



HCA NATIONAL LEADERSHIP & DEVELOPMENT FORUM

Thursday 20th and Friday 21st April 2023
Hilton Birmingham Metropole, NEC

HCA Chair's Update

Brian Robb

National Chair

Caterers Association

Hospital

Brian Robb MIH

Honorary National Chair Director



Partnership Working

- Develop a Strategy for membership engagement
- National Chair needs to be visible
- Attend Branch meetings
- Inform and allow debate, listen & enhance the journey
- Report back to questions raised
- Consistent messaging required
- Recognise our memberships investment in the association, Time, financial, emotional and built on a history of 75 years of culture



Executive Management Team

Board

Executive
Management
Team (EMT)

Working Group (e.g. Webinars, HCA 4 Nations Challenge)

Working Group (e.g. Communications editor, Journal & Website management)

Working Group (e.g. Finance & Administration, contracts, membership)

Working Group (e.g. Byelaws, supporting Documentation)

Working Group (e.g. Strategy, food waste)

Company Secretary Duties Outsourced E.G. Bishop Fleming

Board Members Required To Join One Of The Working Groups

EMT Consists Of Chairs Of Working Groups, National Chairman, The National Vice-chairman And The Immediate Past Chairman

Each Working Group Chair Is Required To Develop A Plan And Review Of Work Programme With Associated Budget For Approval At The Commencement Of The Year (E.G January) By EMT And Subsequently The HCA Board



National Officers & Directors 2022 – 23

Role	Name	Meeting attendance and Reports submitted								Meeting attendance				Working groups			
		Board meeting – May 2022		Board meeting – July 2022		Board meeting – November 2022		Board meeting – March 2023		Executive committee – June 2022	Executive Committee – October 2022	Executive Committee – January 2023	Executive working groups – 18 held	Webinar	HRC	Strategy	- Education
		Attend	Report	Attend	Report	Attend	Report	Attend	Report								
Honorary National Chair Director	Brian Robb	√	√	√	√	√	√	√	√	√	√	√	17	√ (chair)		√	
Honorary National Vice-Chair Director		√	√	√	√					√			1	√ (chair)		√ (chair)	
Honorary National Secretary Director	Janice Gillan	√	√	√	√	√	√	√	√	√	√	√	16				√
Honorary National Asst Secretary	Margaret Valenti					√	√	√	√	√	√	√	15	√	√		
Honorary National Treasurer Director	Caroline Darvill	√	√	√	√	√	√	√	√	√	√	√	11			√	
Honorary National Editor	Craig Smith/ Margaret Valenti					√	√	√	√	√	√	√	10				



National Officers & Directors 2022 – 23

Role	Name	Meeting attendance and Reports submitted								Meeting attendance				Working groups			
		Board meeting – May 2022		Board meeting – July 2022		Board meeting – November 2022		Board meeting – March 2023		Executive committee – June 2022	Executive Committee – October 2022	Executive Committee – January 2023	Executive working groups – 18 held	Webinar	HRC	Strategy	- Education
		Attend	Report	Attend	Report	Attend	Report	Attend	Report								
East Anglia Director	Stewart Nimmo		√	√	√	√	√	√	√	√	√		16	√			
East Scotland Director	Sean Hunter	√	√	√	√	√	√	√	√								
London & South East Director	Ulla Kamara		√				√	√	√								
Merseyside & North Wales Director	Carol Delves		√	√	√	√	√	√	√								
Northern Director	Stuart Wray (Graham Whitworth – March)	√	√	√	√			√	√	√						√ (chair)	
Northern Ireland Director	Deborah O'Neil		√	√	√	√	√	√	√	√	√	√	17		√		
North West Director	Tim Ratcliffe	√		√	√	√	√	√	√								
Oxford Director	Craig Smith		√	√	√	√		√	√								√
South West Director	Laura Harvey	√	√	√	√	√	√	√	√								√
Trent Director	Nicola Strawther		√	√	√	√	√	√	√								√
Wales Director	David Wisemann		√														
Wessex Director	Iain Robertson		√	√	√	√	√	√	√	√		√	14	√	√		
West Scotland Director	Joe Gilbey	√	√	√	√	√	√	√	√								
West Midlands Director	Andy Jones			√	√	√	√	√	√								
Yorkshire Director	Richard Priestley	√	√	√	√	√	√	√									



Bye-Laws timeline

Executive Working Group includes

- National Officer Directors Chair, Vice-Chair, Secretary, Treasurer,
- National officer ex-officio Assistant Secretary, Editor
- Branch Directors – East Anglia, Northern Ireland and Wessex

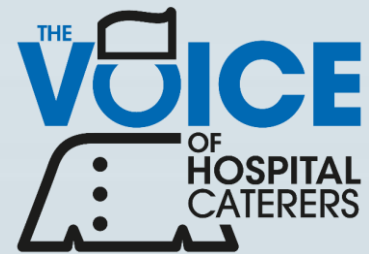
Date	Meeting Tabled at	Reason	Who	Note/status
2021		Constitution split into various headings	Mark Hayman	
January 2022		Various documents pulled into one document into different sections	Janice Gillan	
4.2.22		Reviewed section of bye-laws	Executive working group	
9.2.22		Reviewed section of bye-laws	Executive working group	
22.2.22		Reviewed section of bye-laws	Executive working group	
4.3.22		Reviewed section of bye-laws	Executive working group	
7.3.22		Reviewed section of bye-laws	Executive working group	
19.3.22	Branch Directors	Issued bye-laws	Janice Gillan	
22.3.22	Board Meeting	Discussed at meeting	Brian Robb	various and agreed to return to working group to work though
18.05.22		Reviewed Bye-laws	Executive working group	Issued to team for checking
18 – 20.5.22		providing direct feedback on work/format	Executive working group	
27.05.22	Board Meeting	Advised that Executive working group worked though comments	Brian Robb	Some feedback and changes made
27.05.22	Branch Directors / Secretaries	Issued version for discussion	Janice Gillan	Request feedback by end June
17.05.22		Feedback very complementary of the document but has highlighted a couple of potential wording issues for consideration	Wessex Branch	Added in to version issued 3.07.22
22.06.22		Feedback on member / membership	East of Scotland	Added in to version issued 3.07.22
28.06.22		Feedback on Terminology and minor word changes	Northern Branch	Added in to version issued 3.07.22
29.06.22		Revised with comments from the 3 branches	Executive working group	Revised and agreed to issue to branch directors
05.07.22	Branch Directors	Revised issued – tracked and clean		Requested to use this version when sharing with members
12.07.22		Comments on full members	Trent Branch	Shared at July Board meeting
18.07.22		Comments around full members and some minor formatting	South West Branch	All formatting accepted and comments on full member taken to board meeting
19.07.22	Board Meeting	Discussed recent comments		Requested return to Executive working group
20.07.22		Discussed Board queries	Executive working group	Agreed that as such strong option, put 2 options to Board members to gain majority vote
24.7.22	Branch Directors	Issued 2 options and request to vote	Janice Gillan	Majority Votes received and included in final version
22.09.22	Branch Directors & Vice Presidents	Draft Final version of Bye-Laws	Janice Gillan	-

11.10.22	Executive Committee/ Vice Presidents	Discussed and agreed to revisit		to - include further comments from 2 members, and include reference to new procedures especially Conflict of Interest procedure
26.10.22		Discussed and agreed form of words for particular areas of concern	Executive working group	
9.11.22		Discussed and agreed wording for - Conflict of Interest , Record Keeping And include 3 members suggestions	Executive working group	
14.11.22	Branch Directors & Vice Presidents	Revised Bye-Laws issued	Janice Gillan	
22.11.22	Board meeting	Discussed and changes agreed		agreed to membership consultation
30.11.22	Branch Directors	Revised Bye-Laws para 16,21 and new 36 - issued	Janice Gillan	Branch directors to take to membership with feedback by 20/01/23
11.01.23		Discussed and reviewed following some feedback	Executive working group	
18.01.23	Branch Directors	Revised Bye-Laws issued	Janice Gillan	
22.2.23		Reviewed following additional branches feedback	Executive working group	
12.3.23	Branch Directors	Revised Bye-Laws issued	Janice Gillan	
28.3.23	Board Meeting	Minor change agreed and approved to go forward to AGM		



Finance update

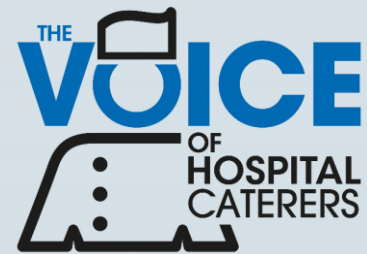
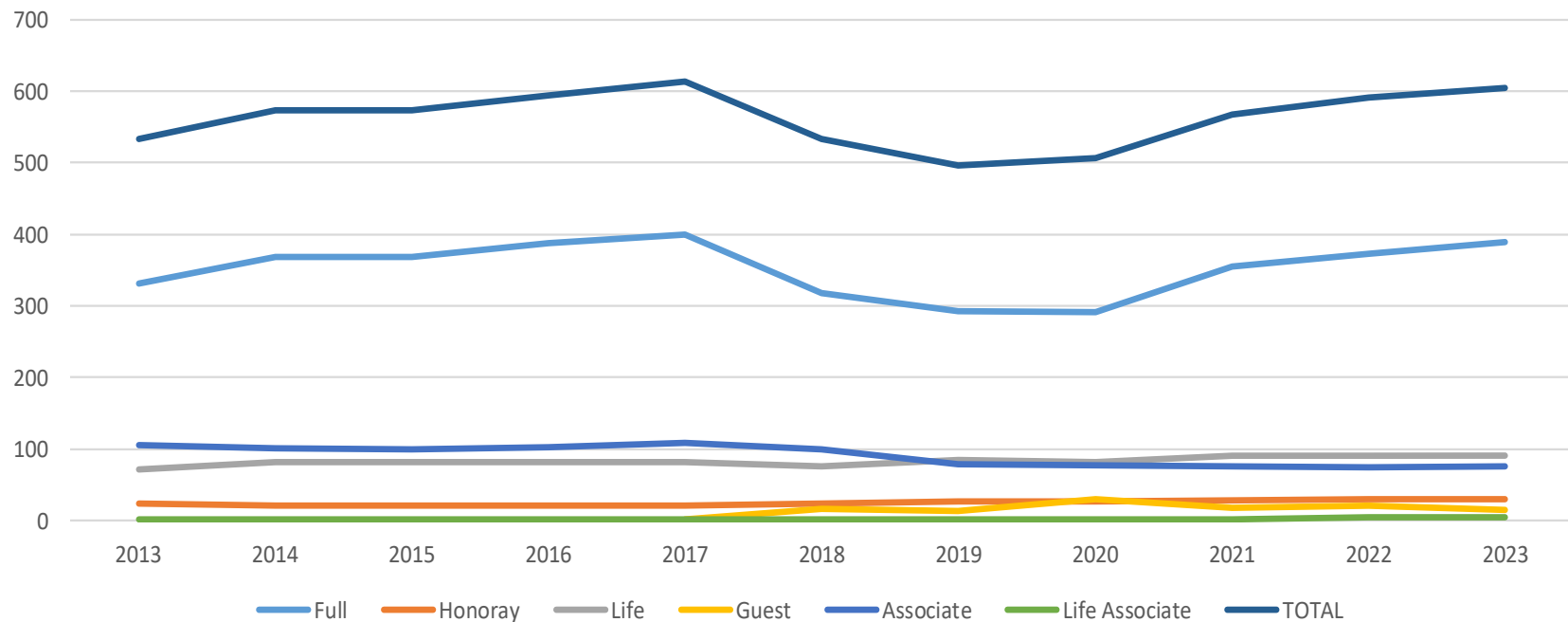
- Income
 - Subscription fees
 - Forums
- Implication of Corporation Tax
- Apportionment of Corporation Tax
- Branch accounting at year end
- Revise standing orders
- Review Journal publication
- Electronic membership system
- PAYE for honorariums



Membership

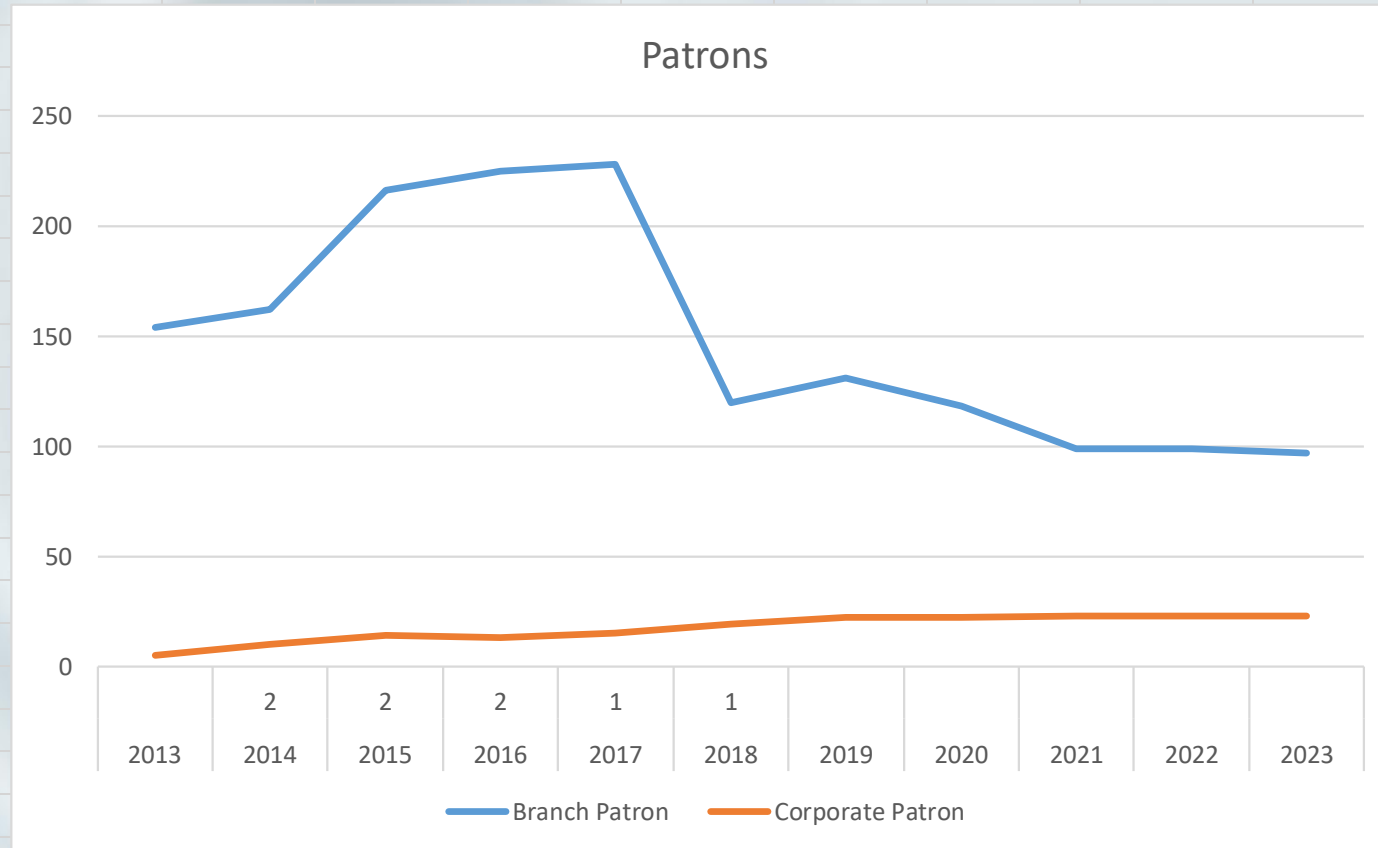
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Full	331	368	369	387	399	318	292	291	355	373	389
Honoray	23	21	21	21	21	23	26	26	28	30	30
Life	72	81	82	82	82	76	85	81	90	90	91
Guest					1	16	13	29	18	21	14
Associate	106	101	99	102	109	99	79	77	75	74	76
Life Associate	2	2	2	2	2	2	2	2	2	4	4
TOTAL	534	573	573	594	614	534	497	506	568	592	604

Membership 2013 - 2023 (28.2.23)



Patrons

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Honorary Patron		2	2	2	1	1					
Branch Patron	154	162	216	225	228	120	131	118	99	99	97
Corporate Patron	5	10	14	13	15	19	22	22	23	23	23



Contracts

Contract	Company	Duration	Terms / Cost	Monitor / Review	Governance
Membership & Admin Contract, Website	Lansdowne Publications	Oct 2023 Provide Business Address	£9.5k	Nat Editor / Finance Director	Exec / Board
Journal Contract	H20 Publishing	September 2023	Cost Neutral	Nat Editor / Finance Director / National Secretary Director	Exec / Board
Forum Support 2024	Dewberry Redpoint	to provide support until 2024	No risk Model / Agreed return	Forum Committee / Finance Director	Exec / Board
Accountants	Bishop Fleming	Support until 2024 Accounts / VAT/ Corporation Tax / Payroll / Company Secretary Duties	12k	Finance Director / Vice President	Exec / Board
PR	ITT Stage	TBC	Circa 15k	Nat Chair Director / Nat Secretary Director / Finance Director	Exec / Board



Governance; the next steps for action

	Documents	Date of Current approved version	Status at April 2023
1.	Articles of Association	2021	Lodged at Companies House
2.	Bye-laws	Constitution 2021	Significant consultation - Approved March 2023 Board meeting, now to AGM 2023
3.	Strategy Plan	2019	Sub-group being reformed
4.	Risk Register	2022	Approved at March 2023 Board Meeting
5.	Procedures	Managing Conflict of Interest	NEW – approved at March 2023 Board Meeting
		Contingency Planning	NEW - In draft
		Conduct	NEW - In draft
		Records Management	NEW - In draft
		Social Media Policy	2018 To be updated to support company
		Supporting criteria for Code of Conduct	2019 To be updated to support company
6.	Guidance	Election President / Vice President	2017 Being updated - with Executive Task Group
		Branches who wish to invite National Officers to Meetings, Functions or other Events	2017 To be updated to support company
		Application Form Members	2022 Updated – approved at March 2023 Board Meeting – includes digital application form
		Application Form Patrons	2022 Updated – approved at March 2023 Board Meeting
		Criteria for National Sponsored place at LDF	2018 To be updated to support company
		Recognition of HCA Members	2017 To be updated to support company
		Training & Bursary Award	Oct 2022 On website
		Organisation of the Association's National Leadership and Development Forum	Nov 2016 To be updated to support company and change of model
		Good Practice Guide - Catering Education and Training Pathway	2022 On website
		Good Practice Guide – Retail services Retail and Commercial Services Standards An operational guide to services	2013 Being updated
		Good Practice Guide – Ward Level Services - Healthcare Food and Beverage Service	2013, with addition pages 2018 To be updated
		Good Practice Guide – Management of Food Waste	NEW - In draft

7.	Standing Orders – National Officers	1	President	2020	Being updated with Executive Task Group – due May Board mtg
		2	Vice President	2022	To be revisited to remove 'recruitment' aspects
		3	Honorary National Chairman	2020	To be updated to support company
		4	Honorary National Vice Chair	2020	To be updated to support company
		5	Honorary National Secretary	2020	To be updated to support company
		6	Assistant National Secretary	2020	To be updated to support company
		7	Council Representatives	2020	To be updated to support company
		8	Council Meetings	2020	To be updated to support company
		9	Honorary National Treasurer	2020	To be updated to support company
			Editor	2020	To be updated to support company
			Past National Chair	2020	To be updated to support company
			Past National Treasurer	2020	To be updated to support company
			Branch Chairman / Vice chair	2020	To be updated to support company
			Branch Secretaries	2020	To be updated to support company
8.	Standing Orders – Branch officers		Branch Treasurer	2020	To be updated to support company
9.	Standing Order – Management Teams		Standing Financial Instructions for Association		NEW
			Standing Financial Instructions for Leadership & Development Forum	Nov 2016	To be updated to support company and change of model and in relation to banking
			Executive Committee	2017	To be updated to support company
			Working Groups	GP Comm - 2008	To be updated to support company



NATIONAL HEALTHCARE ESTATES & FACILITIES DAY



Last year we really made our E&F
teams feel special...

538 healthcare
organisations took part

Last year we really made our E&F teams feel special...





JUN

21

**healthcare
efmday.org**



IT'S TIME TO REGISTER – 21 JUNE 2023

NATIONAL HEALTHCARE ESTATES & FACILITIES DAY



Thank you for listening

Thank you for your engagement

Enjoy your Forum

Brian Robb MIH
National Chair Director





HCA NATIONAL LEADERSHIP & DEVELOPMENT FORUM

Thursday 20th and Friday 21st April 2023
Hilton Birmingham Metropole, NEC