

# OUR VISION, YOUR FUTURE ANNUAL REPORT 2022

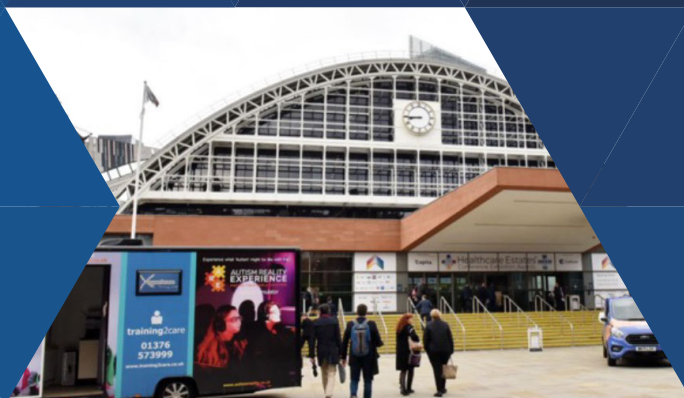
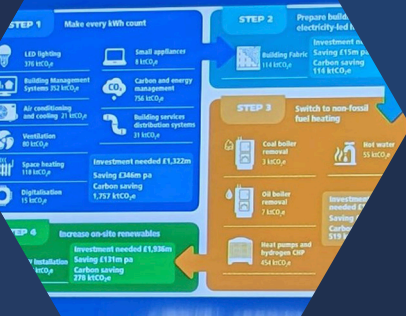


**IHEEM**

Institute of Healthcare Engineering and Estate Management



## System Optimisation



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Paul Fenton, IHEEM President



# A MESSAGE FROM THE PRESIDENT

Welcome to IHEEM’s Annual Report, providing you with an update of the Institutes key activities and achievements over the past twelve months.

This year IHEEM joined forces with a number of professional associations to develop and launch the first National Estates & Facilities Day which will be held annually on 15 June each year. I know that many of you took the opportunity in your organisations to celebrate the vital work delivered by our profession and the positive impact it has on patients and staff. I am immensely proud of all our individual and affiliate members who support and deliver critical services in the NHS and I will never tire of thanking and championing our dedicated workforce. IHEEM is committed to ensuring this event is a success every year and I look forward to seeing how you mark the occasion in 2023.

One of my priorities as President has been supporting and encouraging the next generation of healthcare efm professionals. Therefore, a major highlight for me was judging the 2022 Faraday Challenge Final at Alder Hey earlier this year as it was the embodiment of what I hoped we could achieve when I set out that priority. You can read more about the event in this report but I was truly inspired by the enthusiasm and innovation shown by all the students who took part. IHEEMs involvement in the programme has undoubtedly provided young people who have expressed an interest in engineering with a greater understanding of our sector and the key role that all our members – at all

levels – have in improving the experience that patients have in hospital. During my involvement in the programme I have no doubt that I have met future healthcare engineers and efm specialists. I was therefore delighted that the New Hospital Programme accepted IHEEMs invitation to join the next phase of the programme and connect with each of the 5 finalists to work alongside their Chief Design team to turn their winning ideas into real tools to help children in hospital.

I was delighted to meet so many members, affiliates and IHEEM supporters at the much-anticipated return to a fully live Healthcare Estates in Manchester. And what a return it was - the largest event in its history. I was pleased to meet up with so many friends and colleagues once again. It reminded me how important networking and connecting can be for personal and professional development and how taking a short time out from the “day job” to relax and socialise with colleagues and peers can have a such a positive impact on your general wellbeing. Taking from the success of the past online conferences, most of the presentations at Manchester were recorded and are available online. If there was something that you missed, then I would encourage you to log onto the website and make full use of this facility.

It was also a privilege to attend and present at the

IFHE International Conference in Toronto. The presentation that Pete Sellars and I made around the complex topic of Healthcare Planning was well received. The feedback we got from delegates supported our belief that developing a common language and approach is hugely important and is needed to improve the planning, design and construction of new and existing hospital services across many countries, not just in the UK. A number of countries wish to engage further with us on this topic including requests to engage and present at future online events. There is no doubt that this strengthens the Institutes drive to influence future healthcare planning.

As I end my term as President, I look back with enormous pride at all the achievements the Institute has made over the past two years, during what was an incredibly challenging time nationally and globally. Once again, I would like to thank the dedicated Head Office team who remain steadfast in their support and service to all our members. It has been a pleasure to work with such a strong and committed team, alongside the Chief Executive and my fellow Council Members and volunteers, all of whom continue to support IHEEM to fulfil its vision to continuously improve and develop the Institute for the benefit of our membership.

It has been an honour to serve as President and it is my pleasure to hand the baton to Alison Ryan who I know will be an excellent President and ambassador for the Institute.

Paul Fenton, MBE





# CHIEF EXECUTIVE STATEMENT

I am delighted to present our 2022 IHEEM Annual Report. The Institute has enjoyed another busy and successful year where it has delivered a number of key objectives in line with our 5 Year Business Plan and annual business priorities.

When we published our last Annual Report, I hoped for a more settled 2022 following the uncertainty of the past two years. As I look back on this year, I am extremely proud of what the Institute has achieved and how having the opportunity to return to some of our usual activities such as in-person events, has been welcomed by all. This report clearly illustrates how we continue to meet the needs of our members and improve the quality and breadth of services that IHEEM provides.

Membership numbers have continued to rise with a projected overall increase of almost 12% since 2019. We have reversed the small decline in membership that was happening pre-pandemic and I have no doubt this is a clear reflection of the support IHEEM provides to all of its members. The Institute has also supported more members to achieve professional status than it has in the last 5 years. These include not only Chartered Engineers, some through the Individual Route, but also Engineering Technicians and Incorporated Engineers. Company Affiliate membership continues to grow which means that more organisations who are active within our sector, and supporting our industry, are

taking advantage of IHEEMs offer. Almost half of the exhibitors at Healthcare Estates were IHEEM Company Affiliates and we will be exploring how we can improve our offer to all exhibitors in 2023.

We continue to work collaboratively with other professional bodies and national and international organisations. Our Technical Platforms have provided feedback to the national estates and facilities guidance programme and we held our first AE Conference for 2 years which saw IHEEM registered AEs attend alongside tradespeople and apprentices.

The pandemic brought to light IHEEM's vital role in facilitating networking so this year has seen a much welcome return to in-person meetings, conferences and events. We have successfully delivered a comprehensive programme of live events, both locally and nationally. There is no doubt that members have welcomed the opportunity to network and connect in person and we will continue to support our Branches to deliver events that link to topics which have the greatest impact on our sector. We listened carefully to our members, company affiliates and exhibitors and to make our events more inclusive and accessible we launched a



standard pricing structure for everyone wishing to attend our events. We also delivered substantial savings on each ticket for Healthcare Estates 2022.

One of my personal highlights of the year was the return of a fully live Healthcare Estates Conference and Exhibition at Manchester in October. This years event was the biggest in its history with record numbers of visitors, exhibitors and speakers. The feedback received has been extremely positive and nearly 80% of exhibition space for 2023 was sold in the following weeks. Although there were some last-minute challenges brought about by the national rail strike and COVID infections we were able to mitigate these quickly and the overall impact on visitors and speakers was minimal. The new IHEEM Members Lounge was a great success and added value to our members who attended the event. I would like to thank our partners STEP Exhibitions for their hard work and together we will build on this success to

ensure we continue to make our flagship event as inclusive and relevant to you as possible.

Internally, Head Office has continued to deliver our business priorities and support our many committees, platforms and Boards of Registration. The investment to modernise our IT infrastructure now means we are able to process new membership applications, renewals and upgrades much more effectively. During the last two years of global uncertainty we did all we could to mitigate any financial and operational risk to the Institute. We have also moved towards improved transparency in terms of our Business Plan and Annual Reports and I know that our new President Alison Ryan will continue in that vein. I am pleased that we are now in a financial and operational position to begin to strengthen the internal resources needed to ensure we have the right skills and knowledge in place to continue to deliver our ambitious 5 Year Business Plan. We are also supporting our Head Office team in their own development.

The achievements set out in this report are a tribute to the commitment of our Head Office team. Their hard work, drive and determination are outstanding and I greatly value and appreciate all that they do. IHEEM also benefits from the support of its volunteers who make a significant contribution through their service to our Council, Committees,

Platforms, Boards and Working Groups. I would like to thank them for their support.

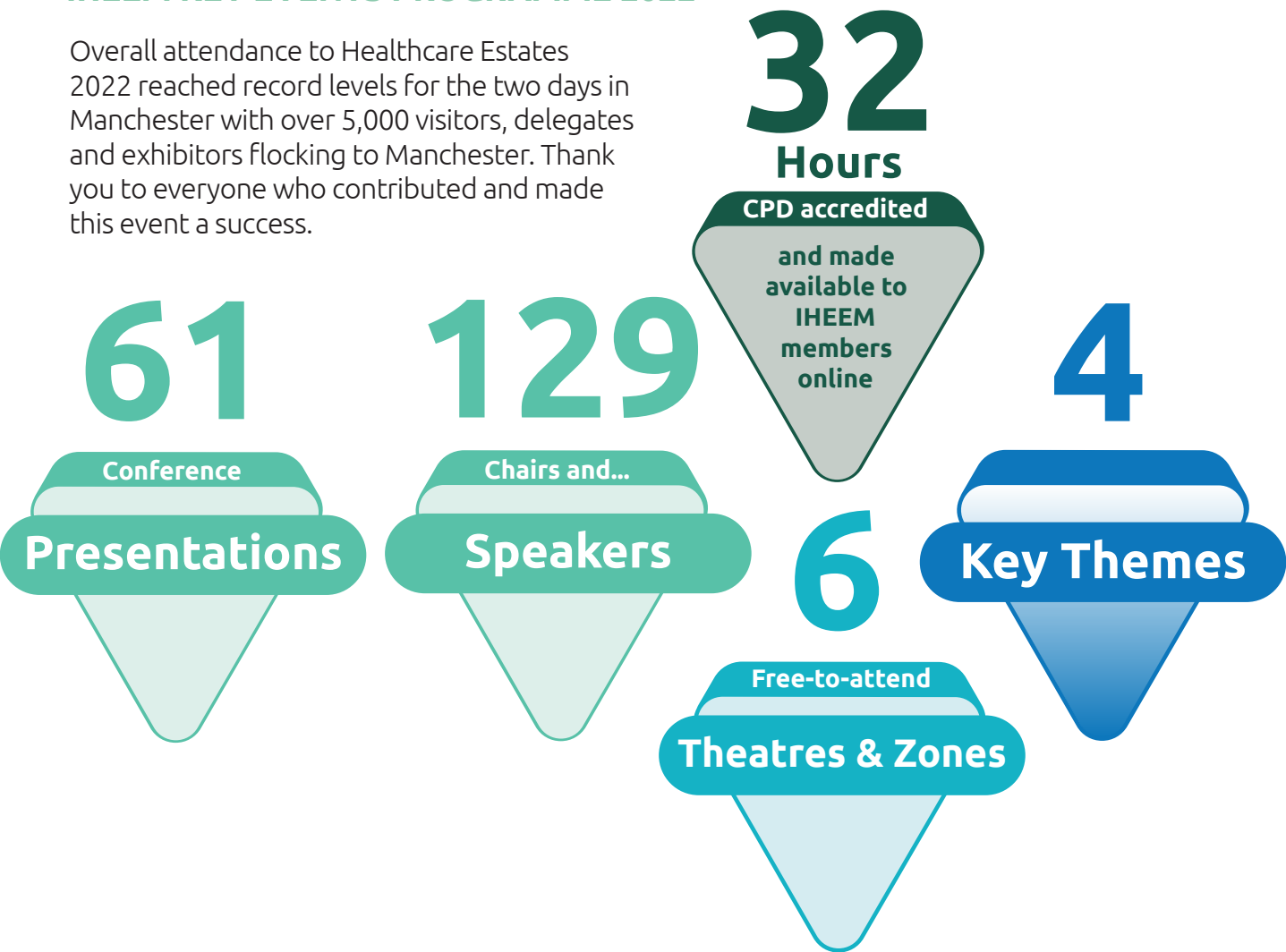
This report sets out our many successes this year and demonstrates how the Institute has effectively planned and delivered particularly in its face-to-face engagement with the growing numbers of members, partners and stakeholders. It gives me great confidence for the future and I look forward to 2023 and beyond as we continue to deliver for all our members.

**Pete Sellars**

# HEALTHCARE ESTATES CONFERENCE & EXHIBITION 2022

BUSINESS PLAN CORE OBJECTIVES 5 AND 6  
IHEEM KEY EVENTS PROGRAMME 2022

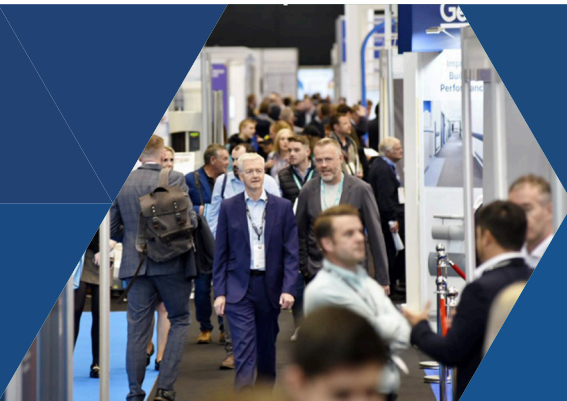
Overall attendance to Healthcare Estates 2022 reached record levels for the two days in Manchester with over 5,000 visitors, delegates and exhibitors flocking to Manchester. Thank you to everyone who contributed and made this event a success.



*"A fantastic opportunity to build relationships with people in the industry and create a network of people all wanting to better the healthcare sector."*

*"Great to be back in person and to see how the sector is evolving and how we can all meet the needs in providing a quality NHS estate"*

*"Would definitely be an event I will be attending next year."*





# LEARNING & DEVELOPMENT

BUSINESS PLAN CORE OBJECTIVES 1, 2, 4 AND 7



**IHEEM**  
Learning Hub

Stay Connected. Keep Informed. Get Ahead.

## IHEEM LEARNING HUB

Over 400 Vimeo recordings are now available online exclusively for IHEEM members to access. All IHEEM conference marketing now clearly states which presentations are recorded and are CPD accredited. This has become standard practice for all of the Institutes key in person events and online webinars. We have invested to ensure we have the right technical support in place to maintain the high quality production standards we achieved this year.



## IHEEM CAREER ROUTE MAP

This unique digital tool provides information to support members in their career development.

Users can also access relevant job advertisements on the IHEEM Website.



## IHEEM KNOWLEDGE PARTNERS

The Institute continues to deliver on its commitment to provide its members with access to a wide choice of professional and technical training opportunities through its growing Knowledge Partnerships. Underpinning the IHEEM Career Route Map, there are now 90 learning and development courses available to our members from 6 providers including Health Facility Planning as well as technical training courses.

# WORKFORCE

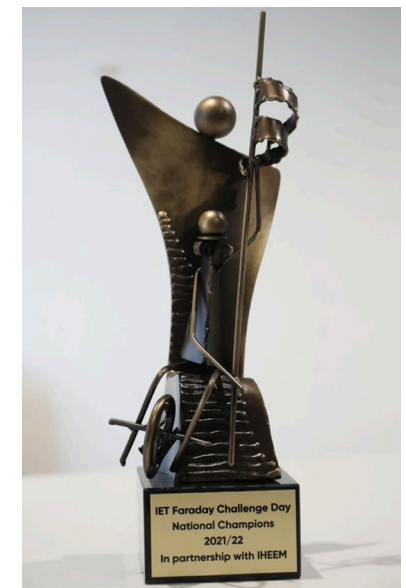
BUSINESS PLAN CORE OBJECTIVES 1, 3 AND 7  
IHEEM KEY EVENTS PROGRAMME 2022

The Institute continues to actively invest its resources to support our members throughout their career journey.

Part of the IHEEM Presidents priorities saw particular focus on encouraging and developing the future healthcare engineers and efm workforce. A major part of this was the 2021/2022 Faraday Challenge which saw the Grand Final hosted by Alder Hey Childrens Hospital in June. It was the culmination of the competition involving 959 teams from 285 schools across England, Wales, Scotland and Ireland all of whom attended one of the 165 Challenge Days held during the season.

IHEEMs sponsorship of this event undoubtedly provided students with a greater understanding of the healthcare engineering sector and the key role that all of our members – at all levels- have in improving the experience that patients have in hospital.

The five teams who reached the final were subsequently offered the chance to have their winning designs turned into real tools to help children in hospital. The New Hospital Programme accepted IHEEMs invitation to engage with the finalists to give them the opportunity to influence hospital design which means that the outputs from the challenge will endure and develop in a unique and innovative way.



The winning team with IHEEM President Paul Fenton MBE and Childrens Commissioner for England Dame Rachel De Souza

# DIVERSITY & INCLUSION

## BUSINESS PLAN CORE OBJECTIVE 1

This years focus of the Diversity and Inclusion Working Group (D&I) has been Bullying, Harassment and Abuse.

Drawing from the NHS Staff Survey published in 2021 and the Chartered Institute of Personnel & Development 2020 report "Managing Conflict in the Modern Workplace" they found while reported incidents of bullying, harassment and abuse in the NHS were low, those incidents were still weighted towards minority groups of staff: BAME, LGBTQ+ and people with disabilities. It was not possible to identify and develop figures specific to the healthcare engineering and estates workforce but there is no doubt that these behaviours are disproportionately felt by the above groups of staff and also by women.

The group held an interactive workshop at Healthcare Estates 2022 where these findings was discussed in an open and frank conversation with attendees. A number of lived experiences from people who had faced bullying, harassment and abuse was also presented which made for a sobering testament. These were not only from NHS staff but from external contractors who work within the sector.

The feedback from those who joined the session was extremely positive and the Working Group would like to thank everyone who took part and shared their moving and insightful experiences.

Although it would appear that some progress is being made in these areas, there is obviously still work to do and the group will consider this and the previous work that has been done in setting the agenda for 2023.

The Working Group also welcomed a new member in 2022: Lucy Rowe, the Young Persons and Diversity Manager from the National Estates and Facilities Team at NHS England.



*The Working Group present at their workshop at Healthcare Estates 2022*

# IHEEM MODERNISATION PROGRAMME

## BUSINESS PLAN CORE OBJECTIVES 8 & 9

Further modernisation of IHEEMs systems and procedures continued in 2022 with the objectives of improving the service to existing and new members and strengthening internal governance.

### SYSTEMS MODERNISATION

The year has seen continued improvements to the CRM, CPD systems in addition to the ongoing development of the IHEEM website. Major upgrades to our on-line events booking system now provides exhibitors with a simple end to end process from online booking through to invoicing and billing providing improved customer experience. Work also started on the fully automated membership application process which is planned for completion in 2023.

### DIGITAL DISPLAY BOARDS

IHEEM are now using two large digital boards at its own and other events. Unlike printed display material, which has a shorter lifespan, the new interactive boards will enable Head Office to provide bespoke and up to the minute information on IHEEM stands and with their touchscreen technology they can be used to gather live data eg: surveys, questionnaires etc quickly and efficiently.



# REGIONAL BRANCHES

BUSINESS PLAN CORE OBJECTIVES 3 AND 5

IHEEM Regional Branches have continued to utilise online capability and delivered a number of webinars including:

- Electrical Safety Within Healthcare Environments
- Workforce development, apprentices, IHEEM...and you!
- Practical Approaches to Water Safety

Some of our Branches have also arranged conducted tours of healthcare facilities and organisations providing support to our industry. They have also attended careers fairs to highlight and discuss with school leavers the wider ranging and varied career opportunities available in our sector.



Although the Hong Kong Branch were still dealing with ongoing COVID-19 restrictions they have continued to connect with members online and delivered two webinars: “Mega-Trends In Medical Technology Impacting on Operating Theatre Construction” and Fast Track Construction of BSL3&4 Laboratory & Airborne Isolation Wards” in response to the extensive healthcare infrastructure development pipeline. The Branch also maintained its links to mainland China and took part in their organised webinar in the Summer.

This year many of the Branches were able to plan their return to face to face meetings and events in 2022. Two notable conferences delivered this year were:

## JOINT IHEEM NORTHERN IRELAND & REPUBLIC OF IRELAND CONFERENCE

### IHEEM KEY EVENTS PROGRAMME 2022

May 2022 saw the joint IHEEM Northern Irish and Republic of Ireland Branch event held at Dublins Croke Park stadium. Postponed from 2020, the two-day conference, exhibition and awards entitled “Delivering Sustainable Healthcare Estates” attracted over 350 delegates and saw high-profile speakers including from Irelands Health Service Executive (HSE), Irish and Northern Irish healthcare providers and NHS England present in an absorbing and interactive conference. The two Branches worked in close collaboration and with IHEEM Head Office and the feedback from visitors and exhibitors was extremely positive and the opportunity to network and connect was very much welcomed. A report on the event can be found in the June edition of Health Estate Journal [www.healthestatejournal.com](http://www.healthestatejournal.com)

This event also saw the revitalisation of the Republic of Ireland Branch following a two year period when activities were interrupted by the pandemic. The branch is now chaired by Bill O'Reilly and is formally represented on IHEEM Council. A report on the new chair and the plans for the Branch was featured in the June edition of Health Estate Journal [www.healthestatejournal.com](http://www.healthestatejournal.com)



## IHEEM MIDLANDS CONFERENCE

### IHEEM KEY EVENTS PROGRAMME 2022

The first dedicated IHEEM Midlands Conference was held in June 2022. Titled “Future Proofing Healthcare” was held in Burton-on-Trent. Focussing on Net Zero carbon and the “post-pandemic world” it featured presentations from the National Sustainability and Estates and Facilities teams as well as speakers from industry and IHEEM Knowledge Partners. A report on the event was included in the August edition of Health Estate Journal [www.healthestatejournal.com](http://www.healthestatejournal.com)





# TECHNICAL PLATFORMS & AUTHORISING ENGINEERS

BUSINESS PLAN CORE OBJECTIVES 2, 5, 7 AND 9

## IHEEM TECHNICAL PLATFORMS

IHEEMs Technical Platforms continue to provide feedback to national standards and guidance documents and research developed by organisations such as NHS England, British Standards Institution and The Nuffield Trust.

In March IHEEM announced that its Architecture, Design & Built Environment (ADBE) Technical Platform was re-launched as the IHEEM Strategic Estate Management TP. The revitalised platform now has a focus on the strategic aspects of the healthcare estate including healthcare planning, capital development and a range of associated topics. It has a significantly increased membership that includes professionals from industry, academia and the NHS.

The Electrical Technical Platform has also called for new members this year to support its ambition to expand the breadth of representation and technical input into healthcare efm specific guidance in addition to British Standards.

Some of the IHEEM Technical Platforms took part in the Healthcare Estates Conference and the Strategic Estate Management TP held an interactive workshop entitled “Estates Strategy – The Forgotten Art?”



IHEEM ETP presenting at Healthcare Estates 2022

## IHEEM AUTHORISING ENGINEERS

### IHEEM KEY EVENTS PROGRAMME 2022

IHEEM and its members were delighted that the annual AE Conference returned in 2022. This one day event entitled “Making the Standard” was held at the prestigious Epsom Racecourse in July and attracted over 140 delegates including, for the first time, sponsored places for IHEEM tradespeople and apprentices as part of our commitment to support the next generation of efm leaders. The event was recorded and CPD accredited and made available for members to watch online. A full report on this event was featured in the August edition of Health Estate Journal [www.healthestatejournal.com](http://www.healthestatejournal.com).

Articles by IHEEM Authorising Engineers are now clearly highlighted in the Health Estate Journal using the trademarked IHEEM AE logos that were introduced last year. This raises their individual profile and the professional status they hold within IHEEM.

A number of IHEEM Authorising Engineers also took part in this years Healthcare Estates Conference, presenting across several of the six technical theatres.



G Stanton, IHEEM AE(D) presenting at the AE Conference



D Harper, IHEEM AE(W) presenting at Healthcare Estates

# COMPANY AFFILIATES

BUSINESS PLAN CORE OBJECTIVE 7

IHEEM Company Affiliate membership continues to grow as more organisations who support the healthcare engineering and estate management sector are connecting directly with IHEEM members and taking advantage of the Institutes offer which includes:

USE OF THE IHEEM LOGO ON ADVERTISING MATERIAL

ENTRY INTO THE IHEEM HANDBOOK SENT TO ALL MEMBERS

DISCOUNT ON COST OF A STAND AT HEALTHCARE ESTATES CONFERENCE & EXHIBITION

DISCOUNT ON IHEEM PERSONAL MEMBERSHIP SUBSCRIPTIONS – AVAILABLE TO ALL COMPANY AFFILIATE EMPLOYEES

INCLUSION IN THE COMPANY AFFILIATE DIRECTORY ON THE IHEEM WEBSITE

OPPORTUNITIES TO PRESENT AT IHEEM BRANCH EVENTS

Wherever possible IHEEM endeavours to involve our corporate members in our activities with opportunities to sponsor events and raise their profile.

Almost half the exhibitors at Healthcare Estates 2022 were IHEEM Company Affiliates and in 2023 we will be discussing their views on how we can better support them in the future.



IHEEM Company Affiliates Exhibiting at the IHEEM Dublin Conference & Healthcare Estates 2022





# GOVERNANCE

## PRESIDENT

Paul Fenton

## VICE PRESIDENT & PRESIDENT ELECT

Alison Ryan  
Nigel Keery

## BRANCH CHAIRS

### London & South East

Alan Gascoine

### Southern

Greg Hansell

### South West

Richard Knight

### East Anglia

Vacant

### West Midlands

Phil Wade

### East Midlands

James Chadwick

### North West

Alistair Cameron

### Yorkshire

Simon Adamson

### North East

Alan Spraggon

### Scotland

Vacant

### Wales

John Prendergast

### Northern Ireland

Steven Johnston

### Republic of Ireland

Bill O'Reilly

### Hong Kong

Dr P L Yeun

## COUNCIL MEMBERS

Alistair Cameron  
James Chadwick  
Peter Davies  
Paul Fenton  
Richard Harris  
Martyn Jeffery  
Nigel Keery  
Eddie McLaughlan  
Bill O'Reilly  
Paul Rodgers  
Alison Ryan  
Alan Spraggon  
Mark Williams  
Dr P L Yeun

## TECHNICAL PLATFORMS CHAIRS

### Water

Mervyn Phipps

### Ventilation

Andrew Poplett

### Electrical

Paul Harris

### Medical Gases

Vacant

### Decontamination

Brian Kirk

### Fire Safety

Mazin Daoud

### Environmental Sustainability

Ian Hinitt

### Medical Devices

Vacant

### Strategic Estate Management

Paul Mercer

## COMMITTEE CHAIRS

### Audit and Remuneration

Wayne Carr

### Conference and Exhibition

Claire Hennessy

### Management and Finance

Eddie McLaughlan

### Membership and Registration

Mark Richards

### Professional Development

Carl McKenzie

### Technology Platform

Eddie McLaughlan

## BOARD OF REGISTRATION (AUTHORISING ENGINEERS) CHAIRS

### Water

Paul Nolan

### Ventilation

Graham Taylor

### Electrical

Mark Richards

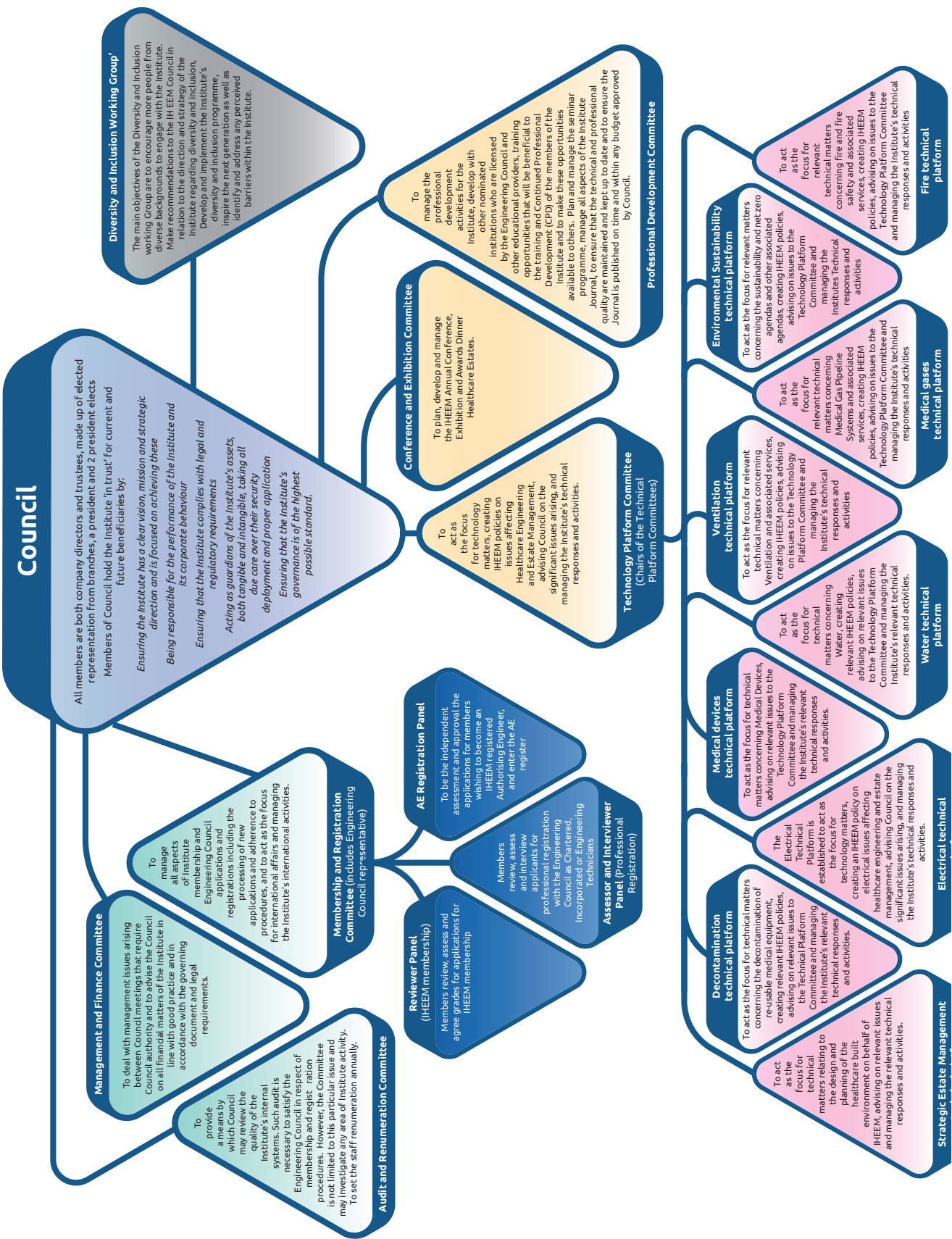
### Medical Gases

Ian Sandford

### Decontamination

Graham Stanton

# GOVERNANCE STRUCTURE



# MEMBERSHIP PROFILE 2022



Figures @ September 2022

\* Includes Retired  
↑ Indicates a rise in figures from 2021

## IHEEM 5-YEAR 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

Core Objectives	Deliverables
<b>1</b> Consistently Grow and Develop Membership	<p>1.1 Identify areas for growth and reach out to a wider audience with a focus on tradespeople and apprentices</p> <p>1.2 Develop and implement a new members marketing strategy and toolkit</p> <p>1.3 Establish a stronger and better balance of membership through IHEEM's Diversity &amp; Inclusion Working Group</p> <p>1.4 Continued management of membership applications and engineering / AE registrations</p> <p>1.5 Improve the offer to members to provide relevant and current CPD activity and simplify recording activity</p> <p>1.6 Create an environment for members to be successful in the "non-standard route to Engineering Council UK accreditation"</p>
<b>2</b> Become a "trusted partner" to Government and Industry	<p>2.1 Input at Board Level on the development of a national workforce strategy for efm professionals</p> <p>2.2 Work closely with NHS England to input into and disseminate national efm policy and strategies</p> <p>2.3 Support the NHS Future Standards Group in the redevelopment of HBN and HTM standards</p> <p>2.4 Work collaboratively with Archus UK for the further development and wider dissemination of technical guidance using existing platforms &amp; infrastructure</p>
<b>3</b> Encourage the next generation of Engineers & Healthcare Estates & Facilities Management (efm) leaders	<p>3.1 Work with branches to facilitate the development of an NHS national apprenticeship programme based on a standardised model that can be adopted by providers</p> <p>3.2 Develop a programme of workshops linked to Science, Technology, Engineering and Mathematics (STEM) subjects for Year 7 &amp; 8 secondary school students</p> <p>3.3 Review and expand a register for all professional specialist efm services including Authorising Engineers</p>
<b>4</b> Collaborate with training providers and industry to provide and endorse specialist NHS course content	<p>4.1 Work closely with NHS Trust affiliates to develop specific training courses for trade staff, technicians, and managers</p> <p>4.2 Encourage training providers/industry to offer CPD accreditation as an incentive to IHEEM members</p>
<b>5</b> Develop technical seminars, events & conferences at branch and national levels to share best practice with members	<p>5.1 Develop and promote branch and national conferences and technical platform seminars</p> <p>5.2 Organise and deliver the IHEEM flagship annual conference and exhibition</p> <p>5.3 Ensure content of technical seminars are CPD accredited in line with Engineering Council UK licensing requirements</p>
<b>6</b> Raise the profile of IHEEM nationally and internationally and become more professional in its approach and accountability to members and the Engineering Council UK	<p>6.1 Explore and develop innovative ways to promote IHEEM to existing and new membership</p> <p>6.2 Develop and launch a revised website</p> <p>6.3 Establish and deliver an effective communication plan using acknowledged social media and business network devices</p> <p>6.4 Be an active member of the International Federation of Hospital Engineering (IFHE)</p> <p>6.5 Attend and exhibit at appropriate national and local events</p> <p>6.6 Ensure professional affiliation licences are maintained and licensing requirements adhered to</p>
<b>7</b> Create an environment for members to engage and network with other healthcare associations and institutes	<p>7.1 Strengthen engagement with industry, academia and professional bodies that are aligned to core efm functions to support members and raise the profile of efm as a profession</p>
<b>8</b> Undertake a commercial review of all IHEEM's business activities to ensure long-term viability and value for money	<p>8.1 Review annual conference and develop a long-term strategy</p> <p>8.2 Review all of the organisation's annual revenue costs (e.g. contracts, subscriptions, infrastructure) to ensure fitness for purpose and value for money</p> <p>8.3 Seek alternative income sources e.g. lottery, charitable trusts</p>

**Core Objective 9**

**Develop and maintain effective governance & assurance across all business activities to meet both legal requirements and the corporate needs of IHEEM Head Office, Branches, Council and Technical Platforms**

9.1 Develop a "hub and spoke" operating and resource model between Head Office and Branches to allow branches to engage and support the Institute's national plans

9.2 Maintain effective financial controls & management ensuring compliance with statutory and mandatory regulations

9.3 Develop a new Customer Relationship Management (CRM) system for improved membership applications

9.4 Produce a new Standard Operating Manual for all processes, procedures and standards required to ensure efficient and consistent performance of business functions

9.5 Review technical platform groups and develop an overarching operational framework

9.6 Organise and deliver IHEEM council/trustee training days

9.7 Develop a sustainability policy/statement for the Institute





# KNOWLEDGE PARTNERS & KEY STAKEHOLDERS

Engaging with our stakeholders and Knowledge Partners is fundamental to our success. By listening to and working in collaboration with all those organisations who share a passion for our industry, IHEEM can grow and develop to better serve our members.

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



# 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 2021

	Unrestricted fund £	Restricted funds £	2021 Total funds £	2020 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>				
Charitable activities				
Conferences	140,406	-	140,406	-
Seminars	19,734	-	19,734	7,653
Publications	6,450	-	6,450	4,370
Membership	345,220	-	345,220	324,680
Miscellaneous	7,853	-	7,853	12,908
Investment income	571	-	571	1,386
<b>Total</b>	<b>520,234</b>	<b>-</b>	<b>520,234</b>	<b>350,997</b>
<b>EXPENDITURE ON</b>				
Charitable activities				
Conferences	59,481	-	59,481	43,414
Seminars	45,342	-	45,342	47,333
Publications	4,500	-	4,500	2,518
Membership	366,930	-	366,930	358,350
Miscellaneous	5,390	-	5,390	4,275
<b>Total</b>	<b>481,643</b>	<b>-</b>	<b>481,643</b>	<b>455,890</b>
Net gains/(losses) on investments	-	-	-	-
<b>NET INCOME</b>	<b>38,591</b>	<b>-</b>	<b>38,591</b>	<b>(104,893)</b>
<b>RECONCILIATION OF FUNDS</b>				
<b>Total funds brought forward</b>	<b>626,052</b>	<b>4,382</b>	<b>630,434</b>	<b>735,327</b>
<b>TOTAL FUNDS CARRIED FORWARD</b>	<b>664,643</b>	<b>4,382</b>	<b>669,025</b>	<b>630,434</b>
<b>CONTINUING OPERATIONS</b>				
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 2021		
	2021 £	2020 £
<strong>FIXED ASSETS</strong>		
Tangible assets	224,989	230,505
Investments	100	200
	<u>225,089</u>	<u>230,705</u>
<strong>CURRENT ASSETS</strong>		
Stocks	4,669	4,911
Debtors	365,555	339,805
Cash at bank	<u>523,262</u>	<u>460,009</u>
	893,486	804,725
<strong>CREDITORS</strong>		
Amounts falling due within one year	<u>(449,550)</u>	<u>(404,996)</u>
<strong>NET CURRENT ASSETS</strong>	<u>443,936</u>	<u>399,729</u>
<strong>TOTAL ASSETS LESS CURRENT LIABILITIES</strong>	<u>669,025</u>	<u>630,434</u>
<strong>NET ASSETS</strong>	<u>669,025</u>	<u>630,434</u>
<strong>FUNDS</strong>		
Unrestricted funds	664,643	626,052
Restricted funds	<u>4,382</u>	<u>4,382</u>
<strong>TOTAL FUNDS</strong>	<u>669,025</u>	<u>640,434</u>
These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.		
The financial statements were approved by the Board of Trustees on 1st March 2022 and were signed on its behalf by:		
		
P J Fenton - President		

# LOOKING FORWARD TO 2023



SAVE

THE

DATE!

**The Wales Conference**  
11th and 12th May 2023, Cardiff City Stadium

**The Authorising Engineers Conference**  
11th July 2023, Epsom Downs Racecourse

**Healthcare Estates**  
10th and 11th October, 2023, Manchester Central Convention Complex

**NATIONAL  
HEALTHCARE  
ESTATES &  
FACILITIES DAY**

**15 JUNE 2023**

Celebrating our Estates & Facilities heroes with new national day!



Please check the IHEEM website for further details of Events, Training and Development Opportunities and CPD offers for 2023



# IHEEM ANNUAL REPORT 2022



For more information about  
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December 2023

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