

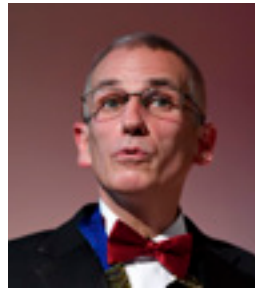


Annual Report 2020

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A Message from the President



Welcome to IHEEM's Annual Report which aims to provide you with an update of IHEEM's activity over the past 12 months.

Against the unprecedented

backdrop of the global coronavirus pandemic, the Institute has continued to support our members whilst being conscious of not diverting them from their valuable work providing products and services to keep NHS frontline staff and patients safe. One of the key outputs from IHEEM's response to COVID-19 has been its close working with the international arms of the Institute and this has brought into focus how much there is to learn from other parts of the world in relation to the challenges that affect our profession globally. I am confident that this sharing of information, experience and knowledge will continue in the long-term.

Despite the challenges that we have all faced during 2020, the Institute has had a fulfilling and successful year which has seen membership numbers rise and new applications regularly submitted. It is extremely encouraging to see that our profession recognises the value of membership to a professional organisation.

Looking back for a moment, I would like to remind everyone of the Healthcare Estates Conference, Exhibition & Awards in 2019 which was the largest, and, in my view the best, to date. We hosted over 4000 delegates and it was a truly international event with visitors from many different countries.

The decision to defer the live event in 2020 was undoubtedly the right decision to make. However, the success of our online "Digital Week" event in October 2020 is a firm indication that there is an appetite for our members to engage in a new and different way as part of what is now deemed "the new normal".

One programme that I am especially proud of is the work we are doing for future leaders and the STEM agenda, which links to one of the key themes I introduced at the start of my term as President. At the beginning of 2020, we went into schools and directly engaged with over 200 students, through a series of workshops and presentations, which you can read more about in this report. There are also 74 students currently taking advantage of our offer of free IHEEM membership. I believe the Institute now provides something for people at every stage in their career including apprentices, tradespeople and those who wish to follow the non-standard route to accreditation.

Finally, I would like to take this opportunity to thank our Chief Executive and everyone at Head Office, I am proud to work alongside such a strong, committed and passionate team. I am also grateful to all our volunteers who devote their valuable time each year to help us fulfil our vision. As I end my term as President, I look to the future of IHEEM with optimism and inspiration.

Chief Executive Statement

I am delighted to be introducing the IHEEM Annual Report 2020; my first as CEO. Earlier this year we published IHEEM's first 5 Year Business Plan which set out the Institute's core objectives and key deliverables. A copy of the "At a Glance Business Plan" is provided in this report.

I believe that whilst the healthcare efm industry remains an attractive sector, there is no doubt that it continues to face significant change and challenge. That is why it is vital for the Institute to have a clear strategic focus, alongside robust financial controls and innovative investment so that it can effectively meet the evolving needs and expectations of its membership.

The outbreak of Coronavirus is still a major global concern and we continue to monitor developments very closely. From the very start, the safety and wellbeing of our members, staff and volunteers has been our overriding priority but we have also done all we can to ensure business continuity and have worked tirelessly to mitigate any operational and financial risks.

We took the decision to put on hold the recruitment to vacant positions at Head Office because of the uncertainty. We have also reviewed and strengthened our corporate governance and professional standing and will continue to monitor and update this as the Institute develops.



We deferred the live 2020 Healthcare Estates Conference & Exhibition but in its place ran our first online and on-demand digital conference. The feedback has been extremely positive and confirms that this new way of engaging was valuable and worthwhile. I would like to thank everyone who supported it including all the speakers, chairs and of course those who registered and watched.

I firmly believe that, throughout the pandemic, we have remained relevant to the members that we serve. We immediately began to provide knowledge, information and regular updates on best practice and lessons learned from across the world. We also developed toolkits to support critical services such as oxygen and medical gas supplies and we harnessed digital technology to allow us to engage and provide that knowledge and information in new and inventive ways.

One of the universal lessons of the COVID-19 crisis has been the vital importance of strong and resilient networks and our Technical Platforms have provided specialist advice to Government via NHS England and NHS Improvement, SAGE and have also supported the Royal Academy of Engineering in their response.

Alongside this vital work, we have started our modernisation programme with the development of our IT infrastructure as well as the launch of our new website which features a new Learning Hub, Knowledge Portal and our new automated CPD recording system.

We are also establishing new partnerships and developing a new annual online-digital programme. These are all significant advances for the Institute and support our commitment to improve our offer to members and company affiliates and to provide accessible and affordable routes to development and opportunity.

There is little doubt that conditions are challenging right now. However, IHEEM has existed for over 75 years and will be accustomed to operating through periods of social and economic uncertainty.

I am positive that the Institute will emerge from the impact of recent events even stronger and will continue to serve our members in both traditional and modern ways to meet their personal and professional needs and aspirations.

I would like to thank our President, Council Members and volunteers for their support and dedication. I would especially like to thank the Head Office team for their work this year and for their support to me and all those who engage with the Institute.

This report gives me great confidence for the future and I very much look forward to 2021 and beyond and continuing to deliver the priorities and commitments we set out earlier this year in our 5 Year Business Plan.



IHEEM Response to COVID-19

Business Plan Core Objectives 2, 6 and 7

The Institute's swift and continued response to the global pandemic dominated its business activity for a large part of 2020. The primary focus was to ensure the safety and well-being of its staff and volunteers and in the case of live events, delegates and exhibitors whilst achieving the right balance in terms of business continuity and support to its global members, the national efm team and the wider engineering community.

Issued IHEEM Operational Policy outlining immediate investment to facilitate Head Office remote working; all meetings and events to be deferred or held online; early negotiation with venues to eliminate financial penalties.

Issued national and international call-outs to IHEEM's individual and corporate membership for technical and professional support to both NHS England & Improvement and World Health Organisation. Over 150 responses were forwarded via IHEEM's dedicated mailbox.

Developed free toolkits to support front-line engineering staff eg: Medical Gas Oxygen Demand Tool & Medical Gas Cylinder Management and Tracking Tool.

Published fortnightly international newsletter sharing intelligence, best practice and personal experience to its 5,000 global membership across 45 countries.



Established a Specialist Technical Panel to provide fast response to national and local calls for specialist advice and guidance on technical challenges raised by COVID-19.

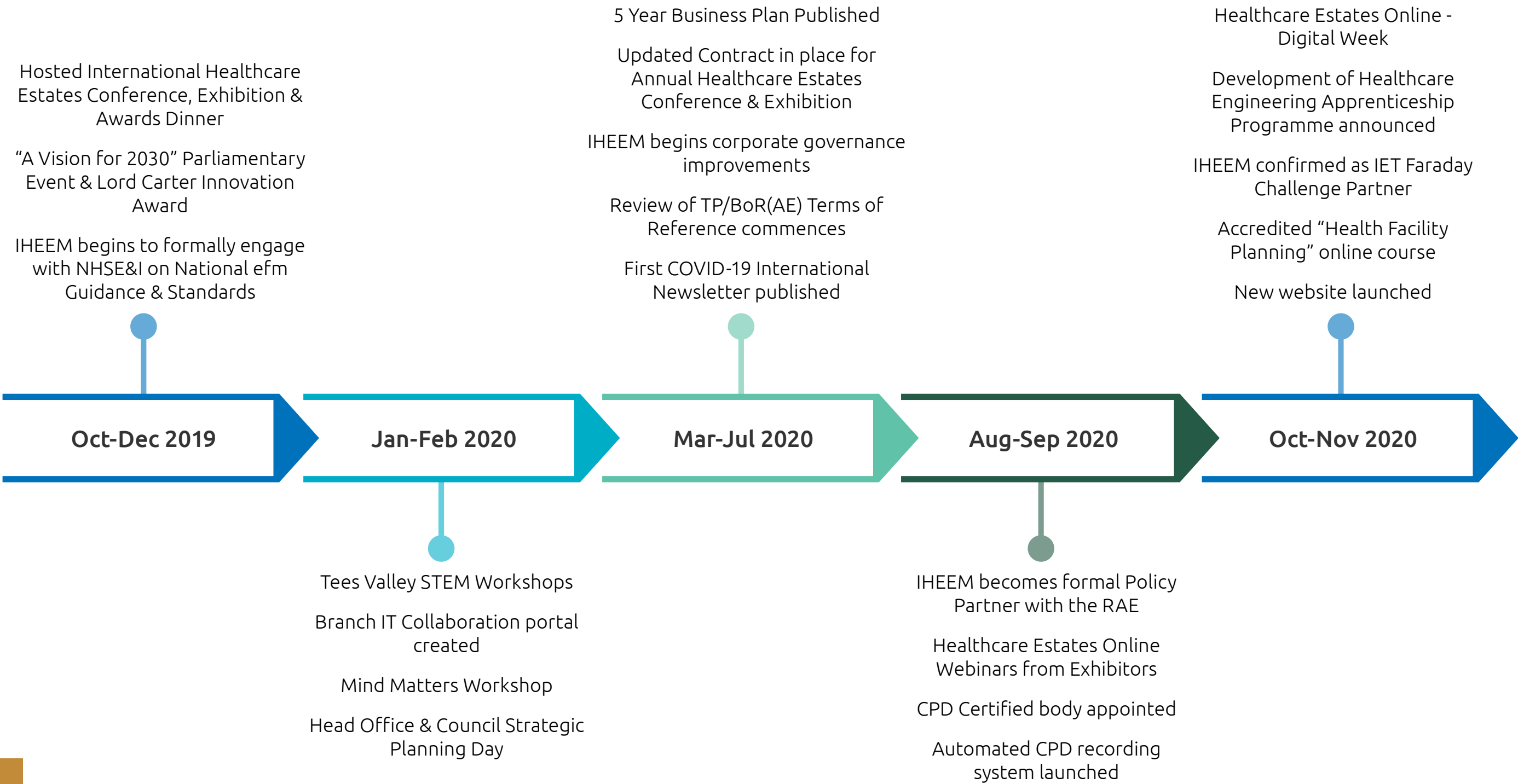
IHEEM formally recognised as part of the RAE response to UK Government in identifying and sourcing engineering advice and expertise.

Developed and published IHEEM Technical Factsheets on key topics eg: Reprocessing of PPE (Respirators) and Fire Safety.

Worked closely with national efm team and devolved administrations to disseminate key messages to the sector.

IHEEM's [Technical Platforms \(on page 14\)](#) continue to play a significant part in the Institute's ongoing support to the COVID-19 pandemic and many of the webinars during [Digital Week \(page 8\)](#) focussed on the local, national, and international response.

Timeline of Key Activity



2020 Healthcare Estates Online

Business Plan Core Objective 5

In response to the need for engaging and connecting with the national and international healthcare efm community, the Institute developed a programme of digital events, webinars and online resources under the banner of *Stay Connected. Keep Informed. Get Ahead.*

The programme, including the **Digital Week** held 5-9 October, offered exclusive free content, presentations from high profile keynote speakers and resources to learn and share knowledge and experiences during this challenging period for our sector.

Healthcare Estates Online
Stay Connected. Keep Informed. Get Ahead.
Digital Week 5-9 October 2020

5 themes
41 live & on-demand webinars
30+ hours of content
3,000 registrations from 33 countries
93 UK & international speakers

On-Demand
Catch up on previous webinars run by Healthcare Estates featuring innovative content provided by our exhibitors and partners.
[Learn more](#)

Webinars.
Hear from expert speakers in a series of live webinars designed to help bring the content of this year's Healthcare Estates Conference to your screen.

Online resources.
Access to a wide variety of online information hosted by IHEEM to support and update your CPD.

Exclusive content.
Exclusive content from Healthcare Estates Exhibitors showcasing the very latest in technology and services.

CHES SCISS
A Canadian Perspective on Covid-19 in Care Homes

IHEEM Digital Week
An audience with Simon Carben
Head of Profession
Director of NHS Estates and Facilities
5 October 2020

COVID-19 Medical Gas Review: Lessons Learnt

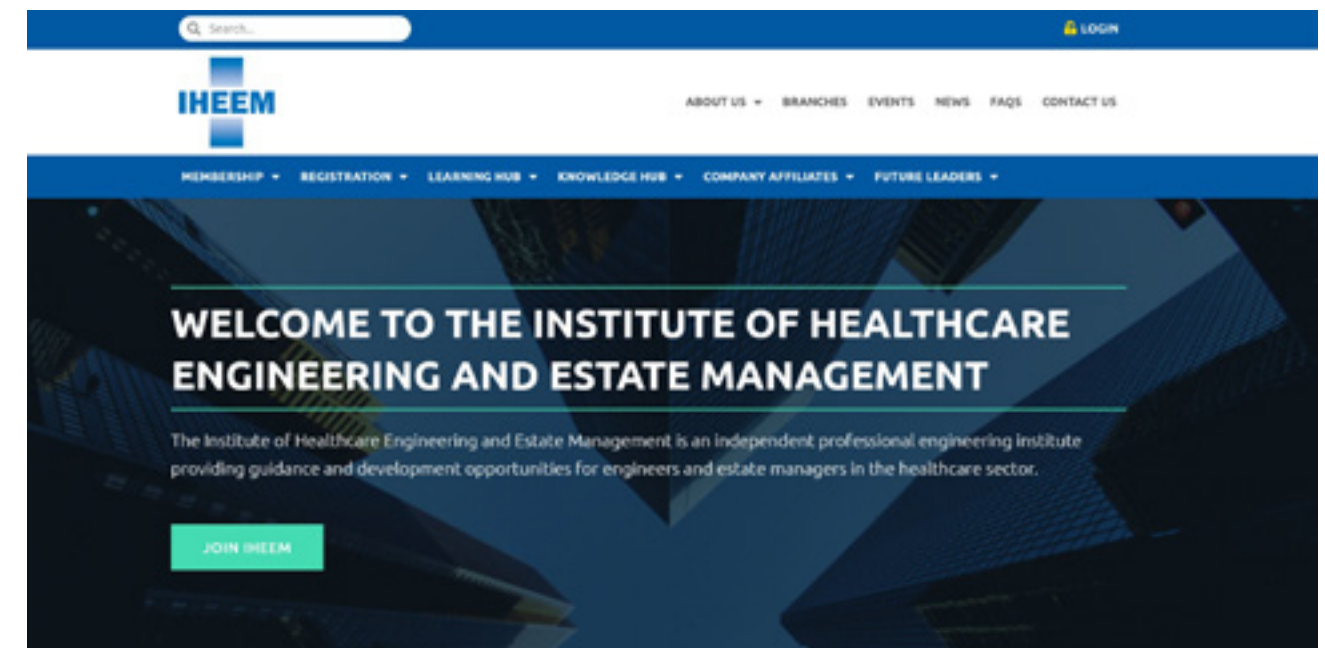
The event was extremely successful and provides the foundation to develop and take forward IHEEM's Digital Programme into 2021 and beyond ([page 23](#))

Thank you to everyone who contributed and made this event a success!

New IHEEM Website

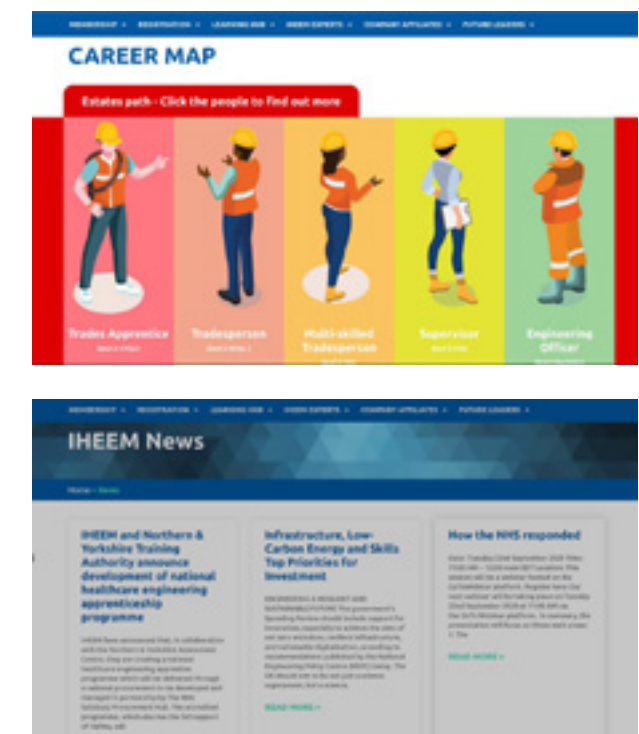
Business Plan Core Objectives 1, 6 and 9

The new website was launched in October 2020 and feedback has been positive in terms of its content and usability. This meets the Institute's goal to provide its members with an easier way to access details about IHEEM's services and browse up-to-date information, knowledge and CPD training offers and supports its commitment to improving the offer to both our individual members and company affiliates.



Key Features

- Learning Hub – Knowledge, Information, Training, Career Development;
- Career Map (in partnership with HEFMA);
- Future Leaders and STEM resources;
- Technical Guidance and Industry News;
- Authorising Engineers – new IHEEM Expert Directory “Find An Expert”;
- Company Affiliate Directory – dedicated information, marketing and promotion material.



Learning & Development

Business Plan Core Objectives 1, 2, 4 and 7

The new Learning Hub is a “one stop shop” within the IHEEM website where members can access a wide range of resources to support their education and training needs.

In addition, there were two major developments in 2020, working in tandem, to support members CPD requirements and improve IHEEM’s offer to members:

Partnership with CPD Certification Body



The Institute is committed to delivering as much CPD content as possible to support its members in their career development and learning. Partnering with the **CPD Certification Service** ensures that all the CPD material IHEEM offers meets qualitative standards and has been through a rigorous and impartial assessment process. Wherever possible all training courses and resources will be CPD certified.

Development of a new Knowledge Portal



A brand new feature of the Learning Hub is the **IHEEM Knowledge Portal** (See *IT Modernisation Programme* page). This digital library allows members to access a wide range of material including:

- National and International Standards and Guidance
- IHEEM’s own Factsheets and Practitioners Guidance
- Practical Case Studies
- Personal Narratives

A number of new training and career development opportunities were also announced in October 2020:

- **9 Day Health Facility Planning Course** – Introduces the specialised aspects of health facility planning and design to candidates with an interest in developing their skills to take on infrastructure projects in public and private healthcare sectors. The first course, held in November 2020, sold-out and a further 4 sessions are planned for 2021.
- **IHEEM Coaching & Mentoring Programme** – Training for appropriately experienced members to support others through the non-standard route to accreditation (IEng/CEng).
- **IHEEM Assessor & Reviewer Training** – Teach members how to assess professional registration applications by looking at qualifications, experience and CPD against the required standards.
- **IHEEM Professional Registration Interviewer Training** – Training to acquire the skills required to participate in conducting a structured interview for a professional registration candidate.



Developing Future Leaders

Business Plan Core Objectives 1 and 3

(STEM) Science, Technology, Engineering & Mathematics



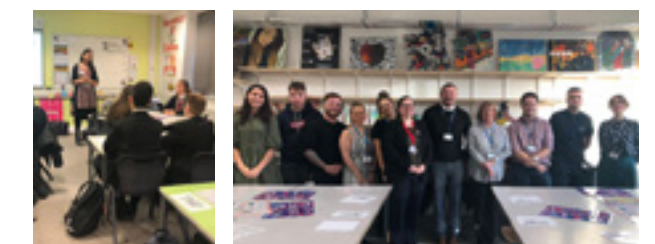
Encouraging new entrants, and particularly future leaders, into healthcare engineering and estates management, and wider STEM roles, is an ongoing priority for IHEEM. It is one of the Institute’s **Five Key Themes** and will be a focus for the term of the President Elect Paul Fenton. IHEEM now offers free Student Affiliate Membership and there are 74 students currently registered who are enjoying the wide range of benefits that this brings.

In January 2020, Monira Kaouech, the Institute’s STEM Ambassador, spent a week holding “People Like Me” workshops and presentations in schools and colleges in the North East of England. She was supported by efm healthcare professionals already in the field, including Alan Spraggon, Estates Manager at South Tyneside and Sunderland Healthcare Group and IHEEM Council member and six apprentices from the Northern and Yorkshire NHS Assessment Centre and the “Engineering Together – The North East Community of Professional Engineering” partnership.

The workshops gave young students a flavour of a career in healthcare engineering and estate management, the associated construction supply chain, and of engineering in the wider context.

There is now a dedicated “Future Leaders” section within the new IHEEM website. This includes case studies from healthcare engineers and apprentices and a set of career maps that outline the different options available within the sector. There is also a STEM Learning Hub and a Skills Hub both of which provide support and resources to students such as CV writing and interview techniques.

In October 2020 IHEEM were delighted to announce that they would be the IET Education Theme Partner for the 2021/22 season of the Faraday Challenge. Based on a real-world problem, the challenge brings together STEM subjects in an engaging way and encourages the development of young peoples problem solving and communication skills. The Institute is currently working with the devolved administrations to devise a problem that the young competitors will seek to address and the solution to which will benefit healthcare engineering.



What the students said

liked the People Like Me foster
 “It was good to hear multiple people discuss what
 where to go for school
 The presentation given was quite interesting
 Very informative and helpful
 Learning good advice for future career choices!!
 I found that the NHS was for a bit more things which are
 apprenticeship interesting





Apprentices

In October 2020 IHEEM announced that, in collaboration with the **Northern and Yorkshire NHS Assessment Centre**, it is creating a national healthcare engineering apprentice programme which will be delivered through a national procurement to be developed and managed in partnership by The NHS Salisbury Procurement Hub.

The accredited programme, which also has the full support of HEFMA, will be based on the successful apprenticeship scheme that has been running in the North East for over 40 years. The four years of matched funding that IHEEM committed to providing earlier in the year (£30k/per annum) will now form part of this partnership arrangement.

Diversity and Inclusion

The “About Us” section within the new IHEEM website highlights what the Institute is actively doing through its Diversity and Inclusion working group, as well as providing useful information, resources and helpful links to other websites and external resources.

In addition, this Working Group focuses on identifying and addressing perceived barriers within the Institute and wider engineering profession. In November 2019 IHEEM held a round-table event at the ETA Projects in London which brought together IHEEM's STEM ambassador, female engineers and estates professionals.

Topics under discussion were encouraging people from diverse genders and ethnic minorities into the sector and how enthusiastic female engineers can make a real impact in attracting new recruits into the profession.



This year's focus provided an opportunity to highlight lesbian, gay, bisexual, transgender and questioning (LGBTQ+) engineers alongside current and historic barriers to inclusion and presenting positive examples and tools that can help to develop a more inclusive culture within engineering for LGBTQ+ engineers.

Unfortunately, many of the events that IHEEM were scheduled to support were postponed due to the COVID-19 pandemic. However, the Working Group has taken the decision to extend this focus into next year, where it will become an important component of IHEEM's new 2021 Digital Programme ([page 23](#)).



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Regional Branches

Business Plan Core Objective 3 and 5

There is no doubting the impact COVID-19 has had on the planned face-to-face activity undertaken by IHEEM Branches and there remains careful consideration in balancing the need to keep connected with members, whilst recognising that many are still fully occupied with the demands of their day job.

Prior to the health crisis, Branches, supported by company affiliates in some cases, delivered a number of seminars and technical presentations across a wide range of topics including:

- Water Management & Safety;
- Health & Safety;
- Business Focussed Maintenance;
- Engineering Smart Hospitals;
- UPS/IPS Systems for Healthcare;
- Biomedical Waste Management;
- Patient Response Systems;
- Synergy to the design and enhancement of the patient room;
- “A Deep Dive into NHS Estates” – Best Practice in Estates Management & Compliance;
- Medical Locations, Medical IT Systems and Uninterruptable Power Supplies;
- Sustainability & Climate Change;
- Stress & Resilience;
- CEF Energy Infrastructure Scheme at Wythenshawe Hospital;
- Preventing Corrosion in Heating & Cooling Systems;
- Medical Locations, Medical IT Systems and Uninterruptable Power Supplies.



Head Office is working closely with the Branches to provide additional support e.g. data and document management, business and financial management support, so that they can be incentivised to be more active locally. Branches now have their own dedicated web-space in the new IHEEM website where they can communicate directly with members and keep them up-to-date with events and activities.

A new monthly live **Branch of the Month** webinar was announced in November 2020, with the aim of providing updates for both individual and company affiliate members on current and planned activity, as well as taking questions and discussion topics from the audience. The webinars will also be available to watch on-demand via the IHEEM Learning Hub for members only.

All IHEEM branches will play a key part in the IHEEM 2021 Digital Programme (page 23) as well as developing new ways to engage locally and provide opportunities to network, develop and share knowledge with their members.

Technical Platforms

Business Plan Core Objectives 2, 5, 7 and 9

IHEEM's Technical Platforms have played a vital role in the Institute's response and support to the COVID-19 pandemic (page 7). The IHEEM Specialist Technical Panel was quickly established to respond to a number of requests for technical input from the UK Government and SAGE, as well as other engineering bodies such as the Royal Academy of Engineers (RAE) across a wide range of engineering challenges that had arisen during the pandemic.

The Panel, formed from the Chairs of each platform and led by Pete Sellars, also provided engineering support to the World Health Organisation through its international links to IFHE and IFHE-EU. It also produced a series of IHEEM COVID-19 Factsheets on topics such as PPE Reprocessing and Fire Safety.

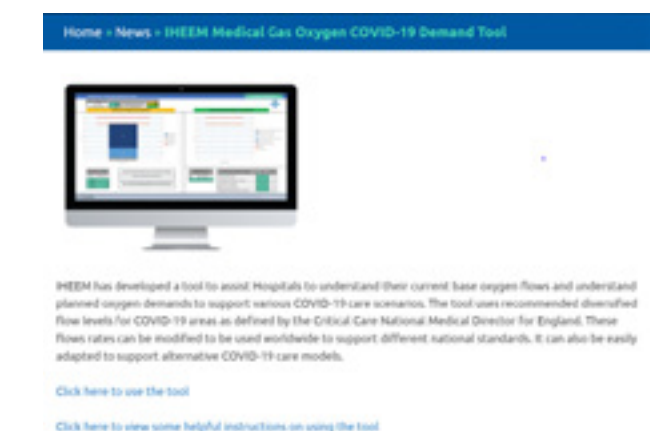
As a member of the NHS England & NHS Improvement's Future Standards Working Group, the Technical Platforms have also provided comment and feedback to several draft national standards and guidance documents, including the ministerial priorities around the **Health Infrastructure Plan (HIP)** such as the Digital Blueprint and Patient Flow as well as a number of Health Building Notes (HBNs).

Along with the IHEEM Branches, the Technical Platforms will have a key role in the 2021 Digital Programme (page 23) as well as the providing articles and sharing specialist knowledge and information to members via the IHEEM Quarterly Newsletter, which was launched in November 2020.

The terms of reference and management arrangements of the Technical Platforms and the Boards of Registration (AE) are currently under review.

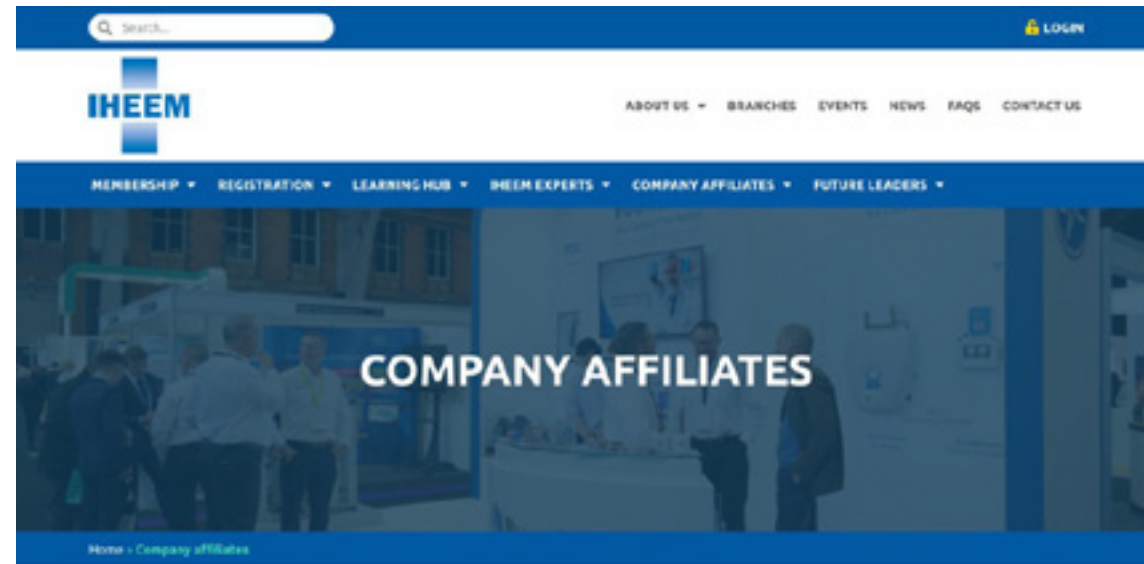
An internal Working Group has been established to provide recommendations and ratification to the Council on a number of issues, which, when resolved, will ensure appropriate governance and assurance is in place to meet the licensing requirements set out by the Engineering Council UK in 2019, as well as ensuring consistency and transparency across all aspects of the working arrangements of Technical Platforms and Boards of Registration(AE).

Once the review is completed a revised Terms of Reference will be developed and published on the IHEEM website.



Company Affiliates

Business Plan Core Objective 7



IHEEM received a tremendous response from its company affiliates to support NHS England and NHS Improvement during the COVID-19 pandemic. Over 150 offers of products, services and skills from its personal and company memberships were received.

The new IHEEM website has a dedicated Company Affiliate webpage allowing them, for the first time, to engage directly with members and the wider healthcare efm sector and to showcase the wide range of goods and services they offer.

Wherever possible, we will involve our corporate members in our activities, and there will be opportunities to sponsor online and digital events, as 'live' events have been sponsored in the past.



IT Infrastructure Modernisation

Business Plan Core Objectives 8 and 9

The capital investment, which began in 2019, to improve the outdated and unreliable IT systems used by IHEEM, is a vital component in strengthening the Institute's governance around data and documentation handling, management and storage. It also enables the Head Office to provide Branches and Committees with the support they need.

Improvements include:

- **Bespoke membership database** – improved application and renewals process for new and existing members;
- **Improved and fully integrated accounts** system including simple direct debit payment collection;
- **Use of Cloud technology** for future proofing and staff efficiency;
- **Remote working facilities** for Head Office staff to enable business continuity (Covid-19 Operational Policy).

A major IT initiative in 2020 was the development and launch of the new bespoke "MyIHEEM CPD" section embedded into the new IHEEM website.

The "MyIHEEM CPD Account" is a new automated system that allows members to easily record all their reflective learning in one place. A key benefit of the new system is that it allows users to share their record with third parties to confidentially review and comment (but not change) via one or more unique links. Users can also complete their CPD record live whilst at a certified IHEEM event via a mobile device. ([Learning & Development, page 10](#)).

The improvement of the Institute's recording systems has also been a focus of 2020, including the integration of registration processes into the bespoke membership database. September 2020 saw IHEEM's Engineering Council Registration undergo a successful virtual audit - the first using this medium - and were delighted that the Institute's CPD assessment processes were formally recognised as being far in excess of that required and acknowledged as a model of good practice. Head Office is now reviewing its policies to ensure they are up to date and relevant.



Governance

President

Ian Hinitt

Vice President & President Elect

Paul Fenton

Council Members

Alistair Cameron	Chris James	Eddie McLaughlan	Alison Ryan
Paul Fenton	Nigel Keery	Greg Markham	Alan Spraggon
Alan Gascoine	Stephen Lloyd	Bill Millar	Phil Wade
Ian Hinitt			

Committee Chairs

Audit & Remuneration - Richard Boyce	Membership & Registration - Steven Palmer
Conference & Exhibition - Claire Hennessy	Professional Development - Carl McKenzie
Diversity & Inclusion - Kim Shelley	Technology Platform - Bill Millar
Management & Finance - Eddie McLaughlan	

Branch Chairs

East Midlands - James Chadwick	Scotland - Harry Waugh
Hong Kong - Dr P L Yuen	South West - Richard Knight
London & South East - Alan Gascoine	Southern - Greg Hansell
North East - Alan Spraggon (Vice Chair)	Wales - Graham Jones
North West - Alistair Cameron	West Midlands - Phil Wade
Northern Ireland - Anthony Trimble	Yorkshire - Chris Davies
Republic of Ireland - Bill O'Reilly	

Technical Platforms Chairs

Architecture & Design of the Built Environment - Paul Mercer	Medical Gas - Mike Ralph
Decontamination - Brian Kirk	Medical Devices - TBA
Electrical - Mark Richards	Sustainability - Ian Hinitt (to be established)
Fire Safety - Maz Daoud	Ventilation - Andrew Poplett
International - Harry Waugh	Water - Mervyn Phipps

Membership Profile 2020



@ September 2020

* includes retired

At a Glance Business Plan

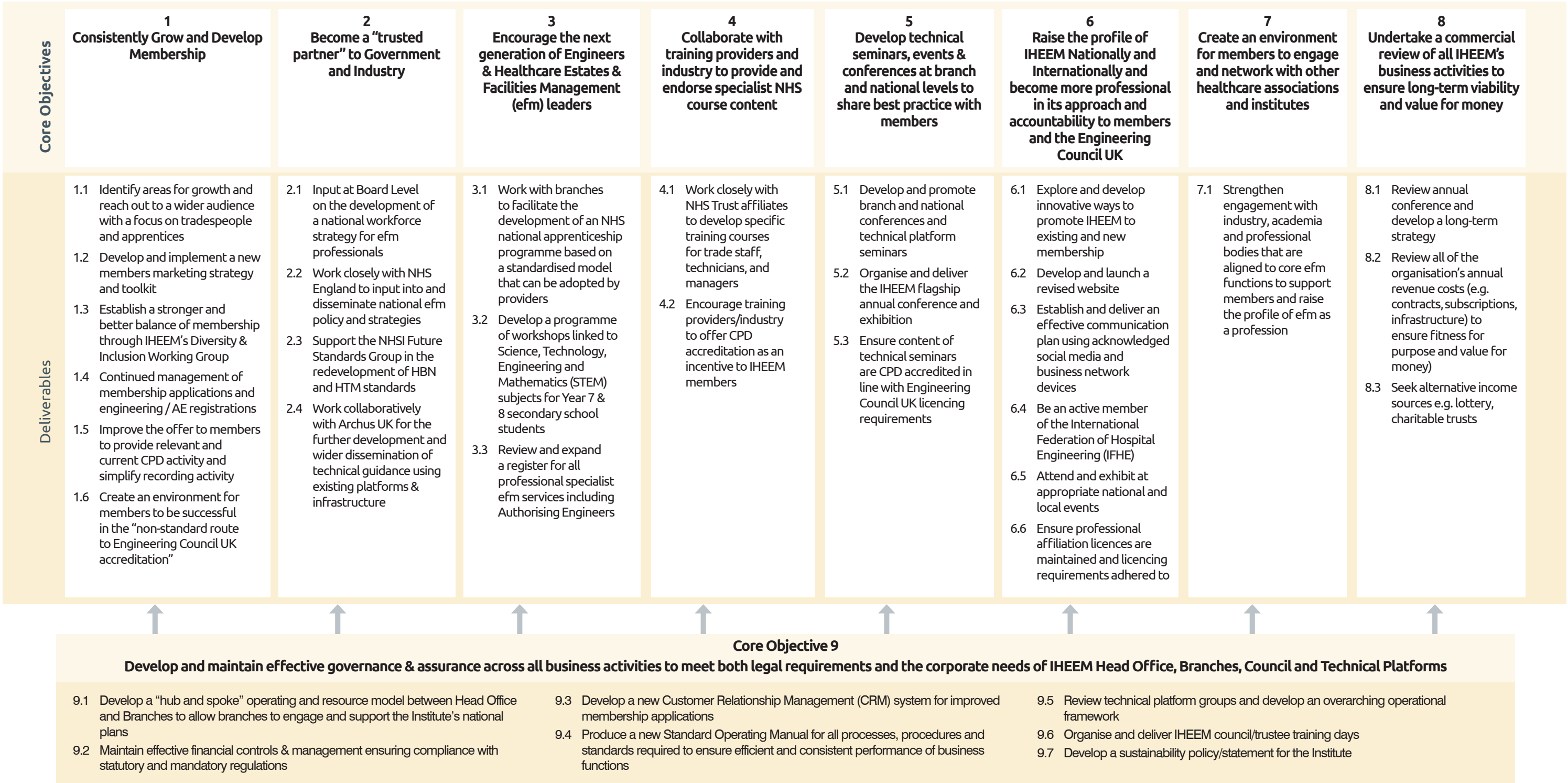


Our Purpose

To continuously improve and develop the Institute, its services and the benefits we offer to ensure our members have the capability to deliver a healthcare estates environment that is safe, efficient and effective for patients staff and visitors

Our 5 Key Themes

- 1 - Serving Our Membership
- 2 - Developing Future Leaders
- 3 - Engaging with New Partner Organisations
- 4 - Supporting Existing Partner Organisations
- 5 - Strengthening our National and International Profile



Knowledge Partners & Key Stakeholders

Engaging with stakeholders and our Knowledge Partners is fundamental to our success. By listening to and working in collaboration with them we can grow and develop to better serve our membership.

We are proud to work with all our partners and stakeholders some of whom are listed below:

NHS England and NHS Improvement



Northern and Yorkshire NHS Assessment Centre



Financial Report

THE INSTITUTE OF HEALTHCARE ENGINEERING AND ESTATE MANAGEMENT

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 DECEMBER 2019

	Unrestricted funds £	Restricted funds £	2019 Total funds £	2018 Total funds £
INCOME AND ENDOWMENTS FROM				
Charitable activities				
Conferences	134,913	-	134,913	228,319
Seminars	29,983	-	29,983	45,237
Publications	6,286	-	6,286	4,947
Membership	305,550	-	305,550	293,971
Miscellaneous	9,263	-	9,263	10,415
Investment income	3,586	-	3,586	4,594
Total	489,581	-	489,581	587,021
EXPENDITURE ON				
Charitable activities				
Conferences	63,598	-	63,598	93,112
Seminars	66,261	-	66,261	79,911
Publications	2,131	-	2,131	1,429
Membership	404,211	-	404,211	349,920
Miscellaneous	28,169	-	28,169	8,825
Total	564,370	-	564,370	533,197
Net gains/(losses) on investments	-	-	-	-
NET INCOME	(74,789)	-	(74,789)	53,824
RECONCILIATION OF FUNDS				
Total funds brought forward	805,734	4,382	810,116	756,292
TOTAL FUNDS CARRIED FORWARD	730,945	4,382	735,327	810,116

CONTINUING OPERATIONS

All income and expenditure has arisen from continuing activities.

THE INSTITUTE OF HEALTHCARE ENGINEERING
AND ESTATE MANAGEMENT (REGISTERED NUMBER: 895080)

BALANCE SHEET
AT 31 DECEMBER 2019

	2019 £	2018 £
FIXED ASSETS		
Tangible assets	182,313	144,333
Investments	200	200
Total	182,513	144,533
CURRENT ASSETS		
Stocks	2,834	983
Debtors	325,601	36,713
Cash at bank	623,721	728,426
Total	952,156	766,122
CREDITORS		
Amounts falling due within one year	(399,342)	(100,539)
NET CURRENT ASSETS	552,814	665,583
TOTAL ASSETS LESS CURRENT LIABILITIES	735,327	810,116
NET ASSETS	735,327	810,116
FUNDS		
Unrestricted funds	730,945	805,734
Restricted funds	4,382	4,382
Total funds	735,327	810,116

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies.

The financial statements were approved by the Board of Trustees on 14 July 2020 and were signed on its behalf by:



I Hinitt - President

Looking Forward to 2021

IHEEM Healthcare Conference, Exhibition and Gala Awards 19-20 October 2021, Manchester



The 2021 conference will once again provide healthcare estates professionals with an opportunity to discuss and share best practice, knowledge, experience and views across the wide range of current and future issues faced by everyone in the sector.

The Institute will continue to offer the highest calibre of speakers from the NHS, other professional bodies as well as academia and industry.

IHEEM Dublin Conference 2021 – Delivering Sustainable Healthcare Estate



2021 Digital Events Programme

An exciting new digital events programme is currently under development and will be launched in early 2021. Supported by IHEEM's own Conference Committee, each month will have a theme against which events will be held or supported by IHEEM and where possible will be made available on-demand and CPD accredited.

This programme part of IHEEM's commitment to support its individual members and company affiliates to **Stay Connected. Keep Informed. Get Ahead** and to echo the "blended learning" approach now favoured by academic organisations since COVID-19 that mixes face-face events with online resources.

Further details will be provided in HEJ and on IHEEM's website as they become available.

Please check the [IHEEM website](#) for further details of Events, Training and Development Opportunities and CPD Offers for 2021



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