



## **GUIDANCE NOTES FOR THE ORGANISATION OF THE NATIONAL LEADERSHIP & DEVELOPMENT FORUM**

The National Leadership & Development Forum, and the Trade Exhibition are the Association's principle events of the year. Their purpose is to offer continuing professional development and education to HCA members. In addition to the content of papers presented by speakers during the Forum sessions, the opportunity to meet with other professional hospital caterers and exchange ideas and experiences is an essential element of the event. Discussions with trade delegates and the chance to see the latest equipment innovations and food products on the Exhibition Stands has considerable educational value.

The events are organised each year by different Branches of the Hospital Caterers Association. on behalf of the Council of the Association. These guidelines allow some flexibility for the Branch organising the Forum and Exhibition. This is intended to encourage local participation and flair in the selection of the Leadership & Development Forum theme, and content of the program and its presentation.

The Leadership & Development Forum and the Exhibition are very substantial events to plan and organise, but each aspect is dealt with at different levels of the Association. These Guide Lines aim to provide an understanding of what should happen at each level of the Association. Most importantly, they clarify the organisational and personal responsibilities of all those who are involved

### **1 THE COUNCIL'S ROLE**

Each year the Council invites expressions of interest from Branches that would like to organise the events on behalf of the Association for a particular year. The Council Representatives of interested Branches put their offers forward for consideration by Council. In making their selection the Council will consider the desirability of organising the events each year, in the different areas of the UK that have local Branches and the availability of suitable venues.

The Council is responsible for determining Standing Orders for the organisation of the Forum and Exhibition. It exercises overall management of the events. It is directly responsible for commissioning the preparation, and approving the structure and content of the Contract Specification and Invitation to Tender document. The Invitation to Tender document has a draft contract as an attachment. The contract will normally be for a three year period.

Invitations to Tender are only issued to Contractors who have demonstrated to the Council in advance that they have appropriate experience and capability. All Tenderers are required to submit their tenders in a standard format. The Council is directly responsible for awarding the contract

The Council cannot delegate legal responsibility for the preparation, award and governance of the contract to a sub-committee or an individual. When awarded, the Contract is a legally binding agreement between the Council, acting on behalf of the Association and the appointed Contractor.

**Members must be aware that the Council is not a statutory body and they therefore do not enjoy the personal protection that is available in law to members of these bodies**

The Council appoints a Contract Panel from its membership, including the National Treasurer and National Secretary. Both of these Officers must be included because they have a legal status and responsibilities over and above those established by the Constitution. The Panel has a duty to examine and prepare detailed written reports on all the tenders that are received. It will be realised that the acceptance of a tender or supporting papers that include proposals that do not comply with the issued specification would have the effect of changing the specification and contract. The Panel's reports together with their recommendations are presented to the Council for scrutiny as part of the award of Contract process.

The Invitation to Tender documents are sufficiently detailed to allow clear, firm pricing and evaluation. They essentially also provide conditions that ensure the appointed Contractor understands their duties and responsibilities can be managed during the term of the contract. Maintaining transparency of action in all aspects of this very financially significant contract, including monitoring the delivery of the specified services, is a key responsibility of the Council.

The Contract Specification does not include the provision of aspects of the events that individual Branch Forum Committees, will reasonably wish to determine themselves. These additional items are not included in the list of core services that are to be supplied within the contract price. These services and goods that are out of scope of the contract are required to be priced separately only as background information.

This approach provides a sound basis for the specification and subsequent evaluation of tenders received and ensures transparency. It establishes what is covered by the tendered price. This is in the best interest of the Association and the Contractors. Additional services will be subject to market testing and price comparisons by the Management Team as the organisation of the events progress. The appointed Contractor is required by the terms of the Contract to assist the Branch Forum Committee obtain these prices if requested to do so.

Tenderers are required to detail their proposals for delivering the services as part of their tender submission. The proposals made by the successful Tenderer will be incorporated in the Contract documentation and form part of the legal agreement.

All Council Members will each receive a full written evaluation of each of the tenders received and will award the contract, by formal resolution at a Council Meeting, to the bid that meets the requirements of the conditions of tender, Specification, Draft Contract and the criteria set out in the Tender Evaluation process/document process. It should be noted that the Conditions of Tender allow a Tenderer to submit proposals to change the specified services before the closing date for submission of tenders. If accepted by the association the alterations will be circulated to all the other Tenderers to allow them to submit tenders that reflect the approved change. This maintains the transparency of the contracting exercise by avoiding the danger that a Tenderer could be awarded the contract for a variation to the issued specification without other Tenderers having the opportunity to submit competitive prices for the revised specification. The Panel does not have the authority to modify the specification or introduce non specified considerations as part of their evaluation and recommendation to Council.

A copy of each priced tender is received directly by the President or a Vice President as a separate exercise. They will require a full justification that has the support of Council, of any proposal not to award the contract to the lowest valid tender received.

## 2 THE BRANCH'S ROLE

### 2.1 SELECTING A FORUM MANAGEMENT TEAM

A Forum Management Team should be identified by the Branch before an expression of interest is made to the Council. The whole Branch should have an opportunity to contribute to the proposals before they are submitted. Initially the Forum Management Team should be kept reasonably small, care being taken to appoint members who are prepared to offer support over the two years of planning. The Management Team should consist of a Forum Secretary and a Forum Treasurer. The holders of these two posts must be Honorary, Full or Life Members of the Association. A maximum of four other members of the Branch may be appointed who may be Associate members.

The attendance of the above Management Team members at the Leadership & Development Forum is funded from Leadership & Development Forum income. Other members may be co-opted but their attendance will not be funded from Forum income.

All members of the Management Team, including co-opted members, must familiarise themselves with the content of the contract documentation and accept that they have a shared duty to ensure that all its terms and conditions are fully met.

The Forum Management Team is directly responsible, for controlling and administering national funds on behalf of the Hospital Caterers Association. All financial transactions and other activities must be conducted as determined by the Council, including but not limited to the specific requirements of contracts awarded by Council for services related to the Forum and the associated Trade Exhibition.

**The income generated by these activities is at all times part of the Association's National Funds and are not the property of the organising Branch or of any third party.**

## 3 DUTIES OF THE FORUM MANAGEMENT TEAM SECRETARY

The Forum Management Team Secretary will be required to attend Council and/or Executive meetings and present reports that include actions taken and proposed ideas. A schedule of meeting dates that indicates when attendance will be required will be issued each year by the National Secretary.

The Forum Management Team Secretary will ensure that minutes are recorded of the discussions, and any decisions reached at each meeting, that reports are prepared following visits made to all possible venues. Any other contacts and the substance of any conclusions reached with third parties, including the Contractor appointed by the Council, must also be recorded.

Minutes will be circulated to all members of the Forum Management Team between meetings and a copy sent to each of the National Officers. It is expected that this circulation will be by means of Email. The Forum Management Team Secretary is required to maintain a hard copy file of the Leadership & Development Forum minutes.

The meeting minutes will provide the authority for all actions taken on behalf of the Association including expenditure and also the authority to place specified orders. Any decision with financial implications must have the support of the Management Team Treasurer. Any disagreement will be resolved by the National Treasurer or if appropriate by the full Council.

When requested by the Management Team Secretary the Contractor is required as a term of contract to provide professional advice on any matter related to the Leadership & Development Forum. They must act transparently, always justifying the validity of the advice given. Ensuring that this rigour and transparency is maintained are key responsibilities of the Secretary.

#### **4 DUTIES OF THE LEADERSHIP & DEVELOPMENT FORUM TREASURER**

Each Branch shall appoint, subject to the formal approval of the Council, a Forum Management Team Treasurer who is an Honorary, Full or Life member of the Association.

The nominee must be willing and able to carry out all duties of the post that are outlined in Standing Orders for Forum Management Team Treasurers these instructions and detailed in the existing National Contract for Administrative Support and Forum Management Services and for the Marketing and Organisation of the Supply Trade Exhibition.

The Forum Management Team Treasurer has lead responsibility for preparing the initial budget estimates, as laid out in the format of appendix 2, and submitting these to the National Treasurer who will examine and comment on the proposals before they are submitted to Council. The Event Treasurer and Secretary should both attend the Council Meeting at which the proposals are initially received.

A rolling bank account is utilised between leadership & Development Forums, which supports the requirement for the final account to be submitted by the end of October each year, and therefore the document at appendix 3 needs to be completed and passed to the next Forum Treasurer.

The Forum Management Team Treasurer shall recommend to the Forum Management Team, a professionally certified accountant to undertake the scrutiny of all the financial matters associated with the Leadership & Development Forum. This oversight shall be exercised throughout the period that is covered by the contract that has been awarded by the Council of the Association. It shall not be limited to the auditing of the Final Event Account.

If required a Standing order Mandate sample is available appendix 4

This scrutiny shall include verifying compliance by the Forum Management Team Treasurer, and the appointed Contractor with all the terms of the awarded contract. To enable the appointed Auditor to carry out these responsibilities, the Leadership & Development Treasurer shall provide them with a copy of the contract document at the commencement of their appointment, and obtain a written acknowledgment of its receipt. It should be expected that the National Treasurer will wish to be assured that this has taken place.

The National Treasurer has the lead responsibility for safeguarding the assets of the Association, including ensuring that no modification to the financial terms of the national contract is made without the formal approval of Council. In common with all members of the Committee, they must be fully aware of, and ensure compliance with all the terms of the awarded national contract.

The contract that is awarded only covers the 'Core Services', which are essentially the administrative and management support required. These are identified in the Contract and further detailed in the Schedule. Illustrative offers are also invited for the supply of 'Additional Services', which because they are not fully specified, are not part of the awarded contract.

These illustrative costs are helpful when the draft budget is being formulated by the Branch Forum Management Team. This separation of the Additional from the Core services also allows each Forum Management Team to 'cherry pick' the best source for each, without being tied into a single supplier contract

The Forum Management Team Treasurer has a lead responsibility for ensuring that competitive prices are obtained for the supply of all services that are not included in the contract specification. The Contractor is required to offer advice and undertake any investigations of the market that are required.

Payment for any agreed Additional Services that are provided by the Contractor will be made, by the Forum Management Team Treasurer, Payment will be made against an invoice, initialled by the Contractor if appropriate, or directly as received and authorised by the Forum Management Team Secretary. The Contractor is expressly prohibited from committing the Association to any expenditure or liability without the prior approval of the Forum Management Team Treasurer.

The essence of the contract is that the only real benefit the Contractor will receive shall be the agreed contract price. The Tenderers are required to sign a declaration that if appointed they will not seek or accept any other 'benefit'. They also agree to inform all contacts that they are acting as independent contractors. Monitoring compliance with this requirement, which has very significant legal significance, is a direct responsibility of the Forum Management Team Treasurer

The Financial Charges and Receipts provisions establish, amongst numerous important matters, that all charges levied on others by the Contractor, in connection with the core services will be identified as being levied on behalf of the Association. All payments will be made in favour of the Association. All monies received must be banked within five working days by the Contractor in the account established by the Forum Management Team Treasurer in the name of the Association.

The first payment to the Contractor for the Core Services will be made, by the Forum Management Team Treasurer, ninety days before the opening of Forum, thereafter at thirty-day intervals. The payments will be calculated using the tender prices, less twenty five percent. This sum will be held until the Contractor has fulfilled all his obligations under the Contract. These include checking the Forum Hotel bill and providing a complete set of accounts and supporting vouchers to the Auditor appointed by the Forum Management Team.

The Forum Management Team Treasurer must arrange internet access to the Event Account(s) and maintain the constant monitoring scrutiny that is part of their duty. The internet password should be known only to the Forum Management Team Treasurer and the appointed, certified Accountant.

## **5 PUBLIC LIABILITY & EVENT INSURANCE**

The Leadership & Development Forum Management Team Secretary is responsible for the renewal of the Associations Public Liability Insurance and the Event Insurance, and Employers Liability Insurance (Insurers have deemed that members 'working' for the Association are 'employees').

## **6 THE DUTIES OF THE FORUM MANAGEMENT TEAM**

### **6.1 MINUTES & INITIAL PLANNING**

The Forum Management Team Secretary will ensure that minutes are taken of every Forum meeting and reports made on venue visits.

Discuss suggested dates and possible Venues with National Officers taking note of other dates e.g. Bank Holidays, other Forums, Conferences and major events.

Once dates are proposed,

- Select a venue
- Decide on objectives /theme/outcomes
- Determine needs for the Forum Presentation Room/s, Function Rooms, Exhibition Space, Forum Office, Any other requirements for Suites and Rooms
- Consider dining requirements
- Estimate the numbers you hope to achieve (irrespective of the initial Budget requirement)
- Set a reasonable balance between HCA delegates and trade delegates in order to prevent over commercialisation of Forum and lack of support for the trade
- Determine an initial draft budget as per Standing Orders for Forum Treasurer.

At this stage a National Officer would be allocated to liaise with the Forum Management Team.

## 6.2 VENUE – RESEARCH AND SELECTION

Hotel venues have been found to be more acceptable than Universities or Holiday Centres, but this does not preclude Forum Management Team from investigating such venues.

The following points should be taken into account: -

A Summary of requirements:

	Tuesday	Wednesday	Thursday	Friday	Saturday
<b>Exhibition space</b>	Shell stand / electrics set up (on late Tues/early weds)	Supplier set up	Exhibition 9.00am – 5.00pm	Exhibition 9.00am – 3.00pm?? Breakdown of exhibitors / shell stands 3.00am – 8.00pm??	
<b>Session area</b>		AV set up	Sessions x 300 cabaret style preferred	Sessions x 300 cabaret style preferred	
<b>Dinners</b>		Informal x 200 – 250	Formal gala dinner x 370 - 400	Formal/fancy dress x 270 - 300	
<b>Event office</b>		Set up / open 9.00am-6.00pm	Open 8.00am-6.00pm	Open 8.30am-6.00pm	Open 9.30-am10.30am/ dismantle
<b>Speakers room</b>		Meetings/ briefings	VIP's/speakers	VIP's/speakers	
<b>Reception desk</b>		Set up morning – open 2.00am – 6.00pm	<b>Open 08.30am– 12.00 noon</b>	<b>Open 08.30am – 10.00am</b>	
<b>Flag</b>		On hotel flagpole by 12.00 noon		Removed from flagpole	
<b>Accommodation</b>	10?	200-220 single rooms 15-20 shared rooms	320-350 single 20 – 30 shared rooms	200-220 single rooms 15-20 shared rooms	

- Determine the location, style and setting of venue, taking account of access to transport facilities.
- Check size and availability of venue.
- Check number and type of bedrooms (N.B. taking note of demand for single rooms).
- Check Forum /exhibition area floor plans, capacity, dimensions, sound, lighting, power system question 3 phase or single phase electrical supply, access, ventilation and blackout.
- Will all rooms be available for the use of the Leadership & Development Forum? Do all rooms have private facilities?
- Is the dining accommodation separate from seminar rooms?
- What are the charges for bedrooms in this Hotel, does the room charge include the cost of the Forum Presentation Room or is the Forum Presentation Room a separate charge, enquire about single room supplement cost, suites, exhibition space, etc?
- Enquire about the availability of travel packages.
- Ensure adequate car parking facilities.
- Find out what Forum type of events and the size the Hotel has recently hosted. Make contact with the organisers of these event organisers and take up references.
- Assess menus and type of service for the various meals, e.g. formal dinners.
- Establish whether any refurbishment is taking place and when?
- Are there other venues nearby if required for additional delegates?
- Is a booking required and are cancellation fees payable?
- Consideration must be given to the logistics involved when more than a single hotel is used, the standard of accommodation should be considered or a lower accommodation charge might be applied, and any transport implications costed.

Arrange special rates for bed and breakfast the night before and after Forum.

Venues for exhibitions should be large enough to accommodate all stands in a maximum of two rooms.

Are there any limiting factors e.g. comparison of number of beds against banqueting facilities.

Once the venue has been chosen at least 2 National Officers must visit, irrespective of whether the National Forum has been held there in the past. The cost of this is covered centrally.

While these items should be fully discussed by the Forum Management Team some of the responsibility for undertaking the actual work will be the event contractors' role and will have been specified in the terms of the contract

## **7 DETAILED PROGRAMME PLANNING**

### **7.1 THEME AND FORMAT OF THE LEADERSHIP & DEVELOPMENT FORUM**

Decide on the theme, considering previous topics and avoid repetition. The theme should have a professional impact, be relevant, and be flexible to take account of changes. Time should be allocated for the Review of the Event and the Association Annual General Meeting (one hour). Time should also be allowed for delegates to attend company stands and the trade exhibitions.

### Leadership & Development Forum DRAFT PROGRAMME

Thursday		Speaker
9.00am – 11.00am	Registration, exhibition, coffee	
11.00 – 11.20	Opening ceremony	<ul style="list-style-type: none"> <li>- Forum Chair,</li> <li>- President</li> <li>- Local dignitary ??</li> </ul>
11.20 – 11.50am	Speaker - keynote address	
11.50am – 12.30pm	Speaker -	
12.30 – 2.00pm	Lunch & exhibition	
2.00 – 2.30pm	Speaker –	
2.30 - 3.30pm	Speaker -	
3.30 – 4.00pm	Exhibition & coffee	
4.00 – 5.00pm	Speaker -	
4.45 – 5.00pm	Close Day 1	
7.00pm	Presidents Reception	(VIP reception commence 6.30pm in same area)
8.00pm	Presidents Gala Dinner	
9.45pm	Toasts	
10.30pm	Awards ceremony	
Friday		
9.00 – 9.30am	Exhibition	
9.30 – 10.15 am	AGM	(Full members only)
10.15 – 11.00am	Speaker –	
11.00 – 11.45 am	Exhibition & coffee	
11.45 – 12.30pm	Speaker –	
12.30 – 2.00	Exhibition & lunch	
2.00 – 2.30 pm	Speaker –	
2.30 – 3.30pm	Speaker -	
3.30 – 3.45	Coffee	
3.45 – 4.30	Speaker -	
4.30 – 5.00	Close day 2 / close sessions / next year preview & flag handover	
7.00pm	Reception	
8.00pm	Branch Gala Dinner & entertainment	



## 7.2 DINNERS

During the Forum there will be two dinners. On the first evening this will be the President's Formal Gala Awards Dinner when all guests will be formally received on arrival by the President. On the last evening of the Forum the Branch Dinner is organised. It is customary on this occasion for delegates to be seated in Branches, and the evening could be themed. This will be part of the contract.

## 7.3 PHOTOGRAPHY

It is important that a photographic record of various aspects of Leadership & Development Forum is kept. Discussions should take place with the Editor of the Journal regarding a photographer throughout the Leadership & Development Forum.

## 7.4 SECRETARIAL SERVICES

It is essential that these services are available throughout the Leadership & Development Forum. Arrange them with the hotel or make your own provision with our event organisers.

## 7.5 TRANSPORT

Dependent on the location of the Leadership & Development Forum venue, assistance with transport from the station, airport, etc may be offered.

## 7.6 SPEAKERS

When selecting topics and speakers it must be born in mind that the HCA is an association that aims to improve the management of catering in hospitals and other health care establishments. The underlying message is that by improving management competence costs can be reduced and quality improvements achieved. Each year the focus on aspects of food and hydration changes but the changes should always be placed by speakers in the context of professional **competence**.

### What makes a good speaker?

An engaging speaker can mean the difference between educational, learning or a quick snooze for delegates. So what makes a stimulating speaker and how can you ensure that your issue gets members rushing to the microphone to have their say?

Try to choose something that's:

### Topical and current

A useful tool is PEST analysis. Think about your item in terms of:

- Political factors. For example, is it something affected by the change in government or is new legislation needed?
- Economic factors. For example, is the current economic situation impacting on it in terms of direct or indirect cuts or is it in need of protection?
- Sociocultural factors. For example, is a certain section of society affected? Perhaps age, gender, religion, race or sexuality is acting as a barrier?
- Technological factors. For example has new technology affected practice for better or for worse?

### Relevant with broad appeal

If your topic is too narrow, for example about a specialty that involves few members, it will not engage sufficient delegates. The more people who have an interest the more valuable the speaker will be.

### A new or emerging issue, or a new angle on an existing issue

New topics are well placed to stimulate debate, but existing issues can also throw up new challenges as they develop. Pay, terms and conditions and the financial situation in the NHS present issues nearly every year for example - so it's about finding the right question to ask.

### Something where members'

National menu for everyone! While staff in England's ears might prick with interest, members in Scotland and Wales and will be quick to point out that they already have national recipe database. However, that's not to say a national menu is off the table.

### The Forum Management Team should select suitable speakers for the topic views could make a real difference

There are certain issues where people are keen to hear from others to allow sharing of best practice/ solutions to problems. For example, how to ensure service is satisfactory

### Possible to achieve and not already happening

It's much more valuable to speak something where our resulting actions could make a difference, so being realistic about what you want to achieve is important.

### Got a four-country perspective

in conjunction with the contractor and contact them well in advance. Ask speakers to provide a budget cost for a presentation. Once they agree to speak, regular correspondence should take place.

When contacting speakers, remind them that the press may be in attendance during their session and ensure that they have no objection to this.

Once Speakers are confirmed, the Forum Management Team will liaise with the contractor to ensure all speakers receive a full and detailed brief for all sessions well in advance, to allow them time to prepare their paper. They should be given the opportunity to discuss the session with the Forum Secretary. If possible obtain speakers notes for delegates or the Editor for publication in the Associations Journal.

Ask for photographs and brief history from speakers and find out their accommodation, transport and visual aid requirements. Secretaries of invited speakers are often very helpful in providing this information.

Stewards should be delegated to look after speakers accompany them during their stay.

If you invite a Government Minister or Senior Civil Servant to speak at (or attend) the Forum the National Secretary should be informed.

## 8 PRINTING

The Forum Management Team should agree a colour scheme and artwork.

The printing will be as per the conditions laid out in the terms of the Associations Administrative Support & Event Contract for variable cost items outside of the main contracted items.

- 1750 Delegate Registration Forms
- 1000 Confirmation letters
- 100 Exhibitor marketing pack
- 250 Exhibitor Delegate booking
- 250 Additional exhibitor delegate form
- 100 Exhibitors special requirements form
- 100 exhibitors Risk assessment form
- 100 Standing Booking Forms
- 100 Exhibition manuals
- 400 Delegate Guides
- 400 Delegate lists
- 400 name-badges (A6 size)
- 400 A5 envelopes or size to fit official certificates
- 400 x 50 personalised Business Cards
- 400 menus – President’s Dinner 400 Personalised place name cards
- 400 menus – Forum Dinner 400 Award Brochures
- Various Pop-up banners
- Exhibition plan board
- Signage

## 9 SPONSORSHIP PLAN

The Forum Management Team should compile a Sponsorship Plan to determine the packages available. The Forum Management Team/contractor should agree to contact all possible sponsors asking whether they are prepared to offer financial assistance.

A suitable balance should be kept between companies and delegates attending.

The registration fee for companies who wish to attend the Leadership & Development Forum but not exhibiting must be approved by the Executive Committee.

The company registration fee will entitle them to discuss business freely with delegates and circulate literature. Those individuals from companies who wish to register as an individual may have the company registration fee waived at the discretion of the Forum Leadership & Development Secretary, but no mention will be made in any literature of their company name (Attachment 3). Delegates from registered companies will receive a form of identification to show they have registered.

It is most important that sponsors are acknowledged in an appropriate manner. The Forum Management Team Secretary and the Editor of the Journal should publish a “Thank you” in the Journal after the Forum has taken place.

Any problems should be referred back to the Executive Committee.

## **10 PRESIDENT AND OFFICIAL GUESTS**

The National Secretary will provide details of the President and National Officers requirements in adequate time for arrangements to be made (by the end of February).

A private room should be provided for use as the President's and National Officer's hospitality room. As it will be used throughout Forum for entertaining speakers and official guests, a National Officer should be in attendance at all times when the room is in use.

The National Secretary will ensure that this is arranged. Careful consideration should be given to the location of this room.

The Forum Management Team Secretary and National Secretary will prepare briefing notes for the President and other National Officers detailing the programme for the Forum, where they are expected to be and when. This will be discussed in detail at a briefing meeting, usually held on the Wednesday evening before the start of Forum, when the President, National Officers and Forum Management Team will be present.

The Forum Management Team Secretary and a National Officer should be present to greet any VIPs and official guests on arrival at the hotel. They will then be taken to the hospitality room where introductions can be made and refreshments offered.

Official dinner guest lists should be drawn up in consultation with the National Chairman and Secretary. This will vary dependent upon where the Forum is; and funding may be required for local dignitaries.

Consult with the National Secretary regarding the seating plan for the top table at formal dinners.

Liaise with the National Secretary regarding guest lists and seating plans for President VIPs, Speakers and National Officers at all lunches. There should be sufficient tables reserved for VIPs.

## **11 MARKETING**

The Forum Management Team to compile a marketing plan indicating the routes of communication and frequency.

The official programme and application form should be printed by the end of October and be distributed early in October with the President's letter to all Trusts, Health Boards and Area Boards and Branch Members and companies.

It may be helpful to use the services of the Regional Outposts Press Officer or the HCA PR provider as a liaison with the local media and to assist in issuing press releases.

The National Secretary will invite members of the press to attend the Leadership & Development. The Forum Management Team will liaise with the Associations PR provider to arrange pre publicity, particularly in relation to the exhibitions new products and promotions.

Liaison must be maintained with the Editor, HCA Publications and the PR Provider to ensure that full use is made of the Association's publications.

## **12 ENTERTAINMENT**

Arrange after dinner entertainment, making use of the Contracted Forum Organisers or the hotels expertise.

Ensure that the entertainment is suitable before confirming the booking, nationally known names can be expensive.

You might consider using the services of a Speakers Agency. Try to hear the speaker before booking.

Arrange a Toastmaster for the Presidents Gala Dinner this can usually be done through the hotel. The Hotel banqueting manager may be used for the Forum Dinner.

Theme evenings should only be arranged after discussion with the Executive Committee.

If possible, after dinner entertainment should continue until at least 1.00 a.m. or after. Seek advice from venue and note any local authority restrictions.

Consideration should be given to providing some refreshments and/or entertainment for delegates attending on the night prior to the Forum starting.

## **13 NATIONAL LEADERSHIP & DEVELOPMENT FORUM – Documents/Printing**

This Document requires to be kept as a copyright to the HCA and will be provided by the National Secretary to the next Forum Secretary when they are appointed. It should not be included in any contract document and should not be given to a third party, the Forum Secretary will provide the appropriate forms as and when they should be issued to the contractor.

## National Leadership &amp; Development Forum – Timelines

Dates	Action	Detail	Whom
Minimum 2 years prior	Branch Expression of Interest	Investigate venue's	Branch
May Exec Meeting	Proposal tabled	Suggested venue's/dates	Branch Council Rep
July Council Meeting	Full Proposal tabled	Venue's proposed / area/dates	Branch Council Rep
	Approval		Council
July – sept	Issue Forum Contract	Include Standing Orders	National Secretary
	Visit venue	Review proposal	2 National Officers
	Appoint Forum Secretary & Treasurer	Confirm by October Exec mtg	Branch
	Appoint Forum Management Team		Branch
	Forum details – venue, programme, theme's, etc	Progress and liaise with Forum Admin 3 <sup>rd</sup> party Provider	Forum Management Team (FMT)
	Marketing Plan	Compile	FMT /3 <sup>rd</sup> party
	Sponsorship Plan	Compile	FMT /3 <sup>rd</sup> party
October – November	Reports for National Meetings	<ul style="list-style-type: none"> <li>• Tele-conf Oct Executive</li> <li>• Attend Nov Council Meeting</li> </ul>	Forum Secretary
January – March (year prior to event)	Theme/title finalised Logo agreed	Progressed / speakers	FMT
	Reports for National Meetings	<ul style="list-style-type: none"> <li>• Tele-conf Jan Executive</li> <li>• Attend Feb Council Meeting</li> </ul>	Forum Secretary
	Delegate marketing at Forum	<ul style="list-style-type: none"> <li>• prepared/procured/ source/obtain delegate marketing promotional materials</li> <li>• Check table available at Forum</li> <li>• Uniform for FMT</li> <li>• Promo video agreed – 3<sup>rd</sup> party provider</li> <li>• Introduction – Forum Secretary</li> </ul>	FMT
April	Attend Briefing Session	Approx 4pm Wednesday	Forum Secretary /Treasurer
	Marketing table	Set up, maintain, etc	FMT
	Photographs of Group & Headshots (used in website, Forum guides, etc)	Thursday lunchtime	FMT
	Flag Handover	Rehearsal - Friday lunchtime Actual – Friday pm	Forum Secretary
	Promo	Rehearsal - Friday lunchtime Actual – follows flag handover	Forum Secretary
May - June	Monthly meetings	Set up – include 3 <sup>rd</sup> party provider	FMT
	FMT Bibliographies	Compile	FMT
	Reports for National Meetings	<ul style="list-style-type: none"> <li>• Tele-conf May Executive</li> <li>• Attend July Council Meeting</li> </ul>	Forum Secretary
	Hotel contracts	Signing contracts	FMT /3 <sup>rd</sup> party
	Marketing plan	Agreed	FMT/3 <sup>rd</sup> party
	Sponsorship plan	Agreed	FMT/3 <sup>rd</sup> party
August	Website	Agree content / set up	FMT /3 <sup>rd</sup> party
	Exhibition	Layout agreed	FMT/3 <sup>rd</sup> party
	VAT return	Due mid Aug – submit 'nil return'	Forum Treasurer

<b>September</b>	Delegate booking form	Need for October Journal	FMT/3 <sup>rd</sup> party
	Journal article	For October Journal	Forum Secretary
	Programme	Draft for website	FMT/3 <sup>rd</sup> party
	Exhibition marketing	Campaign commences	3 <sup>rd</sup> party
<b>Oct-Nov</b>	Reports for National Meetings	<ul style="list-style-type: none"> <li>• Tele-conf Oct Executive</li> <li>• Attend Nov Council Meeting</li> </ul>	Forum Secretary
	Journal article	For December Journal	Forum Secretary
	Raffle	Finalise	FMT
	Delegate bags/folders	agreed	FMT/3 <sup>rd</sup> party
	AV specification	Tender	FMT/3 <sup>rd</sup> party
	Exhibition	Shell scheme/electrics – cost comparisons	FMT/3 <sup>rd</sup> party
	Bank Account	Handover previous year – change signatures	Forum Treasurer
<b>December</b>	VAT return	Due mid Nov – submit ‘nil return’	Forum Treasurer
	Programme	Finalised – passed to 3 <sup>rd</sup> party Speakers bibliographies & headshots	FMT/3 <sup>rd</sup> party
	Entertainment	Finalised – passed to 3 <sup>rd</sup> party	FMT/3 <sup>rd</sup> party
	Exhibition	Space sold, Risk Assessment, additional requirements, delegate forms issued	3 <sup>rd</sup> party
<b>January</b>	AV	Tender evaluation. Supplier confirmed	FMT/3 <sup>rd</sup> party
	Journal article	For February Journal	Forum Secretary
	Reports for National Meetings	<ul style="list-style-type: none"> <li>• Attend Jan Executive</li> <li>• Attend Feb Council Meeting</li> </ul>	Forum Secretary
	Insurance x 2	<ul style="list-style-type: none"> <li>• Event</li> <li>• National</li> </ul>	Forum treasurer
<b>February</b>	Food & Wine	Tastings completed & finalised	FMT
	Journal article	For April Journal	Forum Secretary
	VAT return	Due mid Feb	Forum Treasurer
	President dinner	Toasts	Forum/National
<b>March</b>	Upgrade rooms	Agree who	Forum Secretary/3 <sup>rd</sup>
	Printing requirements	Items compiled, proofed, agreed	FMT/3 <sup>rd</sup> party
	Members prep	Briefing sessions	FMT
	National Officer Briefing pack	Compile	Forum sec/nat sec/3 <sup>rd</sup> party
	Hotels/venues	Expect full payments	Forum Treasurer
	Entertainment	Deposits /payments	Forum Treasurer
	Finalise details	All	FMT/3 <sup>rd</sup> party
President dinner – top 5 tables	Agree who/where	FMT/3 <sup>rd</sup> party	
<b>April</b>	Forum	Its event time – enjoy	
<b>May –June</b>	Reports for National Meetings	<ul style="list-style-type: none"> <li>• Teleconf May Executive</li> <li>• Attend July Council Meeting</li> </ul>	Forum Secretary
	VAT return	Due mid May	Forum Treasurer
<b>June – October</b>	Accounts	<ul style="list-style-type: none"> <li>• Liaise with 3<sup>rd</sup> party ensuring outstanding payments received</li> <li>• Compile accounts</li> </ul>	Forum Treasurer
	VAT return	Due mid Aug	Forum Treasurer
<b>Oct-Nov</b>	Accounts	Audited – report to National	Forum Treasurer
	Reports for National Meetings	<ul style="list-style-type: none"> <li>• Teleconf Oct Executive</li> <li>• Attend Nov Council Meeting</li> </ul>	Forum Secretary
	VAT return	Due mid Nov	Forum Treasurer
	Account Signatures	Complete change forms – pass to next Forum Treasurer	Forum Treasurer

## National Leadership &amp; Development Forum – Roles &amp; Responsibilities

Action	When	Detail	Forum Management Team	3 <sup>rd</sup> party provider	National Officers
FMT Meetings	All	Chair	FMT Secretary		
	All	Attend	X	Attend monthly meetings – year prior	
	All	Notes/action log	X		
	All	Book meeting venues	X		
National Meetings	Prior/after	Reports & budgets	Secretary & Treasurer		Nat sec / treasurer
	Prior/after	Attend/tele Forum	Secretary & Treasurer		
Journal articles	Prior	Compile	Secretary /FMT		
Title	Prior	Theme's / brief	X	X	
	Prior	Logo's	Approval	x	
	Prior	Letterhead's/action log		X	
Finance	All	Budgets	Treasurer		
	All	Bank account	Secretary/Treasurer		
	All	Payments /deposits	Treasurer		
	All	Income		X	
	All	VAT – expenditure	Treasurer		
	All	VAT – income		X	
Hotels & catering	Prior	Sourcing	X	X	
		Contracts – checking details	X	X	
		- Signing	X		
		- Sufficient room allocation	x	x	
		- Room allocations upgrades	x	x	
		- Room listing		x	
	Prior & event	- Dietary requirements		X	
		- Liaising	x	x	
	Prior	Food/wine tastings /agreements	x		
	Event	Table plans – confirm	X	X	
		- Display - Name cards		X X	
Prior	Toastmaster	Approval	X		
Event	- Briefing /liaise with hotel	X	X		
Exhibition	Prior	Layout	Approval	X	
		Marketing & manage – inc risk assessment, additional requirements, etc	Document approval	X	
		Exhibition manual	Approval	X	
	Event	Exhibition set-up	Assist	X	
		Delegate flow /liaising	X	X	
		Thank you letters	X		
		Supplier raffle draw	Assist	x	
	Exhibition breakdown	Assist	X		
Sponsors	Prior	Compile sponsorship plan	X	X	
		Main sponsors – approach		X	
		Other sponsors e.g. lanyards, delegate bags, folders		X	
		Local/others sponsors	X		



<b>Marketing</b>	Prior	Compile Marketing Plan	X	X	
		Material s	x	x	
		Website	Approval	X	
		Twitter account	x		
	Event	- Stand		x	
Event	Pop up banners	Approval	X		
<b>Programme</b>	Prior	Presenter	X		
		Speakers – approach/invites	X	X	
		- Brief presentations	?	?	
		- Headshots/bibliographies	X		
		- Confirmation	X	X	
		- Presentation details /finalise details		X	
	- Speaker delegate forms / accommodation requirements / travel		X		
	Event	- Travel uplift / buddy	X		
- Gifts	X				
<b>AV</b>	Prior	Specification	x	X	
		Suppliers	X	X	
		Tender		X	
		Tender Evaluation	x	x	
		Liaising requirements		X	
<b>Delegates</b>	Prior	Booking form	Approval	X	
		Bags	Approval	X	
		Folders	Approval	X	
	Event	A6 badge's		x	
		A6 name's & programme		X	
		Business cards		x	
		Envelopes with badge, cards		X	
Bag packing	???	???			
Reception desk	x	x			
<b>Awards</b>	Prior	Brochure		x	X
		Journal			Nat sec
		Short-list/finalise			X
	Event	Certificates / gold envelopes/awards			X
<b>HCA Guests</b>	Prior	Agree			X
		Invites			Nat Sec
		Confirm & delegate forms by 28/2			Nat sec
	Event	Buddies			X
<b>President Dinner</b>	Prior	Speeches – Grace, Loyal, Sante de chef	X		
		Toasts – others			Nat chair/sec
<b>National officers</b>	Prior	Delegate forms by 28/2			Nat sec
	Event	Travel arrangements uplifts for President/vice-pres/chair	X		
<b>Print documents</b>	Prior	Forum guide	Approval	X	
		A5 certificates		X	
	Dinner menu's	Approval	X		
	Awards brochures		X	Approval	
	Briefing pack	Compile	Assist	Nat Sec assist	
	AGM papers	Assist		National Secretary /Treasurer	
<b>Transport (if required)</b>	Event	Bus/people carriers	X		
<b>Photographer</b>	Book			X	
	Event			X	

**DRAFT BUDGET - HCA National Leadership and Development Forum YEAR 20..**Initial Budget on [60](#) + 4 Free Partner Stands

						ACTUAL at ???		
<b>Expenditure</b>	<b>Number of</b>	<b>Unit Cost</b>	<b>Cost (exclusive of VAT)</b>	<b>VAT</b>	<b>TOTAL (Inc VAT)</b>	<b>committed (Exc VAT)</b>	<b>VAT</b>	<b>Total</b>
<b>HOTEL COSTS</b>								
Weds night accomm					£0.00			£0.00
Thurs night accomm					£0.00			£0.00
Friday night accomm					£0.00			£0.00
Weds dinner					£0.00			£0.00
Thurs lunch /day rate					£0.00			£0.00
Thurs dinner					£0.00			£0.00
thurs -pre dinner reception					£0.00			£0.00
Thurs wine					£0.00			£0.00
Friday lunch/day rate					£0.00			£0.00
Friday dinner					£0.00			£0.00
Friday pre-dinner reception					£0.00			£0.00
Friday wine					£0.00			£0.00
<b>EXHIBITION</b>								
shell scheme					£0.00			£0.00
room hire -					£0.00			£0.00
<b>SESSIONS</b>								
AV					£0.00			£0.00
Speakers expenses					£0.00			£0.00
Forum presenter					£0.00			£0.00
<b>PRINTING</b>								
Forum brochure's					£0.00			£0.00
award brochure's					£0.00			£0.00
<b>ENTERTAINMENT</b>								
Thursday					£0.00			£0.00
Friday					£0.00			£0.00
table decors					£0.00			£0.00
Delegate gifts					£0.00			£0.00
<b>MARKETING</b>								
promo at previous year					£0.00			£0.00
delegates at previous year					£0.00			£0.00
Journal advert					£0.00			£0.00
<b>3RD PARTY</b>								
delegate fees					£0.00			£0.00

exhibition					£0.00			£0.00
misc					£0.00			£0.00
travel costs								
<b>MISC</b>								
insurance					£0.00			£0.00
travel costs - coaches					£0.00			£0.00
audit					£0.00			£0.00
FMT expenses					£0.00			£0.00
Repayment loan to Nat Treasurer					£0.00			£0.00
Contingency's / bad debts					£0.00			£0.00
charity					£0.00			£0.00
<b>TOTAL EXPENDITURE</b>					£0.00			£0.00
<b>INCOME</b>								
Delegates fees - weds								
delegate fees - 2 nights								
delegate fees - day								
trade stand fees								
trade stand - add delegates								
sponsorship								
HCA Loan								
<b>TOTAL INCOME</b>					£0.00			£0.00
total Income over expenditure								
Less Council agreed surplus								
Net Surplus								



insurance					£0.00			£0.00
travel costs - coaches					£0.00			£0.00
audit					£0.00			£0.00
FMT expenses					£0.00			£0.00
Repayment loan to Nat Treasurer					£0.00			£0.00
Contingency's / bad debts					£0.00			£0.00
charity					£0.00			£0.00
<b>TOTAL EXPENDITURE</b>					£0.00			£0.00
<b>INCOME</b>								
Delegates fees - weds								
delegate fees - 2 nights								
delegate fees - day								
trade stand fees								
trade stand - add delegates								
sponsorship								
HCA Loan								
<b>TOTAL INCOME</b>					£0.00			£0.00
total Income over expenditure								
Less Council agreed surplus								
Net Surplus								

## HCA NATIONAL LEADERSHIP and DEVELOPMENT FORUM

This initial budget draft has been prepared on the basis of the information available, using calculations that have been made in accordance with the Standing Orders for HCA National Leadership and Development Forum Treasurer, on the basis of 325 delegates plus guests of the association (paying and non-paying). Certain limited assumptions have been made, but in general the estimate is based on current factual information.

### Accommodation

**Any specific information is entered here**

**Draft Version**

**Hospital Caterers Association  
Continuous Bank Account Annual Transfer Document**

Certificate of Transfer of Account and Authorised Signatures as at 31<sup>st</sup> October 20..

Outgoing Forum Transfer Details

**Outstanding Accounts**

Name of Company	Amount	Comments	

**Outstanding Credits or Refunds to be paid**

Name of Company	Amount	Comments	
Hospital Caterers Association	£10,000.00	Start-up loan credit	

Out-going Authorised Signatures

Name.....Signature.....

Name.....Signature.....

Name.....Signature.....

In-coming Authorised Signatures

Name..... Signature.....

Name.....Signature.....

Name.....Signature.....

The purpose of this form is to show all parties what the position is as at the transfer date of the 31<sup>st</sup> October each year.

Insert the word of here

The outgoing HCA National Leadership and Development Forum treasurer is responsible for the completion of the details prior to the handover. Copies should be given to both of the HCA National Leadership and Development Forum treasurers, as well as the Association’s National Contract for Administrative Support and Conference Management Services and for the Marking and Organisation of the Supply Trade Exhibition /HCA National Leadership and Development Forum sub-contractor and the National Treasurer.

National Leadership and Development Forum **DATE** 20..

HOSPITAL CATERERS ASSOCIATION

**STANDING ORDER MANDATE**

To (delegate's bank) Bank Ltd.

Address

Sort Code - - Bank Account Number.....

I \_\_\_\_\_ hereby authorise you to make

Payments from my/our Account to

**(Forums bank and address)**

Sort Code No. - - Account Number \_\_\_\_\_

For the credit of H.C.A. National Leadership and Development Fourm 20.. insert year

The sum of \_\_\_\_\_ **(delegate fee)**

By **(insert number)** monthly instalments of \_\_\_\_\_ **(amount)**

Starting **(1st payment date)** and thereafter at monthly intervals up to and

including **(last payment date)**

Quoting the reference \_\_\_\_\_ **(your surname and initials)**

Signature(s) \_\_\_\_\_ Date

**OR DELEGATES COULD ALSO USE THEIR BANK'S FORMS, OR SET UP THE STANDING ORDER ON-LINE**

**FOR BANK USE – Please send this half of the form to your Bank**

(HCA National Leadership and Development Forum [Secretary Name and address](#))

To \_\_\_\_\_, Bank Ltd

Sort Code No. \_\_\_\_ - \_\_\_\_ - \_\_\_\_ Account Number \_\_\_\_\_

Address \_\_\_\_\_

\_\_\_\_\_

I/We \_\_\_\_\_ hereby authorise you to make payments from my/our Account No.

Sort Code \_\_\_\_ - \_\_\_\_ - \_\_\_\_ to (HCA National Leadership and Development Forum [bank and address](#))

For the credit of \_\_\_\_\_ HCA National Leadership and Development Forum [Insert year](#)

Account No. \_\_\_\_\_ The sum of Pounds

By [Insert number](#) monthly instalments of Pounds \_\_\_\_\_

\_\_\_\_\_ Commencing ([1<sup>st</sup> payment date](#)) and thereafter at monthly intervals up to and including ([last payment date](#))

Quoting the reference HCA National Leadership and Development Forum [invoice number](#)

([your surname and initials](#))

Signature(s) \_\_\_\_\_ Date \_\_\_\_\_

**PLEASE RETURN THIS HALF TO THE HCA NATIONAL LEADERSHIP AND DEVELOPMENT FORUM SECRETARY:-**

**FOR HCA National Leadership and Development Forum COMMITTEE USE**

Payments from my/our Sort Code \_\_\_\_ - \_\_\_\_ - \_\_\_\_ Account No. \_\_\_\_\_ to ([Forum bank and address](#))

For the credit of \_\_\_\_\_ HCA National Leadership and Development Forum [Insert year](#)

Account No. \_\_\_\_\_ The sum of Pounds

By [Insert number](#) monthly instalments of Pounds \_\_\_\_\_

\_\_\_\_\_ Commencing ([1<sup>st</sup> payment date](#)) and thereafter at monthly intervals upto and including ([last payment date](#))

Quoting the reference HCA National Leadership and Development Forum [Invoice number](#)

([your surname and initials](#))

Signature \_\_\_\_\_ Date \_\_\_\_\_



## National Leadership & Development Forum – documents/printing

Required for	Required When	Name	See National Secretary for sample documents
National meetings	During planning	Report for Executive/Council	
		Budget's	
	Pre/at event	Briefing Pack	
FMT/3 <sup>rd</sup> Party support	During planning	Meeting dates	
		Agenda	
		Action Log	
		Draft Programme	
		Speakers Invite	
		Speaker confirmation	
		Speakers Tracker	
		Audio Visual specification	
		Marketing Plan	
		Sponsorship Plan	
		Pre/at event	Members duties
		Photography requirements	
	Exhibition	During planning	Floor plan layout ( <i>sample</i> )
Stand booking form			
Exhibit special requirement form			
Exhibit Insurance Check form			
Exhibit Risk assessment			
Pre event		Exhibition pack	
At event		Thank you letters ( <i>sample</i> )	
Delegates	During planning	Delegate registration form	
		Roles and responsibilities	
	At event	Programme guide	
		Badge insert	
		Delegate list	
		Menu's – president	
	Menu's – branch		
Finance	Accounts	Breakdown of payments	

*Note: The National Secretary Awards will arrange*

- Awards brochure advising criteria, deadline/ finalists, etc
- Guests