



“A year of change”

Annual Review 2016



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Chair's overview



Andy Statham
Chairman

As Chair, working alongside my fellow Trustees, we are responsible for ensuring the effective governance of CIEH and helping the Executive, led by the CEO, to carry out activities that meets its charter objectives, charitable aims and legal and financial obligations.

The Board recognised it was imperative that we addressed the challenges facing the organisation and introduced far-reaching and sustainable change to ensure that CIEH exists for many years to come.

The first step was to appoint a new Chief Executive, someone with a different skill set that could help take forward this wonderful organisation. We welcomed Anne Godfrey in January 2016 and gave her the task of reviewing everything we did, from looking at how we assessed members' professional standards all the way up to how CIEH was governed.

In the first 12 months of Anne's tenure, there has been a significant amount of transition at CIEH. This has not been without its downsides as we have had to say goodbye to longstanding members of staff as well as voluntarily surrendering our recognition as an awarding organisation.

Nonetheless, there have been considerable successes achieved in a short amount of time. These will be explored in more detail elsewhere in this Annual Review but particularly encouraging is the delivery of a new professional standards framework, a new website and external affairs strategy, and a significant reduction in staff and other direct costs helping to reduce the organisation's excessive cost base.

To help justify this level of transformation, it was important that as a Board we went through change ourselves.

There is now one board at the helm of CIEH as opposed to separate charity and commercial boards with overlapping responsibilities. We have moved to universal suffrage with six trustees elected directly by the membership and a further six appointed to an agreed skill set.

We have also introduced a new committee structure with two

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new advisory groups, which will ensure better governance at CIEH, bringing valuable representation from outside the membership and new and professional skills to the organisation.

As I stated at the beginning of this overview, the Board of Trustees is responsible for CIEH's successes and failures – the buck stops here. We have signed off on the good things and likewise, we have approved initiatives that have been less welcomed by those affected.

Change is a scary thing and I understand that members have their concerns. But this was long overdue and, unless implemented, we face the very real prospect of there being no CIEH and this doesn't bear thinking about. As your Chair I am not shying away from the decisions we have made and if you have any questions for me or any one of my colleagues, we would be happy to discuss these with you.

President's message



Tim Everett
President



Last year we certainly saw interesting times. There was the referendum on leaving the EU, Donald Trump was elected US President and the financial markets have felt like a rollercoaster ride. This coming year may be just as unpredictable with several key UK and European elections due.

It has also been a time of considerable change here at CIEH, with the need to ready ourselves and the profession for the challenges ahead.

Some old problems continue in new forms. There is still a substantial shortage of decent affordable housing and, while there are powers for environmental health professionals to intervene, the lack of security in the private rented sector and of resources available to follow up complaints mean that some have to accept whatever they can get. Our members will still have a key role in ensuring that standards are maintained and empty properties are brought back into use.

When I was born there were regular problems with smog in the big cities due mainly to the domestic use of coal. While the air above us may appear clearer now, the largely invisible pollutants from vehicle exhausts threaten even more lives – a public health emergency waiting to happen.

Ensuring safe and unadulterated food has long been an important task of ours and the challenge for the profession now is about dealing with wider food-related problems. These include salt, sugar and fat content of processed food which contribute to the rise in obesity and lifestyle diseases such as Type 2 diabetes.

Environmental health professionals' role in reducing smoking has a long history but that battle is not yet over and there is still a long way to go in dealing with the health risks of alcohol.

In November we hosted a meeting of the Codex Alimentarius, which looked at the issues around anti-microbial resistance. The widespread - and often indiscriminate - use of antibiotics for both human and animal health has brought the world closer to the point where we run out of the weapons to fight some of the old killer infectious

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diseases, as well as new ones. Some of the more traditional skills of our members could prove to be crucial in responding to the threat of outbreaks, and to other emergencies.

We have one world to live on and we need to look after it. Climate change and the effects of continued population growth pose some of the greatest challenges for the future, and we need to show how we can help deal with those.

And with a de facto change of Government in September, and changing policies, CIEH and members alike need to continue to try and influence what happens next. The slow progress in clarifying the path to Brexit poses both opportunities and threats and a key task for CIEH will be to try and ensure in the interests of the environmental health profession and the general public that important standards are not weakened as all the legislation is repatriated.

But CIEH cannot do this alone and we will place greater reliance and responsibility on our members to help us establish not only robust policy positions but how we go on to use those to influence the national and local agendas.

To end on a serious note, the length of time CIEH has been around gives us no right to exist. CIEH, along with the membership and wider profession, need to work together and show how environmental health remains relevant to the modern world. Simultaneously, CIEH needs to demonstrate how we help the profession to deliver in its public protection role, as well as improve our learning offering to environmental health professionals beyond the local authority sector.

2016 has been a year of considerable change for everyone. We have made the first step to deliver a fit for purpose membership body and I am confident that we are turning things around in the interests of our members, the wider profession, as well as businesses and local communities.

CEO update



Anne Godfrey
CEO

When the Board appointed me in January 2016, it was with a very clear remit: change. The task for the team was to create and implement a transformation programme to turnaround this great organisation and ensure a sustainable future.

At our AGM in June we announced a new strategic direction based on a realistic assessment of our current state and core purpose. Membership, Professional Development, Voice and Visibility and Organisational Enablement were identified as key pillars of our strategy programme.

The vast majority of the work was carried out by staff, supported by a new Programme Management Office in what was a completely new way of working. It was amazing to watch colleagues take up the challenge and deliver so much in a single year amongst the backdrop of immense change.

However, to be successful in our efforts, we had to look beyond Chadwick Court and listen to what others were saying about us. We needed to build a future based on facts, not supposition.

To provide evidence of the need for change, we asked members and the wider environmental health profession exactly what they thought of CIEH. The Membership White Paper told us environmental health is a diverse and complex profession with a unified purpose and a desire for professional recognition.

We believe we have a role in uniting the profession, ensuring pathways into membership are flexible and appropriate and raising awareness of the role of the environmental health professional in protecting the public.

Also this year we welcomed a new Executive Management Team, ensuring we have the best people with the right skills at the top of the organisation. Their expertise is critical in ensuring our services, including membership, learning and campaigning outputs, are robust and impactful.

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Change has been substantial at CIEH in 2016 and we couldn't have achieved anything without the patience, support and enthusiasm of our members, especially those that volunteer their time to sit on our Special Interest Groups, Branches, Regions and The Assembly.

I would like to take the opportunity to thank those of you who have been in touch throughout the year to offer your support. If we can harness your passion and dedication, working alongside staff in a fit for purpose organisation, I believe CIEH can overcome its challenges and have a bright future.



12 regions



300 Volunteers

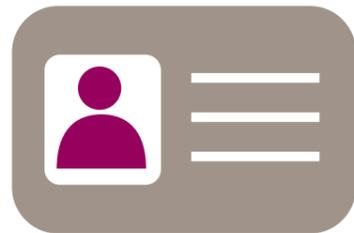
346 Professional and member events



8,842 Members



1,553



Chartered Members



4

Special Interest Groups



44,785

CPD hours



2,207

Student Members



643

Overseas Members



537,000

visits to website

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.

2016: A year of change

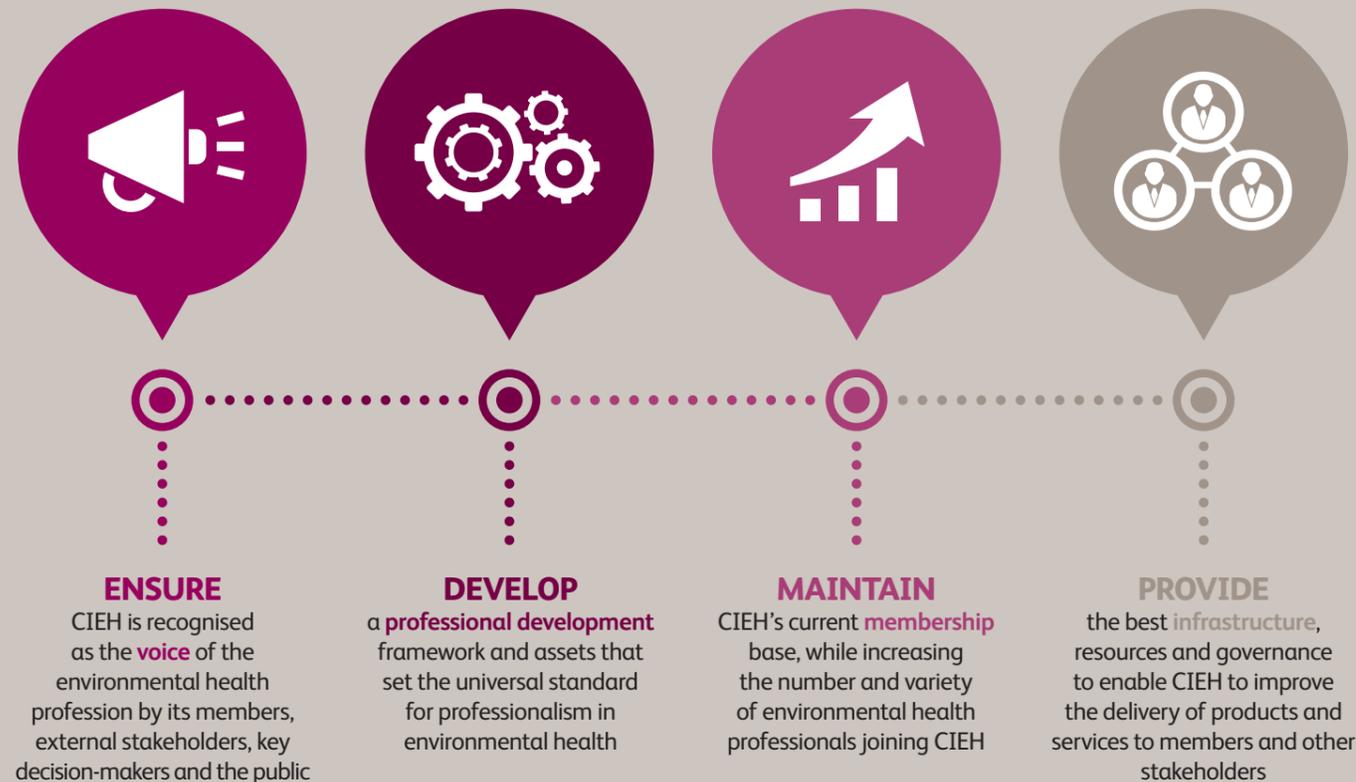
To achieve real change, CIEH implemented a significant strategic programme to develop our membership proposition, raise CIEH's voice and visibility and improve our learning offer for the profession and wider workforce.

CIEH reviewed every single area of the organisation to see what worked and what didn't – no stone was left unturned. We looked at what worked, recognising success, and where problems were found suggested new ways of refining or improving our practices.

All activities in 2016 were geared up to ensure CIEH became a fit for purpose and relevant organisation. A CIEH that was sustainable for the future, serving its members and the entire environmental health profession.

A new focus

Our corporate objectives:



Membership for all

First and foremost, CIEH should be a membership organisation for all environmental health professionals.

CIEH's membership had declined by 16% since its peak in 2010. While we need to have the right members – professionals working together for a common united cause – a declining membership indicates that many felt we had got it wrong.

In order to retain existing members and make our offer attractive for new and returning members, we had to understand what people were saying about CIEH.

YouGov, a leading independent market research agency, was commissioned to survey existing members as well as non-members, people who worked in the environmental health space but had not become members, possibly not even considered it.

The results were brought together in the White Paper [Growth with purpose: building an inclusive community](#) and we learnt that:

- 1 Environmental Health is a diverse and complex profession but CIEH does not embrace the full range of environmental health professionals
- 2 There are commonalities between members and non-members and CIEH has a role in uniting the profession, ensuring pathways into membership are flexible and raising understanding of chartered status
- 3 The profession is ambitious but their aspirations are not being fully addressed by CIEH or anyone else
- 4 Members see value in CIEH membership but are not satisfied with their benefits
- 5 People value chartered status and the certification of skills by a professional body
- 6 Value intangible benefits such as CIEH's external profile and lobbying activities
- 7 Environmental health could be considered a calling, not just a career

To further understand where we stood as a membership organisation, we assessed our current offering against 21 of our competitors. We learnt that our membership offer compares well against our peers but there are areas for improvement.

Now that we better understand what the environmental health community think of us, we can use this intelligence to help improve our membership offer in 2017 to retain current members, bring back those who have left and attract people who had never thought about joining before.

Increasing CIEH's voice and visibility

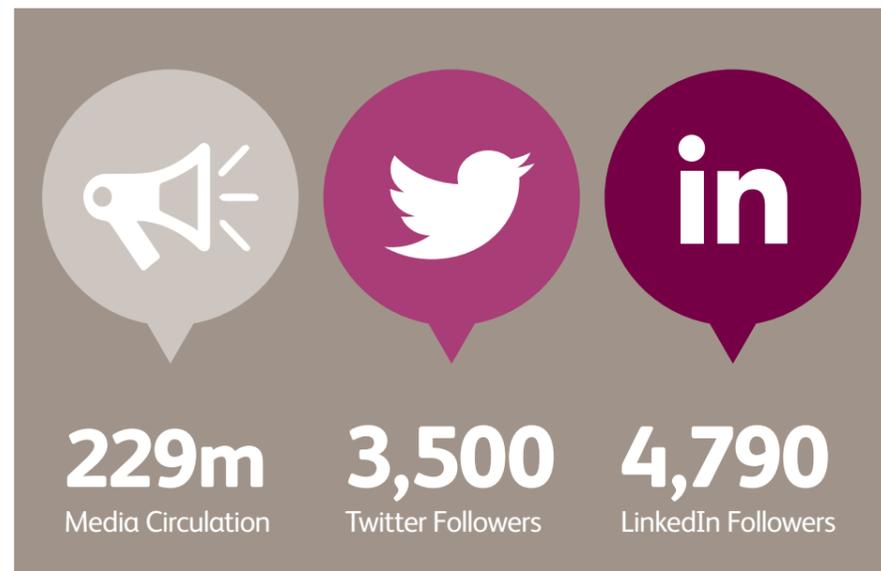
CIEH has a long and illustrious history of 150 years and throughout this time our members have been critical to the improvement of health and protection of people, communities and businesses throughout the uk and abroad.

To affect real, positive and long-lasting change in environmental health, CIEH needs to be more visible in its efforts to protect the public by championing safer, cleaner, healthier environments and lifestyles.

To ensure CIEH and environmental health is more visible in 2016 we mapped out who are our stakeholders and produced a brand new external affairs strategy setting out how we should be engaging with key decision-makers.

CIEH's brand was reviewed, including the logo and tone of voice, and recommendations were made on how we can make it fit for a modern, open and collegiate organisation. The website has also had a makeover, bringing it into the 21st Century.

Going forward, we will implement public-facing campaigns and political engagement programmes in 2017 in order to raise the voice and profile of CIEH, our members and the wider environmental health profession.



Professional development

As the leading membership organisation for environmental health professionals, CIEH has a responsibility to set professional standards for its members and the wider environmental health community. Standards that define what is expected of them, including behaviours, skills and technical expertise.

In 2016 CIEH created a 'Professional Standards Framework'. A set of seven robust, contemporary and achievable standards that clearly define what it means to be an environmental health professional.

Now that CIEH has a robust framework, the next challenge in 2017 will be to review current routes or 'pathways' into the profession and define how best to help different types of practitioners transition into or progress in their environmental health careers.

After reviewing what our customers said, and the markets which our regulated products serve, we decided to offer self-accredited work-based learning products in light of the need to diversify and broaden our markets.

Importantly, as a chartered body, CIEH remains an awarding body and is developing a range of flexible products and services suitable for a modern membership organisation.

While the names of the learning products will be different in the future, the body of knowledge will still derive from CIEH, with the same aim of improving standards and professionalism amongst the wider workforce.



Professional standards

CIEH’s Professionals Standards define what is expected of environmental health professionals. They include commitments, behaviours, skills and technical expertise, capturing the common characteristics of a diverse group working in different disciplines, roles and sectors.

The Standards showcase what it means to be an environmental health professional. They help raise the profile of the profession, by setting expectations and providing a national reference point. Ultimately, the Standards facilitate professional development, learning and progression, thereby upholding and improving standards within environmental health to protect and improve health and wellbeing

These standards will help CIEH lead the profession by:

- Defining what is expected of environmental health professionals
- Capturing the common characteristics of a diverse group of professionals working in different roles and sectors
- Facilitating professional development, learning and progression
- Upholding and improving standards within environmental health for public protection



Our people, our organisation

At the start of 2016, CIEH's administrative structures were in a better position than they had been before. But further improvements were required to ensure robust governance, transparency and a different mix of skills.

The separate Charity and Commercial boards were brought together into a single entity with six trustees to be directly elected by the members. Two new trustees were voted onto the Board in December 2016 and a further six members will be appointed to the Board based on a range of relevant skills.

The renewed Board of Trustees is responsible for ensuring the good governance of CIEH and that the Executive carries out activities that meets its charter objectives, charitable aims and legal obligations.

The Board of Trustees is supported in its work by a number of committees. By the end of 2016, CIEH had put into place two new advisory groups, Membership & the Profession and Learning & Qualifications, and an independent Appointments & Remuneration Committee.

There have also been significant changes internally at CIEH. During 2016 CIEH welcomed four Directors ensuring we have the best people with the right skills at the top of the organisation supporting the Chief Executive.

Abi Lammas joined in an interim capacity as Programme and Learning Director and Richard Ashton was appointed Executive Director of Commercial Services. Debbie Wood took up her role as Executive Director of Membership and Professional Development to lead the organisation's membership and professional development services, as well as activities to boost CIEH's voice and visibility amongst the Government, key partners, the media and the wider public. In November Andrew Herbert joined CIEH as Executive Director of Finance.

CIEH also introduced a Project Management Office (PMO) to ensure that the strategic programme was delivered on time, to a high level of quality, within budget and did not suffer 'mission creep' or unnecessary change. The PMO has been critical to the successful delivery of 10 projects in 2016 and will continue its work in 2017 to ensure the strategic programme is seen through to completion.

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**ENSURING WE
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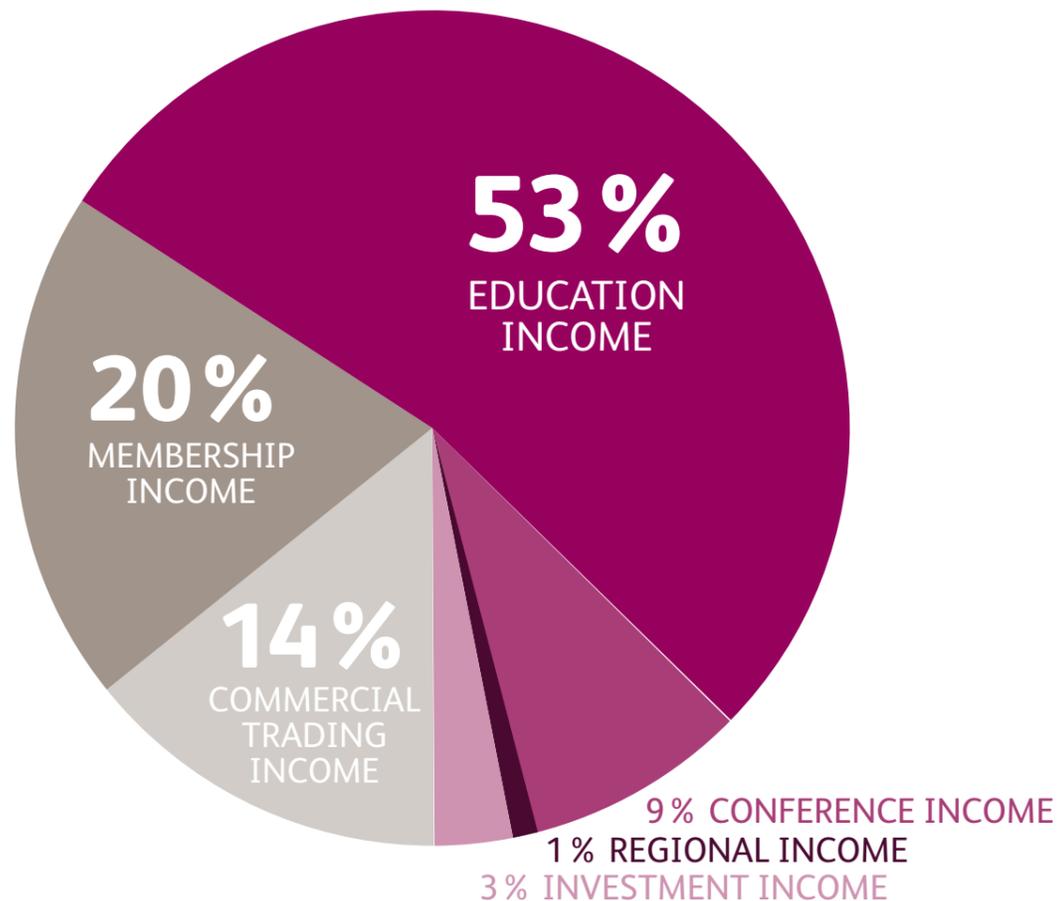


Financial report 2016

In a year of considerable change we have seen a drop in income as well as a reduction in operating costs. Work continues to reduce the cost base of the organisation to ensure we can become a sustainable, membership focused, professional body.

Key financial highlights include:

- A group operating loss of £2.7m
- Restructuring and redundancy costs totalled £1.1m
- 5% growth in membership income
- A gain on investments, including the sale of our US operations of £1.9m before taxes
- An increase in total reserves of £0.3m



Income and expenditure

The consolidated results for the year show that our net expenditure exceeded income by £2.7m, which is an increase over the previous year's figure of £0.6m. This increase in net outgoing resources was due to a decrease of £3.6m in total income compared to a decrease in costs of only £3.0m.

The decline in income was from our educational activities which includes the delivery of learning products regulated by external bodies. Overall education income declined by 46% to £4.5m. This was largely due to our decision to voluntarily surrender recognition as a regulated awarding organisation but also due to increased competition in this area of activity.

Our income increased across all other areas of activity with the exception of regional income which declined slightly. Membership fees play an important part in funding the services of CIEH and in 2016 they represented just under 20% of the overall income of the organisation. We have been working hard to refocus the organisation on our members and we have seen an increase in income in 2016 of 5%. We anticipate a further increase over the coming year as we broaden the membership base.

Conference income was £0.8m which was 6% ahead of 2015 and continues to show good trading results in an increasingly competitive market. Commercial trading income was £1.2m which was 2% ahead of the 2015 income. The majority of this income is generated from our conference venue, 15Hatfields, which continues to maintain a strong flow of business.

Our investment portfolio also saw a significant improvement over the previous year following growth in the markets. Overall we had a gain on investments from our portfolio of £1m. We also had a gain on the sale of a US subsidiary company of £1.9m before tax which has resulted in overall net resources for 2016 of just under £0.3m.

During 2016 we incurred substantial costs as part of the restructuring which totalled £1.1m. This includes redundancy costs across the group of £0.5m, additional staff costs of £0.1m to assist in the restructuring and asset write off including obsolete stock of £0.1m. During 2016 the Trustees also took the decision to cease trading through TiFSiP Ltd and transfer the activities of this subsidiary company to CIEH. The losses incurred in TiFSiP during 2016 totalled just over £0.3m and coupled with the 2015 losses has meant this business activity has cost CIEH £0.8m.

CIEH Trustees

President:	Tim Everett, LLB (Hons) CFCIEH
Chairman of Board of Trustees:	Andrew Statham, MBA DMS CFCIEH MIMgt
Deputy Chair of Board of Trustees:	Tim Deveaux, LLB (Hons) CFCIEH

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

Siraj Choudhury	
Steve Cooper	
Roy Coulter	
Tim Deveaux (DC)	
Mark Elliot	
Tim Everett	
Alan Higgins	
Steve Miller	(resigned 31 December 2016)
Terenja Humphries	(appointed 1 January 2017)
Graeme Mitchell	(appointed 1 January 2017)
Tim Nichols	(appointed 1 January 2017)
Andrew Statham (C)	
Bob Young	(resigned 31 October 2016)
Nick Pahl	(appointed 6 February 2017)

CIEH Executive Management Team

Anne Godfrey	Chief Executive (appointed 1 January 2016)
Richard Ashton	Executive Director of Commercial Services (appointed 3 October 2016)
Deborah Wood	Executive Director of Membership and Professional Development (appointed 14 November 2016)
Andrew Herbert	Executive Director of Finance (appointed 11 November 2016)
Abi Lammas	Programme and Learning Director (appointed 1 March 2016)

Standing boards/committees for 2016

Risk and Audit Committee

Roy Coulter (C)	Jonathan Hayes	Roger Wastnedge (DC)
Bob Foster	Stuart Hosking-Durn	Kevin Gould
James Howe	Tim Everett	Andrew Statham

Appointments and Remunerations Committee

Tim Everett	Amanda Porter	Victoria Stubbs
Julie Kortens (C)		

Advisers

Bankers	HSBC Bank Plc, 60 Queen Victoria Street, London EC4N 4TR
Auditors	haysmacintyre, 26 Red Lion Square, London WC1R 4AG
Investment Managers	Cazenove Capital Management, 12 Moorgate, London EC2R 6DA