



# Time to act

Annual review  
2022

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# President's message

## **In order to write this year's President's Report, I looked back on what I said last year, and the hopes expressed for 2022.**

I had mused on the difficulties posed by Covid, specifically referring to the fact that getting out and about and meeting members face to face had been virtually impossible, and noting that I hoped that would change in 2022. However, the legacy of Covid appears to be a much greater use of the internet for hosting meetings and events, meaning that once again I did much more online than in person. As I said last year that is no bad thing, given that our members are spread out all over the country and abroad I have been able to speak to many of you virtually, quite conceivably more than I would have done in previous years. To paraphrase Charles Darwin, it is the species that adapts that survives, so adapting is the order of the day.

2022 was a year of consolidation. The Mentor Scheme is now firmly embedded and working very well. Members continue to sign up as mentors and the demand continues to be high. The feedback from those who have had the benefit of a mentor is very encouraging and many mentors have told me that they get a great deal out of mentoring, both professionally in practising and polishing their mentoring skills and personally in watching their mentee develop. As with much of what we as an organisation do this is a "below the radar" scheme and hugely valuable to those involved. I continue to encourage members to join and we very much welcome anyone who has the time and experience to spare and share.

At the end of 2021 I launched the Directory of Student Training Opportunities (DSTO), and in my report noted that my focus for 2022 was in building it up and encouraging contributions. Working with our Member Engagement Manager I have now completed a major revamp of the DSTO, as the scale of contributions required a more sophisticated version than the initial document. I'm delighted to see new training providers joining the Directory. We recognise that we are in a recruitment crisis.



Julie Barratt

We know that we must support practitioners on the Pathway to Registration and the DSTO, through its contributing partners, does exactly that. Every employer in the public, private and third sector can contribute to the DSTO, and I would encourage as many as are willing to do so.

In the final year of my Presidency I will continue the theme of member engagement. For 2023, I have been tasked by the Board of Trustees to look at how we can engage members better, exploring all opportunities to bring their front-line experience, expertise and real life pragmatism to the identification and delivery of work streams, development of policy and identification of the direction of travel. Many of you will have heard me quote Dr. Huw Brunt, EHP and the Chief Environmental and Public Health Officer for Wales, who once said that "None of us know as much as all of us". I agree with him. We need to tap into what every single one of us can bring to the table, and putting in place a mechanism for that to happen is my challenge for 2023. It's a big challenge and forms part of a wider review of governance being undertaken by the Board of Trustees that aims to engage more members at every point, giving more opportunities to contribute in more ways, and hopefully to get more out of their membership by doing so.

# CEO update

**With multiple pressures on environmental health, on CIEH, and on the sustainability of our world, I look back on 2022 as a time to act.**

As my predecessors as Chief Executive have done, and successors will no doubt do in the future, taking bold and unpopular decisions is part and parcel of taking our responsibilities seriously. To ignore the historic structural issues within CIEH, both financially and in terms of process and focus, would be to do a grand disservice to our heritage, and to environmental health, not to mention a dereliction of duty. I am not prepared to do that.

The financial decisions taken will bring us a long way towards putting CIEH on a more solid foundation. Gone, at last, is the onerous pension scheme deficit that has placed such a burden on our resilience and sustainability for such a long time. Our team is leaner, sharper, more tightly focused on our priorities and promises. Our major assets are under the spotlight to ensure that every penny of CIEH's resources can be targeted towards promoting environmental health for public benefit: by a sustainable CIEH for a sustainable profession in a sustainable world. Big decisions on big challenges are complex. Taking action was never simply about taking care of "the financial side of things", but intimately entwined with our ability to pursue our core purpose as the 21st century marches on.

Some of our activities, commitments, and relationships, whilst valuable were not being conducted in the best way to ensure meaningful impact. I have been clear to our friends and our partner organisations that CIEH is now dedicated to focusing our work on areas of real value. It is our duty to not just carry on doing what we've always done, simply because we've always done it. That does nobody any good and does not support the environmental health profession, nor our members, nor the society we serve together.

We will constantly look through everything that CIEH does and ask ourselves "can we do better?". Having taken some major steps forward



Dr Phil James

we know that we can. Of fundamental importance is ensuring that our members have more opportunities to play a central role in shaping CIEH's priorities and positions. We have already taken strong action to open up pathways to create opportunities where they did not previously exist. Our flagship member-led Advisory Panels are being empowered to not just direct CIEH policy work, but to also step up and lead on key engagement opportunities with stakeholders; from government working groups to media engagement. As the current year progresses, we're seeing much more of the fruits of this new approach flourish from the roots we laid down in 2022.

However, we know that we can go further and will continue to explore every opportunity to embed members in our decision making and delivery. This starts with the arrival of our new Executive Director for Environmental Health who plays a pivotal role in CIEH with a wealth of direct experience not only as an EHP, but as a passionate advocate for unlocking the power in our professional membership community. With new foundations in place, our consultation with members will ramp up throughout 2023, not as one-off projects and surveys, but as markers of our DNA as an organisation committed to ensuring that the voices of all of our members are heard, combined, and amplified.

We have a talented and dedicated group of professionals throughout CIEH who are there to support, to collaborate with, and to magnify our amazing community of members. 2022 was a tough year for us all, but the commitment, professionalism, and leadership within the whole of the CIEH family is utterly inspiring. I would like to thank everyone in our team of staff, and army of volunteers for your excellence and resilience as I renew my commitment to supporting you to connect the channels of environmental health expertise that guides our collective work.

# Looking to the future - Chair's overview

Following a period of significant change in the early part of 2023, I am delighted to serve as Chair of the Board of Trustees for CIEH. My contribution to this report is to share a view of the future for our Institute, by offering a forward perspective based on lessons learned following a review of the past year.

My arrival onto the Board, and into the role of Chair, follows the Special Meetings held earlier this year, where we heard from our members about the changes that they want to see to some of our current ways of working. It is in this spirit of greater member participation and engagement that I take up my role and think about the priorities that I will champion at the heart of CIEH.

One of my first priorities is to welcome our new Trustees to the Board, who arrive with the full support of the CIEH membership. We see ourselves as a new team at the helm, and like any new team will be looking to invest time and energy in our own development, so that we work together, lead and govern effectively. There is considerable work to be done in relation to financial matters, building up membership, professional training and development, and increasing our influence and profile. We need to ensure that the CIEH is inclusive and represents the views from all our membership, including those in the public and private sectors and in the devolved nations. We need strong member engagement to recognise differences and to ensure that we as a Board, navigate a way to represent all views.

Our current Board has already started working on the strategic direction for the CIEH. We want to build it into a stronger, representative, transparent and sustainable professional body. To do this, we need to continue to listen to, and involve you - our members - in everything that we do. Some of the changes our members want to see have already been set out clearly at our Special Meetings. But it is important that we build momentum and see these meetings as the beginning of a new approach, not an end result. We need to continue to listen to our members'



Judith Hedgley

voices, to encourage members to contribute and to give their views; consultation and collaboration should be an inherent part of what we do.

We all share a deep passion for environmental health and we know the profound difference our work makes to people's lives, health, communities, environments, businesses, economy and to broader societal matters. Our profession, our influence, and our impact will advance by working together and continuing to learn from each other in our vibrant community of practice. Your voice is vital to our success and I look forward to playing my part in a CIEH that is shaped by you for the benefit of the public that we serve together.

Our mission:  
to promote  
and uphold the  
principles, standards  
and good practice  
of environmental  
health, in a variety  
of disciplines and  
settings, to improve  
and protect the  
public's health,  
safety and wellbeing.



# 2022: Time to act

2022 saw a number of key issues and developments impacting both CIEH and the wider environmental health profession.

Policy developments around retained EU Law, presenting significant risks to the UK's environmental and health and safety standards, combined with ongoing uncertainty around Brexit and its impact on trade, port health, and our country's food standards, have been of real concern. The issue of housing standards again came to the fore following the tragic death of Awaab Ishak, whilst the growing danger of poor air quality posed a very real threat to our public health.

Alongside this has been the increasing financial pressure many organisations have been feeling. Whether legacy issues, the aftermath of the pandemic, or the cost of living crisis, CIEH is not alone in having to face financial reality.

This landscape necessitated the need for decisive action, and CIEH responded.

CIEH has taken a lead in strengthening partnerships and strategic alliances to campaign on the key issues affecting our profession. From parliamentary engagement to media coverage, CIEH's external affairs endeavours have been targeted and impactful.

Our engagement with stakeholders has been proactive and more meaningful, and opportunities for member engagement and leadership greatly enhanced.

We have also taken strong action to address the historic financial weaknesses of the organisation, and streamlined internal processes and priorities to ensure that CIEH has greater impact and even stronger member involvement.

It is imperative that CIEH is in the best shape to be the organisation our members need it to be and to fight for the causes at the heart of our profession. 2022 was the year CIEH took action.

## Our strategic priorities:

### A sustainable profession

- Position CIEH as leaders shaping the future of environmental health
- Put our members at the heart of the conversation about the future of the profession
- Work with partners to plan for the workforce of tomorrow
- Raise the profile and attractiveness of environmental health careers

### A sustainable organisation

- Develop new ways of working that mobilise member champions
- Enhance our members' roles in shaping CIEH's activities
- Streamline internal structures
- Secure CIEH's financial future

### A sustainable world

- Play our part in the race to achieve net zero
- Work with partners to explore more sustainable ways of working
- Work with government on key environmental issues
- Promote environmental health to guide and support efforts by government, businesses, and the public



## Celebrating our members

**Our members are the lifeblood of CIEH, and we are passionate about ensuring not only that your voice is heard, but that your work and achievements are celebrated.**

CIEH is committed to ensuring that members get the most out of our organisation, and 2022 saw us further develop our offer of outstanding professional development, networking, the latest industry news, and representation.

From low-cost Bitesize training sessions to two-day conferences, we have an exciting and expanding programme of events. Our online events and training continue to be in high demand, offering flexible and easy access to continual professional development. Last year alone we had 2,493 members attending our coffee catch ups. We will continue building informal member spaces to provide unique networking opportunities with your community.

We recognise the hard work our member volunteers do to represent the profession. The 2021 President's Commission saw the establishment of the CIEH Mentor Network which continues to this day. Thanks to these mentors and career ambassadors, new Environmental Health Professionals starting out in their careers now have invaluable support.

Alongside the creation of the Directory of Student Training Opportunities (DSTO), we also launched new interactive training exercises to support members on the pathway to registration. These sessions provide a safe place for students to make mistakes and learn from them, with the support of experienced mentors. We know that colleagues can find it difficult to get actual experience in these kinds of incidents, so these exercises have been developed to provide alternatives to real-life incidents.

There is also our flagship President's Challenge. Taking place each year, the President's Challenge builds a sense of community alongside raising money for charity. These challenges have brought together members and championed physical and mental health, whilst supporting various important causes along the way. It showcases the spirit of our members and our profession.

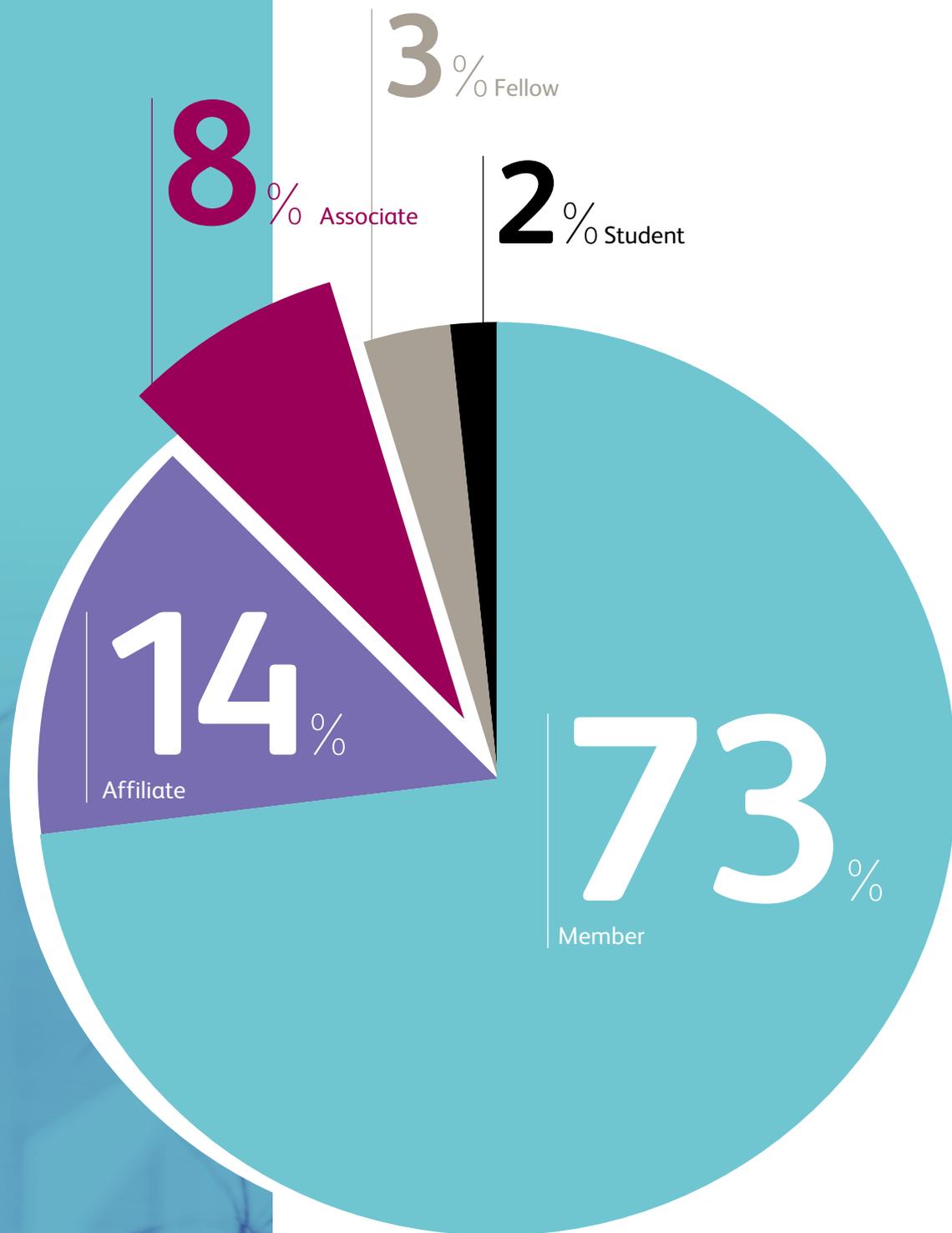
**776**  
new members

**2,018**  
members with  
Chartered Status

**7,255**  
members



Our membership by grade



## Networking and events

Whilst the COVID pandemic begins to fade, virtual events of all types have seen very significant growth, despite global restrictions being lifted upon live, face to face events. Virtual events have enabled CIEH to continue to engage with our members and stakeholders on a bigger scale than ever before; from community style coffee catch up meetings, webinars and conferences, to technical training.

Accessibility is a huge factor in our decisions to remain focussed on delivering online events and training. Prohibitive logistical and

financial limitations on attendees are removed or at least reduced with virtual events.

And the numbers speak for themselves, our annual conferences saw on average a 20% increase in delegate numbers in 2022 from the previous year, and the feedback backs up this trend with majority of attendees enjoying their online experience.

That said, we will continue to offer some training face to face, as it has been designed specifically for this purpose.

We continue to offer our popular in-house training – offering bespoke training solutions which can be delivered, face to face either at your offices or a venue of your choice. Whether the CIEH event, training, or meeting, is virtual, in-person, or a hybrid, our goals will remain the same, to provide the best membership engagement, learning and development that we can offer, reflecting and delivering what our members need.



**10,000**  
delegates  
attending CIEH courses



**6** headline  
conferences

**3,500** attending  
'Bitesize'  
training and technical workshops

## Learning and development

Last year was incredibly busy for our learning and development activities and membership offerings.

2022 saw CIEH secure the REnvH letters from King Charles III and the Privy Council to underpin the professionalism of Registered Environmental Health Practitioners. It also saw the first awards of Registered Environmental Health Practitioner status to candidates successfully completing our new pathway, alongside the first interactive training days for candidates undertaking their EHP portfolios.

But that was not all. CIEH launched our Advanced Professional Certificate in the Private Rented Sector (APC Housing) qualification in collaboration with the Mayor of London. We also launched a new student membership grade to support learners and practitioners at the beginning of their careers in environmental health.

CIEH is alive to the many workforce issues facing our profession and is committed to

fighting to protect the pathways into environmental health. In this vein, we are proud of our role in working with local employers to persuade Wolverhampton University to maintain its Environmental Health degree and apprenticeship. We will continue to work as closely as possible with partner universities to fight the corner for environmental health courses.

Last year we also kicked off two new reviews. The first, a review of Chartered Status with almost 1,000 responses from members and other stakeholders to our online questionnaire, alongside in-depth conversations at the online meetings. The second was a review of Continuing Professional Development requirements to make it more accessible to members and to better capture how they learn on the job.

Finally, we were successful in recruiting new members to sit on “fitness to practise” panels which consider potential misconduct by members.



# Our voice and influence

A key aspect of acting on behalf of the profession is our policy and campaigning work to enhance CIEH's voice and influence.

To make the most of our opportunities and resources, CIEH embarked on a series of strategic projects aiming to provide an in-depth understanding of the issues facing the environmental health profession, the views and experiences of our members, and the policy and political landscape.

Workforce remains a policy priority for CIEH. Launched in 2021 our workforce survey on local authority environmental health teams in England gave us strategic insight which we have used to direct our campaign efforts in areas we can have the most impact. We will be building on this going forwards.

We have continued our campaign to introduce a national landlord register in England and have worked alongside both our Housing advisory panel, as well as the Renters Reform Coalition, by sharing our views with the UK Government on proposals to introduce both a

Decent Homes Standard for the private rented sector and for a Renters Reform Bill, producing consultation responses to both through close collaboration with members and our coalition partners amplifying the call for change.

Our CEO, joined by CIEH members with expertise in housing issues, discussed the public health impacts of poor housing during a meeting with the Chief Medical Officer, Professor Sir Chris Whitty. We have also continued to work with our partners at the End Fuel Poverty Coalition, to call for more support for households during the steep energy price rises, as well as targeted investment for insulation measures before the rollout of a national insulation programme.

Our flagship campaign has been around the Retained EU (Revocation and Reform) Bill which threatens to sunset regulatory standards. We have worked across several coalition partnerships, including teaming up with CTSI as part of their "Safeguard our Standards" campaign; sending joint-letters to the Government and working with a steering group of supporters in the House of Lords to table amendments to the Bill.

**156**  
appearances  
in print and online  
media

**73**  
press releases

**9**  
ministerial letters

We have also written several joint-letters to both the Prime Minister and several Secretaries of State, as well as having worked with over 25 MPs and Peers to table a raft of parliamentary questions aimed at clarifying the Government's stance on key issues such as food standards and environmental protection.

Furthermore, we have collaborated with several Peers to table our own amendments to the Bill in the House of Lords, as well as providing a CIEH factsheet, enabling Peers to intervene in the Report Stage debate in the House of Lords. We have also worked across our various advisory panels to produce a response to the Public Bill Committee's inquiry into the Bill as well as providing evidence to the UK Trade and Business Commission on the impact the Bill will have on regulatory standards.

CIEH continues to lead a coalition of public health organisations in calling for better regulation of all cosmetic treatments. We drafted and supported a key amendment to the Health and Care Bill, aimed at making the cosmetics industry safer in England, and worked closely with MPs and Peers from across the political spectrum to ensure it received cross-party support in both the House of

Commons and the House of Lords. Having been successful in this campaign, we are now working closely with the Government to design the new regulatory framework.

Our campaign work on healthy air remained a high priority in 2022. Working alongside members of our environmental protection advisory panel, and coalition partners in the Healthy Air Campaign, we submitted our responses to Defra's proposed air quality targets, as well as the draft National Air Pollution Control Programme.

Finally, our recently launched CIEH Environmental Health Manifesto aims to bring together our various campaign and policy objectives in an influential and accessible document. From housing reform, energy efficiency, to making FHRS mandatory in England, to improving air quality targets, this document will form the basis of our 2023 campaigning activity.

# 13

consultation  
responses

# 2

oral

evidence sessions

# 6

parliamentary  
briefings

## Digital engagement

In 2022 we continued to promote all aspects of environmental health through our digital channels, developing those channels to maximise their effectiveness and using data to inform our strategy.

On the CIEH website we published 96 EHN articles, 73 press releases and 50 blogs. We revamped the training and courses section, made improvements to the preference centre, and launched the new Student grade of membership. Overall, we were able to maintain the same level of website sessions and new users visiting the site following the increase in previous years due to COVID-19.

Developments to the 15Hatfields website continued following its launch in June 2021. We added lots of new content, including the new lower ground floor space, floor plans and pages to help event bookers quickly identify a space that meets their needs. Search engine optimization was also improved. When compared to June-December 2021, we saw a 45% increase in new users and a 61% increase in website sessions.

Our social following increased by 12% and we saw a 22% increase in followers on Instagram which reflects the additional resource we've put into the platform. We also reviewed our social media channels and developed a strategy with a focus on the platforms with the highest levels of engagement.

Our email marketing remains one of the best ways to inform and engage with our audience, and in 2022 email opens increased by 6% while click-through rates stayed around 2.4% on average. We also started a refresh of some

of our email templates, launching the new EHN Extra. This work will continue into 2023.

We also launched a brand-new survey platform called SurveyMonkey, which enables us to create better surveys, makes it easier to analyse the data and offers a significantly enhanced user experience to the end user.

**24,311**  
followers on social media  
across five channels

**28,071**  
engagements on  
social media

**573,437**  
website sessions

**1 million**  
member emails sent

## Our people, our organisation

In 2022 we started work towards reviewing our remuneration package, we updated job descriptions for all our roles, we also engaged with external consultants to carry out a review of our pay position in the market, for both salaries and wider benefits.

Unfortunately, the work was put on hold, and in the later part of 2022 we made 11 roles redundant. This was not an easy decision, but it was needed to ensure we are fit for the future. This allowed us to also introduce the new role of Executive Director of Environmental Health. Recruitment for this role started towards at the end of 2022.

**50**  
total employees

**48**  
full-time employees

**22.05%**  
staff turnover



## Training and courses

Our environmental health training and courses offering continues to support businesses to develop their teams and ensure the highest standards.

During 2022 we supported a variety of organisations from micro businesses and SMEs to nationals, multinationals and corporate giants to deliver our food safety and health and safety training courses.

In 2022 59,383 learners enhanced their knowledge through our online training and work-based training.

**59,383**  
learners

## 15Hatfields

2022 was a busy year for 15Hatfields - our sustainable events venue delivered a variety of successful events.

Despite the challenges of Covid and train strikes on face to face events, 15Hatfields delivered 282 in 2022.

We also opened a new floor of sustainably furnished event spaces and received a Highly Commended award in the Best Venue category at the Memcom Excellence Awards 2022.

**282**  
events/meetings held at  
our sustainable venue

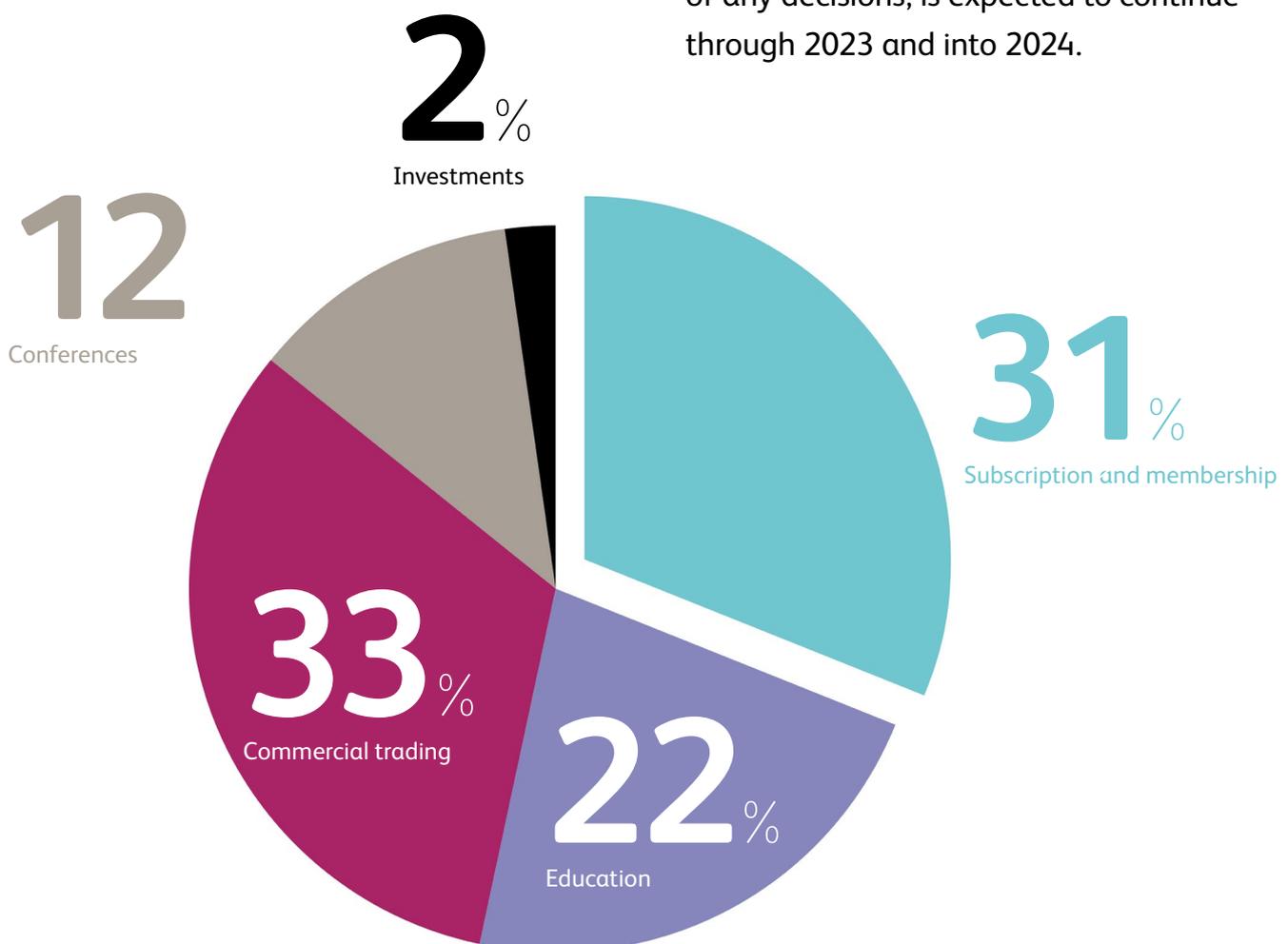


## Financial report 2022

### Key financial highlights include:

- **total income of £5.2m** increased from the previous year's figure of £4.9m
- **total expenditure of £6.0m** increased from the previous year's figure of £5.9m
- group **trading loss of £0.8m**, decreased from the previous year's loss of £1m

In 2022, following ten years of deficits, CIEH took the very difficult but necessary decision to restructure the organisation. In 2023, CIEH is budgeting a significantly lower deficit of £0.2m. Looking to the future CIEH's aim is to reverse years of deficits and to achieve financial sustainability as soon as possible. CIEH began work late in 2022 to review the governance and oversight of financial matters. That work includes enhancing Trustee oversight as well as developing finance and property strategies that sets a clear path to achieving financial sustainability and resilience. This work, and the implementation of any decisions, is expected to continue through 2023 and into 2024.



CIEH's net movement of -£6.1m on total funds (2021 +£4.6m) is a result of:

- total income of £5.2m (2021: £4.9m) an increase of 6%
- total expenditure of £6.0m (2021: £5.9m) an increase of 2%
- loss on investments of £0.5m (2021: gain of £0.5m)
- pension exceptional gain on exiting the pension scheme of £6m
- property lease asset valuation fall of £10.7m (2021: rise of £3.1m)

Total income increased in 2022 by £0.3m. Membership numbers have remained very stable year on year at 7,255 (2021: 7,241). Income from education activities increased as CIEH continued to see the benefit of its digital capabilities, and 15 Hatfields venue hire continued its recovery from the pandemic.

Total expenditure increased by £0.1m. The decision to restructure resulted in costs of £0.4m. The annual savings from the restructure will be £0.4m and are a major contributing factor to reducing the deficit in 2023 and the drive towards financial sustainability. Excluding restructuring costs expenditure has decreased by 6% driven by savings in pension costs that are a direct result of the decision to close the defined benefit pension scheme to existing and new members.

CIEH investments, like most global investments, fell during 2022. Inflation and the Ukraine invasion were two significant factors in performance. Whilst CIEH's portfolio performed better than comparable funds there continue to be challenges to performance in the short term.

In 2021 CIEH recorded a £6m pension deficit liability based on the accounting valuation provided by the Scheme Actuary. The pension deficit existed because the pension fund had liabilities in respect of retired members that were greater than the assets held in the fund. CIEH's closed membership of the pension fund in 2021 and as no signed repayment agreement was in place this allowed for a review of the liability during 2022. The

Scheme Actuary recalculated the liabilities and assets during 2022 and as a result CIEH was able to negotiate a settlement that reduced the liability to nil. This has resulted in an exceptional gain of £6m.

The valuation fall in respect of the property lease relates to Chadwick Court. CIEH owned the property until 2013 when it sold and leased back the property under a 150-year lease. CIEH is required to value the lease asset annually. The cumulative recorded gains in respect of the annual valuations up to 31 December 2021 is £16.3m. The fall recorded this year of £10.7m reduces the cumulative gains to £5.6m.

Any fall or rise represents the change in valuation of the lease asset at each year end. As it is a valuation it has no impact on the cash position of CIEH. As it is an asset it is allocated to the fixed asset designated reserve and as such the valuation loss has no impact on the free reserves of CIEH.

The lease is valued by Gerald Eve, a surveyor that is registered with the Royal Institute of Chartered Surveyors, using the Red Book methodology of valuation. The main factors that contributed to the reduction in valuation in 2022 are:

#### *Market conditions*

- The impact of the mini-budget announced in September 2022
  - The impact of hybrid working
  - Continued difficult economic conditions
- Market conditions have resulted in different yield assumptions that reduces the value, compared to the previous valuation, by approx. £8.1m

#### *Property condition*

- The ability to let it at market rent rates given the condition of the property, particularly when compared with other available properties
- A requirement to meet an energy performance certification (EPC) rating of B by 2030

Capital expenditure required to address lettable and EPC requirements reduces the value, compared to the previous valuation, by approx. £2.5m

# About CIEH

**President** Julie Barratt (to 14 August 2023)

## Trustees who served during the year and Trustees who continue to serve:

Stephanie Appiah-Anderson (to 29 March 2023)  
 Julie Barratt (to 14 August 2023)  
 Maurice Brennan (to 2 June 2022)  
 Sterling Crew (to 29 March 2023)  
 Nick Chapman (current)  
 Penelope Dawson Malone (current)  
 Joan Elliott (to 22 February 2023)  
 Jonathan Hayes (to 17 April 2023)  
 Judith Hedgley (current Chair)  
 Terenja Humphries (Chair, to 31 December 2022)  
 Sarah Johns (current Deputy Chair)  
 Roisin Kerr (to 17 April 2023)  
 Rosemary Lee (to 26 July 2023)  
 Abigail Miller (to 26 July 2023)  
 Madhu Murali (to 29 March 2023)  
 Saravana Namasivayam (current)  
 David Newsum (to 1 June 2023)  
 Daniel Oerther (current)  
 Nick Pahl (to 5 February 2023)  
 Kathryn Preece (current)  
 Lindsay Shaw (current)  
 Kirpal Singh Tahim (current)  
 Vanessa Wardle (to 28 April 2023)

## CIEH Executive Management Team

Phil James	Chief Executive
Christine Kanu	Executive Director of Finance and Corporate Services (Resigned Feb 2022)
Katie Stevens	Executive Director of Finance and Corporate Services (Resigned Jul 2022)
Deborah Wood	Executive Director of Membership and External Affairs (Resigned December 2022)
Jon Buttolph	Associate Director of Membership and Professional Development
Justin Turner	Associate Director of Operations
Fran McCloskey	Executive Director of Finance and Corporate Services (Appointed October 2022)
Louise Hosking	Executive Director of Environmental Health (Appointed May 2023)

## Risk and Audit Committee

Carol Healy (current Chair)  
 John Cragg (current)  
 Madhu Murali (to 29 March 2023)  
 Saravana Namasivayam (current)  
 Robert Spain (current)

## Appointments and Remunerations Committee

James Howe (current Chair)  
 Maurice Brennan (to 2 June 2022)  
 Amanda Clarke (to 2 December 2022)  
 Joan Elliot (to 22 February 2023)  
 Judith Hedgley (current)  
 Maria Jennings (current)  
 Tracey Marshall (current)  
 Andrea Sutherill (current)

## Advisers

### Bankers

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### Investment managers

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