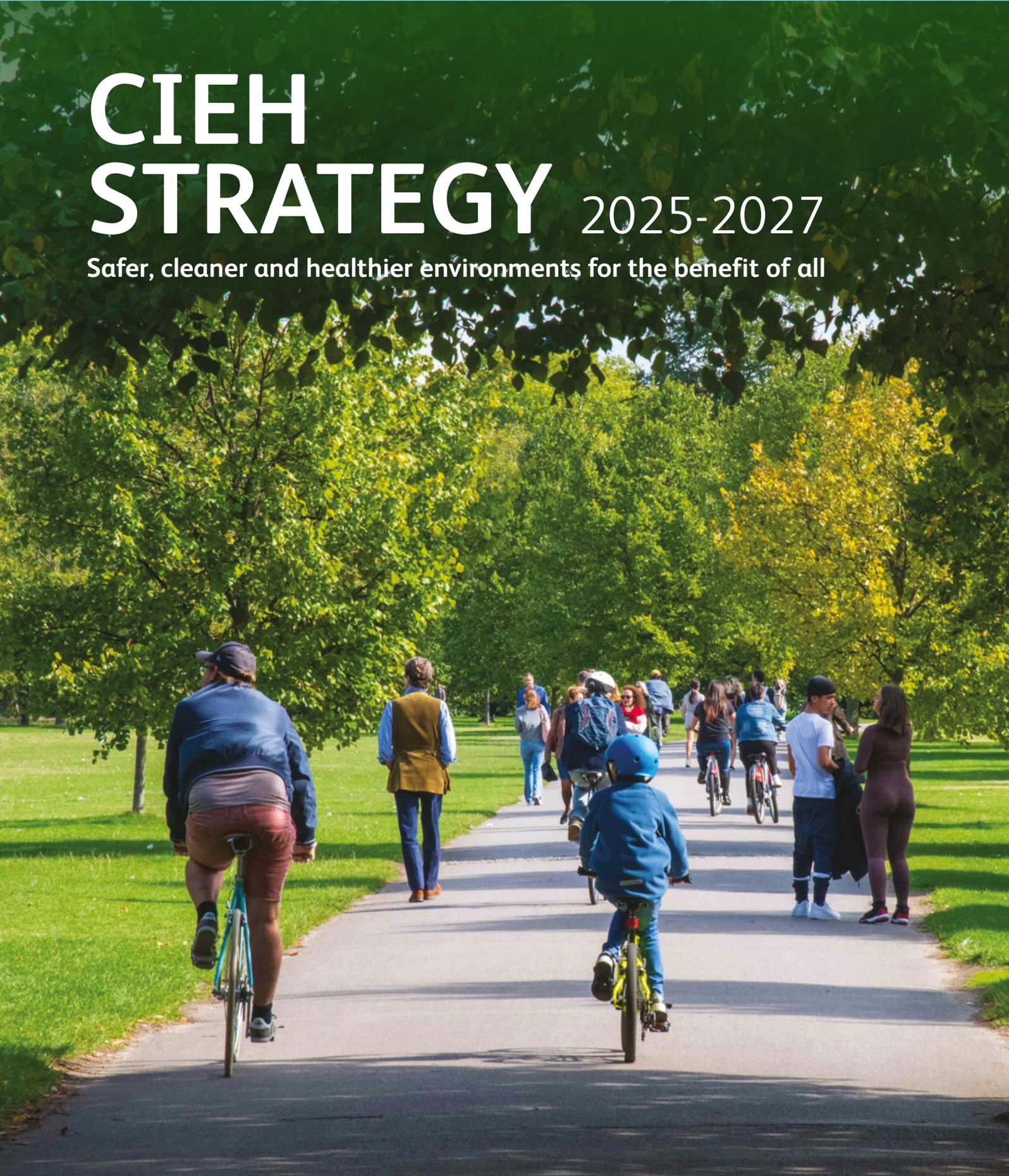




# CIEH STRATEGY 2025-2027

Safer, cleaner and healthier environments for the benefit of all



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# Foreword

FROM THE CHAIR OF THE BOARD OF TRUSTEES



**JUDITH HEDGLEY**  
Chair of the Board  
of Trustees

**I am pleased to introduce the Chartered Institute of Environmental Health’s 2025-2027 strategic plan.** We have seen substantial change in the environmental health landscape in recent years, and as we look to the future, we need to ensure that CIEH and the profession are prepared to influence and lead the way. This is our opportunity to showcase environmental health – the vital work of the profession, and the valuable contribution it brings to improving public health, the environment, our communities, and the economy. We aim to strengthen the organisation so it can advocate for environmental health and the profession.

We have reflected on our current position as an organisation and listened to our members. The content of this strategy is built on members’ comments, feedback and insight – enabling CIEH to continue to fulfil its Royal Charter and charitable objects, and to meet the needs of the profession.

Led by the CIEH Board and informed through our member engagement, in this strategy we seek to raise the profile of environmental health, nurture a thriving environmental health profession with a strong and influential voice, supported and championed by a strong professional body. Our strategy will see us focus on three strategic themes: voice and visibility, profession and membership, and organisation and culture.

“ *Through this strategy we seek to nurture a thriving environmental health profession with a strong and influential voice* ”

The work outlined within these goals is ambitious. It’s important that we implement these activities in the right way, focusing on the areas where we can make the greatest impact. Work on the strategy is ongoing: this is our guiding document. The Board are working to determine what success looks like for the next three years and to establish KPIs and metrics accordingly. We will continue to monitor progress, and I will be updating members after each Board meeting.

I am proud to share this strategy with the profession; thank you to my colleagues and members who have helped shape it. I encourage all members to engage with and support this strategy. The profession’s involvement is crucial to our collective success. Thank you for your continued support.

# Who we are

The voice of environmental health since 1883, CIEH is the professional body for environmental health representing nearly 8,000 members in the public, private and third sectors. Building on its rich heritage, CIEH ensures the highest standards of professional competence in its members, in the belief that through environmental health, people's health can be improved.



## CHARITABLE OBJECTS

CIEH is a registered charity. The objects for which CIEH is established are to promote for the public benefit the theory and science of environmental health in all its aspects and to disseminate knowledge about environmental health.



## VISION

Our vision is “safer, cleaner and healthier environments for the benefit of all”. This guides all that we do across our broadly-based work in promoting standards and good practice, professional development, member services and our approach to learning and qualifications. We seek to influence public policy to help the profession achieve its aims.



## 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.

# Strategic goals

We have defined eight strategic goals under three themes. They set our direction for the next three years and will ensure CIEH is relevant and impactful.

## Voice and visibility

1. Champion environmental health professionals, ensuring their profession is understood, recognised and valued by the audiences that matter.
2. Deliver policy impact through focused activities overseen by our member-led governance structures.

## Profession and membership

3. Deliver excellent membership services that support all of our members.
4. Nurture a thriving environmental health profession. A profession that is well resourced, diverse and delivering to a high standard.

## Organisation and 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.

# Voice and visibility

We are a highly flexible, responsive and resilient profession, delivering immense value across many areas. CIEH must establish a strong, influential voice that drives positive impact for both the profession and environmental health issues.

## 1. THE VALUE OF ENVIRONMENTAL HEALTH

Our profession needs the support of relevant decision makers, some of whom have a limited understanding of our profession and its value. We will raise the profile of environmental health and our profession, building a compelling case for support as well as work to develop innovative approaches to the challenges that we face. We will engage with and lobby those we need to secure the best outcomes for the profession.



### OUR GOAL:

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

### OBJECTIVES

- › **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.
- › **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.

## 2. DELIVERING POLICY IMPACT

Due to the diverse nature of our profession and the many sectors that we operate in, CIEH is in a unique position to be able to present policies on environmental health matters to parliamentarians across the nations as well as to regulators. CIEH will be member-led in the work that we do, ensuring we and the profession are relevant, influential and impactful.

We also recognise that we must meet the needs of our members in interpreting and enforcing legislation and regulations.

### OUR GOAL:

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

### OBJECTIVES

- › 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.
- › Improve relevance and visibility, with those that matter, of CIEH and its members.
- › Be responsive to members' policy and guidance needs.
- › Ensure a sustainable approach to policy development.



# Profession and membership

Our members are key to us delivering our vision of safer, cleaner and healthier environments for the benefit of all. Supporting and developing the current workforce and nurturing the next generation is vital to achieving our role in protecting the public's health. We are committed to upholding standards and growing both the profession and CIEH membership. By doing so, we strengthen our voice and enhance our credibility.

## 3. EXCELLENT MEMBER SERVICES

Members are at the heart of CIEH. We are dedicated to improving the experience of being a CIEH member and delivering excellent member services that support environmental health professionals no matter the stage of their career or where they work. We recognise that our work is not possible without the contributions of our members and volunteers, and we are committed to ensuring that their contribution to our work is properly recognised and rewarded.



### OUR GOAL:

CIEH will deliver excellent membership services.

### OBJECTIVES

- › **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.
- › **Members are supported and nurtured at every stage of their career,** and are able to support their profession by accessing our opportunities to volunteer.

## 4. WORKFORCE OF TOMORROW

Our professional standards work must deliver highly competent professionals who share our values. We recognise that recruitment and retention is a fundamental challenge facing the profession and we are committed to working with education providers and employers to find effective solutions to this challenge.

### OUR GOAL:

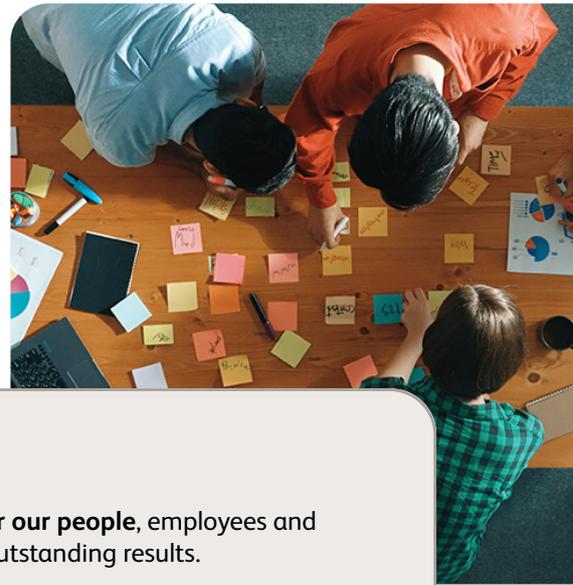
CIEH will work to nurture a thriving environmental health profession that is well recognised, diverse and delivering to a high standard.

### OBJECTIVES

- › **Advocate for professionalism.**
- › **Attract and welcome more people into the profession** at all stages of their career and lives.
- › **Ensure the curriculum meets the needs** of students, employers and regulators.
- › **Support employers** in meeting workforce challenges.
- › **Create lifelong members and Registrants.**
- › **Understand the role technology can play** in the future of the profession.
- › **Re-engage and reconnect** with former members.
- › **Promote and encourage** uptake of existing pathways to Registration.
- › **Develop new pathways to Registration.**



# Organisation and culture



## 5-8. STRENGTHENING OUR ORGANISATION

Our greatest asset is our people. Be it CIEH members or employees, our people are central to our ability to deliver our charitable objects. Our governance structures and financial sustainability depends on being member-led and working together with our members to deliver results. We are one team, united in our pursuit of the environmental health cause. We must continue to invest in the development of our employees and harness the collective wisdom of our members to advance our cause for the benefit of all. We also need the right infrastructure to let our greatest asset flourish, and we must be financially sustainable and resilient to serve the public and our members now and in the long-term.

### OUR 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

- › **Develop and empower our people**, employees and volunteers, to deliver outstanding results.
- › **Improve and develop our volunteer management**, processes and experience enabling us to harness the passion and expertise of our diverse membership.
- › **Ensure that CIEH teams are structured** and functioning effectively.
- › **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.
- › **Maintain our ability to quickly recover from financial shocks and stress.**
- › **Continue to review and assess** our income streams and profitability.
- › **Ensure measures of success are monitored** and reported on to support decision making.
- › **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.
- › **Clear, efficient processes** with minimal manual intervention.
- › **Clearly defined values** that are embedded in our work and guide the behaviour of our employees, volunteers and members.
- › **Ensure all employees and governance post holders understand the importance of EDI** in their roles.



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