



London Environmental Health Practitioners

trading as

Association of London Environmental Health Managers

Annual Report

1st April 2016 to 31st March 2017

Charity Number 1122440
Company Number 6316667

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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**)

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Trustees and other Alehm officials			
Name	Role	Other roles	Re-election date
Steve Miller	Chairman	Trustee of CIEH	
Graham Jukes	Elected Trustee		January 2019
Paul Morse	Elected Trustee	Independent	March 2019
Tay Potier	Elected Trustee	London Borough of Greenwich	March 2019
Gavin Douglas	Elected Trustee	London Borough of Haringey	Sept 2017
Jon Averbs	Elected Trustee	City of London	Sept 2017
Esther Hughes	Elected Trustee	London Borough of Enfield	March 2018
William Adolph	Elected Trustee	London Borough of Newham	March 2018
Janine Avery	Secretary	Salaried position	
	Treasurer	Salaried position	Vacant
Kath Lewis	Student coordinator and administrative support officer	Salaried position	

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:-

- (a) **providing a policy and strategy forum for London borough environmental health managers and staff to develop and deliver environmental health services within London;**
- (b) **developing, delivering and promoting the provision of coordinated environmental health across London; and**
- (c) **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 2016/17 and plans for 2017/18

Steve Miller, Chairman of Alehm

I have had the privilege of being the Chair of the Association of London Environmental Health Managers since its inauguration, overseeing its transfer to a registered charity in 2008 and I continue to steer its ongoing activity, as the 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 provide to environmental health services in the 33 London Boroughs. Over the last 12 months Alehm has worked with boroughs to provide a range of training courses to help counteract the loss of competency in health and safety across London. Alehm's officers have continued to deliver regional feed services for London and helped coordinate 2 cross-borough investigations of food fraud and rogue landlords. We have continued to highlight issues of significance to London, including the impact of shrinking resources and coordinated a London wide response to the consultation on the food Code of Practice. The Board of Trustees scrutinise the activities to ensure Alehm operates within the Company formal Articles of Association, with particular focus on the expansion of 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 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. Alehm raises the profile of a broad spectrum of emerging issues that affect member authorities and provides operational support to its members to enable members to react quickly and effectively to the changing environment. Over the previous 12 months, Alehm has:

- Launched a new web site to support members and promote Alehm's activity.
- Run a series of training courses for the health and safety enforcement community, to maintain competency of officers involved in criminal investigations and to support officers dealing with bereaved families during investigations.
- 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 an investigation into the distribution of illegally slaughtered meat across London, working jointly with the newly created Food Crime Unit of the FSA, and the Welsh Food Fraud Coordination Unit.
- Coordinated a FSA regional food sampling project on behalf of London local authorities
- Successfully delivered the regional feed inspection service for London, exceeding all targets, and establishing a sustainable regional feed lead service to support the boroughs into the future.
- Delivered a series of London wide projects, providing experience and work opportunities for its environmental health trainees. 4 of its students have now been employed by London local authorities

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.

Public sector resources will continue to be squeezed in 2017 and Alehm will examine local authority needs and ensure the services provided match the needs and priorities of members. Alehm will offer 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 FSA funded regional animal feed inspection programme, funded through NTS.
- The FSA funded regional sampling project, in partnership with London Borough of Greenwich.

The key priorities identified for 2016/17 along with a description of achievements for the year are listed below:

- **Further benchmarking activity, working with technical groups to identify if financial pressure is affecting public services.**
Food team activity was benchmarked and information circulated to boroughs to enable boroughs to demonstrate the effects of service cuts on future services.
- **Overhaul Alehm's internal financial procedures to ensure they are robust and appropriate to manage the increased activity, particularly from externally funded projects.**
Policies and procedures have been reviewed and updated, including financial controls, payment of trustees, financial limits, data sharing protocol, fundraising, sponsorship and code of ethics, and are available on the Alehm web site.
- **Health and safety training programme to help maintain competency of local authority officers.**
2 courses for health and safety investigation skills, for 40 trainees have been established, in partnership with the City of London, Westminster and Kensington and Chelsea Councils.
A course run by SAMM for investigating officers dealing with bereaved families was held for 30 trainees.
- **Review the operational structures and financial support arrangements for Alehm's technical groups.**
Alehm discussed the current operating structures with technical groups and at this stage they are considered to be appropriate for the needs of members' authorities. Alehm has invested an additional £5000 to increase the level of training in health and safety.
- **Work with training providers and employers to develop appropriate apprenticeships and training programmes to support future environmental health professionals.**
Alehm are continuing to work with the trailblazers scheme to develop a regulatory services apprenticeship scheme and are now working with the newly formed National Environmental Health Policy Forum to identify areas where Alehm can support the profession in London.
- **Facilitate training placements for student EHPs.**
7 students have been appointed, to undertake placements in a number of London boroughs. Alehm has developed a range of activities to support student training opportunities, including minute taking and project research to support the technical groups, as well as working with boroughs to obtain formal placements.
- **Delivery of the NTS funded feed inspection programmes and any other regional funded programmes for London.**
Alehm was awarded the regional funding for London to deliver the feed inspection services on behalf of all 33 London Boroughs. It exceeded all targets.
- **Launch and develop a new website to support Alehm's activities and promote its activity to the wider community.**
Alehm's new website was launched in 2016, and is now used to promote Alehm's work to a wider audience.

Responses from the members' survey in 2016 indicated that members approve of Alehm's role and programme of activities. Key priorities identified by members were providing a voice for environmental health in London, developing communication and partnership, providing regional services to support local activity and keeping boroughs up to date with strategic developments.

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.

I also thank all the staff at the Chartered Institute who have supported our activities during the year.

My thanks to Kath Lewis, who has supported our student network and undertakes an administrative support role for Alehm.

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 Vicki Gracie-Langrick from NTS who has supported us in managing the animal feed work, Susan Holmes, for her work at London Trading Standards and I wish her well as she steps down from her coordination role. I would like to thank Pauline Kirby, Andrew Bradley, Tony Bride, Toby Thorp and Andrew Willis, for their help in developing the health and safety training programme and also Richard Boland from HSE who offered his time and expertise to support the London training programme.

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 in the years to come as we adapt and evolve Alehm's core activity to meet members' needs.

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 activity and making a positive contribution to improving standards of 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 9th year of charitable activities.

During the coming year we will review and adapt the organisational structure to keep pace with company statutory obligations and ensure we are fit and ready to move forward with our members as the environmental health landscape continues to adapt to increasing challenges.

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 1 million 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 Services, professional organisations, such as the Chartered Institute of

Environmental Health (CIEH) and London Trading Standards (LTS) 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 2016/17 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.

Food enforcement: Benchmarking work with food enforcement teams has provided evidence to identify where services and resources have become severely stretched and the level of resourcing beyond which Code of Practice requirements are unlikely to be met. This has assisted boroughs to provide evidence to local managers to preserve resources. Current research is examining effectiveness of food enforcement policies across boroughs to provide evidence to the FSA on how the Code of Practice is being interpreted and to support local authorities to introduce pragmatic procedures to more effectively deliver food enforcement services.

Health and safety training: Working with the experienced health and safety leads at Westminster, City and Kensington and Chelsea councils and the HSE, Alehm has developed a 2 day investigation skills course, to cover the main issues required for enforcers when dealing with a major health and safety investigation.

Animal Feed:

The NTS gave the London region a grant of £129,900 to deliver animal feed services for 2016/17. 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. Richard Scales has developed a lead feed service for London which is used by many of the London authorities and will provide sustainable support to London should central funding cease in the future. Two London boroughs were audited for feed services in 2016 and Alehm were able to assist and support them to meet the FSA audit requirements.

Stac: Steve Miller is a member of the Stac team and participates in major emergency training events, on behalf of London's environmental health services.

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

Alehm supported the DCLG funded investigation into the landlord business model which converted small family houses into up to 6 self-contained units, which were used to house benefit tenants and claim maximum housing benefit. Following the report of a report on the findings, the issue has now become a nationally reported problem, with local authorities implementing strategies to prevent the further spread of the model.

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.

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, environmental health leaders are able to receive comprehensive updates on topic areas to help inform their operational and strategic decisions.

The AGM was held in March 2016 and 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 and the effects on the public of a reduced service.

On 17th May, the housing focused meeting looked at the current housing priorities facing local authorities, including a presentation from Shelter on housing conditions in London, a review of the findings of the London Lockdown project and heard a landlord's view of enforcement.

The 20th September meeting was on food control, and included an FSA presentation on Regulating our Future and a talk from the Food Crime Unit on their progress since the Horsemeat scandal and the chair of LFCG described the pilot project for charging businesses for FHRS revisits.

On 21st October, the health and safety meeting included a strategic update from the HSE, a talk from the City of London on their ongoing working from heights activities with businesses across the City and Tower Hamlets described how they are bringing health and safety enforcement into licensing work.

The November meeting was focused on new technology and involved a number of businesses and local authorities providing updates on new methods of mobile working.

On 27th January, the public health meeting focused on a range of projects being undertaken across London including holiday hunger in Greenwich, how the licensing policy is used to improve public health in Southwark, the cycle scheme in Enfield and Bexley's work on supporting Estates Excellence.

Finally on 27th March, the flexible resourcing meeting looked at the various opportunities existing for London to meet the growing need for temporary staff.

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, and a review of a number of local policies and procedures to identify good practice. Findings from this survey will be used to approach the FSA to demonstrate that alternative delivery models may be as effective as that required by the Code of Practice.

The health and safety group has met more frequently in 2016/17 and enabled broader discussion on a range of issues. The training courses managed by Alehm have also helped forge support for the wider group.

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.

Alehm's new website was launched in November 2016 and promotes the work of environmental health in London. 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, 1 student was given bursary support, 4 students took advantage of project work and 3 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 20 hours of CPD training opportunity for EHPs working within London local authorities. Alehm also provided 12 hours CPD on the health and safety investigation skills training for 40 officers and 4 hours CPD for 30 officers from the training course from SAMM for officers dealing with bereavement. A total of 713.5 hours of CPD was awarded through Alehm meetings and 600 hours for Alehm training courses.

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.

The AGM in 2017 will be held on 20th June and 2 trustees, Esther Hughes and William Adolph, will be proposed for re-election. The Trustees decided that a total of 9 trustees would be ideal and the secretary will be working with prospective trustees within the technical groups to identify people with appropriate skills to join the Board.

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 May 2017

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 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.

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 2016/17, Alehm has introduced a Code of Ethics, a procedure for fund raising and sponsorship and updated the data protection policy.

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 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.

At the Trustee meeting on the 15th May 2017 the Board agreed to hold a contingency fund of £15,000 to cover any emerging unforeseen costs.

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 annual 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 tenth 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 to 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

Alehm has had no employees and has used consultants and payments to trustees to manage its activities and functions. However, changes to HMRC rules require certain positions within a company, including the secretary and trustees, to be salaried and subject to PAYE. Alehm will over the next 12 months review its payment arrangements and ensure it introduces new systems which fully comply with statutory requirements. 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. In 2017/18, there will be a small amount of funding for animal feed work, of around £45,000 which means that annual turnover for non-exempt activity will be below the VAT registration threshold.

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 in 2016/17 was approximately £200,000. The trustees have introduced a contingency fund to be an additional part of the reserves, to allow for any unexpected expenditure. This is set at £15,000. The minimum level of reserves for 2017/18 is £153,000.

Plans for the coming year.

It is anticipated that during 2017/18 income will be based, as normal, on revenue obtained from member's subscriptions and some grant funding. Key priorities identified for 2017/18 are:

- Extending the training programme for members;
- Reviewing the operating structure and employment arrangements for Alehm officers and separate operational and strategic activity;
- Review the membership needs and focus support activity and the overall company profile to better represent the environmental health structure now found within local authority members. Review extending membership;
- Develop student opportunities and placements to provide the next generation of local authority officers;
- Develop the links and improve communication with London's technical groups;
- Ensure core membership needs, including maintaining a London voice for environmental health, partnership working and keeping members updated, remain a key operational priority.

Financial Review

Income - Member's subscription has been maintained at the 2014 level for 3 years and as there is support from the externally funded projects, there is no need at this time to raise subscriptions. 14 local authorities currently use the option of 3 years' discounted membership. 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, although Alehm is directing more resources into the support for technical groups to support their continuing vital work. Additional income was received during the year from grant funding for specific projects on delivery of animal feed, and Alehm worked with Royal Borough of Greenwich to deliver a regional food sampling programme.

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, CIEH financial support and insurance payments. Alehm was awarded significant levels of grant funding by NTS in 2016/17 for delivery of regional animal feed and the expenditure for this work is mainly made to contractors and to the Alehm coordinators.

The Animal Feed 2016 (restricted fund) on page 22 shows a deficit of £40,971. The grant is by way of a reimbursement of funds over the life of the grant. The directors believe that, given similar grants in 2013, 2014 and 2015, that the reimbursements will be for the full amount.

The Food Fraud (restricted fund) on page 22 shows a deficit of £7,768. The trustees are confident of a successful claim for the costs of the food fraud investigation.

Student consortium

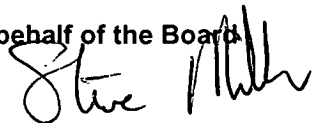
The student consortium no longer presents a viable operational model for local authorities, however Alehm continues to assist in placing students and offering a variety of work opportunities for students to gain PPP experience. In the future, Alehm will work with partners and employers to make best use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

Independent examiner

The Trustees elected to have an independent examination of the 2016/17 accounts. Haysmacintyre were approved by members at the Annual General Meeting held on 22nd March 2016.

In preparing this report, the directors have taken advantage of the small companies exemptions provided by s.415A of the Companies Act 2006.

By behalf of the Board



Steve Miller, Chair

Date:

14th December 2017

Independent examiner's report to the Trustees of the London Environmental Health Managers charity

I report on the accounts of the company for the year ended 31st March 2017 which are set out on pages 15 to 24.

Respective responsibilities of trustees and examiner

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- state whether particular matters have come to my attention.


Basis of independent examiner's report

My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a "true and fair view" and the report is limited to those matters set out in the statement below.

Independent examiner's statement

In connection with my examination, no matter has come to my attention:

- 1 which gives me reasonable cause to believe that, in any material respect, the requirements:
 - to keep accounting records in accordance with section 386 of the Companies Act 2006; and
 - to prepare accounts which accord with the accounting records, comply with the accounting requirements of the Companies Act 2006 and which are consistent with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charitieshave not been met; or
- 2 to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



Kathryn Burton FCA
26 Red Lion Square
London
WC1R 4AG

Date: 14/12/17

London Environmental Health Practitioners

Statement of Financial Activities (incorporating an income and expenditure account) Year ended 31 March 2017

	Unrestricted Funds	Restricted Funds	12 months 2017	15 months 2016
	£	£	£	£
Income and endowments				
From charitable activities				
Subscriptions	79,480	-	79,480	41,676
Grants and contracts	-	222,416	222,416	208,471
	<u>79,480</u>	<u>222,416</u>	<u>301,896</u>	<u>250,147</u>
Expenditure				
From charitable activities				
Expenses	8,964	-	8,964	62,923
Grant and contract expenses	-	235,318	235,318	230,182
Bursary	<u>18,000</u>	<u>-</u>	<u>18,000</u>	<u>25,200</u>
Total resources expended	<u>26,964</u>	<u>235,318</u>	<u>262,282</u>	<u>318,305</u>
Net expenditure for the year	52,516	(12,902)	39,614	(68,158)
Transfer between funds	<u>1,884</u>	<u>(1,884)</u>	<u>-</u>	<u>-</u>
Net movement In funds	54,400	(14,786)	39,614	(68,158)
Funds and reserves brought forward at 1 April 2016	<u>142,703</u>	<u>9,439</u>	<u>152,142</u>	<u>220,300</u>
Funds and reserves carried forward at 31 March 2017	<u>197,103</u>	<u>(5,347)</u>	<u>191,756</u>	<u>152,142</u>

None of the charitable company's activities were acquired or discontinued during the above two financial years. There were no recognised gains or losses other than those shown above. All incoming and expended resources are in respect of unrestricted funds.

The notes on pages 18 to 24 form an integral part of these financial statements.

London Environmental Health Practitioners

Balance Sheet as at 31 March 2017

Company Number 6316667

	Note	12 months 2017 £	15 months 2016 £
Current Assets			
Debtors	6	630	8
Cash at bank and in hand		<u>249,913</u>	<u>229,498</u>
		250,543	229,506
Creditors: amounts falling due within one year	7	<u>(58,787)</u>	<u>(77,364)</u>
Total net assets		<u>191,756</u>	<u>152,142</u>
Funds and Reserves			
Restricted Funds	3	(5,347)	9,439
Unrestricted Funds	2	<u>197,103</u>	<u>142,703</u>
Total funds		<u>191,756</u>	<u>152,142</u>

For the year ended 31 March 2017 the company was entitled to exemption under section 477 of the Companies Act 2006.

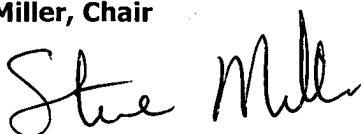
The members have not required the company to obtain an audit in accordance with section 476 of the Companies Act 2006.

The director's acknowledge their responsibility for complying with requirements of the Act with respect to accounting records and preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements on pages 15 to 24 were approved and authorised for issue by the board and signed on their behalf.

Steve Miller, Chair



Date

14th December 2017

The notes on pages 18 to 24 form an integral part of these financial statements.

London Environmental Health Practitioners

Cash Flow Statement

For the year ended 31 March 2017

	£	2017 £	£	2016 £
Cash flow from operating activities				
Net (expenditure) / income		39,614		(68,158)
Decrease /(increase) in debtors	(622)		23,862	
Increase in creditors	<u>(18,577)</u>		<u>39,575</u>	
Cash flow from operating activities		<u>(19,199)</u>		<u>63,437</u>
Net cash flow resulting from operations		20,415		(4,721)
Cash and cash equivalents at beginning of year		<u>229,498</u>		<u>234,219</u>
Cash and cash equivalents at end of year		<u>249,913</u>		<u>229,498</u>

London Environmental Health Practitioners

Notes to the Financial Statements

For the year ended 31 March 2017

1 Accounting Policies

1.1 Basis of accounting

The financial statements have been prepared in accordance with the Statement of Recommended Practice for Charities (SORP 2015), the Companies Act 2006 and applicable accounting standards (FRS102).

1.2 Resources expended

All expenditure is accounted for on an accruals basis. Expenditure is directly allocated to specific activities and has been included in those cost categories.

1.3 Income and endowments

Subscriptions

Subscriptions income is recognised on an accruals basis. Unpaid subscriptions are assessed as to their collectability.

Revenue grants

Revenue grants are credited to incoming resources on the earlier date of when they are received or when they are receivable, unless they relate to a specified future period, in which case they are deferred.

Contractual income

Income from contracts for services is recognised in the period when the services are provided.

1.4 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim of the use of each designated fund is set out below.

Student consortia Alehm appoints a number of students each year, and looks for short term placements within local authorities or project work/support work it requires which can be undertaken by a student. Funding may come from boroughs for paid placements, directly from Alehm where internal funds are allocated for specific tasks, or external project funding. A variety of sources including funded projects (e.g. FSA sampling project), internal funds (e.g. minute taking for technical groups) or direct from local authorities if they can fund a placement. Otherwise Alehm provides transport costs for unfunded placements.

Work experience funding from Wandsworth Council is used by Alehm to recruit student EHOs and TSOs and pay them bursaries, to help overcome the local recruitment restrictions. Bursary monies are paid to Alehm along with a small amount (£600 per student) to cover recruitment and financial management costs.

London Environmental Health Practitioners

Notes to the Financial Statements

For the year ended 31 March 2017 (continued)

1 Accounting Policies

Public health funds the Healthier Catering Commitment project.

Support services are the running of liaison groups. Boroughs contribute an annual fee to cover the costs of running liaison groups.

Projects that are not material have been grouped together in the past. There were no small projects during the current period.

Restricted funds are funds subject to a specific trust, restrictions as to use placed on the funds by the donor. Alehm had seven restricted funds during the year.

Regional Animal Feed funding, provided by the Food Standards Agency (FSA), to introduce a London wide feed inspection and enforcement programme for London. Annual funding is now received for a regional feed lead officer and funds are directed to this work.

Animal feed 2015 funding, provided by National Trading Standards (NTS), to deliver the London regional feed inspection programme for 2015/16. The fund had funds still to be expended at the end of the year. See page 7 for more details.

Animal Feed 2016 funding, provided by National Trading Standards (NTS), to deliver the London regional feed inspection programme for 2016/17. The fund had funds still to be expended at the end of the year. See page 7 for more details.

Inter-Authority Auditing funding obtained, from the FSA, to undertake audits of 7 London Boroughs to assess compliance with FSA Food Hygiene Rating Scheme (FHRS) 'Brand Standard', prior to the FSA introduction of mandatory display of food hygiene rating stickers in food businesses. Transfer of remaining funds to General Funds and this project is now closed.

Surplus food funding from the NTS to examine companies that claim to send food for animal feed. Main activities completed and signed off in April 2015, and funding has been allocated to a further study project by a student EHO.

FHRS funding obtained from the FSA to encourage food businesses across a range of London Boroughs to display their FHRS food hygiene rating sticker. Transfer of remaining funds to General Funds and this project is now closed.

Food Fraud funding obtained from the FSA fighting fund to establish a project team to investigate intelligence of widespread illegal meat being distributed across London. Alehm provided resources to coordinate the project and a claim to the FSA has been submitted to cover costs. See page 8 for more details.

National Sampling funding to carry out a regional food sampling programme across London, coordinated by Alehm in partnership with Royal Borough of Greenwich.

Lockdown project funding obtained from The Department for Communities and Local Government (DCLG) to investigate rogue landlords operating a distinct business model letting sub-standard housing to homeless people, in order to claim maximum levels of housing benefit. For further details see page 7.

London Environmental Health Practitioners

Notes to the Financial Statements For the year ended 31 March 2017 (continued)

2 Charitable Activities

2017	Student Consortia	Work Experience	Public Health	Support Services	General Funds	Unrestricted Funds	Restricted Funds	Total Funds
	£	£	£	£	£	£	£	£
Income and endowments								
Subscriptions	-	56,393	-	4,000	19,087	79,480	-	79,480
Grants	-	-	-	-	-	-	222,416	222,416
Total income	-	56,393	-	4,000	19,087	79,480	222,416	301,896
Expenditure								
Expenses	-	-	161	6,420	2,383	8,964	-	8,964
Grant expenses	-	-	-	-	-	-	235,318	235,318
Bursaries	-	18,000	-	-	-	18,000	-	18,000
Total expended	-	18,000	161	6,420	2,383	26,964	235,318	262,282
Net income/(expenditure)	-	38,393	(161)	(2,420)	16,704	52,516	(12,902)	39,614
Transfer between funds	-	-	-	-	1,884	1,884	(1,884)	-
Net movement in funds	-	38,393	(161)	(2,420)	18,588	54,400	(14,786)	39,614
Funds 1 April 2016	56,371	20,608	6,444	16,715	42,565	142,703	9,439	152,142
Funds 31 March 2017	56,371	59,001	6,283	14,295	61,153	197,103	(5,347)	191,756

Student consortia, Student bursaries, HPA EH Prof, support services and projects are all designated funds. While no specific trust is in operation the subscription income received is maintained in different funds in furtherance of the wishes of the Alehm members.

London Environmental Health Practitioners

Notes to the Financial Statements For the year ended 31 March 2017 (continued)

2 Charitable Activities

2016	Student Consortia	Public Health	Unrestricted Support Services	Support Services	Scores on the doors	General Funds	Total Unrestricted Funds	Total Restricted Funds	Total Funds
	£	£	£	£	£	£	£	£	£
Income and endowments									
Subscriptions	13,848	-	-	5,100	-	22,728	41,676	-	41,676
Grants	-	-	-	-	-	-	-	208,471	208,471
Total income	<u>13,848</u>	<u>-</u>	<u>-</u>	<u>5,100</u>	<u>-</u>	<u>22,728</u>	<u>41,676</u>	<u>208,471</u>	<u>250,147</u>
Expenditure									
Expenses	15,750	-	93	2,375	-	44,705	62,923	-	62,923
Grant expenses	-	-	-	-	-	-	-	230,182	230,182
Bursaries	-	25,200	-	-	-	-	25,200	-	25,200
Total expended	<u>15,750</u>	<u>25,200</u>	<u>93</u>	<u>2,375</u>	<u>-</u>	<u>44,705</u>	<u>88,123</u>	<u>230,182</u>	<u>318,305</u>
Net expenditure	(1,902)	(25,200)	(93)	2,725	-	(21,977)	(46,447)	(21,711)	(68,158)
Transfer between funds	-	-	-	-	(61)	15,055	14,994	(14,994)	-
Net movement in funds	(1,902)	(25,200)	(93)	2,725	(61)	(6,922)	(31,453)	(36,705)	(68,158)
Funds 1 January 2015	<u>58,273</u>	<u>45,808</u>	<u>6,537</u>	<u>13,990</u>	<u>61</u>	<u>49,487</u>	<u>174,156</u>	<u>46,144</u>	<u>220,300</u>
Funds 31 March 2016	<u>56,371</u>	<u>20,608</u>	<u>6,444</u>	<u>16,715</u>	<u>-</u>	<u>42,565</u>	<u>142,703</u>	<u>9,439</u>	<u>152,142</u>

London Environmental Health Practitioners

Notes to the Financial Statements

For the year ended 31 March 2017 (continued)

3 Charitable Activities

2017	Regional Animal Feed	Animal Feed 2015	Animal Feed 2016	Restricted Funds			Food Fraud	National Sampling	Lockdown Project	Total Restricted Funds
				IAA	Surplus Food	FHRS				
	£	£	£	£	£	£	£	£	£	£
Income and endowments										
Grants	-	33,620	67,235	12,345	-	16,391	-	-	92,825	222,416
Total income	-	33,620	67,235	12,345	-	16,391	-	-	92,825	222,416
Expenditure										
Grant expenses	725	21,751	108,206	5,804	1,752	8,886	1,269	2,500	84,425	235,318
Total expended	725	21,751	108,206	5,804	1,752	8,886	1,269	2,500	84,425	235,318
Net expenditure	(725)	11,869	(40,971)	6,541	(1,752)	7,505	(1,269)	(2,500)	8,400	(12,902)
Transfer between funds	-	632	-	(2,613)	-	(2,403)	-	2,500	-	(1,884)
Movement in funds	(725)	12,501	(40,971)	3,928	(1,752)	5,102	(1,269)	-	8,400	(14,786)
Funds 1 April 2016	16,661	(12,501)	-	(3,928)	10,387	(5,102)	(6,499)	-	10,421	9,439
Funds 31 March 2017	15,936	-	(40,971)	-	8,635	-	(7,768)	-	18,821	(5,347)
2016	Regional Animal Feed	Animal Feed 2014	Animal Feed 2015	Restricted Funds			Food Fraud		Lockdown Project	Total Restricted Funds
				IAA	Surplus Food	FHRS				
	£	£	£	£	£	£	£		£	£
Income and endowments										
Grants	-	56,240	113,859	-	12,434	13,021	-	-	12,917	208,471
Total income	-	56,240	113,859	-	12,434	13,021	-	-	12,917	208,471
Expenditure										
Grant expenses	2,391	68,338	126,360	3,928	2,047	18,123	6,499	-	2,496	230,182
Total expended	2,391	68,338	126,360	3,928	2,047	18,123	6,499	-	2,496	230,182
Net expenditure	(2,391)	(12,098)	(12,501)	(3,928)	10,387	(5,102)	(6,499)	-	10,421	(21,711)
Transfer between funds	-	(14,994)	-	-	-	-	-	-	-	(14,994)
Movement in funds	(2,391)	(27,092)	(12,501)	(3,928)	10,387	(5,102)	(6,499)	-	10,421	(36,705)
Funds 1 January 2015	19,052	27,092	-	-	-	-	-	-	-	46,144
Funds 31 March 2016	16,661	-	(12,501)	(3,928)	10,387	(5,102)	(6,499)	-	10,421	9,439

London Environmental Health Practitioners

Notes to the Financial Statements

For the year ended 31 March 2017 (continued)

4 Net incoming / (outgoing) resources for the year

Net incoming resources are stated after charging:

	12 months 2017 £	15 months 2016 £
Independent examiner fee	1,800	-
Audit fee	=	<u>3,600</u>

5 Employee Costs

Alehm has no employees. Trustees are considered key management personal and are not remunerated.

6 Debtors

	12 months 2017 £	15 months 2016 £
Chartered Institute of Environmental Health	622	-
Trade debtors	<u>8</u>	<u>8</u>
	<u>630</u>	<u>8</u>

7 Creditors

	12 months 2017 £	15 months 2016 £
Amounts falling due within one year		
Chartered Institute of Environmental Health	-	14,399
Accruals and deferred income	<u>58,787</u>	<u>62,965</u>
	<u>58,787</u>	<u>77,364</u>

8 Analysis of net assets between funds

	Current Assets £	Current Liabilities £	Total Net Assets £
Unrestricted funds	<u>259,210</u>	<u>(48,576)</u>	<u>210,634</u>
Restricted Funds	<u>(8,667)</u>	<u>(10,211)</u>	<u>(18,878)</u>
Total Funds	<u>250,543</u>	<u>(58,787)</u>	<u>191,756</u>

9 Capital Commitments

At 31 March 2017 the company had no capital commitments.

London Environmental Health Practitioners

Notes to the Financial Statements

For the year ended 31 March 2017 (continued)

10 Related Party Transactions

One trustee, Tay Potier through her company Lime Consultancy Limited, received payments of £13,407 in 2017 (£23,390 in 2016) for work on behalf of Alehm. There were no other disclosable trustees' interests for the 12 months ended 31 March 2017.

11 Controlling Party

Alehm is run by its Trustees (who are the executive), who are appointed by the members of Alehm.