

CIEH 2025-2027 Strategy Update May 2026

		Activity Update	RAG	Direction
Voice & Visibility				
1. Champion environmental health professionals, ensuring their profession is understood, recognised and valued by the audiences that matter.				
V1	Reframe the narrative, to demonstrate the value of environmental health and the environmental health workforce to human health, the economy, the NHS, society and the environment.	Core narrative developed but case studies and overall plan for use are not yet complete.	Amber	Improving
V2	Lead and promote meaningful discussions and lobbying to influence key decision makers at local, regional and national levels. Advocate for policies that increase understanding of the profession's value, ultimately increasing support for both the profession and its workforce.	Workforce roundtable and Parliamentary Reception took place with great engagement. Follow up plans in place for workforce. Planning for Members Day well underway. Multiple responses received from DEFRA from correspondence on different topics, all with the aim of seeking deeper engagement; MP meetings being secured on related topics.	Amber	Improving
2. Deliver policy impact through focused activities overseen by our member-led governance structures.				
V3	Drive positive outcomes for public health and wellbeing.	Increasing policy outputs as reviewed by the Environmental Health Services Committee. Overall policy roadmap not yet complete	Amber	Improving
V4	Shape regulatory and legislative decisions by engaging with government and regulatory bodies on CIEH's policy positions that align with broader public health goals, helping create healthier and safer communities.	Increasing policy outputs as reviewed by the Environmental Health Services Committee. Overall policy roadmap not yet complete	Amber	Improving
V5	Improve relevance and visibility, with those that matter, of CIEH and its members.	Workforce roundtable, year ahead conference and parliamentary reception were a very strong start to 2026. Noise complaint data report issued in March 2026 in advance of Noise Action Week (May 2026) to ensure alignment. Content Strategy development (prioritising income, engagement, visibility) is progressing well.	Amber	Improving
V6	Be responsive to members' policy and guidance needs	Increasing policy outputs as reviewed by the Environmental Health Services Committee. Overall policy roadmap not yet complete. Work progressing to develop policy position on private water supplies at members' request.	Amber	Improving
V7	Ensure a sustainable approach to policy development.	Policy triage tool approved and operational. Work is ongoing to embed this. Policy and External Affairs strategy approved by the Environmental Health Services Committee in April. Overall policy roadmap not yet complete.	Amber	Improving
Profession & Membership				
3. Deliver excellent membership services that support all of our members				
P1	Members are, and feel, connected to CIEH throughout their life. Members are informed about, have easy access to and value the services and benefits of CIEH. Members participate in their profession through vibrant diverse and inclusive communities.	Membership Data and Insights Diagnostic project started 1 April - to improve understanding of recruitment, retention, progression and churn. Final report due end of June. Full member benefits review assessing clarity relevance and perceived value in progress. Full mapping exercise of current benefits complete. Benchmarking and exploring new benefits planned for Q2. Membership fees/subscriptions review are being scoped.	Amber	Improving
P2	Members are supported and nurtured at every stage of their career, and are able to support their profession by accessing our opportunities to volunteer.	New team for membership services now established. Strategy due to be developed in Q3.	Amber	Improving
4. Nurture a thriving environmental health profession. A profession that is well resourced, diverse and delivering to a high standard.				
P3	Advocate for professionalism.	Workforce plan, and Future of Food Programme plan both detail advocacy work for the profession	Amber	Improving
P4	Attract and welcome more people into the profession at all stages of their career and lives.	New degree apprenticeship accredited, L4 housing launched and food being developed. Promotional material for career changers being developed.	Amber	Improving
P5	Ensure the curriculum meets the needs of students, employers and regulators	Senior Professional Advisor recruited. Recruitment of members of steering group underway.	Amber	Improving
P6	Support employers in meeting workforce challenges.	Workforce plan approved by the Board in March.	Amber	Improving
P7	Create lifelong members and Registrants.	New membership team established and work to clarify pathways planned	Red	Level
P8	Understand the role technology can play in the future of the profession	Not started	Red	Level

P9	Re-engage and reconnect with former members.	New team for membership services now established. Strategy due Q3.	Amber	Level
P10	Promote and encourage uptake of existing pathways to Registration.	Currently, work is focused on clarifying what our pathways are so that communications can be designed and shared.	Amber	Level
P11	Develop new pathways to Registration.	New L6 housing pathway launched. L4 housing apprenticeship launched and food being developed. Skills England and Medr require lobbying to develop further apprenticeships.	Amber	Level
Organisation & Culture				
5. Be driven by values, embedding these into our work and behaviours.				
6. Understand and empower our people, employees and volunteers, recognising that they are our greatest assets.				
7. Build the infrastructure needed to deliver this strategy and future strategies.				
8. Ensure CIEH is financially sustainable and resilient.				
O1	Develop and empower our people, employees and volunteers, to deliver outstanding results	Appraisal system now implemented. Likely issues will be consistency and confidence in identifying and managing performance issues. Manager / leadership training underway to mitigate this. Volunteer strategy likely delayed to 2027.	Amber	Improving
O2	Improve and develop our volunteer management, processes and experience enabling us to harness the passion and expertise of our diverse membership.	Volunteer strategy likely to be delayed until 2027	Red	Level
O3	Ensure that CIEH teams are structured and functioning effectively.	Restructure complete, but continuing issues with performance and capacity.	Amber	Improving
O4	Ensure we are covering our costs as a whole and investing in infrastructure at a rate adequate to maintain its future productive capacity, appropriate to the needs of the strategic plan.	Development of financial model underway. Management accounts show on track with budget for 2026 overall, but underperformance in 15H and Commercial income lines.	Amber	Level
O5	Maintain our ability to quickly recover from financial shocks and stress.	Free reserves stable and target met as of 31/12/25. No known risks to reserves not already notified. All being actively managed.	Green	Level
O6	Continue to review and assess our income streams and profitability	Development of financial model underway. Management accounts show on track with budget for 2026 overall, but underperformance in 15H and Commercial income lines. New model for cost allocation is planned for 2026.	Amber	Level
O7	Ensure measures of success are monitored and reported on to support decision making.	Real lack of understanding of defining and using KPI's. Some metrics now being measured. Training being defined and will be delivered in Q2.	Red	Worsening
O8	Provide the tools and systems to enable employees, governance post holders and all others we work with to deliver CIEH's organisational strategy and to deliver a seamless experience to CIEH's members.	Departmental plans now in place for all departments, confidence in delivery is varied.	Amber	Improving
O9	Clear, efficient processes with minimal manual intervention	Process mapping training defined, all staff days dedicated to improvements. All staff should have objectives to improve processes. Progress expected, but likely to be slow and varied.	Amber	Improving
O10	Clearly defined values that are embedded in our work and guide the behaviour of our employees, volunteers and members	Values and behaviour work done and schedules written up, not embedded in every day use. Mechanism to call out behaviours we don't want is not yet in place.	Amber	Improving
O11	Ensure all employees and governance post holders understand the importance of EDI in their roles.	Not started	Red	Level