

# Action plan 2025-2027

As part of our 2025-2027 strategy, we have produced an action plan to enable us to achieve our ambitious objectives. This plan is designed to evolve and adapt as we progress through the strategy and will be updated accordingly. The CIEH Board of Trustees will regularly review and monitor this document to ensure we stay on track.

## Voice and visibility

### The value of environmental health

Goal: CIEH will ensure the environmental health profession is understood, recognised and valued by the audiences that matter.

Objectives	Actions
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.	<ul style="list-style-type: none"> <li>○ Produce an evidence-based report that demonstrates the value of environmental health targeted at key decision makers and stakeholders.</li> </ul>
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.	<ul style="list-style-type: none"> <li>○ Ensure that relevant audiences are aware of and using the report in their decision making.</li> <li>○ Work with members and partners to develop follow on actions to drive impact.</li> </ul>

## Delivering policy impact

Goal: CIEH will deliver policy impact through focused activities overseen by our member-led governance structures.

Objectives	Actions
Drive positive outcomes for public health and wellbeing. 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.	<ul style="list-style-type: none"><li>○ Enhance our policy advisory panel structure by implementing the recommendations from the 2024 Independent Review.</li><li>○ Develop robust processes that deliver evidence-based policy positions to maximise their impact. Source research, within our financially sustainable model, where needed support our evidence base.</li><li>○ Design and embed stakeholder and regulator mapping and engagement.</li><li>○ Create and implement a targeted public affairs strategy to raise the profile of CIEH and our policy positions.</li><li>○ Continue our work to establish an APPG for environmental health.</li></ul>
Improve relevance and visibility, with those that matter, of CIEH and its members.	<ul style="list-style-type: none"><li>○ Understand content for member services and training products.</li><li>○ Deliver content for members services and training products.</li></ul>
Be responsive to members' policy and guidance needs. Ensure a sustainable approach to policy development.	<ul style="list-style-type: none"><li>○ Ensure our policy work flows through all our activities by working closely with member services and training teams.</li><li>○ Establish policy and guidance needs.</li><li>○ Establish mechanism for allocating limited resources to policy work.</li><li>○ Design and implement evidence-based policy development as standard, including undertaking research where needed to determine a key policy positions.</li><li>○ Design and embed stakeholder and regulator mapping and engagement.</li></ul>

# Profession and membership

## Excellent member services

Goal: CIEH will deliver excellent membership services.

Objectives	Actions
<p>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.</p>	<ul style="list-style-type: none"> <li>○ Review and improve our member benefits package (including Welfare Fund plans), utilising the insights from our 2024 member engagement research.</li> <li>○ Develop a comprehensive volunteer strategy, encompassing membership mapping and data analysis.</li> <li>○ Review the Presidential and Vice President (VP) strategy and create a supporting VP structure.</li> <li>○ Increase data analysis to better understand membership trends to inform renewals, retention and growth of membership plans.</li> </ul>
<p>Members are supported and nurtured at every stage of their career, and are able to support their profession by accessing our opportunities to volunteer.</p>	<ul style="list-style-type: none"> <li>○ Expand and enhance the mentoring strategy.</li> <li>○ Build a reward and recognition strategy, in line with the volunteer strategy.</li> <li>○ Explore reinvigorating community and regional activity and networking opportunities.</li> <li>○ Provide member events to support voice and visibility strategy.</li> <li>○ Review the Presidential and Vice President (VP) strategy and create a supporting VP structure.</li> </ul>

## Workforce of tomorrow

Goal: CIEH will work to nurture a thriving environmental health profession that is well resourced, diverse and delivering to a high standard.

Objectives	Actions
Advocate for professionalism.	<ul style="list-style-type: none"> <li>○ Deliver an impactful report aimed at governments across the UK, policy makers and key stakeholders, demonstrating the value of environmental health and championing environmental health professionals.</li> </ul>
Attract and welcome more people into the profession at all stages of their career and lives.	<ul style="list-style-type: none"> <li>○ Ensure there are a sufficient number of students on the accredited environmental health degree courses and apprenticeships by promoting the career to the right audiences.</li> </ul>
Ensure the curriculum meets the needs of students, employers and regulators.	<ul style="list-style-type: none"> <li>○ Support and nurture graduates in employment by providing access to the right level of support and guidance at the right times.</li> <li>○ Undertake a review of the Professional Standards Framework to consider feedback from members, employers, regulators and technology workstream.</li> </ul>
Support employers in meeting workforce challenges.	<ul style="list-style-type: none"> <li>○ Collaborate with stakeholders to develop funding solutions and reduce environmental health vacancies.</li> <li>○ Begin work to develop networks and opportunities to influence appropriate stakeholders</li> </ul>
Create lifelong members and Registrants.	<ul style="list-style-type: none"> <li>○ Review and improve the member onboarding process, supporting and encouraging member engagement from the very beginning of their membership journey.</li> </ul>
Understand the role technology can play in the future of the profession.	<ul style="list-style-type: none"> <li>○ Begin work to develop EHP journeys for key activities demonstrating how technology is/will impact on roles, and develop guidance for employers.</li> </ul>
Re-engage and reconnect with former members.	<ul style="list-style-type: none"> <li>○ Launch membership recruitment campaigns including campaigns to attract student members and win back lapsed members.</li> </ul>
Promote and encourage uptake of existing pathways to Registration.	<ul style="list-style-type: none"> <li>○ Promote the value of Chartership and support individuals seeking chartered status.</li> <li>○ Produce guidance on pathways for employers so they can support the professional development of their environmental health employees.</li> <li>○ Produce suite of new career promotion materials.</li> </ul>

Develop new pathways to Registration.	<ul style="list-style-type: none"> <li>○ Develop apprenticeships in housing and food, as well as an Environmental Health apprenticeship in Wales.</li> <li>○ Produce guidance on pathways for employers.</li> <li>○ Obtain international recognition of qualifications.</li> </ul>
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## Organisation and culture

### Strengthening our organisation

Goal: CIEH will embed our values in our work and behaviours, we will develop and empower our people, employees and volunteers, we will build the infrastructure needed to deliver this strategy and future strategies, and we will ensure that we are financially sustainable and resilient.

Objectives	Actions
Develop and empower our people, employees and volunteers, to deliver outstanding results.	<ul style="list-style-type: none"> <li>○ Improve and enhance organisational planning and development processes and practices.</li> <li>○ Review employee remuneration package (including benchmarking salaries and benefits package) and create action plan.</li> <li>○ Undertake a “health check” to understand feelings / sentiments of employees and develop action plan as required.</li> </ul>
Improve and develop our volunteer management, processes and experience enabling us to harness the passion and expertise of our diverse membership.	<ul style="list-style-type: none"> <li>○ Design and implement a framework for engaging volunteer members in the delivery of the Board strategy.</li> <li>○ Develop and implement a strategy for volunteer services.</li> <li>○ Improve understanding and awareness of volunteering opportunities.</li> </ul>
Ensure that CIEH teams are structured and functioning effectively.	<ul style="list-style-type: none"> <li>○ Design a financially sustainable operating model, including <ul style="list-style-type: none"> <li>▪ Review and enhance team’s alignment with delivery of the strategic plan, including the EMT.</li> <li>▪ Prioritise process improvement.</li> <li>▪ Deliver and implement systems improvements, including CRM, HR and finance systems.</li> </ul> </li> </ul>

<p>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.</p>	<ul style="list-style-type: none"> <li>○ Maintain a fully funded reserves policy.</li> <li>○ Set a realistic timeline for achieving sustainability and sustaining resilience.</li> <li>○ Ensure full compliance with legal and regulatory requirements.</li> <li>○ Review commercial offerings and develop and implement a new business development strategy that will drive income and profitability.</li> <li>○ Progress the property review to a board decision.</li> <li>○ Undertake a review of contract costs, identify and implement savings.</li> <li>○ Review investment policy and mandate.</li> <li>○ Review accuracy of business planning and budgeting processes and implement improvements for 2026 cycle.</li> </ul> <p>Develop a financial risk management process.</p>
<p>Maintain our ability to quickly recover from financial shocks and stress.</p>	
<p>Continue to review and assess our income streams and profitability.</p>	
<p>Ensure measures of success are monitored and reported on to support decision making.</p>	<ul style="list-style-type: none"> <li>○ Develop metrics to monitor and report on performance.</li> </ul>
<p>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.</p>	<ul style="list-style-type: none"> <li>○ Undertake procurement of a new CRM and begin implementation.</li> <li>○ Develop the HR system to include recruitment, onboarding and performance management.</li> </ul>
<p>Clear, efficient processes with minimal manual intervention.</p>	<ul style="list-style-type: none"> <li>○ Revise organisational risk management processes.</li> <li>○ Develop an organisational wide approach to key stakeholder management.</li> <li>○ Review business system support contracts.</li> <li>○ In depth review of accounting system to identify developments / efficiencies.</li> </ul>
<p>Clearly defined values that are embedded in our work and guide the behaviour of our employees, volunteers and members.</p>	<ul style="list-style-type: none"> <li>○ Develop a roadmap for reviewing values and behaviours.</li> <li>○ Embed approved CIEH values into our work.</li> </ul>
<p>Ensure all employees and governance post holders understand the importance of EDI in their roles.</p>	<ul style="list-style-type: none"> <li>○ Develop a roadmap for further work needed regarding values and behaviours.</li> <li>○ Implement measures to encourage staff ownership and empowerment.</li> <li>○ Develop and implement an EDI strategy.</li> <li>○ Provide EDI training for staff and the Board.</li> </ul>