



Towards a sustainable future

Annual Review
2018

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Chair's Overview

Financial recovery has been the primary focus of the Board of Trustees in the last year. The simple objective has been to ensure that CIEH exists and continues to support its members and the wider profession for the public benefit.

In the last three years, CIEH has made significant strides in terms of its financial recovery. The organisational re-structure saw the overall headcount reduce and all services were reviewed and consolidated where necessary. Although CIEH's cost base substantially reduced, there is still more to do to protect the organisation's financial position. Making the most efficient use of its assets, for example by finding sub-tenants for its offices at Chadwick Court, has proved challenging in this changeable economic climate. It is clear that if CIEH is to develop and maintain viable and stable income streams, then it must have the right priorities.

Positively, we had 824 new members in 2018 and this uplift reflects the work undertaken by staff to make the organisation more open, inclusive and relevant to the needs of today's environmental health professional. There has been steady progress with changes to membership grades and the assessment of competence.

The Board of Trustees has been fully engaged in the financial and strategic management of the organisation and it is grateful for the support of its committees and advisory groups: Risk & Audit, Appointments & Remuneration, Learning & Qualifications and Membership & the Profession Advisory. As a result of the governance changes implemented in 2016, we have a strong collection of competent professionals, from a range of disciplines, serving CIEH.



Siraj Choudhury, Chair

In May, we celebrated the award of 50- 60- and 70-year member certificates. This annual lunch honours those who have supported CIEH throughout their professional career. It is also an opportunity for members to share some of their experiences, identify recurring trends and acknowledge important lessons. In November, the Excellence Awards once again proved to be a well-attended event. This annual celebration has demonstrated that we support a wealth of dedicated environmental health professionals. It has also shown that members are keen to engage with CIEH and each other. Both these occasions emphasise the key role of environmental health professionals in society - in the past, at present and no doubt in the future.

On behalf of the Board, I would like to thank CIEH staff, and outgoing board members, for their hard work and commitment to the organisation in what has been several years of change and challenge.

In 2019, the Board, the Executive Management Team and staff will continue to work towards building and maintaining strong foundations for CIEH whilst also looking to improve its networks, partnerships, stakeholder relationships and develop opportunities for growth.



President's Message

2018 has certainly been another intense year for environmental health, with challenges facing our profession across the board. Brexit is again the spectre at the feast, creating much uncertainty and raising serious questions about our country's food standards and supply.

CIEH has been at the forefront of engaging with these issues. From publishing reports with the Food Research Collaboration on food security after Brexit, highlighting the need for local authorities to prepare food plans in the face of Brexit, to being in the media highlighting the need for a real solution to potential food safety checks and infrastructure on the Northern Irish border, CIEH has been vocal about the impact Brexit will have on our food chain.

Brexit and food will continue as a key issue for our profession in 2019, with questions about a customs union, the Single Market, threats of "no deal", and new trade deals, dominating the agenda. We will strain every sinew to make sure that the voices of our members are heard in these vital debates.

Allergens and food labelling have been another essential area of focus over the last year. High-profile cases have led the Government to consult on new legislation for labelling allergens on food in the UK; something CIEH has been engaging with throughout. We simply must get food labelling right.

The need for transparency on allergens and hygiene ratings has also seen us work closely with gig economy businesses, helping to shape their drive to improve and promote better food standards across their platforms.



Dawn Welham, President

As ever, the issues facing environmental health cover a wide range of important topics. From food security to housing standards, and from plastics to modern day slavery, our members are an integral part of the solution to the many challenges facing our country. We have an incredible role to play.



CEO Update

The last few years have seen CIEH undergo significant change to ensure a more secure financial footing and make it the vibrant and responsive organisation our members deserve.

In 2018 we built on these foundations making sustainability our creed as an organisation and a campaigning body.

The last 12 months have seen not only new members arrive, but old members come back. There is increased diversity across our membership, reflecting the modern face of the environmental health sector and ensuring that CIEH is truly representative.

We launched our new Chartered Practitioner Programme in September 2018 responding to the needs of the modern practitioner and their employers. The first cohort, with their workplace mentors, are an amazing cross-section of the 21st century profession. We wish them well in their two-year journey.

We have a reinvigorated relationship with our industry regulators, built on trust, professionalism and a shared passion for protecting the public in uncertain times. Our integrated approach to stakeholder management and influencing is just one



Anne Godfrey, Chief Executive

of the many ways CIEH has progressed as an organisation. Working with partner organisations, we are already taking forward new campaigns to highlight some of the vital issues that matter to our members, such as housing and landlord licensing schemes, air quality and the Environment Bill.

We also have a joined-up and ambitious programme of local and national events, covering the key issues in environmental health.

I am passionate about the journey CIEH has gone on and strongly believe that we are becoming an organisation our profession can be proud of. That's why I embarked on a CIEH roadshow to meet members across the country and to talk about what CIEH is doing to support them.

2018 was heartening, but there is still much more to do. I look forward to continuing to work with everyone at CIEH to get us to where we want to be.

2018



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.



2018: Towards a Sustainable Future

2018 was the year that saw sustainability at the heart of everything we did. From the way we are run, to our policies and campaigns as well as the changes we have made to our professional pathways, sustainability has been our end goal.

The difficult decisions we have had to make over the last few years are starting to bear fruit, with CIEH taking great strides towards becoming a truly sustainable, influential and fit for purpose organisation.

We have been vocal in the debate around plastics and the damaging impact they are having on our environment. We have worked closely with government to promote recycling and urge an end to excessive food waste. And our 15 Hatfields events venue leads the way in environmentally friendly business practices. Across the board, we are moving towards a sustainable future.

Corporate Objectives

- Ensure that CIEH is recognised as the voice of the environmental health profession by its members, stakeholders, key decision-makers and the public
- Build on our existing membership base, while increasing the number and diversity of environmental health professionals joining CIEH
- Create a professional development framework and assets that set the universal standard for professionalism in environmental health
- Provide the best governance, organisational and technical infrastructure to enable and support delivery and excellent customer service



Membership for All

2017 saw us reverse the long-term decline in membership. In 2018 we not only continued to recruit new members, we were delighted to welcome back a significant number of former members.

This year we announced significant changes to the qualification process for Environmental Health Practitioners including the launch of our new Chartered Programme.

A new regional membership network was activated in the Spring, including a successful campaign to encourage volunteers to assist with the 22 local hubs across the UK.

We launched a new Code of Ethics and fitness to practise regime and appointed a new panel of independent scrutineers to assess complaints against members.

In the autumn we commenced a well-received roadshow throughout the UK to discuss CIEH strategy with members where they live. Finally, we contributed to the development of the Environmental Health Practitioner degree apprenticeship scheme which has now been approved by the Institute of Apprenticeships.



824
new members

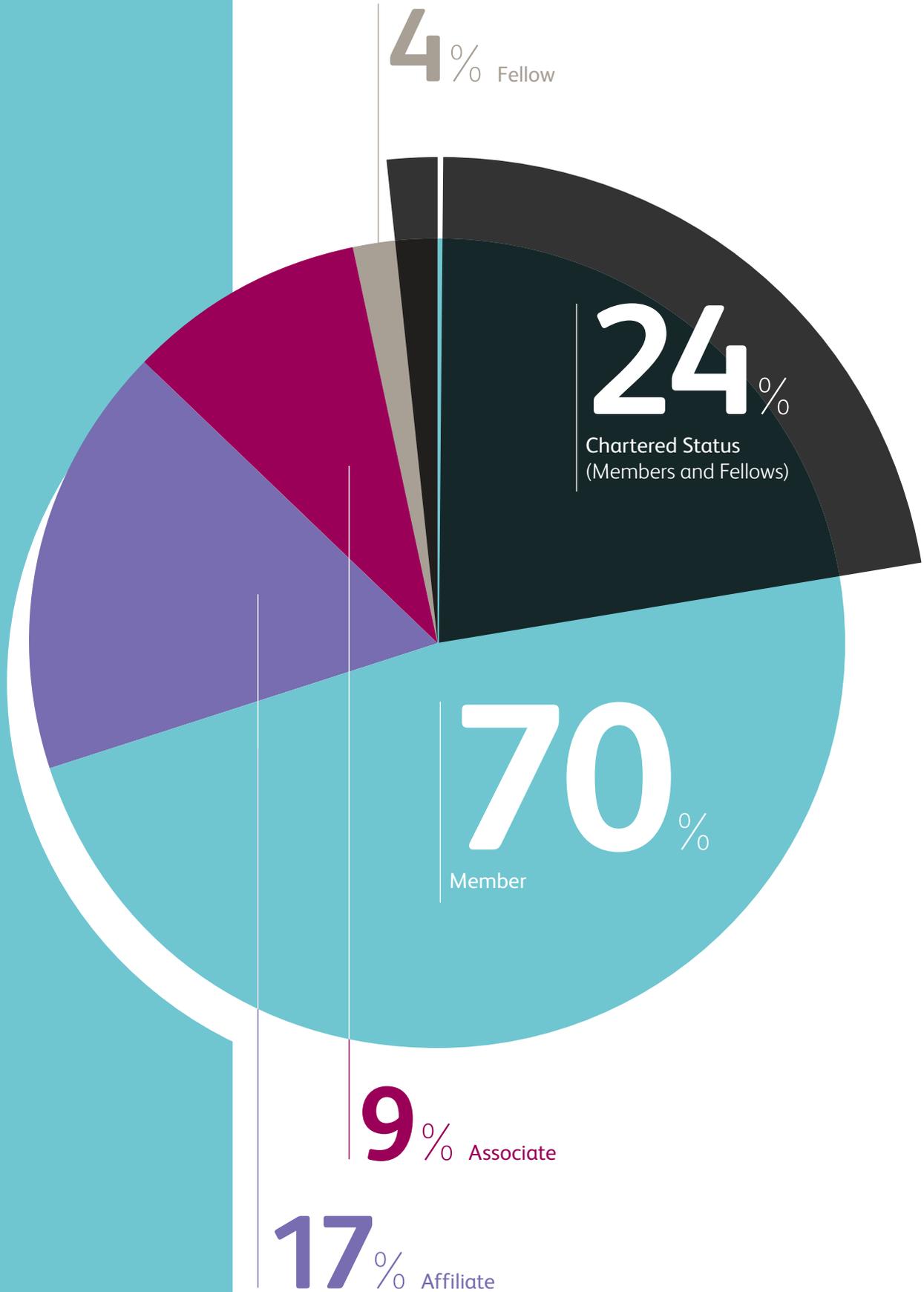
56 countries

33 practitioners
on our new
Chartered Programme

278
members gaining
Chartered Status



Our membership by grade



7 flagship
conferences

50 workshops

24 in-house
training days

849
delegates

6903 CPD hours

Learning and Development

Professional development

It is CIEH's role to support professionalism through the provision of a robust support network, and a clear framework for career development, as well as innovation in professional practice.

2018 saw us launch the new Chartered Practitioner programme; a two-year, post-graduate course, co-designed with employers, graduates and practitioners from across the environmental health sector.

The chartered programme is unique in its structure and content being the ultimate manifestation of CIEH's professional Standards.



CEnvH



Assurance

The CIEH Assurance Programme launched in 2018, developed to work in partnership with organisations to recognise excellence in in-house training provision. Proving popular with large global organisations who see the value in gaining assurance from an internationally recognised professional body; providing organisations and teams with confidence knowing their content has been benchmarked against a robust and relevant Professional Standard.



- **880 accountable officers**
- **39,965 sat a work-based learning assessment**
- **Launch of a new learning management system**
- **31,024 learners upon the LMS**
- **13,677 learners passed a CIEH e-Learning exam**

e-Learning

CIEH's Learning Management System (LMS) launched in February, with the first objective to transfer existing clients, and learners, from the old system to the new.

A development stage then started, with the 'unpacking' of the old courses in a SCORM file format to be built directly into the LMS. This allowed greater control of the content, more learner interaction and gamification, greater responsiveness across devices and an ability to tailor and adapt courses for clients.

At the end of 2018 we started selling e-Learning courses directly to learner, instead of via an organisation, with great success.

Work-based learning

In 2018, CIEH work-based learning saw updates to all levels of the Food Safety, Health and Safety and First Aid qualifications as part of an annual review.

Development work will see us increase the portfolio to eleven qualifications, with a Foundation Certificate in Manual Handling qualification being created, during 2019.

Voice and Visibility

One of our key aims is to highlight the work of environmental health professionals and ensure that their skills, successes and views are promoted within government and across the media.

In 2017 we revamped our approach to voice and visibility, achieving some remarkable successes in increasing our influence with key stakeholders and getting the work of our members into the media. In 2018 we were able to build on this and set the bar even higher. We reset and enhanced our relationship with the industry regulator, the Food Standards Authority (FSA), and are working closely with them across a range of issues to ensure that the voices of our members are heard where it matters.

On television we featured heavily in two episodes of BBC's Watchdog; looking at harmful bacteria in pub drinks, and on allergens and food labelling. We also appeared on ITV's Tonight programme, talking about meat in takeaways and food hygiene. In print media we appeared in the Daily Mail, Daily Mirror, Daily Express, The Times, and The Guardian, raising our members' views on wide-ranging issues such as air quality, monthly bin collections, supermarkets selling burnt loaves of bread, food resilience and Brexit.

In twelve months, we were able to double our coverage in national newspapers.

2018 also saw our work with government take a positive step forward. Working with over 20 MPs and fifteen Peers, our influencing activities saw CIEH secure over twenty Written Parliamentary Questions on issues such as food, Brexit, housing and air quality. We were mentioned directly in four Parliamentary debates, lobbied and successfully influenced on two flagship Government Bills. We were one of the driving forces behind Karen Buck MP's Private Member's Bill relating to landlords and the private rental sector, helping to secure the Government's support and make it an Act.

In 2018 we

- doubled our coverage in national newspapers
- produced two flagship reports on food, Brexit, and Northern Ireland
- secured a standalone debate in the House of Lords on food and Brexit
- worked with MPs to table over 20 parliamentary questions

11

consultation responses

2

reports

4

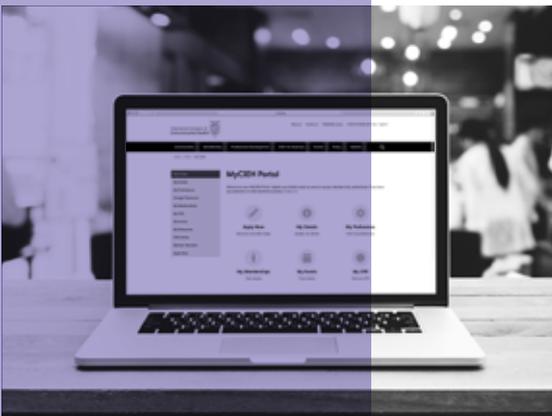
inquiry submissions



Making noise

Digital

CIEH launched a new website and CRM in 2018, featuring a new responsive design, intuitive navigation and clear, concise content. The new My CIEH Portal also features a range of self-service functions including membership applications, CPD and preference management. Our social media following continues to grow, with an increase in followers and engagement across all four key channels and a total audience of over 12,000.



4878
Twitter
followers

6264
Linkedin followers

398,582
Website sessions

Our People, Our Organisation

We continue to invest in the development of our staff. In 2018 we held an all staff development day, using the DISC personality profiling tool kit, to help staff understand different working preferences and help to build more effective teamworking.

Breaking down silos and encouraging cross team working has been the focus of our business planning process which has seen managers and staff work together to establish objectives and targets for the year ahead.

Building on the work staff did to develop a set of organisational values, we undertook a staff survey to assess how effective we have been in embedding them in our day

to day activity. Encouragingly, the survey highlighted that staff were satisfied with their job and proud to work at CIEH but recognised that we have more to do with internal communications.

In response we are taking forward a people strategy which will see us update all of our staff policies, introduce a new performance appraisal scheme and invest in management training.

- **Turnover during 2018 was 23.08% with a final headcount of 55 and FTE of 52.84.**

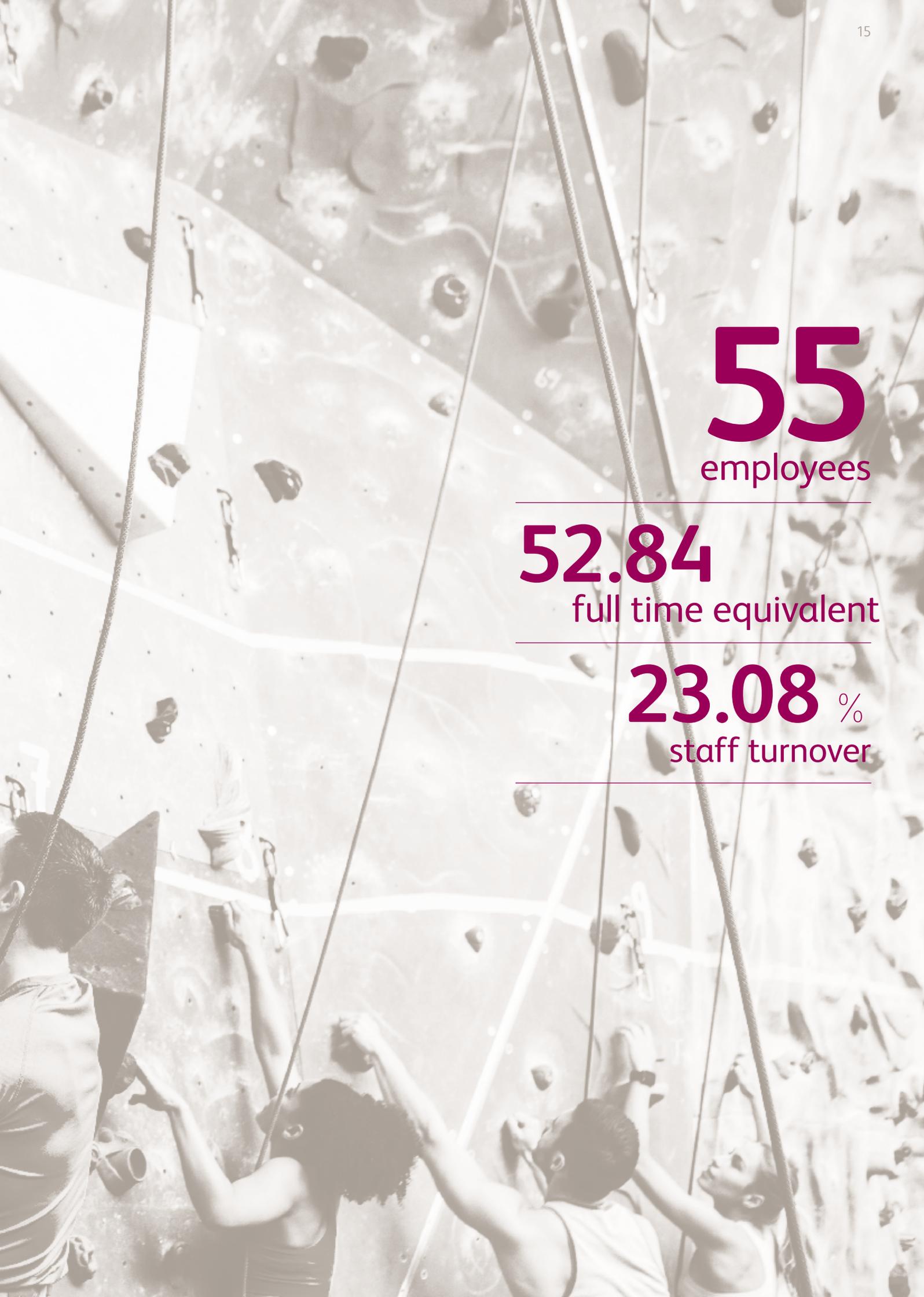
This compares to staffing figures of 62 and 58.59 respectively in 2017.



55
employees

52.84
full time equivalent

23.08 %
staff turnover

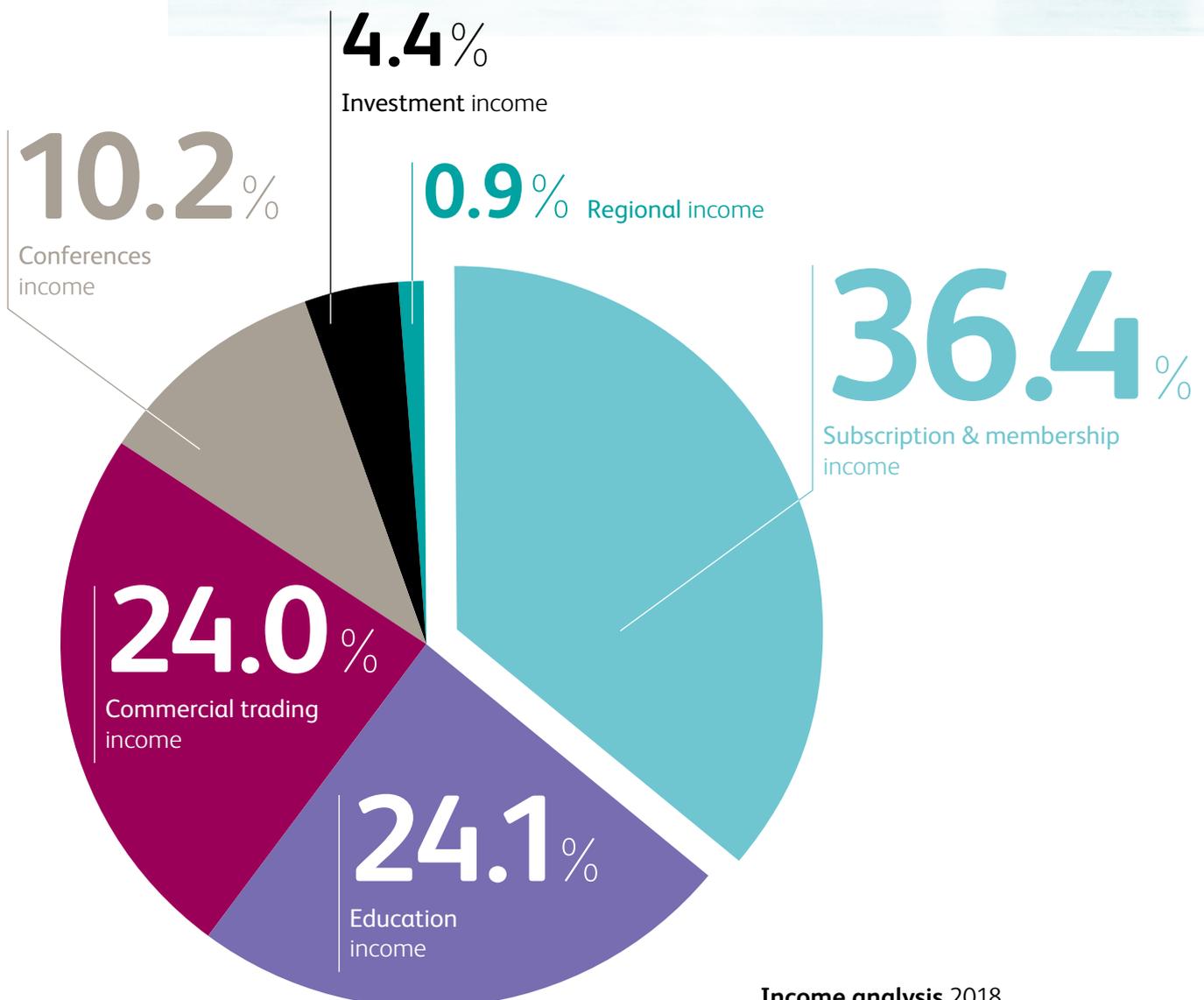


Financial report 2018

Key financial highlights include:

- a group operating **loss of £1.2m down from £2.6m** in the previous year
- **membership income increased to £1.8m** from £1.7m last year
- **total expenditure down to £6.1m** from £8.2m in the previous year
- **a fall in investments of £0.6m** compared to a gain in 2017 of £0.6m

In a year of considerable change, both within CIEH but also in the wider economy, we have seen a drop in income but also a reduction in our operating costs. Work has continued to reduce the cost base of the organisation to ensure we become a sustainable, membership focused, professional body.



Income and expenditure

The consolidated results for the year show that our net expenditure exceeded income by £1.2m, which is an improvement over the previous year's figure of £1.4m. This was achieved whilst also seeing a decrease in total income of £0.7m. The income breakdown is shown in the chart below on the left.

Subscriptions and membership income play an important part in funding the services of CIEH and in 2018 they grew by 6% following an increased focus on membership activity. They now represent 36% of the overall income of the organisation. We have been working hard to refocus the organisation on members and we continue to see an increase in the number of paying members across all sectors of the economy.

The decline in income from education activities was as a result of our withdrawal from the delivery of externally regulated vocational products. In 2017 we earned some income from our old products whilst also launching the new flexible work-based learning programme under the banner "Partners in Professionalism". This activity has continued to grow and increased by 26% over 2017. In 2018 we also replaced our learning management system that was at the end of its life. This changeover gave us the opportunity to review some unprofitable client contracts and we have either renegotiated or cancelled these arrangements. Although this reduced the 2018 income we have started to rebuild this activity, have updated our e-learning

courses and seen a significant increase in activity over the last quarter of 2018 and into 2019.

Income from conference activity was £0.5m in 2018 down slightly on 2017 from £0.53m due in part to market forces where budgets for attendance at events have been reduced. We reviewed our conference programme in the summer of 2018 and have introduced new events for 2019, including more in-house workshops. This activity is an important part of our service to members and we will continue to invest in this activity.

Commercial trading income totalled £1.2m in 2018 which was 19% down on 2017. This was mainly because of the difficult trading environment in the early part of 2018 with client budgets being constrained due to economic uncertainty. The majority of this income is generated from our sustainable conference venue, 15Hatfields, and we started to see an improvement in the second half of 2018. This has continued into 2019. However, there is still significant economic uncertainty and we continue to closely monitor this activity.

Our investment portfolio generated income of £0.2m in line with last year but we saw a significant drop in the value of the portfolio towards the end of 2018, due to the global economic uncertainty. The investment portfolio stood at £6.6m at the end of 2018 having withdrawn £1.15m from the portfolio to support operating activities and invest in both new systems and Chadwick Court.

About CIEH

President Dawn Welham, FCIEH CEnvH

The trustees who served during the year and continue to serve:

Siraj Choudhury (Chair)
 Kevin Gould (Deputy Chair)
 Jonathan Hayes (appointed 1 January 2018)
 Terenja Humphries
 Graeme Mitchell
 David Newsum (appointed 1 January 2019)
 Timothy Nichols
 Mike Owen (appointed 1 January 2018)
 Nick Pahl
 Jessica Tabois (appointed 1 January 2019)
 Kirpal Tahim (appointed 1 January 2019)
 Dawn Welham (appointed 1 January 2018)
 Joanne Wyatt (appointed 1 January 2018)
 Steve Cooper (resigned 31 December 2018)
 Alan Higgins (resigned 6 March 2018)

CIEH Executive Management Team

Anne Godfrey	Chief Executive
Andrew Herbert	Executive Director of Finance and Corporate Services
Abigail Lammas	Executive Director of Learning and Professional Development
Deborah Wood	Executive Director of Membership and External Affairs

Standing boards / committees for 2018

Risk and Audit Committee

Roy Coulter (Chair)
 Lawrence Manna
 Les Milne
 Robert Spain (appointed 1 January 2018)
 Jonathan Hayes (appointed 1 January 2018)

Appointments and Remunerations Committee

Victoria Stubbs (Chair)
 Steve Othen (appointed 1 January 2018)
 Amanda Porter
 Dawn Welham (appointed 1 January 2018)
 Julie Kortens (resigned 29 May 2018)

Advisers

Bankers

HSBC Bank Plc,
 60 Queen Victoria Street,
 London EC4N 4TR

Auditors

haysmacintyre,
 10 Queen St. Pl.,
 London EC4R 1AG

Investment Managers

Cazenove Capital Management,
 1 London Wall Place,
 London EC2Y 5AU

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