction with Heads of Service/Chief Officers/ Managers and private sector, and obtain agreement for funding or supporting events to coordinate training on a regional basis 	➤ Trustees / Board Members/Executive Officer to meet with Chief Officers / Employers with a view to negotiating low cost training package for EHP's	Dec 2007
3,5,6	Communication with members To ensure members feel engaged and involved with their Region / Branch	➤ Deliver appropriate events / media to ensure members fully informed and engaged with Region / Branch activities	<ul style="list-style-type: none"> ➤ To hold a members forum annually ➤ To produce a (quarterly?) e-newsletter for members 	Yearly Quarterly
1,3,6	Comments / Consultations To ensure the Region makes a valid contribution to CIEH responses on consultation requests of significance for members / CIEH	➤ Secretary / EO to ensure all requests received from CIEH are forwarded to relevant Branch Reps with request for comments to be received and collated by nominated member prior to forwarding to CIEH (Branches?)	➤ To ensure all requests for contributions from CIEH are met where there is available expertise	Ongoing

1,3,4	Business Plan Annual Business Plan to be produced to address members' needs and Region's objectives.	<ul style="list-style-type: none"> ➤ Plan produced / revised / informed / evaluated by member consultation. ➤ Business plan prepared through RMB during 8 weekly meetings? 	<ul style="list-style-type: none"> ➤ Draft plan circulated for member comments ➤ Final plan produced and submitted to CIEH 	March 2007 July 2007
1,4,5	Links with Birmingham University etc.	<ul style="list-style-type: none"> ➤ To develop greater links with the higher education establishments, such as MSc students at Birmingham University and encourage research work with the university and to support students in achieving their requisite training and experience through coordinating events offered by the region and branches ➤ To continue with the Alan Cross Memorial Award in recognition of the best dissertation from those who apply for the award 	<ul style="list-style-type: none"> ➤ To seek the appointment to the RMB of both a University and a student representative. ➤ BSBC Branch to continue to liaise with University and request that an increased award be payable 	Sept 2007

* It is the intention of the Region to appoint, on a part-time basis, an Executive Officer in order to undertake various administrative, information technology and communication related tasks as outlined in the attached job description (Appendix C). A person specification for this post is also included at Appendix C. It is envisaged that this role will require in the region of 250 hours per annum (approximately 5 hours per week). A total annual payment of £3,000 will be made for this post.

Appendix B (i)

Draft Job Description and Person Specification for SECRETARY

DUTIES INCLUDE	HOURS (inc. travel)
Preparing agenda minutes etc and attending Management Board	50
Preparing agenda, minutes etc and attending Members Meetings(at least two) including annual report	30
Involvement in Annual Business Plan	20
Organising at least one ELP Workshop	10
Representation at relevant CIEH Meetings (including Branches)	120
Supervising Executive Officer to ensure CPD programme and web site on course	20
Liaising with Chairman, Treasurer, appointees etc	20
Issuing consultative documents to members and collating comments	30
Liaising with HQ staff (incorporated into above)	
Dealing with routine administrative tasks e.g. booking venues, correspondence, mailings, communication with members	50
PERSON SPECIFICATION	
Knowledge of Region, CIEH Charter, Byelaws and Regulations	
Knowledge of Procedure	
Ability to liaise with CEHO groups and other professional groups	
Good organisational skills	
Committed professional	
Strategic management skills	
Confidence of wider membership	
IT skills, or supported by someone with such	
Personnel skills (overseeing Executive Officer)	

Bob Lewis, February 2007

Appendix B(ii)

DRAFT JOB DESCRIPTION: REGIONAL TREASURER

Attendance at Regional Board Meetings to present financial briefings, report on CIEH financial matters affecting the Region & Branches: 6 per year. Estimate of total time excluding travelling to and from Solihull: 18 hrs pa. Other special meetings as required by the Board.

Attendance at Annual Meeting of Treasurers & Secretaries usually London: 5 hrs

Routine administration including checking expenditure, processing expenses claims, book keeping, preparation of financial reports for Board Meetings, advice & guidance to Branch Treasurers, Liaison with Group Accountant at CIEH London: 2 hrs per week=104 hrs pa

Processing annual conference claims from delegates (September) and handling enquiries from delegates: 5 hrs pa.

Preparation of annual accounts including arranging for audit, printing, directing the 5 Branch Treasurers, checking annual Branch accounts for preparation of consolidated accounts: 12 hrs pa.

Estimate of total time excluding travelling: 139 hrs

Christopher Fry, January 2007

DRAFT PERSON SPECIFICATION: REGIONAL TREASURER:

Essential:

- **Member or retired member of the Chartered Institute of Environmental Health.**
- **Knowledge of accounting protocols.**
- **Computer skills including use of Excel Spreadsheets.**
- **Good presentational skills.**
- **Use of own car.**
- **Home telephone/email facility.**

Desirable:

- **Ability to use computer at home [PC & printer will be provided by CIEH]**
- **Broadband connection at home.**

Christopher Fry, January 2007

CIEH West Midlands Region Executive Officer Job Description

Purpose

The EO will report to the Management Board, taking on administrative and financial duties as delegated by the Board, plus some additional functions in regards to communication and co-ordination of Regional activity.

Ideally, the person should be a member of CIEH or a non-member with appropriate background knowledge of CIEH. The post will be based on a one year rolling contract, subject to annual review by the Management Board. The post will be based on an average of five hours work per week, accumulative over a 52 week period. An annual contract fee of £3,000 will be paid. Expenses as defined by the Board would also be paid.

Duties

- To act under delegation and instruction from the Chairman & Secretary.
- Preparing Agendas and Minutes of the Regional Management Board meetings.
- Preparing Agendas and Minutes of Members' Forums.
- Co-ordinating the preparation of the Annual Business Plan by 1st July each year.
- Drafting an Annual Report by 31st December each year.
- Co-ordinating /arranging a low cost CPD training programme each year in consultation with the Branches throughout the Region.
- Issuing consultation documents to members.
- Liaising with the Chairman.,Hon. Treasurer, Trustees, Appointees, Branch Secretaries, and Study Groups.
- Liaising with CIEH HQ staff.
- Representing the Region as required at relevant CIEH meetings.
- Liaising with the "Web Master" to ensure the Regional web site is topical.
- Undertaking routine administrative tasks e.g. booking accommodation, correspondence, mailings/communications to members.
- Maintaining computerised records of members e-mail addresses.
- Ensuring that the Management Board's policies and practices are regularly reviewed.

Person Specification

- Knowledge of Region/SIG regulations, CIEH Charter and Byelaws.
- Understanding of CIEH at national and local level.
- Ability to liaise with senior officers (i e CEHO groups).
- Good organisational skills.
- IT skills (Microsoft Word and Excel).
- Knowledge of book keeping and banking procedures.
- Committed professional.
- Team player
- Confidence of wider membership.

Feb 2007

Appendices D-H: Costed Work Plans / Events Calendars from each Branch

To be confirmed by Branches

West Midlands RegionBudget – Service Delivery 2007

Balance carried forward from 2006	9000.00
INCOME	
CIEH contribution per member (2006/7 £3.40 pp)	4550.00
CHGL Bursary (2007 only)	4000.00
Income from courses/events	0.00

	8550.00
EXPENDITURE	
Interim Management Board meetings (x2)	500.00
Regional Members Forum	4700.00
Support to Branches (x5)	0.00
Conference & NP	1000.00
Officer expenses:-	
Hon Secretary	0.00
Hon Treasurer	0.00
Web master	0.00
IMB travel expenses	0.00
Executive Officer contract (2007)	3000.00
Other training costs	1000.00
Symposium costs (2005 £4300, 2003 £2500)	£2000.00

	£12,200.00
Funding request from CIEH	£8000.00