

CHARTERED INSTITUTE OF ENVIRONMENTAL HEALTH

INVITATION TO TENDER

Review of Policy and External Affairs, Environmental Health and Workforce Functions

Tender information	Detail
Tender name	Review of Policy and External Affairs, Environmental Health and Workforce Functions
Tender reference	CIEH/2026/PEW/01
Issue date	7 September 2026
Tender return deadline	18 September 2026

1. About CIEH

Our Purpose	To promote all aspects of environmental health for public benefit
Our Vision	Safer, cleaner and healthier environments for the benefit of all
Our Values	Inclusivity: We treat everyone with respect. We welcome difference and hold ourselves and others to account for encouraging diversity of thought and action. Professionalism: We act ethically to deliver on our promises. We expect and support practitioners to consistently apply the skills and behaviours that engender public trust. Partnership: We actively seek ways of working with others who share our values to achieve our purpose.

We are committed to fulfilling our vision and ensuring our values are central to all that we do.

Potential suppliers must explain how their approach will be relevant and aligned with CIEH's strategic, operational and values-led needs.

2. Introduction

The purpose of this Invitation to Tender (ITT) is to appoint an independent consultant or consultancy to undertake a short, focused review of CIEH's Policy and External Affairs, Environmental Health, Workforce functions and related Communications and PR activities and recommend how these functions should be structured, organised, led and governed to meet the future needs of the organisation to try and ensure long term sustainability and be fit for purpose.

Each tender submitted should be sufficiently detailed to allow CIEH to make an informed selection. Subject to the terms of this ITT, CIEH proposes to enter into a contract with the successful Tenderer for completion of the review and delivery of the outputs described below.

CIEH expects the assignment to be completed within approximately six weeks of appointment. Tenderers may propose a different programme where this would materially improve the quality or practicality of the review, to be reviewed and agreed by CIEH in advance.

3. Background and Strategic Context

Following a restructure in 2025, CIEH established dedicated Heads of Policy and External Affairs, Environmental Health and Workforce. These were new leadership roles, although policy activity existed previously in a different form. The responsibilities of the functions, and the way in which they should work together as well as with Communications and PR activities, are still being defined.

There is increasing recognition that all three functions must make a clear and sustained contribution to member value. This is expected to include authoritative guidance, technical and professional resources, toolkits, policy interpretation, workforce in-sight and other practical support.

CIEH is developing an implementation plan for its Content Strategy. The emerging model requires content-generating teams to plan against audience need, content priorities and channel purpose, with Marketing and Communications acting as custodian of the framework while departments retain subject-matter ownership. The functions are expected to be central to the development of content for members, commercial customers and other organisational audiences.

CIEH has a core strategic objective of defining a target operating model for the whole organisation that is sustainable and resilient. That work is about to commence and requires all areas of the business to be able to define models that will deliver on all objectives.

This work will support understanding emerging needs as well as sustainability modelling.

A proposed fixed-term Food Regulation, Workforce and Policy Lead role, currently intended to report to the Head of Workforce, is paused because of financial uncertainty and questions about structural fit. There is also a fixed-term role in the Policy and External Affairs team ending in mid-November 2026, about which a decision will be required shortly. The review must provide timely evidence to inform these and related resource decisions, without predetermining their outcome.

The Director role that would ordinarily oversee these functions is currently vacant and is a key driver for seeking this work to be undertaken by a consultant.

4. Purpose and Objectives of the Review

The central question for the review is:

What does CIEH need across Policy and External Affairs, Environmental Health and Workforce, and related Communications and PR activity, to maximise member value, professional impact, policy influence and commercial opportunity, and how should those capabilities be organised and led?

The review must understand the needs of the business, assess them against current operations and provide practical, evidence-based recommendations for a sustainable target operating model. It should address immediate decisions and likely requirements over the next three to five years.

- Clarify the strategic purpose, required outcomes and success measures for the three functions.
- Identify the capabilities CIEH needs and any gaps, duplication or misalignment in the current model.
- Clarify how the functions should support members and contribute to organisational content for members, commercial customers and other priority audiences.
- Assess roles, responsibilities, interfaces, governance, decision routes and accountability.
- Review leadership and structural options in the context of affordability and organisational need.
- Provide practical recommendations and an implementation roadmap.

5. Specification or Scope of Works

5.1 Understand business and stakeholder needs

- Review relevant organisational and departmental strategies, plans, governance papers, role profiles, job descriptions, financial context and performance information.
- Identify the outcomes required by the organisation, members, commercial customers and key external stakeholders.
- Consider CIEH's next strategic cycle and likely requirements over the next three years.

5.2 Review current operations

- Assess the current purpose, activities, outputs, capacity and capabilities of Policy and External Affairs, Environmental Health and Workforce, and related Communications and PR activity.
- Identify strengths, gaps, overlap, duplication, dependencies and activities that may need to stop, move, combine or develop.
- Examine working relationships with Membership, Marketing and Communications, Commercial and Professional Standards.
- Assess whether accountabilities, decision-making, escalation and performance arrangements are clear and effective.

5.3 Review member support and content responsibilities

- Assess how each function currently supports, and should support, CIEH members.
- Clarify responsibility for guidance, toolkits, technical resources, policy interpretation, professional practice support, workforce intelligence and thought leadership.
- Assess how the three functions should contribute to implementation of the Content Strategy and work with Marketing and Communications as framework custodian.
- Consider the needs of members, commercial customers and other priority audiences, and how content should be prioritised and coordinated.

5.4 Review cross-functional governance and prioritisation

- Identify any existing RACI or equivalent accountability arrangements and assess whether they are understood and operating effectively.
- Review the Policy Engagement and Triage Tool (PETT), the capacity and prioritisation tool and other relevant planning or prioritisation mechanisms.
- Assess how far these tools are embedded in decisions about capacity, priorities, content and stakeholder requests.
- Recommend proportionate governance, RACI, decision routes, meeting arrangements, escalation and reporting.

5.5 Assess leadership, structure and resources

- Assess the leadership required across the portfolio and the advantages, risks and costs of credible options.
- Recommend a target operating model, including purpose, capabilities, roles, interfaces, accountabilities and appropriate structure.
- Consider the implications for the Director vacancy, the proposed Food Regulation, Workforce and Policy Lead and the fixed-term Policy and External Affairs role ending in mid-November 2026.
- Identify immediate resource decisions and any longer-term capability requirements.

5.6 External benchmarking

- Benchmark CIEH against at least three relevant organisations through direct discussion, supported where useful by desk research.
- Include appropriate comparators.
- Examine equivalent structures, leadership, policy and professional practice functions, workforce activity, content models and member support.
- Explain the relevance and limitations of each comparator rather than recommending direct replication.

6. Stakeholder Engagement

The consultant will be expected to conduct proportionate, confidential interviews with the following stakeholders:

Stakeholder group	Required participants
Functional leadership	Head of Policy and External Affairs; Head of Environmental Health; Head of Workforce
Policy and External Affairs team	Three direct reports to the Head of Policy and External Affairs
Cross-organisational leaders	Head of Membership; Head of Marketing, Communications and PR; Head of Commercial; PR Manager; Interim Director of Membership, Commercial and Marketing; Director of Professional Standards; Chief Executive; Director of Finance and Operations

Stakeholder group	Required participants
Governance stakeholders	Chair of the Board; Deputy Chair of the Board; at least one member of the Environmental Health Services Committee
External benchmarking	Representatives of at least three relevant comparator organisations

Tenderers should state their proposed interview format, expected duration and any additional engagement they believe is necessary. CIEH will support introductions and access, but the successful Tenderer will be responsible for interview planning, analysis and synthesis.

7. Out of Scope

- The constitutional remit, governance or effectiveness of the Board of Trustees.
- The remit, composition, governance or operation of the Environmental Health Services Committee.
- A wider review of organisational functions not directly relevant to the interfaces of Policy and External Affairs, Environmental Health and Workforce.
- Assessment of individual employee performance.
- Implementation of structural or staffing changes arising from the review, unless separately commissioned.

8. Outputs and Performance Requirements

The successful Tenderer will be required to provide the following outputs:

Output	Minimum requirement
1. Inception note	Confirmed methodology, evidence requirements, stakeholder plan, programme, risks and dependencies.
2. Diagnostic assessment	Concise assessment of business needs, current operations, capabilities, member and content requirements, strengths, gaps, duplication, governance and risks.
3. Benchmarking summary	Evidence from at least three relevant organisations, with lessons and limitations for CIEH.
4. Target operating model	Recommended purpose, capabilities, service and content responsibilities, interfaces, governance, decision rights, RACI, leadership and structure.
5. Options appraisal	At least three credible options, including a proportionate low-cost option, with advantages, disadvantages, risks, cost or resource implications and dependencies.
6. Final recommendations	A clear preferred option and recommendations, including implications for current vacancies and fixed-term or proposed roles.
7. Implementation roadmap	Prioritised actions for 0-3 months, 3-12 months and beyond 12 months, with proposed owners, dependencies and measures of success.
8. Executive presentation	Presentation and discussion of findings with the CEO and nominated stakeholders.
9. Final report and materials	Editable Word and PowerPoint files, together with any supporting models, interview framework and evidence summary.

Recommendations must be evidence-based, affordable, practical for a relatively small organisation and capable of implementation. The review must distinguish clearly between findings, assumptions, options and recommendations.

9. Timetable

The anticipated procurement timetable is set out below. CIEH reserves the right to amend it and will notify Tenderers of material changes.

Stage	Date
Invitation to tender issued	7 September 2026
Deadline for clarification questions	11 September 2026
CIEH response to clarification questions	14 September 2026
Tender responses received by	18 September 2026
Evaluation and interviews	Interviews TBC but week commencing 21 st September
Decision announced	25 September 2026
Contract start date	1 October 2026
Final report (includes discussion)	Within 6 weeks of appointment

10. Structure of Proposals

Tender responses should be clear, concise and proportionate. They must include:

- An executive summary and clear statement of understanding of the brief.
- Name of the Tenderer, company number where applicable, registered address and primary contact.
- Proposed methodology, including document review, interviews, benchmarking, analysis, validation and reporting.
- A workplan showing activities, milestones, deliverables and CIEH input required.
- Details of the proposed team, individual roles, availability and relevant skills and experience.
- Evidence of comparable assignments, particularly for membership bodies, professional bodies, regulators, public-interest or policy-led organisations.
- A fixed total price, excluding and including VAT, with a breakdown of fees, expenses and any optional items.
- Assumptions, exclusions, dependencies and any conflicts of interest.
- One client reference for comparable work.
- A statement explaining how the work will align with CIEH's values and how environmentally responsible delivery will be demonstrated.
- Confirmation that the Tenderer can meet the required timetable and accept CIEH's contractual and data-protection requirements, subject to any clearly stated qualifications.

Tenderers should not include generic promotional material unless directly relevant to the evaluation criteria.

11. Evaluation Criteria

Proposals will be evaluated by a panel of key CIEH stakeholders against the published criteria below. CIEH may invite shortlisted Tenderers to a clarification interview or presentation.

Evaluation criterion	Weighting
Understanding of the assignment and quality of proposed approach	30%

Evaluation criterion	Weighting
Relevant experience, quality and credibility	30%
Ability to deliver practical, implementable recommendations that take account of the context CIEH operates	30%
Value for money	10%
Total	100%

CIEH is not bound to accept the lowest-priced or any Tender. Value for money will be assessed in the round, taking account of quality, risk, deliverability and price.

13. Submitting a Proposal

The deadline for receipt of submissions is 18 September 2026. It is the Tenderer's responsibility to ensure that the proposal has arrived by the deadline. Any Tender received after the deadline may not be opened or considered, although CIEH may, at its absolute discretion, extend the deadline and notify Tenderers accordingly.

CIEH will accept electronic proposals only. Proposals must be submitted in PDF format to f.mccloskey@cieh.org, quoting tender reference CIEH/2026/PEW/01 in the subject line. An acknowledgement of receipt will be sent. If no acknowledgement is received, the Tenderer is responsible for contacting CIEH to confirm receipt.

Clarification questions must be submitted to f.mccloskey@cieh.org by the date shown in the timetable. To preserve equal treatment, CIEH may share anonymised questions and answers with all Tenderers.

14. Award of Contract

It is anticipated that Tenderers will be notified of the outcome soon after the date shown in the timetable. The contract is expected to commence on the stated contract start date and will cover completion of this one-off review and the agreed deliverables.

Before work starts, the successful Tenderer will be required to enter into a written contract and agree the final scope, programme, deliverables, payment schedule, confidentiality, intellectual property, data protection and any other relevant terms.

In line with CIEH's transparency approach, CIEH may publish the trading name of the successful supplier and the estimated annual contract value in a £5,000 band, subject to any decision to withhold commercially sensitive information.

15. Further Information

For enquiries about this work or the tender process, please contact Fran McCloskey at f.mccloskey@cieh.org.

16. Disclaimers and Legal Issues

This ITT and any information presented in it do not constitute an offer or invitation by CIEH to enter into the Contract or any other contractual arrangement relating to the services described in this ITT.

The information in this ITT has been prepared in good faith but does not purport to be comprehensive and has not been independently verified. No representation, warranty, assurance or undertaking, express or implied, is made, and no responsibility or liability is accepted by CIEH or its officers, employees or agents in relation to the adequacy, accuracy, completeness or reasonableness of this ITT or other information made available in connection with the procurement.

No information in this ITT will form the basis of any contract. The successful Tenderer will be required to enter into a written contract and acknowledge that it has not relied on any representation, warranty, assurance or undertaking except as expressly set out in that contract. Nothing in this ITT excludes liability for fraudulent misrepresentation.

CIEH will not be liable for any costs, expenditure, work or effort incurred by a Tenderer in preparing or participating in this procurement, including where the process is amended, suspended or terminated.

All intellectual property rights in this ITT and materials supplied by CIEH or its advisers remain the property of CIEH and/or its advisers. Tenderers must keep information supplied for this procurement confidential and use it only for preparing and delivering their Tender.

The Tenderer and CIEH must comply with applicable data-protection and privacy legislation in relation to personal data disclosed in or pursuant to this ITT and the resulting contract.

Tenderers must disclose at the earliest opportunity any actual, potential or perceived conflict of interest, including personal, financial or professional relationships that could influence or appear to influence the impartiality of the procurement or review.

CIEH reserves the right to:

- verify information supplied and disqualify a Tender where an error, omission or material misrepresentation is identified;
- waive, clarify or amend requirements and seek further information or documents;
- disqualify a Tenderer that does not submit a compliant Tender;
- withdraw, suspend or re-run this procurement at any time;
- change the timetable, structure or content of the procurement process;
- choose not to award a contract;
- take any of these actions without liability to affected Tenderers.

Appendix 1: Key Questions the Review Must Answer

- What outputs should CIEH reasonably expect from Policy and External Affairs, Environmental Health and Workforce over the next three years?
- What is the appropriate balance between policy influence, professional practice leadership, workforce support, member support and commercial contribution?
- Who should own, commission, develop, quality assure, approve, publish and maintain guidance, toolkits and technical resources?
- What should the RACI be between Policy and External Affairs, Environmental Health, Workforce, Membership, Marketing and Communications, Commercial and Professional Standards?
- How effectively are PETT, the capacity and prioritisation tool and any existing RACI embedded in decision-making?
- What capabilities are missing, duplicated or insufficiently developed?
- What decisions should CIEH make about the paused Food Regulation, Workforce and Policy Lead role and the fixed-term Policy and External Affairs role ending in mid-November 2026?
- How should the Content Strategy and its governance be reflected in organisational design, planning and resource allocation?
- What immediate changes can CIEH make within existing resources, and what longer-term investment may be justified?

Appendix 2: Information Expected to Be Available to the Successful Tenderer

- Current organisational strategy and relevant 2027 priorities.
- Relevant departmental plans and role profiles.
- CIEH Content Strategy and implementation and governance material.

- Relevant job descriptions.
- Current organisational charts and leadership proposals.
- PETT, capacity and prioritisation tools and any relevant RACI or process documents.
- Relevant governance papers and management information, subject to confidentiality and access controls.
- Other relevant materials agreed at inception.