



London Environmental Health Practitioners

trading as

Association of London Environmental Health Managers

Annual Report

1st January 2015 to 31st March 2016

Charity Number 1122440
Company Number 6316667

Contents

Reference and administrative information	4
Charitable Objectives.....	5
Summary of activity and achievements in 2015/16 and plans for 2016/17	5
Steve Miller, Chairman of Alehm	5
Who are the members of Alehm?	7
What are London's Environmental Health Services?	8
How do Alehm support London's Environmental Health Services?.....	8
Ensuring our work delivers our aims and objectives to provide public benefit.....	8
Partnership	8
Policy and Strategy	9
Support Services.....	10
Learning – student consortia and continuing professional development	10
Building Capacity	11
How our activities deliver public benefit.....	11
Structure Governance and Management	11
Governing Document	11
Recruitment and Appointment of the executive	12
Trustee training.....	12
Organisational structure	13
Responsibilities of the executive	13
The aim of the Trustees is to maintain the current financial reserves and ensure income broadly matches expenditure, to ensure that the Charity maintains sufficient reserves to support ongoing projects. Finance reports are reported to the Trustees regularly and any changes which are likely to affect the financial position are brought to Trustee attention and action taken is recorded in minutes. The Company is required to keep reserves at least equivalent to 1 year's income. (see reserves policy).	14
Principal Funding source	14
Investment policy	14
Reserves Policy	14
Plans for future period.....	14
Financial Review	14

Reference and administrative information

Charity name:	London Environmental Health Practitioners
Charity registration number	1122440
Company registration number	6316667
Alternative name	Association of London Environmental Health Managers (Alehm)
Registered address	Chadwick Court 15 Hatfields London SE18DJ
Web address	www.alehm.org.uk
Email	secretary@alehm.org.uk
Telephone	07554 425823
Banker Details	HSBC Bank plc, 60 Queen Victoria Street, London EC4N 4TR

Trustees and other Alehm officials			
Name	Role	Other roles	Re-election date
Steve Miller	Chairman	Trustee of CIEH	
Graham Jukes	Elected Trustee	Vice President CIEH	January 2019
Paul Morse	Elected Trustee	Independent	March 2016
Tay Potier	Elected Trustee	London Borough of Greenwich	March 2016
Gavin Douglas	Elected Trustee	London Borough of Haringey	March 2017
Jon Averbs	Elected Trustee	City of London	March 2017
Esther Hughes	Elected Trustee	London Borough of Enfield	March 2017
William Adolph	Elected Trustee	London Borough of Newham	March 2017
Janine Avery	Secretary	Salaried position	
Hashith Shah	Treasurer	Salaried position	
Kath Lewis	Student coordinator and administrative support officer	Salaried position	

The Trustees present their report together with the audited financial statements for the period commencing 1st January 2015 and ending 31st March 2016.

Charitable Objectives

The Memorandum of Association lists Alehm's established objectives which are to help to protect and improve the environment and public health in London and to advance public education in environmental and public health matters, for the public benefit, by:-

Providing a policy and strategy forum for London borough environmental health managers and staff to develop and deliver environmental health services within London;

Developing, delivering and promoting the provision of coordinated environmental health across London;

Identifying environmental health training needs and developing and delivering such training.

Alehm publishes a business plan each year which, with other examples of the Association's activities and formal documents can be found on the Alehm web site at www.alehm.org.uk. Records, minutes and other technical and professional supporting information are recorded on a membership section of the Knowledge Hub which is accessible to members of the Alehm community.

Summary of activity and achievements in 2015/16 and plans for 2016/17

Steve Miller, Chairman of Alehm

I have had the privilege of being the Chair of the Association of London Environmental Health Managers for many years, overseeing its transfer to a registered charity in 2008 and continuing to steer its ongoing activities, as its work and priorities evolve in response to the changing local authority environment. I am proud of the work we have achieved and the assistance we are able to provide to environmental health services in the 33 London Boroughs.

Over the last 15 months Alehm has taken on a number of new roles to support its members by delivering regional projects and routine inspection activity through centrally funded projects. We have continued to highlight issues of significance to London, including the potential impact of the introduction of mandatory display for the National Food Hygiene Rating Scheme (NFHRS). The Board of Trustees scrutinise the activities to ensure Alehm operates within the Articles of Association, with particularly focus on the need for ongoing training opportunities for London's environmental health professionals and trainees. The team work closely with the CIEH, Middlesex University and local authorities to support the next generation of professional staff and we are working with employers and professional bodies to help steer the development of apprenticeships within environmental health services.

All London authorities remain Alehm members and as a result, Alehm provides a representative voice for London, by focusing attention on a broad spectrum of emerging issues that affect member authorities and provide operational support to its members to react quickly and effectively to the changing environment. Over the previous 15 months, Alehm has:

- provided comments on the potential effects of introducing mandatory display as part of the FSA's National Food Hygiene Rating Scheme,
- benchmarked London's food enforcement services to show the growing crisis in resourcing,
- worked with health and safety liaison groups to highlight the reduced activity in health and safety enforcement and the difficulty in maintaining competency of officers. Alehm has developed a training programme for 2016/17 to help maintain local competency of enforcement officers,
- facilitated a cross-borough project to investigate the emerging shared housing business model being adopted by landlords to house vulnerable tenants in unsafe and unsuitable conditions, in order to access maximum levels of housing benefit.
- Facilitated coordinated action to investigate the distribution of illegal meat across London, working jointly with the Welsh Food Fraud Coordination Unit

Alehm has offered a range of information and support to assist local authorities to keep up to date through its regular member meetings and by offering coordinated support for a range of London-wide initiatives, including the London Lockdown project, Operation Marino and animal feed service delivery.

There will remain a continuing squeeze on local authority resources in 2016. Alehm will continue to provide a support network for member authorities by gathering data on current conditions and emerging problems, raising issues where services are likely to be affected and disseminating information where new initiatives have proved successful. As resources allocated to local government continue to be targeted for further savings, Alehm will take its lead from member authorities and identify emerging risks and raise awareness of issues to protect the public from harm and reduce the impact of health inequalities.

Alehm's membership remains stable and with the ongoing external funding from coordinated projects, Alehm has enabled local authorities to participate in a range of activities with minimal impact on their services. Examples include:

- the animal feed inspection programme, including a pilot project involving EHOs in the delivery of feed inspections in supermarkets,
- two FSA funded projects to encourage display of FHRs stickers, to prepare food businesses for the introduction of mandatory display,
- a coordinated inter-borough auditing project on behalf of the FSA to assess compliance with the NFHRS Brand Standard,

In addition Alehm has taken forward a number of initiatives to support the work of its members.

- Support for the Healthier Catering Commitment and in particular, the partnership arrangement in 2016 with JJs, a major distributor to the fast food chain, to promote a range of healthier products to its customers.
- Use the Knowledge Hub to store minutes and presentations from meetings, and we are currently developing a new web site for launch later this year.
- Agreement with the City of London to provide emergency storage facilities for seized food.
- Introduced a data sharing policy to enable Alehm to coordinate partnership projects and investigations on behalf of its members.
- Undertook a membership survey to help direct the work in 2016

Responses from the members' survey indicated that members approve of Alehm's role and programme of activities. Throughout 2016, we will develop the future activities of Alehm in response to ideas and priorities proposed by members. Our plans for 2016 include the development of a 3 to 5 year strategic plan, with the help of our members and partners, to help direct Alehm's future activity. Specific plans for 2016/17 are:

- Further benchmarking reviews within our technical groups to assess the potential result of service changes or severe financial pressure on the future effectiveness of services.

- An overhaul of Alehm's internal financial procedures to ensure they are robust and appropriate to manage the increased activity, particularly from externally funded projects.
- Health and safety training programme to help maintain competency of local authority officers.
- Review the operational structures and financial support arrangements for Alehm's technical groups, to ensure they are best placed to support the emerging local authority structures and positioned to make best use of any available funding.
- To review the future staffing requirements of London's environmental health services and work with training providers and employers to develop appropriate apprenticeships and training programmes to support future environmental health professionals.
- Facilitate training placements for student EHPs.
- Delivery of the NTS funded feed inspection programmes and any other regional funded programmes for London.
- Launch and develop a new website to support Alehm's activities and promote its activity to the wider community.

Our achievements could not have been attained without contributions from many colleagues. Firstly I would like to thank my fellow Trustees for the support they have provided during the year. I thank them both for their dedication and hard work. They have all proved essential in providing strategic direction to the organisation as well as making very positive contribution to the design and delivery of our business plan and ongoing activities.

From the CIEH, I would like to thank Graham Jukes, the outgoing Chief Executive for all his guidance and support. He will continue to act in the capacity as Trustee and I welcome the vast experience he brings to the Board. I also thank all the staff at the Chartered Institute who have supported our activities during the year. In addition, I would like to thank Anne Godfrey, the new Chief Executive at the CIEH for her kind offer of support for Alehm in the future.

My thanks to Kath Lewis, who has supported our student network and is taking on an additional administrative support role in the future. I would also like to welcome Ash Shah to the Board, as our new treasurer.

This year we have held many of our members and topic group meetings in the conference rooms of the City of London environmental health service. I would like to extend my thanks to Jon Avern, Environmental Health & Public Protection Director, who continues his support for Alehm, as a Trustee, and also in allowing us to use the facilities at Walbrook Wharf. I would also like to thank the staff at Walbrook Wharf for their hospitality and support.

As Trustees, our role is fully supported by the work and contributions of our members. I especially would like to thank colleagues who have taken on roles such as Chairs of topic and technical groups, represented Alehm with our partner organisations or made a positive contribution in any way to the working of our Association.

There are also people from partner organisations that have supported Alehm. I would like to thank Yvonne Robinson, Regional Policy Officer and Sharon Lynn Regional Intelligence Officer, who have assisted and supported our work throughout the year. I would also like to thank Su Holmes, the coordinator of LoTSA, and Richard Boland, from the HSE who provide the vital links to partner organisations.

I also give my thanks to Tay Potier and Janine Avery who coordinate the various activities and projects undertaken by Alehm, on behalf of the Board.

I feel that it is an honour to be involved with Alehm; I believe that through our joint action we will continue to make a positive contribution on behalf of our members to help safeguard the role of environmental health in London. I look forward to continuing to work with you all through the coming year.

Who are the members of Alehm?

The membership of Association of London Environmental Health Managers (Alehm) is drawn from environmental health practitioners who are responsible for the management of London borough Environmental Health Services. It has been in existence for over 10 years and gained an excellent reputation in the environmental health community for supporting the environmental health community and making a positive contribution to improving environmental health in London.

Members decided that to enable Alehm to better achieve its aims and objectives the charitable trading company London Environmental Health Practitioners (LEHP) should be formed to run parallel with Alehm. London Environmental Health Practitioners was established as an incorporated company in 2007 and obtained charitable status in 2008. The activities of the charity are undertaken using the name Alehm. This document reports on the 7th year of charitable activities.

During the coming year, we will develop a longer term strategic plan to guide the organisation and ensure it retains the ability to effectively support its member authorities as the local authority landscape changes and new delivery models are introduced to environmental health services.

What are London's Environmental Health Services?

London's Environmental Health Services play a significant role in shaping and improving the lives of communities. Based in the 33 London boroughs and at the London Port Health Authority, Alehm members deliver services that enhance and protect the health and well-being of Londoners. Public services include health and safety; food safety and standards and animal feed; pest control; private sector housing and health; licensing; air quality and pollution control, including noise; emergency planning. Over 8 million people and 850,000 businesses are recipients of these activities.

How do Alehm support London's Environmental Health Services?

The Association provides a policy and strategy forum to support and develop environmental health services in London; Improvement and effectiveness of service delivery underpins its work. Alehm provides a link between London borough Environmental Health Managers; professional organisations, such as the Chartered Institute of Environmental Health (CIEH) and London Trading Standards Association (LoTSA); and local government bodies including the office of the London Mayor, London Councils, the Greater London Authority and Public Health England. Links have also been developed and maintained between government bodies including the Food Standards Agency (FSA); Health and Safety Executive (HSE); Department of Health (DH); Department for Communities and Local Government (DCLG) and the Better Regulation Delivery Office (BRDO).

Alehm has specialist technical topic groups who meet regularly to problem solve, promote best practice and test innovative ways of working. The established specialist groups cover food safety and health and safety. The Association also has specialist advisers who represent Alehm with external bodies such as the BRDO, GLA, HSE and the FSA and provide technical support and advice to members upon request and at meetings. Other groups that are linked to Alehm are the London housing groups, the London Licensing Forum, London Air Quality Network, the noise coordinating group (LANAF), the Pest Liaison Group, and the London Special Treatment group.

Ensuring our work delivers our aims and objectives to provide public benefit

At the beginning of the year the executive and members agreed a business plan containing activities that deliver our aims and objectives. The activities are grouped within the themes of-

- Partnership;
- Policy and Strategy;
- Support Services;
- Learning;
- Building Capacity.

Our activities within the themes during 2015/16 are described below.

Partnership

We aim to work with partners to establish and develop alliances that will help us to improve the effectiveness of environmental health related service delivery.

FSA funded projects.

This year, Alehm delivered on behalf of the London boroughs, two funded projects for the FSA to encourage food businesses achieving a FHRs rating of 3, 4 or 5 to display their rating sticker. The first project in early 2015, and achieved a large increase in the number of businesses displaying their stickers, so this was followed up in late 2015/early 2016, when the remaining boroughs who had not previously received funding could participate. The aim is to prepare food businesses for mandatory display. Alehm used students to deliver the project which provided a range of skills and experience to help prepare students for future employment. Alehm worked with 14 boroughs and achieved overall more than 20% increase in sticker display, as well as significantly increasing business awareness and identifying issues of fraudulent display.

The FSA also funded a project to audit local authority compliance with the FHRs brand standard. 7 Boroughs were involved (reduced from the original London wide Borough bid, due to limited funding available) and Alehm will circulate findings to boroughs once clearance has been received from the FSA.

Health and Safety Training

The amount of routine health and safety work in boroughs since the publication of the national inspection programme, has reduced significantly and boroughs expressed great concern that competency was being lost and officers would have little experience to investigate a major event or investigation. Alehm has worked with the liaison groups and a training programme has been agreed, which will be part funded by Alehm. Training courses on carrying out an investigation, bereavement training for officers investigating fatalities and gas safety has been agreed for 2016.

Animal Feed

The NTS gave the London region a grant of £142,983 to deliver animal feed services for 2015/16. Alehm appointed contractors to carry out the inland feed work on behalf of the local authorities and the City of London carried out the imported feed work. With the support of the NTS and FSA, Alehm piloted a project with environmental health food teams, to deliver joint food and feed inspections in supermarkets, under the supervision of the regional feed officer. This allowed effective use of the funding, with no problems emerging from this method of delivery. A report has been submitted to the FSA on the results, with the aim to persuade the government to alter the limiting inspection requirements of the feed code of practice. Feedback from boroughs on how they value the service has been very high.

Seized food

London Boroughs had expressed concern that facilities for storage of seized products was limited and a central facility was required for use by any boroughs as and when unfit food was found. A number of options were explored, but most were likely to be costly or ineffective. A partnership arrangement has been agreed which allows London Boroughs to store seized food at a central facility in London.

London Lockdown Project to investigate the emerging business model for housing vulnerable tenants

Alehm is coordinating a DCLG funded project investigating a business model which is causing concern to local authorities, as it appears to abuse legal loopholes in housing for vulnerable tenants to claim maximum levels of housing benefit. Problems indicated poor levels of legal compliance with environmental health, planning and building control requirements. The project is due to report back in July 2016.

Operation Marino: Food Fraud investigation in to supply of illegally slaughtered meat

Alehm has coordinated a multi borough and multi-partner investigation, linked with an investigation in Wales to identify and disrupt the distribution network of the illegal meat across London. An application to cover the cost of the investigation has been made to the FSA fighting fund. The investigation has identified a number of problems and a future investigation protocol is to be provided to assist in future investigations

Healthier Catering Commitment

The HCC group represent 19 local authorities and public health teams, and the aim is to make small changes to the food offered in fast food and takeaway premises to make it slightly healthier, and to provide healthier choices. This year an agreement and partnership with JJS, who supply the majority of fast food outlets in London, to promote healthier choices and provide a discount to businesses using healthier food choices, so it is cheaper for businesses to choose the healthier options.

The Alehm Secretary/Coordinator is a member of the CIEH London Region Management Board. The London Region of the CIEH is a member organisation supported by funding from the Chartered Institute.

Policy and Strategy

We aim to provide a policy and strategy forum for London environmental health services.

A programme of Alehm members' meetings was delivered during the year. Members are responsible for a wide range of activities within the generic term of environmental health and by providing themed meetings they are able to receive comprehensive updates on topic areas to help inform their operational and strategic decisions.

The AGM in January 2015 focused on a range of service delivery models and investigations, including outsourcing of services, better use of intelligence and cross partner working, and details of a prosecution following a fatal case of food poisoning.

The March 2015 meeting further developed the theme of data sharing and use of intelligence with presentations from the cabinet Office and HMRC, commissioning public health funding with a discussion on ways of accessing funding.

In May, there was a housing themed meeting, looking at better use of intelligence to effectively target enforcement resources, a review of legal changes around energy ratings, and an overview from boroughs on progress with additional and selective licensing of rented accommodation.

The July meeting focused on food issues, with updates from the FSA, as well as the Port of London on issues relating to imported foods. There was information on major food fraud investigations and sentencing for serious food prosecutions.

In September, a health and safety and public health themed meeting included a session on strategic alliances and partnerships and delivering public health projects as part of routine environmental health work. Also the sessions included an update on work in the HSE and changes to enforcement within the Care Quality Commission.

In November there was a wide ranging examination of projects involved in improving air quality in London.

In January 2016 the group examined the development of apprenticeships and how this can support the environmental health profession. Also the FSA Food Crime Unit gave a presentation on the proposed working arrangements with local authorities and feedback on a series of Alehm projects in 2015

Finally, in March 2016, Alehm arranged a series of updated presentations on activities across the field environmental health in London, as well as a discussion from CIEH and government departments on the Red Tape Challenge. This enabled local authorities and Alehm to develop an effective response to demonstrate the value of environmental health services.

Support Services

We aim to sustain technical and specialist members groups and help them keep other colleagues advised of their activities and initiatives.

There are three established technical groupings, the London Food Coordinating Group, dealing with food issues, the Health and Safety Liaison Group, which coordinates health and safety at work regulation and promotion by borough Environmental Health Services and the Public Health Group, which assists environmental health services to support public health teams as they move into the local authority setting and identifies public health priorities relevant to environmental health for London wide strategic delivery. Both the food and health and safety group have a structure which consists of sector groups that have representation at a strategic coordination meeting. The strategic coordination meeting also has representatives from the respective government agencies and partner organisations. Both groups are supported by paid secretarial support, funded by an additional member's fee of £200 per year.

The LFCG is an Alehm group that is designed to help members comply with the requirement of the FSA to provide regular liaison with individual environmental health services and ensure that coordinated food regulation takes place in the region. This year the group focused on a range of priorities, including benchmarking of resources, which indicated the emerging resource crisis in around 50% of the local authorities in London, a response on the proposal to make the FHRs scheme mandatory and a range of inter-authority auditing.

The activities of the Health and Safety Liaison Group have supported service delivery during a time of massive reduction in resource. The group has struggled to maintain its meetings over the past 12 months, due to reducing resources and reduced support from the HSE. However there is great enthusiasm to re-invigorate the working arrangements of the group to provide support and expertise to boroughs.

Further links have been established with other London wide existing groups to ensure that information is effectively distributed to Alehm members on technical developments and strategic issues of importance, as well as to encourage consistent strategies and activities across London. The secretary is currently working with each group to achieve agreement on working relationships with Alehm and to identify how Alehm can support their work.

A new web site is to be launched in 2016. The aim is to provide a site to promote Alehm's role within the environmental health community and extend the influence of Alehm by promoting the range of activity and access to members. Members will continue to access the site for information about activities. The Knowledge Hub is now used to keep documents including meeting minutes and documents connected to association events and initiatives. Local authority contacts who need access should contact the secretary in the first instance.

Learning – student consortia and continuing professional development

We aim to enhance the learning and development of London staff and trainees.

The Association operates student training opportunities with participating boroughs and in 2015/16, 4 students were given bursary support, 6 students took advantage of project work and 4 students achieved permanent positions as enforcement officers in local authorities.

Alehm has been working with Middlesex University and consulting with local authorities to identify what students current training needs are, and what local authorities can offer in support. Alehm is working with training organisations and employers to provide apprenticeships to support regulatory services and will continue to offer placement opportunities in the future.

Alehm held 6 members meetings offering a total of 21 hours of CPD training opportunity for EHPs working within London local authorities. Alehm also worked with the FSA and City of London to offer 4 meat refresher workshops for 48 people across all London local authorities, a total of 24 hours CPD.

Building Capacity

We aim to develop the business capacity of LEHP to support Alehm's future plans.

Incorporation and charitable status was achieved for London Environmental Health Practitioners, although the name is not well recognized, and we propose in future to rename the charity Alehm, its usual trading name. With the support from CIEH and an appointed consultant providing secretarial and coordination support, systems and procedures have been put in place to ensure the effective governance of the company.

This annual report, will be placed on the website, copied to members and made available to journalists of the environmental health professional publications produced by the CIEH for national coverage.

How our activities deliver public benefit

The users of environmental health services are the general public. Effective regulation promotes efficient and productive business and promotes healthier and more sustainable communities. Environmental health services deal with the most fundamental problems these communities face. Environmental health services work to reduce health inequalities; support the vulnerable; improve local opportunities; improve the local environment and, delivers benefits to the public. Alehm provides a London centred professional focal point for all 33 boroughs and supports the delivery of consistent and balanced environmental health services.

The Trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the aims and objectives. The significant activities undertaken by the charity to further its charitable purposes for the public benefit are detailed below.

Specifically in relation to the 5 themes public benefit is delivered because by:

- Identifying and establishing **partnerships** maximises the use of resources and improves the effectiveness of service delivery to the benefit of the public;
- supporting members in the development and maintenance of their **policy and strategic** knowledge assists them to design effective services that meet legislative requirements benefiting the public;
- **support services** by maintaining the technical groups helps to ensure that the expertise in environmental topics are maintained and developed and that staff are properly trained to enable them to deliver a complete service to the benefit of the public;
- **promoting learning** by helping to maintain adequate numbers of suitably qualified staff that reflect the demographic makeup of the capital and are essential to delivering sustainable services which safeguard the wider environmental health, benefiting the public;
- **building capacity** by maintaining an organisation that is effectively governed and satisfies statutory requirements to deliver its objectives for the benefit of the public.

Structure Governance and Management

Governing Document

Members of the Association of London Environmental Health Managers (Alehm) decided that to enable Alehm better achieve its aims and objectives the charitable trading company London Environmental Health Practitioners (LEHP) should be formed to run parallel with Alehm. London Environmental Health Practitioners (LEHP) was established under a Memorandum of Association which established the objects and powers of the company and it

is governed under its Articles of Association. Incorporation was achieved during July 2007. A Chair and Board of Directors were elected to manage the company.

Recruitment and Appointment of the executive

The Trustees are members of Alehm and were approved to undertake the role by members of the association. The Articles of Association requires that one third of the Trustees must apply for re-election each year.

Paul Morse and Tay Potier resigned and were re-elected by members at the Annual General meeting held on 22nd March 2016. Graham Jukes resigned on 31st December 2015, as he stepped down from his role as chief executive of the CIEH and was re-elected by members at the meeting held on 21st January 2016. Although a request was circulated to member authorities requesting volunteers to take on the role of Trustees, no volunteers have been received. Alehm will work over the coming year to promote the role of Trustee and encourage new volunteers.

Trustee training

The effective induction and training of Trustees poses a challenge for new charities. Fortunately two Trustees, including the Chair, currently hold Trustee positions on the boards of other charities and consequently have experience of the responsibilities of the role. The Board has also benefited from the support provided by the Chartered Institute of Environmental Health which is a charity and has many years of experience of operating in this capacity. Trustees new to the role have received the information provided by the Charity Commission. In the coming year Alehm will consider training needs of new Trustees and put in place a training policy.

Risk management

The executive (on behalf of the Trustees) has undertaken a review of the major risk that the charity is exposed to. The major risks are described below and were reviewed and agreed by the board in April 2016.

The charity has maintained membership from all London borough environmental health managers but could face a major risk to its viability and influence if it lost the status of all borough representation. To control this risk, members are encouraged to take part in the preparation and adoption of the annual business plan and approve the fees structure. By adopting this approach members can develop a plan that meets their needs and agree a fee structure that they can afford. Surveys of member needs and a regular review of its activities will help ensure Alehm meet the needs of an evolving membership and local authority organisational change. The cost of running Alehm's membership activity will be maintained within its annual subscription income, as far as practical.

Alehm Trustees will also ensure that operational activities are financially sustainable and the organisation's spending reflects its income. Alehm has made use of available grant funding to support a range of local authority initiatives with respect to food and will continue to look for other similar opportunities. Trustees agreed at the meeting on the 21st January 2016 that a 10% charge will be added to actual costs, for work undertaken on external funded projects to ensure that an appropriate share of Alehm's operational costs are allocated to the externally funded projects. Members agreed at the January 2015 AGM and the March 2016 AGM to maintain subscription fees at current levels. Local authorities are offered the chance to pay a 3 year membership fee, at a discounted rate. This has been a popular option and helps sustain membership levels.

The financial performance of the Charity will continued to be closely monitored and reported to the Executive on a regular basis during the year. A treasurer was appointed in January 2016 to enable the charity to more closely monitor its more extensive financial activity.

Risks relating to internal control procedures are minimised by using the services of CIEH finance and human resource teams and working within their established procedures. The Board reviews and updates procedures and policies regularly, often adapting the CIEH procedures to meet the needs of Alehm. In the year 2015/16, Alehm has adapted its financial procedures to reflect changing activity and introduced financial limits for officials. It has introduced a data sharing protocol to enable the charity to share operational sensitive data with partners for criminal investigations.

Where Alehm undertakes external funded activities within boroughs and appointed contractors do not meet expected service levels, there is a risk the authorities may claim back the cost of poor quality work or that funding organisations may require payback of some funded work. The executive has agreed it will not take on any funded projects, the value of which will put Alehm's financial stability at risk and Trustees will review and agreement

sought from the Board before accepting any funded projects over £10,000. Any work completed on behalf of local authorities must be cleared by lead borough officers within a specified time, before payment is made to contractors, to minimise the risk of poor quality work.

There is a risk that Alehm's partners, organisations or individuals involved in or aggrieved by Alehm's activities, might make claims against the charity. All Alehm's contractors have professional liability insurance and the Board agreed that in March 2015 Alehm would pay for trustee liability insurance to minimise the risk to the charity.

There is a risk in not receiving a clean independent examiner's report. This challenge has been met by the Secretary and the Executive with support from the CIEH by complying with all the statutory requirements in the eighth year of trading. Alehm will continue to take advice from the CIEH finance department and provide all relevant documentation to appointed auditors to enable accurate reports and comments on the ongoing activities. The monthly review of ongoing activities by the trustees enables Alehm to react swiftly to any problem areas and detailed finance reports are provided by the CIEH accountant quarterly to enable the board to regularly review financial statements. On occasions where monthly Executive meetings cannot take place, an alternative method of business review will be established.

Organisational structure

Administrative and strategic support for the organisation is provided by a consultant who supplies secretarial and coordination support. Trustees or external contractors will provide management services for externally funded projects. Another consultant provides support for student training activities and other administrative support. A contractor is employed to act as treasurer. Alehm has a number of technical groups that support members' activities. These groups meet regularly and hold minuted meetings. Minute takers service these meetings and are paid by private agreement with the secretariat of each group, which has been allocated an annual budget.

Responsibilities of the executive

The board develops and guides the strategic direction of the organisation and manages the financial activities of the Association. The Memorandum and Articles of Association were drafted for the purpose of incorporation and for charitable status. Trustees are recruited and appointed in accordance with the rules of the Memorandum and Articles of Association.

Statement of responsibilities of the Board of Trustees

The trustees are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including its income and expenditure, of the charity for the year. In preparing those financial statements the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the requirements of the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The aim of the Trustees is to maintain the current financial reserves and ensure income broadly matches expenditure, to ensure that the Charity maintains sufficient reserves to support ongoing projects. Finance reports are reported to the Trustees regularly and any changes which are likely to affect the financial position are brought to Trustee attention and action taken is recorded in minutes. The Company is required to keep reserves at least equivalent to 1 year's income. (see reserves policy).

The work of the Association is directed by a business plan with progress being regularly reported to the board. Decisions are taken by the board, or where this is impracticable, they are delegated to the Chair. The Chair's decisions are reported at the next convenient meeting of the board.

The organisation reviews and amends its business plan annually. The Mission Statement, Aims and Objectives are also reviewed as necessary. The business plans for 2007 to 2016 can be found at <http://www.alehm.org.uk>.

Environmental health is a rapidly developing topic that requires the Association to regularly review its business plan to ensure that it makes the most effective use of the resources it has at its disposal. Alehm's performance will be reported regularly to members through secretary and chair's reports presented at members meetings.

Principal Funding source

Funding for the year was from subscription fees levied on members, with some funding for specific grant aided projects.

Investment policy

Funds are placed in a deposit account with the bank and receive a variable interest rate.

Reserves Policy

The current policy, agreed by Trustees at the Executive meeting held on the 12th April 2016 requires that the organisation maintains a financial reserve of the equivalent of one year of subscription income along with 50% of the expected annual income from grant funded projects. Current annual income from subscriptions is approximately £38,000 and income from projects is approximately £200,000.

Plans for future period

It is anticipated that during 2016 income will be based, as normal, on revenue obtained from member's subscriptions and some grant funding.

Financial Review

Income - Member's subscription has been maintained at the 2014 level for 2 years and as there is support from the externally funded projects, there is no need at this time to raise subscriptions. 18 local authorities have taken up the opportunity for discounted 3 years subscription 3 are due for renewal this year and 14 will expire at the end of 2016. One will expire at the end of 2017. Subscription money is equally divided and allocated between the current and future 2 years. Alehm also charges an annual levy to cover the cost of providing secretarial support for the technical groups supported by the association of £200 per year, which it is intended will remain constant. Additional income was received during the year from grant funding for specific projects on delivery of animal feed, a project to encourage display of FHRS stickers and inter authority auditing on consistent application of the FHRS brand standard.

Some funds are currently held for boroughs for student bursary payments and Alehm continues to offer a bursary payment service to boroughs who offer placements to students.

Expenditure - General fund expenditure included costs of the coordinator, Alehm meetings, student bursary payments and CIEH financial support and insurance payments.

Alehm was awarded significant levels of grant funding by NTS this year for delivery of regional animal feed and the expenditure for this work is mainly to contractors and to the Alehm coordinator.

Student consortium

The student consortium is no longer viable however Alehm continues to assist in placing students and offering work opportunities for students to gain PPP experience. In the future, Alehm will work with partners and employers to make best use of the new apprenticeship programme.

Independent examiners

Hays Macintyre have been approved by members at the Annual General Meeting held on 22nd March 2016 to provide a full annual audit for 2015/16 at a cost of £3500.

By Order of the Board

Steve Miller, Chair

Date: