



# FUTURE LEADERS

Healthcare Estates & Facilities Management  
Joint Workforce Strategy

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### Foreword

The world is changing at a faster pace than ever before. We have an aging and diverse population that is living for longer with greater, more complex healthcare needs, which means we require new models of care. At the same time, technology is advancing rapidly. We need to do things differently, more creatively and more effectively.

The NHS Estates Return Information Collection (ERIC) for 2019/20, which provides data and information relating to the costs of providing and maintaining the NHS Estate, including buildings, maintaining, and equipping hospitals, the provision of services, highlights that the cost of running the NHS estate totalled £9.7 billion, with cleaning services at £1.1 billion and inpatient food at £0.6 billion.

COVID-19 has highlighted how imperative it is to have a skilled, flexible, and resilient workforce, that is able to adapt quickly in times of crisis to deliver the best possible built environment in a way that works for all.

Supporting and developing the Healthcare Estates and Facilities Management (EFM) workforce has always been at the forefront of IHEEM and HEFMA's core business objectives. This includes those who work in the NHS in England and within the Devolved Administrations as well as those who work for the private sector and contribute to the performance and upkeep of the healthcare estate. The commitment shown by both organisations reflects the importance of this ongoing agenda, which has

resulted in working together to develop a long-term strategy addressing the workforce. This is underpinned by several initiatives and deliverables that will support our respective members to grow and develop, personally and professionally, to enhance their skill set, advance their careers, and meet their own personal aspirations in tandem with the needs of the forever evolving EFM landscape.

It also emphasises the importance of encouraging and supporting future leaders by raising awareness of Science, Technology, Engineering, and Mathematics (STEM) subjects, apprenticeships and learning opportunities to help minimise the future skills gap which was identified in the NHS England and NHS Improvement Workforce Survey (2019).



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### Introduction



The NHS Estates and Facilities professions are responsible for the management of an estate footprint of 24 million m<sup>2</sup> across the NHS in England. They are responsible for the delivery of essential and specialist technical services, security, cleaning, patient feeding, site development, maintenance, and the daily operation of estates, as well as a myriad of other duties which are key to effective health and social care provision.

Traditionally there are approximately 300 roles associated within healthcare EFM, represented by a workforce of around 98,500 staff which equates to 8% of the total NHS workforce. With the extended roles many EFM leads are responsible for, the actual number is likely to be much higher.

A workforce survey carried out by NHS England and NHS Improvement in 2019 highlighted that out of the 98,500 EFM workforce, approximately 65,000 were directly employed by the NHS (66%), around 26,600 were outsourced staff (27%) and the

remaining 6,900 were employed through Wholly Owned Subsidiaries (7%). The split across the three key groups of EFM staff is Facilities Management Services (77%), Estates Management Functions (15%) and Leadership, Management and Support (8%).

The NHS is one of the largest employers in the world and the survey identified that whilst 50% of its EFM workforce is female only 20% occupy senior positions. In addition, only 20% of the workforce is from a BAME background, skewed towards lower banded soft FM roles such as domestic services and catering. This data clearly highlights the need for dedicated training opportunities to support this area to ensure growth, development, and career progression.

It also pinpoints the need for improved awareness and visibility of the EFM profession and this document sets out the strategy on how we aim to achieve this.

### Key Objectives

The Key Objectives for IHEEM and HEFMA to deliver the EFM Workforce Strategy are:

- Influence and support the NHS National Workforce Strategy to address recruitment, retention, diversity, and appropriate pay structures across healthcare EFM services and develop model structures for healthcare organisations.
- Drive a campaign to change the traditional perception of the NHS workforce, as being predominantly made up of doctors and nurses, to one that has better awareness of the importance and diversity of job roles in the EFM professions.
- Develop resources to market healthcare EFM services as a career of choice across all sectors of society and drive diversity, inclusion, and representation in healthcare organisations.
- Support and influence the creation of a national apprenticeship structure and training programme for all professional groups in healthcare EFM services.
- Support the on-going development of a comprehensive Career Route Map to inform potential employees, recruiters and existing staff of the employment and career advancement opportunities in healthcare EFM services.
- Provide opportunities for education, training and knowledge sharing for members to develop their skills and experience across the requirements of their job roles and support and enable them to make the most of career development opportunities.
- Explore ways to help HEFMA and IHEEM's membership develop personal resilience, mindfulness, wellbeing and mutual support to protect them from the pressures of working life.

### Focus Areas: Deliverables

The four areas below underpin each of the key objectives. All are interlinked and both HEFMA and IHEEM share the same ambition to deliver the Workforce Strategy by focussing on these as they have the greatest impact to the EFM workforce landscape:

<b>Visibility</b>  Raising awareness of EFM as a career choice to ensure recruitment of the next generation, into the EFM 'family'.	<b>Development</b>  Raising the profile for education, training, and development programmes, including apprenticeships, dedicated to the health and social care sector to ensure growth, development, and career progression.
<b>Process, Retention &amp; Remuneration</b>  Recognising and addressing the difficulties in recruiting and retaining EFM staff via traditional healthcare recruitment methods, particularly for entry level 'soft' FM roles, by addressing pay, recognition and development opportunities that are currently available.	<b>Diversity</b>  Developing ways to raise awareness of diversity and inclusion within the EFM community, particularly at senior level.



### Visibility



Visibility and awareness about the EFM workforce amongst school leavers is vague. This is highlighted through the shortage of resources and overall knowledge of the EFM professions.

This also emphasises the importance of promoting STEM subjects within schools and encouraging more uptake in school subjects that can lead to the EFM professions. Whilst recent reports have highlighted a continued uptake in STEM subjects, there needs to be more activity to raise awareness of the successful career paths that these subjects can lead to.

One of the first outputs from this joint strategy will be an interactive Career Route Map which highlights the progression available within the industry in an easy to interpret format.

NHS bandings can be confusing, so the route map is designed to enable people who are new to the industry to gain a better understanding of entry requirements and where these roles may lead them to in the future. Both IHEEM and HEFMA are developing multiple campaigns to change the traditional perception of the EFM profession and the focus on clinical roles by highlighting the opportunities available. It is a core objective of both organisations to encourage the next generation of EFM professionals and leaders into the healthcare EFM service and raise awareness of the importance and variety of job roles within EFM through the production of media resources such as informative graphics, videos and case studies.

### Process, Retention & Remuneration



As set out in both the NHS Long Term Plan and the NHS People Plan for 2020/21, the NHS must lead the way in valuing, caring for, listening to, educating and rewarding its people.

There are difficulties in recruiting EFM staff via traditional healthcare recruitment methods, as well as retaining these people due to several areas including; pay grades, lack of recognition and development opportunities. It is also noted that NHS pay scales may not be as competitive with industry standard rates which again can lead to difficulties in recruiting and retaining staff.

It is therefore vitally important to set clear career pathways and development opportunities for those already working in the sector, as well as making these opportunities more attractive to a wider demographic.

IHEEM and HEFMA will be using the Career Route Map interactive tool to highlight gaps in the current system and identify appropriate and accredited training for individuals to progress and develop to the next stage of their careers.

Another area of improvement we have highlighted is the dissemination of best practises and processes regarding recruitment and retention drivers through the sharing of case studies from Trusts across the UK. We will actively engage with affiliated members to share best practice and knowledge around their own recruitment processes to show what good looks like. Taking the time to explain the NHS banding system, as well as how Trusts tailor job roles to people's strengths will automatically give individuals the tools to be able to make more informed decisions and choices regarding their future careers.



### Development



This is a challenging time for the healthcare EFM sector with substantial capital investment into the estate planned and outlined in the Department of Health & Social Care Health Infrastructure Plan (HIP) and the NHS Long Term Plan. The focus on healthcare planning and estate development has never been higher.

HEFMA and IHEEM are committed to supporting individuals at every level of their careers, from young people and apprentices starting out on their healthcare EFM journey, to Directors of Estates and Facilities and all roles in between. It is important that, as the two leading engineering, estates and facilities management organisations, we aim to provide opportunities for members to constantly grow and develop, both personally and professionally, enhancing their skill set and experience across the constantly developing requirements and needs of the built environment.

CPD is now mandatory for all Engineering Council UK registered engineers, and both IHEEM and HEFMA are collaborating with training providers and leading industry professionals to provide and endorse specialist EFM course content. Alongside this, IHEEM and HEFMA are becoming trusted partners to Government and industry, enabling them to influence and input to important decisions regarding the future development, training and support given to all EFM professionals.

### Diversity

Both HEFMA and IHEEM recognise that an important first step in creating an inclusive culture is to understand why diversity and inclusion are beneficial across the EFM workforce.

Addressing diversity and inclusion will not only help bridge the skills gap, but it will also help drive innovation and creativity. As the UK's leading healthcare professional bodies representing the EFM workforce, it is our responsibility to raise awareness, inform and educate our members on certain topics.

#### Awareness

Through raising public awareness of the key roles of the EFM professions within healthcare we are enabling sustainable development of the workforce to encourage more diverse people to join the professions. We aim to continue to provide resources and professional guidance, alongside practical and technical advice to inform all our members of the value of inclusive cultures across the healthcare sector.

#### Inform

By informing our members and identifying barriers, we are ensuring there are actions and recommendations on diversity and inclusion in place, with clear articulation of the importance of an inclusive EFM workforce that works for everyone.

#### Educate

To educate our members we have interaction between diversity and inclusion champions, majority allies, leaders of professions, Fellows, and the wider profession through training and events to share knowledge and best practice on Diversity and Inclusion.

Both IHEEM and HEFMA have an ongoing commitment to support, develop and raise awareness of diversity and inclusion within the EFM community. We are working towards providing members with support to develop their personal resilience, mindfulness, wellbeing, and to build an inclusive culture in the workplace. We will continue to develop and share resources to enrich EFM services as a career of choice across all sectors of society and drive diversity, inclusion and representation within healthcare organisations.



### Moving Forward

The NHS Long Term Plan recognises that over the past decade workforce growth has not kept up with the demands on the service. The NHS needs a comprehensive workforce plan to tackle staffing shortages, improve working environments and better utilise the talents and skills of the million plus people who work within it.

IHEEM and HEFMA are committed to providing more investment and bursary opportunities for their membership above and beyond the current requirements and offer more support for the development and retention for existing EFM staff.

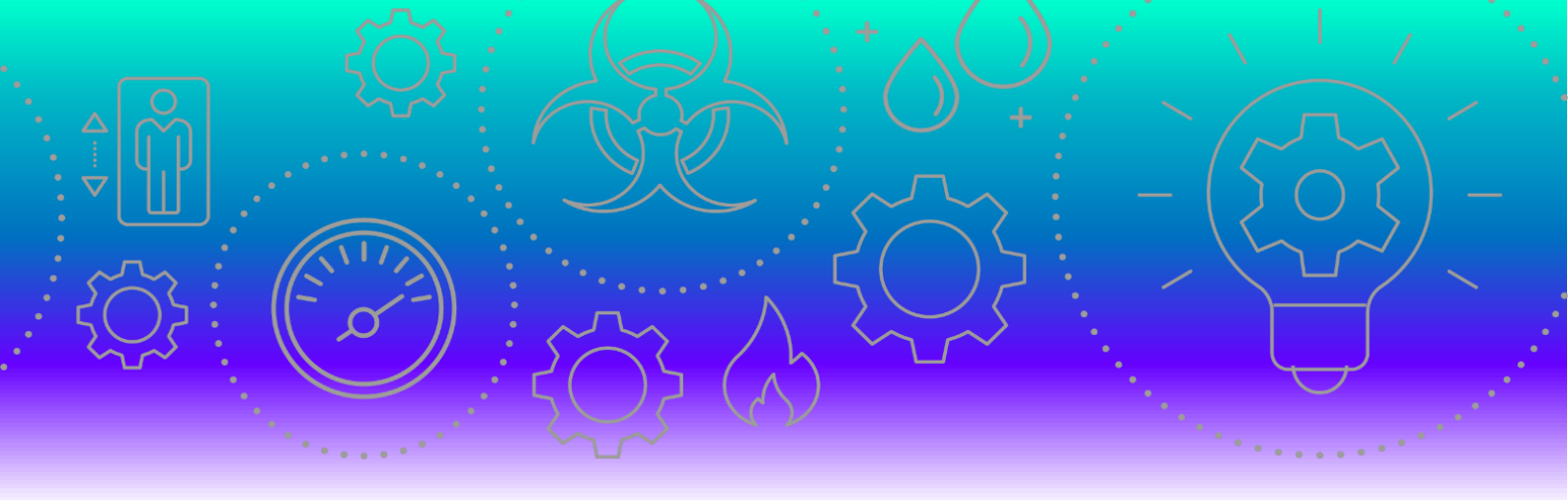
Over the past year both organisations have endorsed training and development opportunities to its membership to create a more accessible approach and raise awareness for courses that will help them progress further.

HEFMA and IHEEM will develop a scope of work that is dedicated to the workforce agenda. This will grow and mature over the next 3-5 years with the emphasis on the key focus areas of Visibility, Development, Process, Retention & Remuneration and Diversity.

Both HEFMA and IHEEM recognise that the delivery of this strategy will require close links with other bodies who share an interest in this key agenda. This will include, but is not limited to:

- NHS England and NHS Improvement
- Other Professional Bodies
- Health Education England
- Training Providers
- Universities Affiliates
- Recruiters
- Careers Advisors
- Support providers

We will work closely with these and other partners to ensure the delivery of sustainable and tangible solutions to the identified key workforce areas.



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This strategy document has been produced by both  
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&

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