



Annual Report of Council

Introducing BAOT

About the British Association of Occupational Therapists Limited (BAOT) and Royal College of Occupational Therapists (RCOT)



BAOT and its subsidiary charity RCOT are committed to promoting the unique value and benefits of occupational therapy to the public, service commissioners and political representatives.

We work to ensure the profession's rightful place in health and social care delivery and encourage our members to play an active role as ambassadors for the profession.

BAOT is the professional body representing the diverse and thriving community of occupational therapy staff across the UK.

RCOT is a registered charity and wholly owned subsidiary of BAOT, which acts on behalf of all members of BAOT. It sets the professional and educational standards for the occupational therapy profession and represents the profession at national

and international levels. RCOT plays a crucial role in promoting the profession and meeting the professional needs of occupational therapy staff in the UK.

As BAOT delivers much of its strategic aims via its charity RCOT this report reflects both the activity of BAOT and the activity of RCOT during the reporting period.

The activities carried out by BAOT and RCOT are part of our over-arching strategy to meet the legal purpose outlined above. Our achievements in the period ended 30 September 2023 are set out in our strategic report on pages 16–59.

British Association of Occupational Therapists Limited. Registered office: 106–114 Borough High Street, London SE1 1LB. Reg. in England and Wales No. 00392350 VAT Reg. No. 242 7829 47.



We work to ensure the profession's rightful place in health and social care delivery and encourage our members to play an active role as ambassadors for the profession.



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I'm proud to be an occupational therapist and to be playing a part in BAOT and our profession's transformation. We want to grow the understanding and enhance the profile of occupational therapy – our activity over the past year has created a stronger foundation towards achieving this.



Odeth Richardson
BAOT Chair of Council

Our profession needs to be one where everyone feels welcome, seen and heard. Seeing the co-creation of our draft Equity, Diversity and Belonging (EDB) Strategy this year has been wonderful. My thanks to all BAOT members, public contributors and staff who took part in the consultation. This is a bold step towards making sure that equality and inclusion is at the heart of all the work we do – and not shying away from the challenge of being an anti-discriminatory and anti-racist organisation.

The EDB Strategy is just one example of how we're involving our members. Our member experience survey in Autumn 2023 was part of an extensive project to guide us in revitalising our offer for members. This, together with a review of our governance structure will make sure we're best set up to meet current and future challenges.

Members have been sharing their experiences with us – high vacancy rates are putting escalating pressure on teams to meet the increase in

demand for occupational therapy services. Despite the difficulties they're facing, occupational therapists are overwhelmingly proud to be part of the profession and want to continue delivering life-changing breakthroughs for the public. It's absolutely vital that we're provided with the support and resources we need to allow us to do this, for the health of the profession and the people we serve.

Together with my colleagues on Council, as Chair, I'll continue to support the Senior Leadership Team and provide robust challenge to make sure we remain financially secure and well respected and fulfil what we've set out to do in our strategy.

A handwritten signature in black ink that reads 'Odeth Richardson'.

Odeth Richardson (she/her)
BAOT Chair of Council

* To note that 'Council' are BAOT's Board of Directors.

“

Our profession needs to be one where everyone feels welcome, seen and heard. Seeing the co-creation of our draft Equity, Diversity and Belonging (EDB) Strategy this year has been wonderful.”

Odeth Richardson
BAOT Chair of Council

Following a year in which we launched our new strategy, brand and values, the focus for 2022/23 was building up our organisation – and being ready to deliver. We've now got the right teams in place and, together with our volunteers and the wider membership, we're making change happen and better supporting our members and the profession.



Steve Ford
BAOT Chief Executive

Our voice is getting stronger. We've created new ways – through our Leadership Forum and Workforce Summits – to listen to occupational therapy leaders and understand the challenges and opportunities for the profession. These conversations, together with insights from our first workforce survey shaped our Workforce Strategy, which we launched in March 2024. The Workforce Strategy addresses how we'll lift up the occupational therapy workforce and be in the right place at the right time to make a real difference across society.

You'll hear many examples in this year's report of how we've opened up to new opportunities. From joining forces with NHS England on the Allied Health Professions Workforce Reform project to supporting and advising our members on workplace challenges, by enhancing our relationship with UNISON.

We're attracting new people to the profession through our Choose OT campaign, and we have big ambitions to grow our membership further.

We'll use data and insights to focus on areas that will make the biggest impact.

We're developing a commercial strategy to rely less on membership fees to do the things we need to do. We committed to not increasing membership fees for 2023/24 we've done that while still enhancing our offer. We've delivered a CPD portfolio for our members, and projects are happening now to reimagine our communities, redevelop our website and offer a high-quality member experience.

Our members continue to support our shared ambitions, by getting involved and making the most of the opportunities we offer. Together, we'll stay focused on reaching our ambitious vision – people everywhere value the life-changing power of occupational therapy.

A stylized, handwritten signature of Steve Ford in dark blue ink.

Steve Ford
BAOT Chief Executive





Equity, Diversity and Belonging

Our vision is to put equity, diversity and belonging (EDB) at the heart of everything we do and be recognised as a bold, progressive advocate of equity and social justice by 2027. We intend to actively oppose discrimination, demonstrate effective allyship and be transparent and accountable.

We will work with members, volunteers, learners, staff, partners, stakeholders and the wider profession to create a sense of belonging in the diverse, authentic and empowering culture we're building together. Our work will support the wellbeing of people accessing occupational therapy and contribute to health equity for all.

“

Equity, diversity and belonging is crucial in creating and sustaining a positive, inclusive, and productive work environment. It's important that each one of us feels empowered, represented, and heard; and that opportunities are made available in a fair and equitable way so that, irrespective of our background, we're supported to make the most of them.”

Ketan Davé (he/him)
RCOT EDB Lead

What we did 2022–2023

Prepared

to launch our bold and ambitious EDB Strategy in November 2023.

Involved

members, learners and staff through seven focus groups and three working groups while drafting our strategy from June to December 2022. We also held five in-depth interviews to help us co-create a draft strategy that we shared with all our members and staff for review between June and August 2023. Almost 1,500 members fed their views into the consultation.

Ensured

the responses to our draft strategy were incorporated into our final strategy. Guided by the feedback we condensed the number of aims into a single prioritised list. The feedback also directed us to use clear, direct, simple language that avoided jargon and buzzwords, provide more detail, transparency and accountability about our delivery plan and include a timeframe.

Chose

and defined clearly the terminology of the three concepts – Equity, Diversity and Belonging – we use. While ‘EDB’ is a useful short form, we don’t want it to become a meaningless acronym or minimise the individual elements’ importance. Our full definitions appear in the ‘What EDB means to us’ box on page 15.

Embedded

the challenge of becoming an anti-discriminatory and anti-racist organisation into our strategy. We’re determined to not only meet but exceed our legal obligations.

Agreed

through our strategy work to advocate for and challenge inequity on behalf of staff, members and the public. Only through this approach can we truly fulfil our life-changing work and vision.

Worked

closely with our three Expert Advisory Groups (EAGs) established last year:

RCOT ABLE OT

For practitioners, students, researchers, educators and people with disabilities/long term health conditions.

RCOT B.A.M.E OTUK

For occupational therapy staff, students and educators of Black, Asian and minoritised heritages based in the UK.

RCOT LGBTQIA+

For anyone in the occupational therapy community who wants to connect, share, learn about and celebrate all things LGBTQIA+.

These member groups challenge and support us to make sure we’re meeting our EDB commitments and guide us on what we can do better. In 2024, we’ll be launching the Carers Expert Advisory Group for occupational therapy students, apprentices, researchers, educators, practitioners, retired practitioners, return-to-practice OTs and assistants who are also carers, or who have been carers in the past.

Created

five staff networks to provide a safe space for conversation, support and allyship. Cultural diversity is an asset to RCOT, and everyone should be able to bring their best self to work. To do this, we’re committed to developing greater understanding of others and their cultures and differences in beliefs and opinions.

These internal networks are:

Ethnos

for Black, Asian and minoritised ethnic communities

LGBTQIA+

Disability

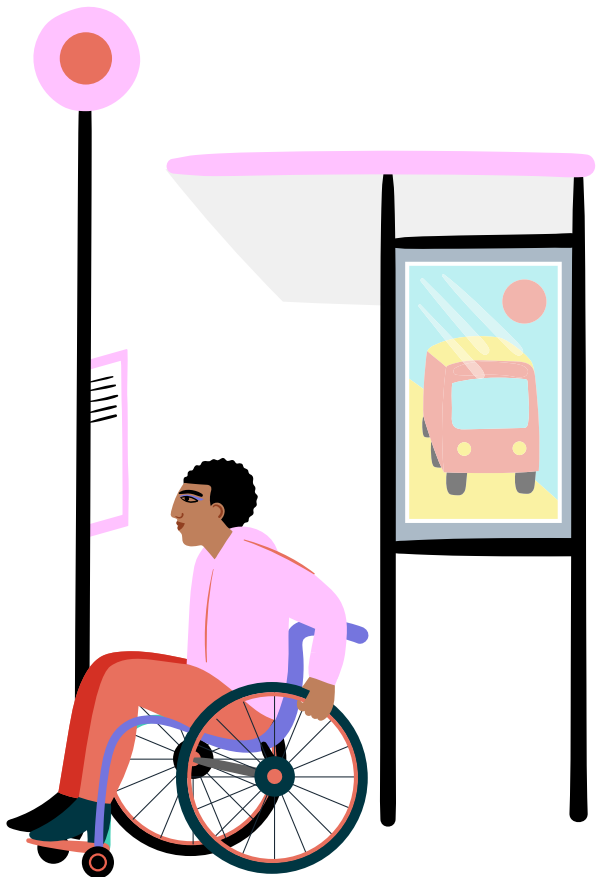
Parents

Menopause

Planned

the first UK Black History month issue of OTnews – our membership magazine – published in October 2023. In this issue we celebrated Black history through occupations, cultural education and Black literature.

These member groups challenge and support us to make sure we’re meeting our EDB commitments and guide us on what we can do better.



Celebrating OTs of Caribbean heritage

Author, former locally elected politician and occupational therapist, Dr Blaine Robin, and our Chair, Odeth Richardson, have brought together occupational therapists of Caribbean heritage from across the UK. This is to

commemorate the 75th anniversary of the Windrush generation coming to Britain. The initial aim of the Caribbean Network of Occupational Therapists is to co-author a textbook that will assist the current and next generation of occupational therapists to learn about the occupational needs of people of Caribbean heritage.

“

Authenticity, particularly with respect to LGBTQIA+ identity, can be a vulnerable place, but I think it is reiterated that integrity and staying true to our values and who we are liberates others and gives folks permission to do the same. In being who we are, we can influence change, even if it's a small conversation and momentary shared insight. Its impact will ripple and shouldn't be underestimated.”

Hannah Spencer (they/them)

Lecturer in Occupational Therapy, University of Derby
LGBTQIA+ EAG member
OTnews June 2023



What EDB means to us

Equity

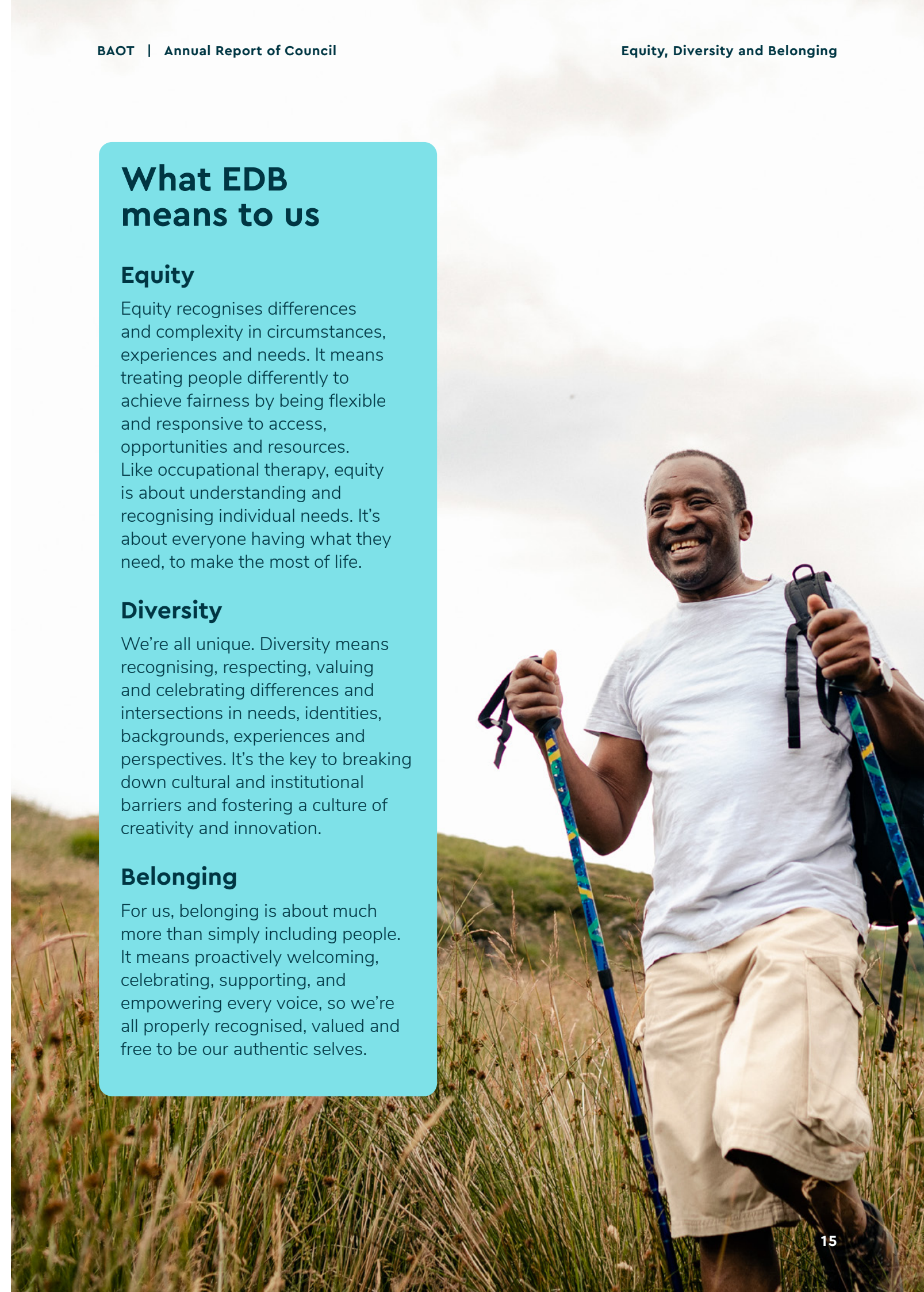
Equity recognises differences and complexity in circumstances, experiences and needs. It means treating people differently to achieve fairness by being flexible and responsive to access, opportunities and resources. Like occupational therapy, equity is about understanding and recognising individual needs. It's about everyone having what they need, to make the most of life.

Diversity

We're all unique. Diversity means recognising, respecting, valuing and celebrating differences and intersections in needs, identities, backgrounds, experiences and perspectives. It's the key to breaking down cultural and institutional barriers and fostering a culture of creativity and innovation.

Belonging

For us, belonging is about much more than simply including people. It means proactively welcoming, celebrating, supporting, and empowering every voice, so we're all properly recognised, valued and free to be our authentic selves.





Strategic report

**Council presents the Strategic
report of RCOT for the year
ended 30 September 2023.**



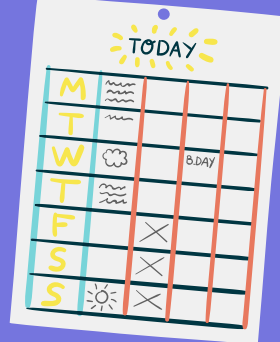
Strategic report

Our year in numbers 2022–2023

We supported more than

500

members to prepare for the Health and Care Professions Council's (HCPC) CPD audit – through webinars and drop in sessions.



We welcomed

319

members to Research Connect – our member community for researchers at all levels and practice areas of occupational therapy. It's supported by our RCOT Research Champions who volunteer through a self-nomination process.



14 of our members adversely affected by the COVID pandemic were each supported with grants of

£2,500



We were supported by over

350

volunteers.



On average our website rcot.co.uk, had

62,000

visitors each month.



We supported

1,803

members through our Professional Advisory Service (PAS).



We worked with

50

higher education institutions providing to provide accreditation services for pre-registration learners, giving future occupational therapists to give future OTs the best chance of success.



To inform our Workforce Strategy,

2,600

occupational therapists contributed our survey about the workplace issues they face – 86% reported increased demand for their services.

Our award-winning Lift Up Your Everyday campaign reached more than

15.3

million people

sharing the life-changing power of occupational therapy.



Trade union Annual Report

The refresh of the BAOT and UNISON contract in June 2022 allowed us to review how we work together to ensure we are providing the best service for our members. We looked for opportunities to improve our processes and governance and embarked on a plan of work to support this.

A joint workshop was held in July 2023 to identify the key themes we needed to address.



- **Governance and compliance**, including Industrial Action (IA) – making sure we comply with reporting requirements and trade union regulations and agreeing on new contract governance reporting measures for Council.
- **Growth and improvement** – identifying an aligned work programme for us, focusing on key issues for the profession, maximising the knowledge within BAOT and the range of expertise across UNISON.
- **Communication to members on BAOT/UNISON activity** and issues relevant to members.
- **Improving how we work with our stakeholder groups** – for example, the national OT panel – and working effectively with our member representatives, including the BAOT representative on the NHS Staff Council.

- **Data transfer** – effective regular information transfer between our two organisations to improve the member journey, ensuring every eligible member receives regular communications and support when needed.
- **Contract monitoring** – identifying how we ensure the partnership is working for members and how we monitor this.
- **Growing our union volunteer population** – how we can increase and maximise our volunteer network of BAOT stewards and member reps.

We developed a work plan and created several task and finish groups involving teams from across BAOT and UNISON. Dedicated project management was identified to ensure the high enthusiasm from the initial workshop was continued.

This exciting project allows us to combine the strengths of the two organisations and for the first time be proactive in our approach to issues affecting the profession from a union perspective.

An example of the workstreams undertaken include the planning of the annual National OT Stewards’ Seminar. Here BAOT stewards come together to discuss key employment and professional issues.

In addition to supporting BAOT members on an individual basis in employment matters, UNISON represents BAOT in collective bargaining scenarios. This year saw the outcome of direct negotiations between the government and the joint health unions, (where UNISON represents BAOT) on the NHS pay offer (England) for 2022–2023 and 2023–2024. UNISON conducted a national consultation in the spring, where members voted in favour of acceptance.

Our vision. Our strategy.

We want people everywhere to value the life-changing power of occupational therapy.

This bold and simple vision is at the heart of our five-year strategy (2022–2026) and guides everything we do.

We focus on making the biggest impacts, based on our strengths and our members’ needs.

Four clear strategic priorities drive our work and we have a strategic delivery plan for each of them. Pages 22–55

highlight our achievements under each strategic priority during the reporting year.

We deliver our strategy while living our values

- We Impact
- We Challenge
- We Elevate
- & We Respect

Rise Up

We'll rise up to be bold, progressive advocates and champions – raising our profile and voice so that more people understand the power of what occupational therapists do.

Open Up

We'll open up to new opportunities and people – joining forces, forming alliances and getting more people to see occupational therapy as the solution to their needs.

Lift Up

We'll lift up every occupational therapist and support them to be the best they can be throughout their entire career – by offering them the best community, resources and tools that help them to succeed.

Build Up

We'll build up our organisation and culture to be dynamic, high performing and values-led – using insights and data to inform and drive us to achieve our purpose.



1. Rise Up

We'll rise up to be bold, progressive advocates and champions – raising our profile and voice so that more people understand the power of what occupational therapists do.

“

It's time for the UK government to recognise and value everything that occupational therapists and other allied health professionals do and invest in occupational therapy to improve people's health and overall wellbeing, helping people live well for longer.”

Karin Orman
RCOT Director of Practice and Innovation

What we did 2022-2023

Focused

our policy and public affairs work on meeting and influencing government and industry contacts, across all four nations of the UK. This involved driving home our key messages at in person meetings, attendance at conferences and awards events and in our member surveys. Throughout the year we also responded to policy and practice consultations ensuring our input into professional practice and policy guidelines.

3.4–3.7%

expected growth in occupational therapists by 2036–2037

Highlighted

the inadequacy of the NHS England Long Term Workforce Plan. This long-awaited plan estimated a 3.4–3.7% growth in occupational therapists by 2036–2037. We pointed out this growth will not provide enough occupational therapists to meet the ongoing health and care needs of people with long-term health conditions. We estimate a shortfall of 2,000 OTs in primary care alone by 2036. Disappointingly the report included no plans for occupational therapist prescribing rights. Our conversations continue with NHS

England and the Department for Health and Social Care to make sure the interests of our profession are heard.

Pressed

the Scottish National Party (SNP) leadership election contenders to commit to supporting the occupational therapy workforce. We believe Scotland's First Minister must improve health and social care in Scotland. Our demands included a Once For Scotland approach to rehabilitation. This would support universal access to high quality, person-centred rehabilitation as a right. We said it should be reflected in the National Health Services constitution and the National Care Service legislation.

Welcomed

the Welsh Government's decision to invest £5 million to increase the number of Allied Health Professionals (AHPs) across Wales and improve access to community-based care from April 2023. An increase in the number of occupational therapists and other AHPs in the community will enable people to recover at home with rehabilitation, spend less time in a hospital bed and improve the independence and confidence of those receiving care.

Commented

on the Office for National Statistics (ONS) statistical bulletin about self-reported Long Covid symptoms in the

UK, highlighting the need for support and appearing on the BBC Radio 4 Woman's Hour to discuss this. We also highlighted the availability to the public of our new publication *How to manage your energy levels*.

Presented

the UK Government with the outcome of our workforce survey report and put pressure on the government to start making changes – we'll expand our campaigning on this when we release our Workforce Strategy in 2024. The report showed how a lack of capacity in health and care systems drives huge increase in demand for occupational therapy. Of the 2,600 occupational therapists who responded to our workforce survey, almost 9 in 10 (86%) reported an increase in demand for their services between November 2021 and November 2022. (More in Spotlight on page 26 below).

Spoke out

against the UK Government's plans to recruit an 'army' of social care volunteers to support people being discharged from hospital. We highlighted that although volunteers play an important role in the care system, they're not a solution to the 165,000 vacancies in social care in England. We called for a Social Care People Plan to address the crisis in the sector.

Ran

our third children and young people's occupational therapy survey looking into children's access to occupational therapy across the UK. Our previous surveys have shown increased

demand for OT services for children and young people and a shrinking, poorly utilised workforce. We've called on the governments in all four nations to act to protect our young people by providing them with the occupational therapy they need. The results were released in October 2023.

Launched

our new guideline on why children's play is important and how it can be incorporated into occupational therapy practice. Our evidence-based practice guideline *Occupational therapy and play* followed our gold standard NICE accredited process, and the practice recommendations are based on contemporary research evidence. Due to its importance, we made *Occupational therapy and play* available to all for free, at rcot.co.uk/playguideline.

Ensured

that our monthly publication *OTnews* remains a highly-valued member benefit. Throughout the year it delivered a lively mix of news and policy, the latest professional developments, features and opinions. This included in-depth coverage of the inspiring speakers at Equity in Action – BAMEOTUK's first symposium – and features dedicated to our advisory pilot groups LGBTQIA+ and ABLEOTUK.

86%

OTs reported an increase in demand for their services

Spotlight

Survey shows workforce under pressure

In November 2022 we surveyed occupational therapists across the UK about the workplace issues they face and how these affect the services they deliver to the public. We also asked how practitioners are affected personally, including whether they intend to continue working as occupational therapists.

More than 2,600 people responded and we included our findings in our report, *Occupational therapy under pressure: Workforce survey findings 2022–2023*.



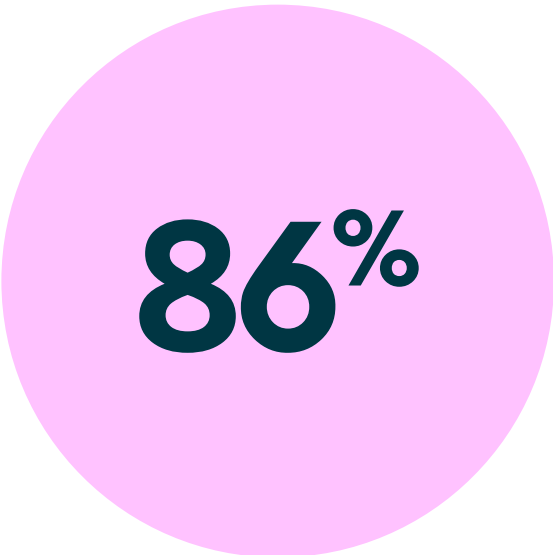
“

I've worked in the NHS for 40 years, 37 years of those as a qualified OT working mostly in acute hospitals and have loved my job. However, the wider health system feels broken and there are not the community/social care resources to support patients outside hospital. We're churning patients out faster and faster, older, frailer and more complex, but given no time to rehab or improve them, knowing that they will likely get readmitted again in a few days. That is disheartening when there is so much we could do if we were given a day or two, or there were more services in the community.”

Anonymous survey respondent



The workforce survey's topline results



reported an increased demand for OT services within the previous 12 months.



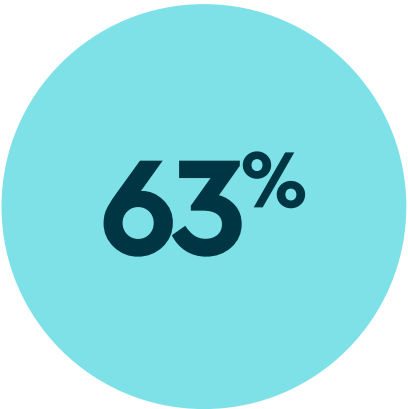
said that their team wasn't large enough to meet the demand.



rated their work-related stress as 7 or above on a scale of 1 to 10, with 10 being the highest level of stress.



stated that people were presenting more complex needs due to delayed interventions.

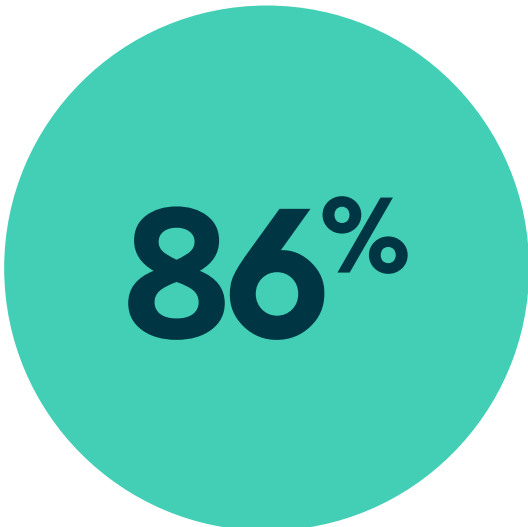


felt they were too busy to provide the level of care they'd like.

Worryingly, a third of respondents said they intend to leave their current role within the next two years. The most common reasons are related to a lack of satisfaction with their role or setting. Despite the significant challenges reported by respondents, most still felt positive about the profession:



said that occupational therapy is a rewarding career.



would recommend it as a career to others.



Our recommendations include:

- **Ensuring** that future public service workforce planning prioritises the shortages in occupational therapy.
- **Addressing** the challenges around recruitment and retention which are causing occupational therapists to leave the profession early.
- **Focusing** on staff development and wellbeing to reduce the risk of occupational therapists burning out and leaving the profession.
- **Securing** greater leadership opportunities for occupational therapists.
- **Understanding** the concerns and experiences of workers who have dealt with workplace bullying, harassment and discrimination to ensure staff safety and can report issues without hesitation.
- **Recognising** investment in the NHS and social care is critical to a healthy population and therefore economic growth.

What we did next



1

Developed

a Workforce Strategy, that draws on the survey findings, to influence the planning and delivery of occupational therapy services nationally and locally. We published our Workforce Strategy in March 2024.



2

Presented

our findings to ministers, health leaders and policymakers in all UK nations throughout 2023. We called on them to increase investment in the training of occupational therapists and the funding of occupational therapy services.



3

Collaborated

with NHS England to develop resources to address workforce challenges, including inclusive engagement, recruitment and retention, career development and leadership opportunities.

Alongside our survey we held a series of workforce summits across the UK exploring the current challenges for occupational therapy and where and how we can have maximum impact to benefit the populations we serve. An optimally positioned and skilled health and social care workforce is central to enabling the NHS and local authorities to make best use of public money.



“

Reducing the pressures on our inpatient services through improved access to occupational therapy in primary and community settings and working in partnership with providers in the charity, social enterprise and independent sectors will ensure timely access to the right advice and support. We are also advocating for better data on occupational therapy, as data-driven workforce planning has helped many employers develop their workforce to meet growing demand.”

Suhailah Mohamed (she/her)
RCOT Head of Practice and Workforce

Spotlight

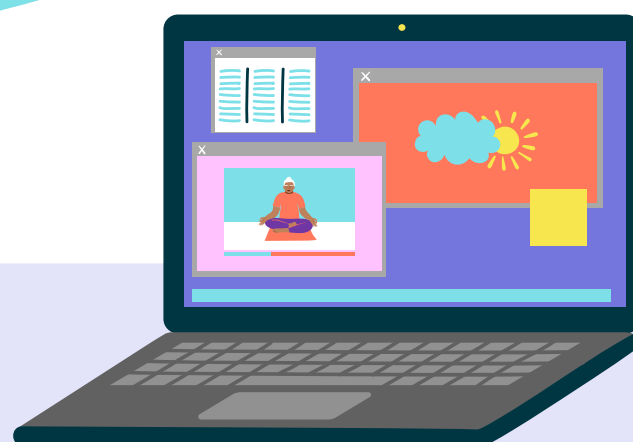
Raising our profile

Lift Up Your Everyday

Our Lift Up Your Everyday campaign raises awareness of occupational therapy with the general public. It does this by sharing expert advice from occupational therapists on how to overcome everyday challenges and draws people into finding out more about the profession.

We achieved outstanding results – the launch of the campaign during OT Week 2022 saw our hashtag appear in the social media feeds of 15.3 million people, get over 67,200 interactions and over 4,200 mentions. And our advice videos achieved more than 1 million views.

The campaign launch was recognised by industry experts and received two Communiqué awards which celebrate excellence within the healthcare communications industry. It was also highly



commended at the CorpComms awards in the communications industry and short listed for a Memcom Excellence award within the membership sector.

Since its launch, the campaign has focused on different themes to capture the public's attention. These have included advice on how to make the most of playtime with children and advice on energy management. We also joined forces with Toyota to share advice for people with mobility issues using cars.

We reached an estimated six million people through media coverage for our energy management and play themes. Coverage included an interview on BBC Radio 4 Woman's Hour and an article in HuffPostUK.

Choose OT

Our careers campaign, Choose OT, inspires people to become occupational therapists and is targeted at school students and their influencers, graduates, and adults considering a career change. The campaign is linked to our dedicated careers website, ChooseOT.co.uk, which features inspiring stories and information about becoming an occupational therapist. The campaign was seen over eight million times on social media platforms and drove over 49,000 click-throughs to the website.



“

I welcome increased visibility of RCOT on social media. It's fantastic to see RCOT engaging with members and the public.”

Samantha Flower (she/her)
NHS Greater Glasgow and Clyde (NHSGGC) Occupational Therapy Lead for Partnerships and RCOT Council member



2. Open Up

We'll open up to new opportunities and people – joining forces, forming alliances, and getting more people to see occupational therapy as the solution to their needs.

“

The innovation hub is a collaboration space that will enable members to search for occupational therapy focused improvement ideas and network with others looking to address similar service challenges.”

Suzy England
RCOT Service Innovation Manager

What we did 2022–2023

Launched

our Innovation Hub pilot in October 2022 – offering members a place to share service challenges, ideas for improvement and their own case study improvement journeys. By the pilot's end (31 March 2023) 26 occupational therapy service innovation projects were on our database. These projects ranged from making the move to a seven-day service to designing a health information coaching tool.

We've published a pilot report which is available on our website: rcot.co.uk/innovation-hub. We used the insights from the pilot to design and build our real-world change evidence database launching in April 2024.

Celebrated

Volunteers' Week in June. Over 350 people volunteer with us to support our community and raise the profile of our profession. Volunteer opportunities range from being a board member, regional committee member, to being part of an advisory group. We advertise our volunteer roles on our website and in OTnews.

Supported

more than 500 members to prepare for the Health and Care Professions Council's (HCPC) CPD audit. The audit runs every two years and 2.5% of occupational therapists are contacted to take part. The process, which can

be worrying for members, involves submitting a written profile explaining how they've met the standards. We held a series of HCPC CPD audit webinars including one jointly with HCPC. We offered drop-in support sessions for both members who had been selected for audit and those members supporting colleagues selected for audit.

Achieved

the largest audience to date of members and non-members at our annual Elizabeth Casson Memorial Lecture delivered by, Keir Harding, a member and CEO and Clinical Lead at Beam Consulting. More than 3,700 people booked to attend the April event. Keir is renowned for being one of the most visible and forthright occupational therapists practising today and is passionate about our profession. His lecture, *Nothing grows in toxic environments*, was well received. A recording of the lecture can be found on our website: rcot.co.uk/2023-elizabeth-casson-memorial-lecture.

350

people volunteer with us to support our community

3,700

people booked to attend our annual Elizabeth Casson Memorial Lecture



Spotlight interview

Paul Wilkinson

My volunteering journey

Meet Paul Wilkinson, one of our many valued RCOT volunteers and Vice Chair for the RCOT Northern and Yorkshire region.

Tell us about your day job and what attracted you to a career in occupational therapy.

I'm a senior occupational therapist currently working on a regional hyper acute stroke unit. This involves holistically assessing and providing interventions for individuals who have been diagnosed with a stroke. Occupational therapy attracted me as it involves problem solving, creativity and thinking outside the box to achieve the best outcomes for individuals.

Please describe your volunteering role with RCOT.

I am currently the Vice Chair and Co-Social Media Lead for the Northern and Yorkshire Region. I have volunteered for RCOT for two years. These positions

attracted me as I wanted to give more to my region and further develop my leadership skills.

My role involves monitoring and maintaining the region's social media accounts promoting events via social media and helping the committee organise events too. I also deputise for the Chair when they are absent, represent the region at twice-yearly forums, provide support and information to the regional members and do my best to promote our profession.

How has volunteering helped you, personally and professionally?

Volunteering has helped me to develop and enhance my skills. I'm involved in communication, leadership, strategic thinking and planning, creative thinking and problem solving. I feel my confidence has grown, and I've been exposed to fantastic development opportunities. And since volunteering I now feel I have a better understanding of what RCOT offers.

Would you recommend volunteering for RCOT?

Yes, I'd recommend volunteering to everyone. We all have unique skills, knowledge and backgrounds. That's the beauty of volunteering – we learn from each other. The RCOT's volunteering roles are open to all members. It's often said that inclusion is being invited to the dance floor and belonging is being asked to choose the music. I definitely feel like I belong on my committee and at RCOT.

I'd ask anyone in doubt or apprehensive about volunteering to think about this famous quote frequently attributed to American businessman John A Shedd: 'Ships in harbour are safe, but that's not what ships are built for'.

“

I feel my confidence has grown, and I've been exposed to fantastic development opportunities.”

Paul Wilkinson (he/him)
RCOT volunteer and Vice Chair for the RCOT Northern and Yorkshire region



Spotlight

Pressing for workplace reform



We joined forces with NHS England in March 2022 to deliver a year-long Allied Health Professionals (AHP) Workforce Reform project. This work was completed in March 2023 and focused on how to increase the number of occupational therapists working in health and social care across all four UK nations.

At least 27,000 additional AHPs will be needed by 2024, according to the 2019 NHS People Plan to meet demand for their services. AHPs are the third largest clinical workforce in the NHS, and one of the most cost-effective workforces to train.

Our joint project resulted in many different resources designed to help our members and their employers develop new skills or refresh existing skills to meet the demand for services.

This included:

- expanding our *Principles of practice-based learning* in collaboration with nine other AHP professional bodies.
- establishing our Advanced Practice Network as an initial trial for our virtual communities that will support the professional development of our members in years to come.
- developing our work with primary care services to encourage an understanding of the value and contribution of OT.

We built case studies, blogs, webinars, podcasts, vodcasts, handbooks and other valuable assets for use by OTs across the UK.

Key outcomes include:

A learning programme for OTs working in neonatal care at an enhanced level of practice delivered through four webinars and a one-day in person workshop.

A new suite of resources designed to encourage more of the profession to become approved clinicians under the Mental Health Act in England and Wales.

Nine case studies providing top tips and innovations from leading OTs working in the fields of learning disability and autism.

Data about the wide-reaching impact of occupational therapy in GP surgeries across three sites in England and Wales was gathered. We collected this through qualitative interviews with stakeholders, outcome measures and other data. We expect to publish this data in 2024.

Webinars for managers, supervisors and returners to support the return

of occupational therapists to the workplace. Existing resources – blogs, webinars and handbooks – were updated and three return-to-practice handbooks, for returners, supervisors and placement providers were produced.

A set of principles of practice-based learning developed with the Chartered Society of Physiotherapy (CSP) to develop an innovative, quality and sustainable placement offer. We also worked with the University of Salford to undertake a survey exploring placements for pre-registration learners.

An online hub, that members and non-members can use for signposting, finding case studies and general information about international recruitment for OTs. This is a go-to resource to support members that have little experience in this area, from both a recruiter and applicant perspective. We also presented a report to NHS England, to inform their future work on international recruitment and employment.

“

Great attendance at the second Midlands #OT summit! Representation across social care, health care and education! Real opportunity to think about how we harness the uniqueness of the OT workforce through rotations to support recruitment and retention.”

Midlands AHP

3. Lift Up

We'll lift up every occupational therapist and support them to be the best they can be throughout their career by offering the very best community resources and tools that they need to succeed.

“

We started working with the CSP as we recognised that coming together made us stronger – so much so that we included that in the title of the document, *AHP principles of practice-based learning: working together to support our future workforce*. To join with a further eight AHP professional bodies is just brilliant!”

Carolyn Hay (she/her)
RCOT Head of Education

What we did 2022–2023

Continued

to proudly set the professional and educational standards for occupational therapy to position the profession – and all our members – for the future. This involves managing the accreditation process, using the Learning and development standards for pre-registration education to assess occupational therapy pre-registration programmes and ensure quality in their design and delivery.

Worked

with 50 UK providers of pre-registration occupational therapy education to ensure pre-registration learners are set up for success. Of these, five were new providers and we supported them to prepare to deliver a pre-registration programme.

Managed

the re-accreditation of 12 occupational therapy programmes and the accreditation of four new UK programmes. The four new accreditations led to an increase of 59 new learner places each year. There are 45 education providers across the UK running a range of undergraduate and post-graduate pre-registration programmes. In England there were 8,361 people enrolled in pre-registration apprenticeship occupational therapy programmes by the end of the year. Demand for OTs continues to rise.

Approved

78 major changes ensuring programmes continue to meet the Learning and development standards for pre-registration education in their cycle of accreditation.

Held

our first education summit in May 2023, focusing on the pre-registration education and early careers of our future workforce in a changing world. We brought together more than 50 educators, learners and practitioners to discuss the topics that matter to them – including improving transition support from learner to newly registered OT and making sure that learners feel listened to and are confident identifying their personal needs. We'll use these insights when developing our Workforce Strategy and reviewing our Learning and development standards.

Welcomed

319 members to Research Connect. This network, launched in April 2023, is our member community for researchers at all levels and all practice areas of occupational therapy.



people enrolled in pre-registration apprenticeship occupational therapy programmes



members welcomed to Research Connect network

It's supported by our RCOT Research Champions who volunteer through a self-nomination process. These volunteers are role models for the profession and champion our vision to grow our UK-wide network and make occupational therapy a research-active profession informed by evidence. In 2023 we recruited 52 Research Champions across all four UK nations and levels of practice. We're evaluating the network now.

Supported

our members with 35 fitness to practice cases over the 2022 cycle through our professional advisory service.

Provided

support directly to programme teams through monthly placement cafés giving

practice educators and those involved in supporting OT placements the chance to meet with peers, share good practices, problem-solve challenges and bring innovative ideas to life.

Created

our AHP principles of practice-based learning: working together to support our future workforce with CSP.

Launched

a series of six 90 minute long webinars in Autumn 2022, facilitated by Kalimah Ibrahiim, Occupational Therapy lecturer at the University of East London, BAOT/RCOT Council member and Chair of RCOT England Board. The webinars featured speakers at all career stages. The focus was sharing their work and practice-based learning. Areas covered included supporting equity, diversity and belonging in placement-based learning, demystifying placement-based learning and inspiring placement stories from learners and educators. The series was part of the AHP Workforce Reform project spotlighted earlier in this report.



Spotlight

Supporting our members affected by COVID-19

Thanks to £35,000 of funding awarded by the COVID-19 Healthcare Support Appeal we supported 14 members adversely affected by the pandemic.

From 18 January 2021 to 27 March 2023, we invited our professional and self-employed members who were experiencing hardship to apply for a grant of up to £2,500 to help with:

- general living costs
- unexpected bills
- disability equipment
- psychological support or counselling
- other difficulties caused as a direct or indirect consequence of the pandemic, such as job loss, reduced income (for themselves or a partner), relationship breakdown, bereavement, or other work-related or personal circumstances.

up to
£2,500

in grants for each member affected by the pandemic

“

I would just like to thank you for the opportunity for this, as this has lifted me and has aided so much in returning to a more healthy lifestyle.”

Grant beneficiary

Strengthening our work for our members

What we did 2022–2023

Launched

onboarding webinars to welcome new members and introduce them to the benefits we offer to encourage use.

Created

a Hardship Fund to help our members in these tough financial times. In August 2023 we invited active members and those who had left us during the last 12 months to apply for a 25% discount on their annual fees. More than 109 members received the reduction.

Grew

our overall membership by 2% this year – taking us from 35,118 to 35,820. Associate Apprentices continued to be our fastest growing category where we experienced a 75% member increase from 336 to 587. And our newly qualified professionals increased by 31% from 893 to 1,168.

Took

a digital first approach to our membership renewal programme to encourage and support members in renewing their membership online. The engagement campaign ran over six months and helped not only to retain members but, crucially, included significant work to improve our

membership data and set a great foundation for the next year's renewal process.

Ensured

our members and the public could give us feedback via a new compliments and complaints process. People can submit their feedback online and get clear details of how soon we'll respond and how we'll deal with and use their feedback and learn about our appeals and escalation processes. We're dedicated to working in an open and accountable way, acting on issues raised and celebrating successes.

75%

Associate Apprentice memberships increase from 336 to 587



Spotlight

Recognising our profession – Fellowship and Merit awards

Every year our members are invited to nominate their colleagues and peers for a prestigious Fellowship or a Merit Award in recognition of their special contribution to our profession.

A Fellowship is the highest honour we can present to our members to recognise exceptional service and outstanding contribution to the profession over many years.

The Merit Awards recognise a significant achievement by our members at any stage in their career. We celebrate the contribution they're making to the profession, whether locally or regionally, in a specialist field of practice or in a diverse area of practice.

Nominations are considered and recipients are chosen by the Fellowship and Merit Awards Committee who decide if nominees meet the criteria and standards. The committee then gives a final recommendation to the BAOT Council for approval.

We awarded three Fellowships in 2023 to recognise exceptional service and outstanding contribution to RCOT and the profession.

In 2023 we were delighted to award Fellowships to:

- **Dr Maria Avantaggiato-Quinn**, Associate AHP Director CYP Services, Cumbria, Northumberland, Tyne and Wear, NHS Foundation Trust
- **Professor Katrina Bannigan**, Professor of Occupational Therapy, Glasgow Caledonian University
- **Professor Patricia McClure**, Associate Head of School, School of Health Sciences, Ulster University.

And Merit Awards to:

- **Musharrat Ahmed-Landeryou**, Associate Professor in Occupational Therapy, London South Bank University, Co-founder BAMEOTUK
- **Rachel Booth-Gardiner**, Occupational Therapist, Co-founder AbleOTUK
- **Louise Clark**, Consultant Occupational Therapist – Stroke and Neuro Rehab
- **Natalie Jones**, Clinical Academic Occupational Therapist, Associate Lecturer Sheffield Hallam University, NIHR Clinical Doctoral Research Fellow
- **Emma Linley**, Clinical Specialist Occupational Therapist and Team Lead
- **Dr Fiona Maclean**, Associate Professor of Occupational Therapy
- **Janice McClymont**, Head of Occupational Therapy Services and Professional Lead, NHS Lanarkshire
- **Jo Vallom-Smith**, Independent Occupational Therapist
- **Jenny Welford**, Specialist Occupational Therapist.



4. Build Up

We'll build up our organisation and culture to be dynamic, high performing and values-led by using insights and data to inform and drive us to achieve our purpose.

“

In 2023/24, I'm looking forward to further embedding our ways of working and developing new organisational development initiatives to continue to create a collaborative, inclusive and productive culture that allows our people to thrive.”

Satvinder Reyatt
RCOT Director of People, Finance and Governance



“

We worked hard to develop the right culture to support our transformation and fulfil our new strategy. This involved looking at our organisation's values and understanding how our everyday behaviours can help us live those values in all we do.”

Satvinder Reyatt
RCOT Director of People, Finance and Governance

What we did 2022–2023

Reshaped

the structure of our organisation. We are now prepared to better serve our members and our profession efficiently, responsively and innovatively.

Fostered

an environment that will help our staff thrive and deliver the most impact for our members. We've redesigned how and where we work to embrace new hybrid ways of working, blending office-based and technology-enabled remote working. These changes have boosted flexibility and productivity and have been key in attracting talented new staff to join us.

Worked

hard to develop the right culture to support our transformation and fulfil our new strategy. This involved looking at our organisation's values and understanding how our everyday behaviours can help us live those values in all we do. To facilitate this, we produced a wide range of new learning resources and ran values behaviours workshops that were attended by most staff.

Recognised

the importance of feedback in developing and supporting our culture. We developed a new approach to performance appraisal and giving and receiving quality feedback to create a values-led and thriving culture.

Through our Colleague Forum, we have a valued and well-used channel for all staff to be heard and give feedback on working at BAOT. We regularly report back on what we learn to everyone, helping to create a positive, healthy and productive working environment.

Selected

a new engaging digital employee survey platform. This was launched in November 2023. We've designed it so it's simple for our employees to use and feedback. We look forward to measuring our employees' engagement and driving organisation-wide improvements based on the data and insights we collect.

Implemented

a new and robust approach to project management to make sure we can successfully deliver our ambitious transformation plans on time and in budget. We've created a specialist data team to build new insights and analytics for our member offering. We've also refocused our business support structure to work in a more agile way.

Developed

an exciting new digital strategy. Our investment in this area has allowed us to improve our technology performance and invest in digital platforms to improve the member experience.



Spotlight

Building for the future – Phoenix House

The pandemic enforced working from home for all RCOT staff and the subsequent introduction of flexible working meant that our four-storey London headquarters, had been significantly underused since 2020.

As it's important that we make the most of all our investments and assets, Council agreed that we should explore options to consider how to make the most of the building. At their meeting in September 2022, Council agreed that we should refurbish four floors for commercial rental and remodel the ground floor to accommodate flexible working for staff.

Our vision was to undertake a sustainably sourced, environment-friendly and accessible refurbishment of all floors. To ensure the project had sustainability at its heart, excess equipment and furniture were sold to raise funds for the re-fit or recycled. Some desks and chairs were donated to the charity Waste to Wonder, which offers desks and equipment to schools in less developed countries.

The space for RCOT would be a hot-desking, open-plan environment. We have retained one out of five available floors for our operating activities, and plan to use the rest of the building as an income generating asset, primarily for rental and letting activities.

Making climate-friendly improvements

Materials in the re-fit were consciously chosen to be sustainable. This included: flooring made of brick, wood, cork and Marmoleum (an organic/non-oil-based flooring) sliding room dividers made from wool organic materials in the building, such as timber, being sustainably sourced.

We also installed solar panels. The power that they provide will lower our carbon footprint, and the cash saved should pay for the cost of installation within 10 years. And we replaced old fluorescent lights with more energy-efficient LEDs. Through these changes, we've improved the energy rating of the building from a low D to a high B.

We are confident that our initial investment of £2.1 million will be paid back through rental income in the future. The property in its transformed state is valued at £7m, producing an unrealised gain of £3.6m on valuation.



Key Performance Indicators

During the year, we invested in data and insights capabilities. Our new data analyst specialist team began to develop our data hub, which will help us to track our KPIs in-year and against previous periods.

The following dashboards were under construction during the period:

Phase 1 (Developed)

- Council and SLT dashboard – contain KPIs which SLT discuss and monitor monthly and presented to Council.
- Hero KPI dashboard – developed based on input from colleagues across 15 data workshops exploring how we can measure our core activities.

Phase 2 (In progress)

- Member dashboard – contains member specific KPIs which are routinely monitored.
- Finance dashboard – a financial management tool for budget holders to be able to monitor and control performance against budget.

The above data transformation will unlock our ability to be able to report against our KPIs in the coming year.

Sustainability matters at RCOT

We've undertaken work to understand how sustainability impacts our members and we've made a number of resources available to our members, including sustainability features in February, June, and September's edition of OThews.

Sustainability was a key feature in the redesign of our office, and we continue to look at ways to reduce the energy impact of the building. Our new investment strategy will ensure that we only invest in funds that support our sustainability values.

We are also putting together a longer-term plan to help us understand how we can measure our carbon footprint and help us to plan the journey to achieve carbon net zero.

“

There's a misconception that accessible spaces mean a clinical look. A gold standard design is about pleasing aesthetics and being inclusive without appearing clinical. So, our designers worked in the shapes, colours and fixtures of the 1960s, honouring the building's original construction era, without losing accessible features.”

Lauren Walker (she/her)
Occupational Therapist and RCOT
Professional Advisor

What we'll do next – 2023–2024

As we strive to rise up, open up, lift up and build up, we'll focus on eight strategic priorities for the year ahead.

- Launch an ambitious new growth strategy, that identifies priorities for short-term action as well as setting out the long-term plans to achieve our growth targets over the next 12 months and beyond.
- Create a compelling, innovative new member offer that will engage and excite our members as well as support our growth targets, ensuring a particular focus on growing our student membership.
- Design a new model for member engagement and develop and implement a plan to transition away from our existing engagement structures and groups.
- Deliver projects that create a high-quality member experience with a shared vision, streamlined member journeys, improved practice and processes and using the benefits of digital technology.
- Launch and implement our Workforce Strategy and nation specific implementation plans to grow and position the profession for 2035.
- Work with the colleague forum to deliver projects and activities that enable us to become a high-performing organisation with the right staff structure, skills, technology, and processes.
- Launch our Equity, Diversity and Belonging Strategy and start delivering on our action plan, making sure that the occupational therapy profession is well equipped to serve and support an increasingly diverse population.
- Deliver projects that strengthen our governance model including implementing the first phase of our governance review, updating key policies and procedures and streamlining our relationship with UNISON.



Principal risks and uncertainties



We recognise that delivering our strategy involves risk. Some of these risks come from the external environment we operate in. Other risks are those that we consider part of a 'positive risk taking' culture, which means that we'll consciously engage with some risks to embrace change or embark on new opportunities that will help us successfully achieve our ambitions.

We incorporate the management of risk into our decision-making processes, including functional management and project management. We also view effective risk management as an opportunity to improve the way we work and something that is vital to achieving our vision for members and the wider profession.

The Audit, Investment and Risk Committee (AIR Committee) has lead responsibility for monitoring the major risks across BAOT assessing their likely impact and likelihood and the risk mitigations employed to manage such risks.

The following risks and uncertainties are the most critical ones facing the organisation at this moment.

The AIR Committee reports to Council at least annually on risk management. Council has reviewed these reports and takes responsibility for ensuring that all appropriate measures are implemented as business priorities. Because of the regular and highly diversified income streams, the Group does not actively use financial instruments (lines of credit, factoring, currency hedging) as part of its financial risk management.

The Group is exposed to the usual contract, credit and cash flow risks associated with providing its goods and services. It manages these risks through its contract management, internal control procedures, cash flow monitoring and Risk Register.

We may fail to demonstrate our relevance or value to members and see a decline in membership. Our members' needs are changing. We must be responsive to these changing needs by providing a membership offer that enhances and supports the diverse professional journeys of occupational therapists, and those of the wider occupational therapy community while delivering high standards of member care in all interactions. The value provided by our membership offer is even more critical in a cost-of-living crisis.

We have embarked on a holistic review of all aspects of the membership offer to make sure it is meaningful and offers real value to members. To support this work we launched a wide-ranging member survey which will help shape the new member offer. Our membership strategy is a standing item on the Council agenda and subject to detailed reporting.

In 2023 we did not increase our member fees to reduce the impact of the cost-of-living crisis on our members.

We may have insufficient income to deliver our strategic ambitions and/or cover rising operating costs.

Overall income (primarily from fees) may not increase fast enough to cover increasing operating costs and committed strategic spend. We have invested heavily in the building to deliver rental income which leaves us open to the risk that we may not be able to fill the space in line with projected timescales.

We have implemented tighter regulation of expenditure and improved financial controls, as well as baking in prudence in the budgeting process. An internal membership growth group has been created and has set strong membership growth targets and acquisition plans. At the time of writing this report the building remained unoccupied. SLT are taking mitigating actions to look at new avenues for securing tenants. Currently our investments are reinvested back into the portfolio. There has been no reason to draw down on the dividends for operational use. We can revisit this approach in the short term to cover any shortfall.

We may fail to deliver on the strategic priorities we have promised our members.

Our ability to deliver on our strategy could be threatened by inefficient strategic planning, insufficient resources, poor prioritisation or failure to provide staff with the tools they need to deliver.

We have a dedicated Strategy, Technology and Transformation directorate to oversee the delivery of our strategic priorities and reporting to Council on these. We have implemented a new project management framework, with in-house expertise, to support successful delivery of our strategic projects. And we've developed new joint working practices between SLT and Heads to agree clear priorities for each quarter.

We may fail to develop and embed the culture we need to set the organisation up for success.

We have brought in new staff with specialist skills but our ability to retain them may be affected by lack of development and pay progression opportunities. We may be too slow to respond to cultural change in terms of employee expectations or workplaces or we may fail to take staff with us on our change journey.

We have implemented working together agreements and have started to embed a performance management culture whereby staff have greater clarity about what is expected and support to help them to deliver.

We have commissioned an external review of pay and benefits, and we provide EAP support and private health insurance. We've introduced Mental Health First Aiders.

Our governance may hinder us achieving our ambitions.

We have a complex governance structure that is hindering our ability to provide a strong unified voice representing the occupational therapy community and we lack diversity of expertise. This means the governance role as critical friend to management is stronger in relation to some functions of the organisation than others.

We want our governance to provide a strong foundation for the organisation's success. So Council is leading on a wide-ranging governance review that seeks to optimise our governance to support delivery of the strategic ambitions. The review will seek to: reduce complexity; improve transparency; bring in a wider range of skills; reduce risk; strengthen decision-making and provide a foundation for a stronger RCOT voice. As part of this, Council have agreed to seek additional expertise for the RCOT council to supplement the expertise brought by our OT Council members.

Structure, governance and management

Directors' report

The directors of the British Association of Occupational Therapists Limited present their annual report for the year ended 30 September 2023 under the Companies Act 2006 (the "2006 Act").

Legal status

The British Association of Occupational Therapists Limited (BAOT) is a private company limited by guarantee without share capital registered in England and Wales (company no. 00392350). The company's registered office is Phoenix House, 106-114 Borough High Street, London SE1 1LB.

BAOT is the professional association and trade union for occupational therapists in the United Kingdom (UK). BAOT outsources its union role to UNISON and delivers the bulk of its activities via its subsidiary charity the Royal College of Occupational Therapists (RCOT) which is a private company limited by shares registered in England and Wales (company no. 01347374) and a charity registered in England and Wales (no. 275119) and in Scotland (no. SC039573).

Objects

The principal objects of BAOT, as set out in its Articles, are to:

- Provide a central organisation of occupational therapists, throughout the United Kingdom.
- Carry out the functions of a trade union for occupational therapists in the United Kingdom.
- Provide, support and encourage education, instruction and training in occupational therapy and related activities and promote uniformity in the training of occupational therapists.
- Promote the advancement of occupational therapy and promote evidence-based best practice and high standards of professional conduct.
- Provide advice and information relating to occupational therapy.
- Print, publish, issue papers, periodicals, books, etc that support any of BAOT's objects.
- Influence public policy as necessary to carry out BAOT's objects.

BAOT delegates many of its activities in carrying out its objects to its subsidiary, RCOT. Under BAOT's articles it may not delegate the exercise of any of its trade union activity to RCOT, however it contracts out the bulk of its union activity to Unison.

Council

Role and responsibilities

Council is BAOT's governing body and board of directors. It is responsible for the organisation's mission, values and its overall governance and strategic direction on. Council meets a minimum of four times a year and is responsible for ensuring that the organisation meets its legal and regulatory obligations in the course of fulfilling its purposes. In 2022–2023 Council met six times.

All members of Council are professional members of BAOT. Council members are volunteers and are not remunerated for their work but may claim reasonable expenses incurred through attending meetings or carrying out other duties.

Further details of all our Council members can be found on our website at www.rcot.co.uk/rcotcouncil

Recruitment, appointment and induction

The composition, appointment, election and retirement of Council members are governed by the organisation's Articles of Association and the Council Rules. All Council members are elected by members of BAOT for a three-year term, starting from the date of the Annual General Meeting. The Council consists of nine members with the following roles: Chair; Council members from England, Wales, Scotland and Northern Ireland; Research and

Development; Learning and Development; Industrial Relations and International Affairs.

We provide an induction for all new Council members, which includes all of the formal documents about the governance of BAOT, other general guidance about their directors' duties and information about the management and administration of the organisation. They also attend 121s with the Chair, CEO and SLT to learn more about the organisation, its management and governance.

Council members attend an annual development day and ongoing training as needed. The planned People and Nominations Committee will have oversight of ensuring Council's induction and ongoing training needs are met.

Audit, Investment and Risk Committee

The Audit, Investment and Risk Committee has lead responsibility from the Council for: ensuring that there is a framework for accountability; implementing the investment policy and overseeing the Group's investments; for reviewing all systems and methods of control, compliance, and risk management. The Committee comprises a mix of Council members and other serving independent members who are recruited because of their professional and functional expertise. The Audit, Investment and Risk Committee met four times in 2022–2023. Three new committee members were appointed in September 2023, with expertise in finance, investment and governance.

During 2022–2023 the Committee oversaw the tender process and appointment of new auditors.

Governance review

As the Group works towards its ambitious strategy it is essential that this work takes place from a secure governance foundation. Decision-making, expertise, assurance and compliance must be robust to support ambitious projects and to reduce the organisation's exposure to risk. The following is a summary version of the objectives the BAOT and RCOT Councils have agreed for the review.

- Both organisations' corporate governance is optimised to support the delivery of the organisation's strategic ambitions and complexity within the governance structure is reduced wherever possible and desirable.
- Our governance has the appropriate balance of skills, experience and knowledge to provide a strong strategic vision for the organisation and effective challenge and scrutiny of the organisation's management.
- We have designed, documented and implemented the structures, policies and processes to optimise our corporate governance and demonstrate good practice, this includes: demonstrating we understand the legal and governance framework in which we operate; having a framework which supports the distinct natures of BAOT and RCOT; clear accountability, responsibility and robust decision-making; documented and effective delegation; and, appropriate management and documentation of conflicts of interests.
- Our governance enables us to continue to build on the RCOT brand and reduces the risk of dilution across and confusion between the RCOT and BAOT names. The

RCOT brand is central to achieving our vision and broader strategy, particularly around raising the profile and building an understanding of the profession.

- Our membership has clarity, confidence and a strong voice in our governance. Members understand and know how to exercise their member rights.
- We create a culture that supports the skills and behaviours needed for governance to thrive. This is about transparency, valuing healthy challenge and having a desire to learn from mistakes.

As part of the review, during 2022–2023 the BAOT and RCOT Councils have: established a Project Board which comprises three members of Council, including the Chair, members of senior management and an external legal adviser; decided the scope of the governance review; appointed governance and legal expertise to support the review; and, agreed the priority aims for 2024, including establishing a new People and Nominations Committee.

Key management personnel

The Council delegates operational planning and day-to-day management of the charity to the chief executive, supported by our Senior Leadership Team and staff. The Council oversees the chief executive's performance through reports and briefings. The Chair of Council carries out the chief executive's formal appraisal annually, on behalf of Council. The Council approves proposals regarding the salary and benefits of the chief executive and senior leadership team. On an annual basis we externally market assess our CEO and SLT salaries using reward specialists who carry out this

review using a number of data insight tools (personalised salary benchmarking, best practice reward insights and candidate trend analysis). The roles are benchmarked against the not-for-profit market, in and around London and the transformational skills and expertise required to deliver RCOT's strategy. The planned People and Nominations Committee will have responsibility for reviewing CEO and senior leadership team salaries going forward.

The Senior Leadership Team regularly review their effectiveness as a successful cohesive team and build on opportunities to continuously evolve and improve. This has included executive coaching and team development sessions to drive the organisation forward.



Financial review

The Council presents the group results for BAOT for the year 2022–2023. The consolidated financial statements covering the period from 01 October 2022 to 30 September 2023 are presented on page 78 to 95.

During the year, we set out our five year financial strategy as we embarked on a transformation journey; investing in our infrastructure, building asset and our people so we can deliver the biggest impact for our members and for the OT profession. The result for the year provides a strong foundation towards achieving our plan.

Despite high inflationary pressures and economic uncertainty, our total income climbed by 5%, reaching £11m (2022: £10.4m). We increased our total expenditure by 16%, bringing total spend to £12.9m (2022: £11.1m). These results produced an overall net expenditure position of £2m (2022: £0.71m).

Despite challenging market conditions, our investments held their value during the year; breaking even compared to significant losses in the prior year (2022: £0.61m). Notably, our freehold building appreciated in value, delivering an unrealised gain on valuation of £3.2m (2022: £Nil).

The above produced a net surplus in funds for the year of £1.3m against a loss of £1.3m at the end of 30 September 2022.

Income

Total income for the year was £11m (2022: £10.4m). The main factors behind the 5%, £0.56m improvement is illustrated in the chart below, as seen on page 66.



Group financial performance (snapshot):

	2023 £'000	2022 £'000
Total income	10,956	10,399
Total expenditure	12,935	(11,105)
Net operating result	1,979	(706)
Gains (losses) on fixed assets	-	-
Gains (losses) on investment assets	-	(614)
Gains (losses) on investment property	3,239	-
Net movement in funds for the year	1,260	(1,319)

Membership subscription accounts for 86% of the total income for the year and is vital to the delivery of group activities. The income received from the members supports the provision of industrial relations services through UNISON. The balance of subscription after the costs of fulfilling union duties are transferred to RCOT (the subsidiary), to further the work the charity.

During the year membership grew by 2% to 35,828 (2022: 35,118). Professional and associate membership categories (which includes self-employed, overseas and members on a career break) increased by 3% and 31% respectively. Retired membership also grew by 4%. However, student membership fell by 14%. This reduction provides us the opportunity to develop the pipeline of student members. This is vital to the membership growth strategy set out in our five year plan.

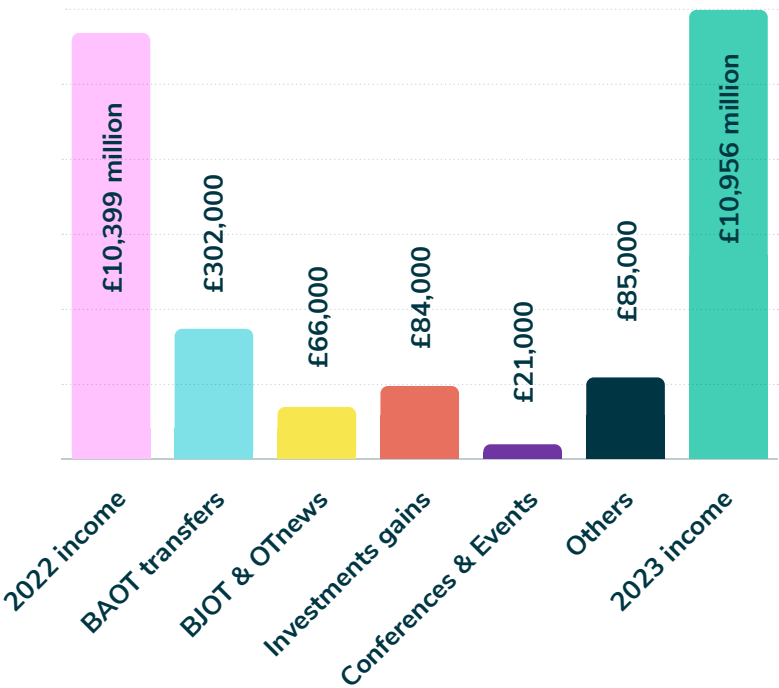
The result of the above is an overall increase in membership subs of £0.30m during the year, a total of £9.41m (2022: £9.11m), a 3% increase.

The other sources of income for the group are from the delivery of RCOT charitable activities which includes professional and other commercial services including investments. During the year delegate and sponsorship income for the conferences and events held during the year increased by £0.02m to £0.14m (2022: £0.12m).

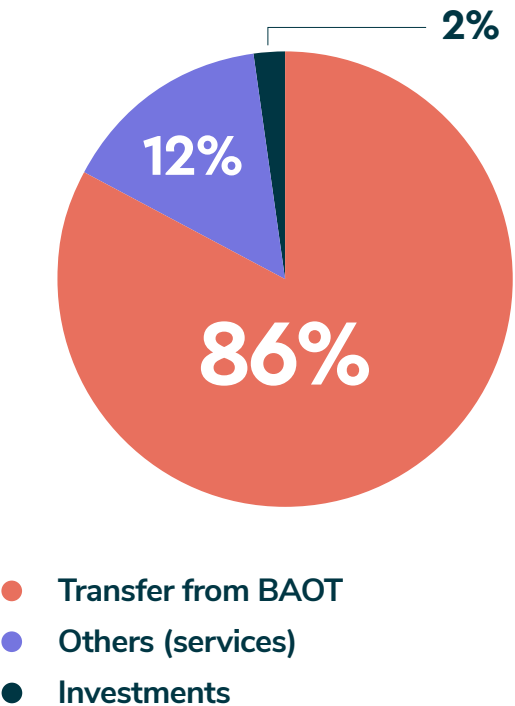
Furthermore, our publications (including BJOT (British Journal of Occupational Therapy) and OTnews (monthly magazine)) also attracted increases of £0.07m in royalty income and advertising revenue. Income in this area is a combined total of £0.69m (2022: £0.63m). Other income comprising of all other services, professional practice and innovation activities increased to £0.54m combined, (£2022: £0.45m)

RCOT investment portfolio produced a return of £0.18m (2022: £0.10m) for the year.

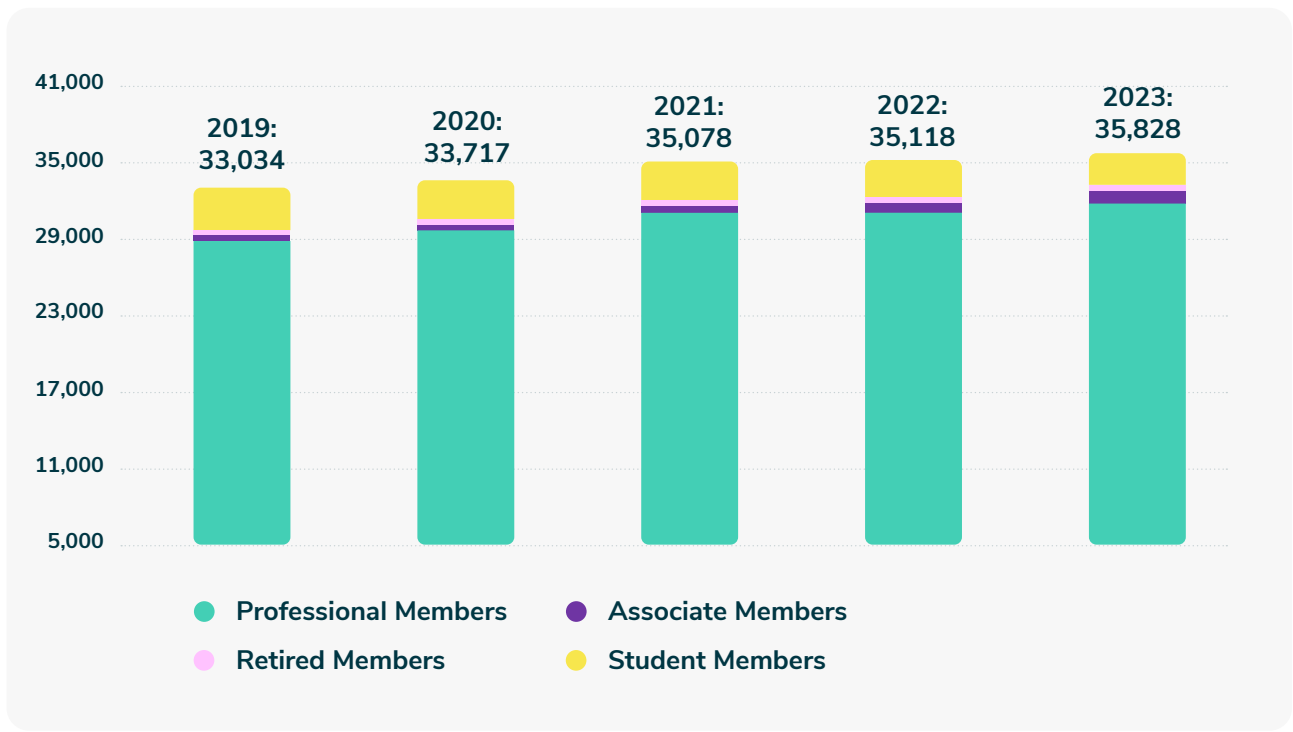
Total income: £11m (2022: £10.4m)



Total income by type



Membership by numbers 2019 to 2023



Expenditure

The groups total expenditure for the year was £13m (2022: £11.1m). The cost of administering and delivering industrial relations activities amounted to £1.89m (2022: £1.93m). The balance of £11m (2022: £9.2m) relates to delivery of RCOT charitable and other activities during the year. Charitable activities spending increased to £10.1m, an increase of £0.90m on the 30 September 2022 spend of £9.2m. Spend on other activities amounts to £0.97m (2022: £Nil), contributing a slight increase in overall spend. The main factors contributing to the increase are detailed below:

During the year, we invested in the delivery of charitable activities with the aim to continue to provide value for our members and deliver for the OT profession. We increased our workforce to bring in the necessary skills and expertise required to help us achieve our strategic ambitions.

This increased our capacity to deliver more impact through our charitable activities, allocating more resource than in the previous year, (see note 3).

The chart below illustrates the spend on charitable activities during the year.

We allocated £3.5m (2022: £4.5m) towards the delivery of professional practice and innovation. In the year we developed policies and carried out research that continues to improve professional practice and promote innovation in the OT profession. The spend in this area allowed us to deliver our workforce survey report which informed on the pressures in the profession. We also continued to partner with more than 50 higher education institutions providing accreditation and standards services.

Our conferences and events were mostly held virtually during the year; cost in this area fell to £1.3m (2022: £3.1m) as a result.

Total expenditure on charitable activities by type £000



Production, distribution, and editorial cost of our publications including BJOT and OTnews was relatively in line with spend in the previous year at £1.02m (2022: £1m).

Member services and support activities include membership engagement and insights, support for our OT communities as well as administration of membership subscription. These activities have seen the biggest increase in allocation of funding compared to the previous year, £4.3m (2022: £0.59m). With this we continue to deliver benefits for our members.

Note: charitable spend includes support costs which are apportioned across the various charitable activities (see note 3). These costs (amounting to £2.9m (2022: £3.3m), a reduction of £0.4m) support the delivery and management of charitable activities and projects.

Spend on other activities of £0.97m (2022: £Nil) recognises the final liability of the

pensions scheme buyout of £0.88m) which was settled post the reporting period, see note 5. An additional £0.09m is a combination of building overheads and other management fees incurred in the delivery of rental activities which commenced in the year and investment management fees.

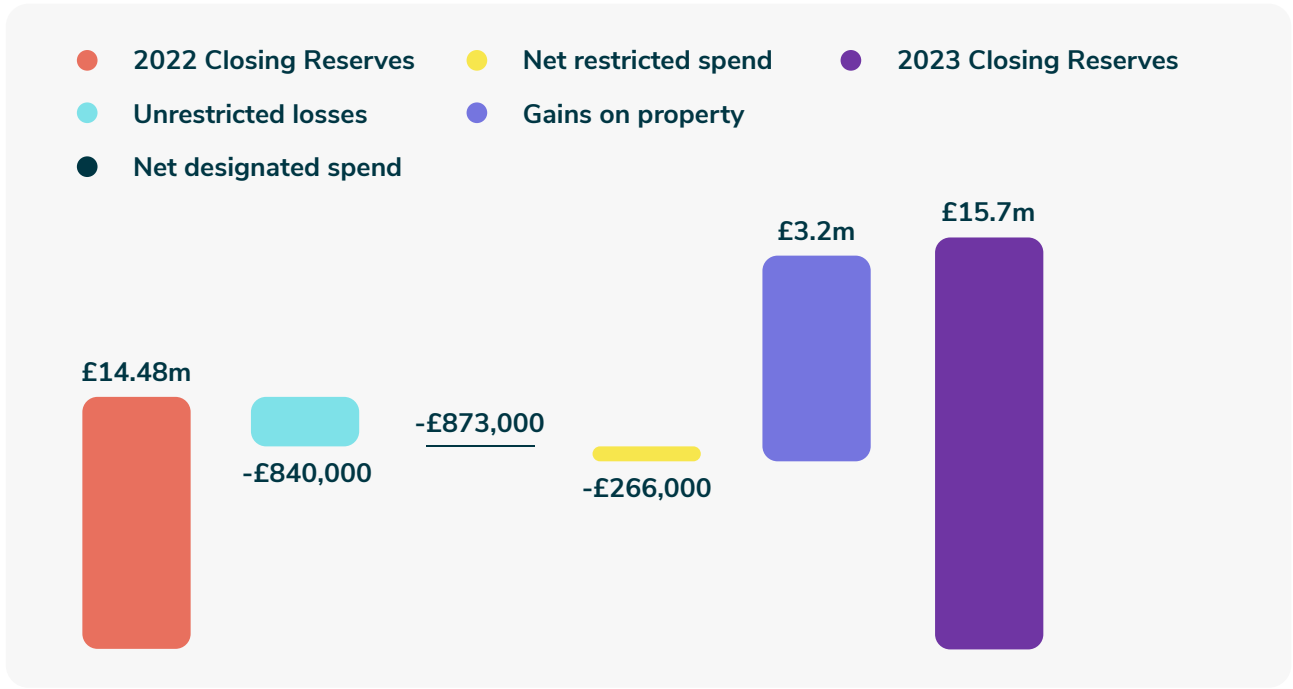
Reserves

Overall reserves increased by £1.3m to £15.7m (2022: £14.5m), a 9% increase. The chart below illustrates the factors responsible for the movement in reserves for the year:

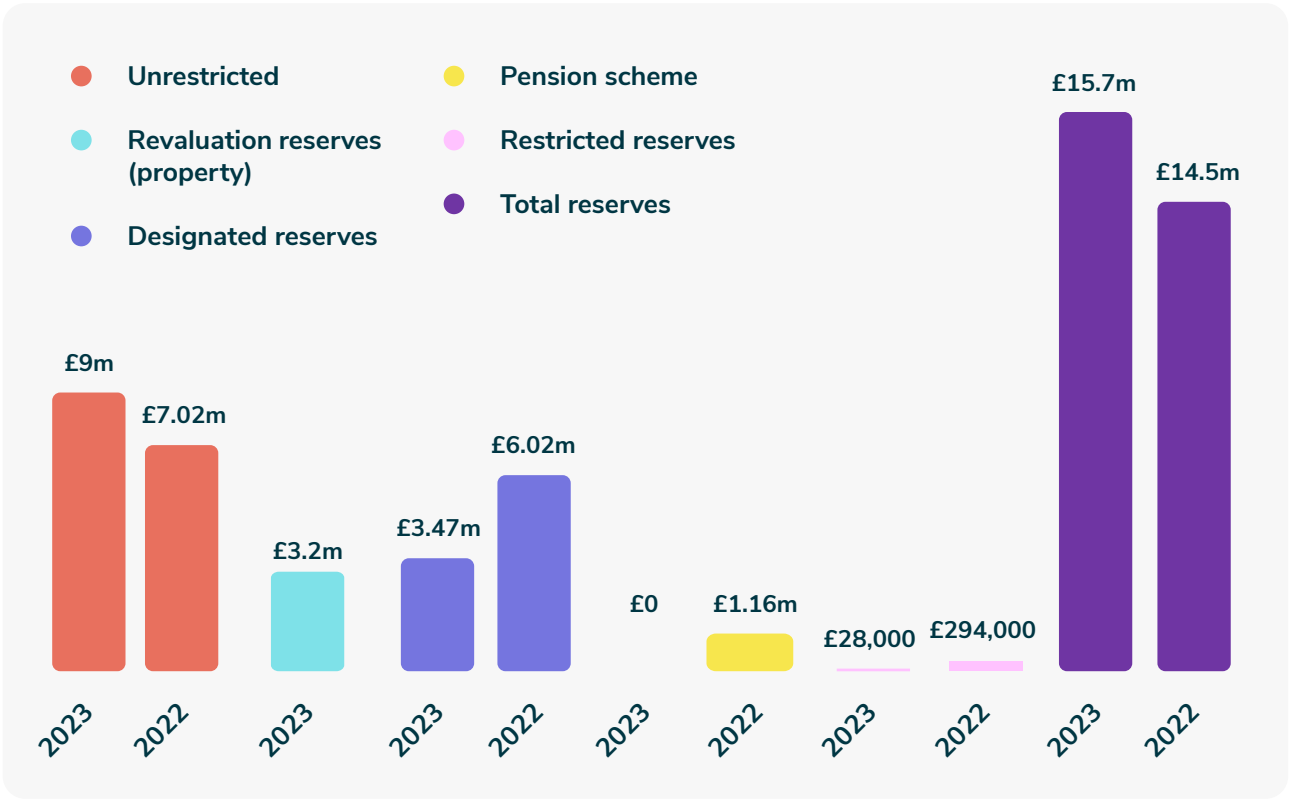
The reserves movement relates mostly to net operating result of the group, a deficit of £2m (2022: £0.71m), offset by an unrealised gain on revaluation of the investment property of £3.2m (2022: £ Nil).

Included in the group's total reserves are BAOT (parent company) reserves total of £0.12m (2022: £0.12m). Other reserves £15.6m (2022: £14.4m) are held for RCOT purposes.

Total reserves grew by £1.3m to £15.7m, main factors below:



Closing reserves composition 2023: £15.7m



Plans for future periods

The result for the year delivers a strong foundation by which we can build on over the next five years. Council approved the growth plan ambition in our five-year strategy in September 2023. We have started to implement the strategy.

During the year we allocated funds from the transformation fund to our strategic priorities. We have identified some systems and infrastructure improvements that will deliver value for our members. Most of these projects were in their initial scoping phase during the year. We expect most of the identified projects to go-live in the 2024 period. We have developed and

implemented a robust business case review process to assess the viability of each project before they are approved.

In line with the investment policy review in the year and the proposed target return of CPI+3% from the portfolio, in the coming year we will kick off a tender process for the acquisition of investment fund managers that will support Council with managing the investment portfolio and delivering this strategic aim.

Future fee changes are also likely (member fee structure simplification and fee changes), but we expect that such changes will partner with membership offer improvements.

Independent Auditor's report to BAOT members

Opinion

We have audited the financial statements of British Association of Occupational Therapists (the 'parent company') and its subsidiary (the 'group') for the year ended 30 September 2023 which comprise the Consolidated Income and Expenditure Account, the Consolidated Balance Sheet, the Company Balance Sheet, the Consolidated Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent company's affairs as at 30 September 2023 and of the group's profit for the year then ended.
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice.
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the

Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and parent company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The directors are responsible

for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Directors' report and from the requirement to prepare a Strategic report.

Responsibilities of directors

As explained more fully in the directors' responsibilities statement set out on page 76, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the group's and the parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the group or the parent company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could

reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material

uncertainty exists related to events or conditions that may cast significant doubt on the group's or the parent company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or the parent company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the company.

Our approach was as follows:

We obtained an understanding of the legal and regulatory requirements applicable to the company and considered that the most significant are the Companies Act 2006, UK financial reporting standards as issued by the Financial Reporting Council, and UK taxation legislation.

We obtained an understanding of how the company complies with these requirements by discussions with management and those charged with governance.

We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.

We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.

Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken for no purpose other than to draw to the attention of the company's members those matters which we are required to include in an auditor's report addressed to them. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the company and company's members as a body, for our work, for this report, or for the opinions we have formed.

Moore Kingston Smith LLP.

Jonathan Aikens
(Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor
6th Floor
9 Appold Street
London
EC2A 2AP
Date: 23 May 2024

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

Statement of Council members' (directors') responsibilities

Council is responsible for preparing the Report of Council (incorporating the Directors' Report and Group Strategic Report) and the financial statements, in accordance with applicable laws and Regulations. Company law requires the Council to prepare financial statements for each financial year. Under that law, Council has elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice ('UK GAAP'), including the Financial Reporting Standard 102, the Financial Reporting Standard applicable to the UK and Republic of Ireland'.

Under company law, Council must not approve the financial statements, unless it is satisfied that they give a true and fair view of the state of affairs of the company and the Group and of the surplus or deficit of the company and the Group for that period. In preparing these financial statements, Council is required to:

- select suitable accounting policies and then apply them consistently

- make judgements and accounting estimates that are reasonable and prudent.
- state whether applicable UK Accounting Standards have been followed, subject to any departures disclosed and explained in the financial statements.
- prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the company and the Group will continue in business.

Council is responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time, the financial position of the company and the Group and enable it to ensure that the financial statements comply with the Companies Act 2006 and the Trade Union and Labour Relations (Consolidation) Act 1992.

It is also responsible for safeguarding the assets of the company and the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Council is responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in the United Kingdom governing the preparation and dissemination of the financial statements and other information included in annual reports may differ from legislation in other jurisdictions.

B) the Council members' have taken all steps that they ought to have taken to make them aware of any relevant audit information and to establish that the Auditor is aware of such information.

The Directors' Report and the Strategic Report was approved by the Council (Board of Directors) and authorised for issue on 17 April 2024

Phoenix House
106-114 Borough High Street
London SE1 1LB



By order of Council
Chair – Odeth Richardson

Statement as to disclosure to our auditors

In so far as the Council members' are aware at the time of approving our annual report:

A) there is no relevant audit information of which the company's Auditor is unaware.



Financial statement

Statement of financial activities (incorporating the income and expenditure account) for the year ended 30 September 2023

Consolidated income and expenditure account

For the year ended 30 September 2023

(British Association of Occupational Therapists Limited, company no 00392350)

	2023 £'000	2022 £'000
Income		
Membership subscriptions	9,408	9,106
Income from charitable activities	1,335	916
Investment income	179	96
Other income	34	282
Total Income	10,956	10,399
Expenditure		
Cost of trade union activities	1,892	1,929
Cost of charitable activities	10,074	9,176
Investments management fee	28	-
Rental activities	60	-
Pensions buyout cost	881	-
Total Expenditure	12,935	11,105
Losses on investments	-	(614)
Net (deficit) / surplus	(1,979)	(1,319)
Other comprehensive income	-	-
Net (deficit) / surplus after realised gains and losses	(1,979)	(1,319)

	2023 £'000	2022 £'000
Net (deficit) / surplus after realised gains and losses	(1,979)	(1,319)
Gain on investment property	3,239	-
Total comprehensive income/(expenditure) for the year	1,260	(1,319)

The income and expenditure for the year relates wholly to continuing activities. There are no recognised gains and losses for the financial year other than those in the above income and expenditure account.

Consolidated balance sheet

at 30 September 2023

Companies House Number 0392350

	Note	2023 £'000	2023 £'000	2022 £'000	2022 £'000
Tangible assets	7		1,548		1,351
Investments	9		4,908		4,337
Investment property	10		5,000		-
			11,456		5,688
Current assets					
Debtors	11	773		431	
Cash held as liquid investment	15	1,771		1,738	
Cash at bank and in hand	15	3,529		8,095	
		6,073		10,264	
Less creditors					
Amount falling due within one year	12	(1,786)		(1,469)	
Net current assets			4,287		8,795
Net assets			15,743		14,483
Reserves					
Accumulated funds	14		15,743		14,483

Approved by Council and authorised for issue on 17 April 2024

Odeth Richardson
Chair of Council



Dr Kee Hean Lim
Vice Chair of Council



Parent Company Balance Sheet
at 30 September 2023
Company House Number 0392350

	Note	2023 £'000	2023 £'000	2022 £'000	2022 £'000
Assets employed					
Fixed Asset Investment	8		-		-
Current assets					
Debtors	11	-		-	
Cash at bank and in hand		1,410		804	
		1,410		804	
Less creditors					
Amount falling due within one year	12	(1,289)		(683)	
Net current assets			121		121
Net assets			121		121
Reserves					
Accumulated funds			121		121

Approved by Council and authorised for issue on 17 April 2024

Odeth Richardson
Chair of Council



Dr Kee Hean Lim
Vice Chair of Council



Consolidated cash flow statement
for the year ended 30 September 2023

Statement of cash flows	Note	2023 £'000	2022 £'000
Net cash inflow (outflow) used in operating activities		(2,058)	(422)
Cash flows from investing activities:			
Investment income		179	95
Amounts paid to acquire investments		(6,348)	(1,948)
Amounts received from disposal of investments		5,939	6,268
Amount paid to acquire tangible fixed assets		(2,060)	(109)
Additions to investment property		(24)	-
Net cash (used in) from investment activities		(2,314)	4,306
Change in cash and cash equivalents for the year ended 30 September		(4,372)	3,884
Cash and cash equivalents at the beginning of the reporting period		10,048	6,164
Cash and cash equivalents for the year ended 30 September	15	5,676	10,048
Reconciliation of net income to net cash flow from operating activities		1,260	(1,319)
Adjustments for:			
Depreciation		117	176
Loss on disposal of fixed assets		8	-
Loss/(gains) on investments		-	614
Investment income		(179)	(95)
(Increase)/decrease in debtors		(343)	(151)
Increase/(decrease) in creditors		318	353
(Gain)/losses on investment property		(3,239)	-
Net cash used in operating activities		(2,058)	(422)

Notes to the financial statements

1. Principle accounting policies

In the opinion of Council these financial statements comply with Financial Reporting Standard 102 (FRS 102)

a) Format of accounts

Council is of the opinion that the Income and Expenditure Account formats, as required by Companies Act 2006, are not appropriate to the activities of BAOT. The formats have been adapted to provide more appropriate information of the Income and Expenditure relating to the year's activities.

b) Basis of accounting

The financial statements of the Group and the Company have been prepared on the going concern basis under the historical cost convention as modified by the valuation of fixed asset investment and in accordance with applicable accounting standards. The functional currency is Sterling and these amounts have been rounded to the nearest £'000.

c) Going concern

The main income stream of BAOT remains membership subscriptions from its members: these account for 86% of total income. As most of the members work in the healthcare sector (NHS or local government), the Group does not believe that there will be any significant reduction in membership numbers in fact continue to increase, rising from 35,118 in September 2022 to 35,828 in September 2023. Other income streams including commercial income as well as investment income

(long term investment fund) are also expected to continue for the foreseeable future.

The group has identified the need to develop its commercial strategy with the aim to improve the financial resilience of the business and lessen reliance on membership subscription. This also includes implementing a new investment strategy to deliver growth in yield generated from the held investment portfolio. The Group's only significant liability is the defined benefit scheme (closed in 2014), and is fully funded at a final valued amount of £0.88m, which was settled early 2024, see note 5.

The Council in its role as the directors of BAOT, confirm that there are no material uncertainties about the Group's ability to continue as going concern. The Council also confirms that there is adequate levels of resources available to continue in operational existence for at least 12 months from the signing the financial statements.

d) Basis of consolidation

The consolidated financial statements comprise the accounts of the British Association of Occupational Therapists Limited ("BAOT") and the Royal College of Occupational Therapists Limited ("RCOT") which is consolidated on a line by line basis.

No separate Income and Expenditure account has been presented for the parent company as permitted by section 408 of the Companies Act 2006.

e) Income

All income is derived from activities within the United Kingdom and is accounted for on a receivable basis, with the exception of membership subscriptions and donations, which are accounted for when received.

Of the total membership subscriptions received by BAOT, 21% (2022: 19%) is retained to meet its industrial relations and administrative costs. The balance 79% (2022: 81%) is transferred to RCOT to support its charitable activities.

Where entitlement to income is dependent upon fulfilment of conditions within the Group's control, the income is recognised when there is sufficient evidence that conditions have been met. Where there is uncertainty as to whether the Group has met such conditions, or the funder clearly states that the funding is for next financial year, then the income is deferred.

f) Expenditure

BAOT Cost transferred to Unison relates to the cost of conducting trade union activities and fulfilling trade relations obligations

The cost of RCOT's charitable activities have been grouped under the following main headings:

- Membership services and support - previously 'membership administration', are cost associated with providing member engagement and insights, member communities, including collection and administration of membership subscription.

- Journals and publications - previously 'journals', are costs associated with communicating with members, whether centrally or regionally or whether in hard copy or electric format. This costs largely represents the production and editorial cost of *BJOT* and *OTnews* magazine.

- Conferences and events - these cost relate to the organisation, promotion and administration of events.

- Professional practice and innovation - previously 'professional activities' are costs within the areas of research and development, education and provision of professional practice activities.

Direct expenditure are allocated to each of these categories of activity. Where expenditure cannot be directly allocated it represents support costs and is apportioned on a basis consistent with the use of resources - by reference to the number of full-time-equivalent members of staff.

Governance and general administration costs represents the costs associated with the governance arrangement of RCOT, including costs related to the strategic (as opposed to operational) management of RCOT's activities. These cost are also included in support cost and apportioned as above.

g) Fixed assets and depreciation

Fixed Assets with cost of £1,000 or greater are capitalised (capitalisation threshold) and are stated in the balance sheet at net book value, being cost less accumulated depreciation and any related impairment.

Depreciation is provided at rates that are calculated to write off the cost of each asset, on a straight-line basis (evenly), over its estimated useful life. Rates for the different categories are as follows:

RCOT premises	2% per annum on cost
Fixtures and fittings	10% per annum on cost
Office equipment	20% per annum on cost
IT equipment	33.33% per annum on cost

Freehold land is not depreciated.

RCOT premises combines two previously held asset class (freehold premises and building improvement). RCOT premises will be carried at cost and depreciated.

Phoenix House, the Head Quarters of RCOT is located at 106 -114 Borough High Street, London. The freehold building was previously held at net book value in the balance sheet. The building is now primarily held for RCOT charitable activities and for the purpose of carrying out rental activities.

The building is now represented in the balance sheet between fixed asset (RCOT premises) and investment property (see note 'g' below). RCOT premises represents the floor area used to carry out RCOT activities and it's shared communal area.

h) Investments

Investments are included in the Balance Sheet at latest market value at the post

balance sheet date. Any unrealised gains or losses are included in the income and expenditure account. The investment portfolio is professionally managed on the Group's behalf by professional fund managers in accordance with the Group investment policy.

i) Investment property

"Following change in business use, the building asset now held primarily for the purpose of carrying out rental activities is in part recognised in the balance sheet as investment property at fair value.

The valuation method used to determine fair value of the investment property will be stated in the notes to the financial statements and any gains and losses are included in the SOFA.

j) Funds

Restricted funds are grants or donations given by a grant provider or donor with performance conditions attached that must be met, before income can be recognised in the Income and Expenditure Account. They are held in the balance sheet as restricted fund reserves until the performance conditions are met.

Unrestricted funds are available for use by the company to further its objects. Certain unrestricted funds are designated by Council to be used for particular purposes. The categories of designated reserves and the values designated can be changed by Council at a later date.

k) Liquid assets

Liquid assets are cash, or assets that can be converted into cash very quickly, generally because there is an

enduring demand from buyers and because their realisable value is known with a high level of reliability.

l) Pensions

RCOT operates a defined contribution scheme for staff as part of its employee benefits package. This includes ongoing contractual obligations for the employer to contribute towards the staff members' pension pots until they cease being an employee. By definition, the employer has no contractual obligation to create or maintain the pension pot values, but does have an obligation for the employer contribution rates payable.

In the past, the company provided a defined benefits scheme for employees. This scheme was closed to employees in June 2014. Following a scheme valuation in December 2017, the scheme administrators advised that there is a final employer payment, valued in December 2017 at £1,156,000. The final payment has been confirmed slightly lower than the December 2017 valuation at £881,167 and was settled early 2024, see note 5.

m) Recognition of liabilities

For the financial year being reported, where goods and services were provided to the company by agreement, or contractual obligations otherwise arise and invoice processing has not yet occurred, accrued expenses are recognised in the Income and Expenditure Account. VAT costs are also accrued for to the extent they cannot be recovered.

n) Grants

Where the company makes grants to an external party, such grants are recognised in the year in which they are

paid. In addition, it also administers a number of restricted funds which make grants each year. These restricted fund grants are charged in the year in which they are paid. Details of grants paid are available on the company website.

o) Accounting estimates and areas of judgement

Council recognise that in fulfilling their obligation, they are required to ensure that estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable. During the year there were no accounting estimates or assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

The following estimates and assumptions including their effect on the carrying value of relevant assets and or liabilities have been considered in preparing the financial statements:

Useful economic lives - the annual depreciation charge for property, fixture, fittings and equipment is sensitive to change in the estimated useful economic lives and residual value of assets. These are re-assessed annually and amended where necessary to reflect current circumstances.

Investment property - the Charity's only investment property is the portion of its building (Phoenix House) that is use for non commercial lettings purposes. This asset has been recognised in the Balance Sheet at market value of £5m. The property had been valued based on the valuation carried by Cluttons LLP,

and is reviewed annually by the College Trustees taking into consideration the current property market prices for similar properties in the same area.

p) Cash & cash equivalent

Cash and cash equivalents include cash in hand and current and fixed term bank deposits maturing in less than 30 days.

q) Financial instruments

Council has elected to apply the provision of Section 11 'Basic Financial Instrument's and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments. Financial instruments are recognised in

the balance sheet when the company becomes party to the contractual provisions of the instrument. Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously. With the exceptions of prepayments and deferred income all other debtor and creditor balances which are considered to be basic financial instruments under FRS 102. (See notes 11 and 12 for details).

2. Net surplus/(deficit)

Net surplus/(deficit) is stated after charging:	2023 £000	2022 £000
Depreciation	116,677	176,379
Auditors remuneration:		
Parent	7,750	9,760
RCOT	20,450	35,100
Assurance services	nil	1,640

3. Staff costs

RCOT Staff Costs:	2023 £000	2022 £000
Salaries	4,550	4,073
Social security costs	502	485
Pension costs	372	369
Employee benefits	130	94
Sub total cost of staff employed	5,554	5,021
Temporary staff	310	219
Recruitment	318	121
Training	10	28
Total staffing costs	6,192	5,389

The average monthly numbers employed in the year were as follows:

	2023 number	2022 number
Charitable activities	56	69
Support activities	36	18
	92	87

The remuneration of the higher paid employees fell within the bands:

	2023 number	2022 number
£60,001 - £70,000	18	8
£70,001 - £80,000	4	-
£80,001 - £90,000	-	2
£90,001 - £100,000	2	2
£100,001 - £110,000	3	1
£130,001 - 140,000	1	-

During the year, we implemented our new organisation structure, bringing in required specialist expertise and Heads of departments across the business. This is the reason for the increase in staff paid between the £60,001 to £70,000 range.

Included in staffing cost are ex-gratia redundancy settlement payments of £169,817 made out to individuals during the year.

Remuneration and benefits paid to key employees during the year:

	2023 £000	2022 £000
Salaries	586	628
Social security costs	76	80
Pension costs	46	54
Employee benefits	5	10
Total remuneration and benefits	713	772

During the year, key management personnel comprised of the Chief Executive Officer and four directors

who manage key business areas. Collectively they represent the senior leadership team.

4. Council members

All Council members can claim for travel, subsistence and other expenses. The total amount of expenses reimbursed to 9 Council members during the year was £5,806. (2022 - 9 Council members were reimbursed £9,365). Council members did not receive any remuneration for carrying out duties as trustees/directors.

RCOT paid £5,600 (2022 - £3,700) to provide Charity Trustee insurance cover.

5. Post balance sheet event (pensions buyout)

In December 2017, the pension scheme Trustees of the Federated Pension Scheme for British Association of Occupational Therapists Limited and Aviva & Life Pensions UK Limited agreed to the buyout of the defined

benefit pension scheme. An advanced payment of £3,479,000 was paid in December 2017, with the balance of £881,116 settled early 2024. The liability has been recognised in the statement of financial activities as at 30 September 2023.

6. Pension costs

RCOT operated a defined benefit pension scheme for qualifying employees in the UK. This scheme closed in June 2014 to all new entrants and further accrual. The disclosures set out below are based on calculations carried out as at 30 September 2023 by a qualified independent actuary.

The main assumptions used for the purposes of FRS102 are (in nominal terms):

	30/09/2023	30/09/2022
Discount rate	5.40%	5.00%
Expected return on scheme assets	1.25%	1.20%
Pension increases in payment at the 5% LPI rate based on RPI	2.50%	2.50%
Pension increases in payment at the 2.5% LPI rate based on RPI	2.30%	2.35%
RPI	3.55%	4.00%
CPI	3.00%	3.40%

Expected return on assets

The assets of the scheme and the net expected long-term return on these assets are:

	30/9/2023 Value £000	30/9/2022 Value £000
Insured annuity contracts	8,963	9,850
Cash/other	18	33
Total fair value of assets	8,981	9,883

Reconciliation of the present value of scheme liabilities and fair value of assets to the assets and liability recognised in the balance sheet

	30/9/2023 £000	30/9/2022 £000
Fair value of assets	8,981	9,883
Value of liabilities (defined benefit obligation)	(8,964)	(9,857)
Funded status	17	26
Surplus restriction	(17)	(26)
Recognised pension liability	-	-

The excess ('surplus') of the fair value of scheme assets over the present value of the scheme liabilities can be recognised as an asset of the employer in the employer's balance sheet only in so far as the employer is able to recover this surplus (either through reduced contributions in the future or through refunds from the scheme).

Where the employer cannot recover the surplus, then the employer cannot recognise any of the surplus as an asset. In these circumstances, the pension scheme is shown as 'nil' value on the employer's balance sheet.

The company's defined benefit scheme was closed to new entrants and to future accrual with effect from 30 June 2014.

Total expense recognised in the statement of financial activities (SOFA)

	At 30/09/2023 £000	At 30/09/2022 £000
Interest cost on obligation	(1)	(1)
Restriction on expected return on assets	1	1
Total SOFA Charge	-	-

Changes in the present value of the defined benefit obligation

	At 30/09/2023 £000	At 30/09/2022 £000
Opening defined benefit obligation	9,857	17,708
Interest cost on obligation	482	342
Remeasurement (gains) and losses - actuarial (gains) and losses	(922)	(7,802)
Benefits paid	(453)	(391)
Closing defined benefit obligation	8,964	9,857

Changes in the fair value of scheme assets

	At 30/09/2023 £000	At 30/09/2022 £000
Opening fair value of scheme assets	9,883	17,725
Interest income	483	342
Remeasurement (losses)/gains - return on scheme assets excluding interest income	(932)	(7,793)
Benefits paid	(453)	(391)
Closing fair value of scheme assets	8,981	9,883

Total amount taken to other comprehensive income

	At 30/09/2023 £000	At 30/09/2022 £000
Actuarial return on scheme assets - (losses)/gains	(449)	(7,451)
Less: amounts included in the net interest on the defined benefit liability	(483)	(342)
Remeasurement (losses)/gains - Return on scheme assets excluding interest income	(932)	(7,793)
Remeasurement gains/(losses) - actuarial gains and (losses)	922	7,802
Surplus restriction	10	(9)
Remeasurement (losses)/gains recognised in other comprehensive income	-	-

7. Tangible fixed assets

	RCOT premises £000	Fixtures & fittings £000	Office equipment £000	IT equipment £000	Assets under construction	Total £000
Cost						
At 1 October 2022	2,648	614	245	315	109	3,931
Additions during year	-	-	-	234	1,826	2,060
Transfer of assets	1,935	-	-	-	(1,935)	-
Disposals	-	(477)	(223)	(227)	-	(927)
Transfer to investment property*	(2,576)	-	-	-	-	(2,576)
At 30 September 2023	2,007	137	22	322	-	2,488
Depreciation						
At 1 October 2022	1,458	607	230	286	-	2,581
Charge for the year	48	2	10	57	-	117
Released on disposal	-	(473)	(219)	(227)	-	(919)
Transfer to investment property*	(839)	-	-	-	-	(839)
At 30 September 2023	667	136	21	116	-	940
Net Book Value						
At 30 September 2023	1,340	1	1	206	-	1,548
At 30 September 2022	1,300	7	15	29	-	1,351

Assets under construction value of £1.9m was transferred to RCOT premises in the period. This amount relates to development and refurbishment cost incurred towards the transformation of the building

asset into a commercially viable space for rental activities. The building became available for use following completion of the development phase in March 2023.

*The net book value of £1.7m was transferred to investment property during the period. This amounts relates to the portion of the building used for letting activities.

8. Investment in subsidiary undertaking

	2023 £000	2022 £000
Shares at cost in subsidiary undertaking: Royal College of Occupational Therapists	3	3

BAOT owns 100% of the ordinary share capital of RCOT which is incorporated in Great Britain RCOT registered address: 106-114 Borough High Street, London SE1 1LB

The principal activity of RCOT (Registered Charity in England and Wales No 275119 and in Scotland No SCO39573) is the promotion of the science of occupational therapy and the training and education of occupational therapists.

A summary of the charity's results for the year is as follows:

	2023 £000	2022 £000
Total income	9,020	8,496
Total expenditure	(11,043)	(9,156)
Gain/(loss) on investment assets	-	(614)
Gain/(loss) on investment property	3,239	-
Net income/(expenditure)	1,216	(1,274)
Total assets	17,409	15,723
Total liabilities	(1,786)	(1,317)
Net assets	15,623	14,406

9. Fixed assets investments

	Market value 01/10/2022 £000	Additions £000	Disposal proceeds £000	Net Gain/ losses £000	Market value 30/09/2023 £000
UK equities	678	325	(441)	(10)	552
Alternatives	874	-	(534)	(60)	280
Fixed income	1,271	5,398	(4,647)	54	2,076
Overseas equities	1,207	625	(240)	32	1,624
Property	93	-	(77)	(16)	-
Sub total	4,123	6,348	(5,939)	-	4,532
Cash held in investment portfolio	214				376
Total	4,337				4,908

The total cost of investments held by RCOT at 30 September 2023 was £4,908,448 (2022: £4,337,998).

10. Investment property

	£000
Valuation	
At 1 October 2022	-
Transfer from fixed asset	1,737
Additions/(disposal)	24
Gain on valuation	3,239
At 30 September 2023	5,000

The value of the freehold property (Phoenix House) located at 106-114 Borough High Street at 30 September 2023 is £7m of which £5m of the valuation relates to the portion of the property held for the purpose of carrying out rental activities. This valuation is conducted by Cluttons, external valuers, as defined in RICS Valuation - Global Standards 2020 (The Red Book) as at 30 September 2023.

Following the completion of the development phase of the building transformation project in March 2023, the net value of the investment property of £1.7m was transferred from fixed asset. This transfer represents the portion of the building that is being held for investment purposes.

The valuation of the investment property produced an unrealised gain of £3.2m.

11. Debtors

	2023 £000 Group	2022 £000 Group	2023 £000 Parent	2022 £000 Parent
Amounts due within one year				
Trade debtors	121	59	-	-
VAT debtor	310	-	-	-
Other debtors	2	33	-	-
Prepayments and accrued income	340	340	-	-
	773	432	-	-

12. Creditors

	2023 £000 Group	2022 £000 Group	2023 £000 Parent	2022 £000 Parent
Amounts due within one year				
Trade creditors	209	432	-	-
Taxes & social security	157	137	-	-
Pension scheme	881	-	-	-
Other creditors	78	50	-	-
Due to subsidiary undertaking	-	-	1,289	2,784
Accrued & deferred income	461	850	-	-
	1,786	1,469	1,289	2,784

The amount of deferred income at the beginning of the year was £341,963. During the year, the whole of this amount was released to the SOFA. The balance of Deferred Income at 30 September 2023 was £92,965, this mainly relates to RCOT's delivery of future services and advertising.

13. Share capital

BAOT is a company limited by guarantee. In the event of liquidation, each member's liability is limited to £1.

14. Reconciliation of movement in share capital and charitable funds

	2023 £000	2022 £000
Net surplus / (deficit) for the financial year	1,260	(1,319)
Shareholders' funds at 1 October	14,483	15,802
Shareholders' funds at 30 September	15,743	14,483

15. Analysis of changes in net funds

	At 1 October 2022 £000	Cashflows £000	At 1 September 2023 £000
Cash at bank and in hand	8,095	4,566	3,529
Cash held as liquid investment	1,738	(33)	1,771
Cash held in investment portfolio	215	(161)	376
	10,048	4,371	5,676

16. Transactions with related parties

The balance of income over expenditure is paid to RCOT, a wholly owned subsidiary. This is in line with a Council decision. The amount to be transferred for the year ended 30 September 2023 is £7,658,968 (2022 transfer to RCOT - £6,420,066). The outstanding balance owed to RCOT at the year end is £1,289,556 (2022: £155,107).

The total amount of expenses reimbursed to 8 Council members during the year was £5,682 (2022: £2,413).

Kalimah Ibrahim is a member of Council, and during the period was engaged to

provide some consultancy services for RCOT. The total amount paid in relation to this transaction amounts to £4,825.

Occupational therapists employed by RCOT have their subscriptions paid to BAOT by RCOT. These subscriptions, which were paid at normal rates totalled £5,126 for the year, (2022: £4,587)

During the period, London South Bank University was awarded a Research Priority grant. Dr Anita Atwal, a member of the Council is the principal investigator on this project and will be conducting the research activity. The total value of the award is £93,662.

17. Contingent liability

RCOT Research Foundation fund is used to award grants for research projects and other similar purposes. These grants constitute a contingent liability as they are subject to agreed performance related conditions being met i.e. a specific service and or output to be delivered. The grant is settled

and therefore recognised in the SOFA only when satisfactory evidence of the conditions being met has been provided by the recipient. At 30 September 2023, the value of grant commitments being grants awarded which represents contingent liability at the reporting date amounts to £137,593.

Legal and administrative information

Company details

British Association of Occupational Therapists Limited

A private company limited by guarantee without share capital registered in England and Wales (company no. 00392350).

The organisation is governed under its Articles of Association (last amended October 2021) which establish the objects and powers of the organisation.

Registered office

Phoenix House, 106–114 Borough High Street, Southwark, London, SE1 1LB

Patron

HRH The Princess Royal, GCVO

Professional advisors

Auditors

Moore Kingston Smith LLP
6th Floor
9 Appold Street
London
EC2A 2AP

Bankers

HSBC Bank PLC
15-17 Praed Street
Paddington
London
W2 1NJ

Bank of Scotland
75 George Street
Edinburgh
EH2 3EW

Solicitors

DAC Beachcroft LLP
25 Walbrook
London
EC4N 8AF

Bates Wells (Governance Review)
10 Queen Street Place
London
EC4R 1BE

Fund managers

Close Brothers Asset Management (part of Close Brothers Group plc)
10 Crown Place
London EC2A 4FT

Rathbones
8 Finsbury Circus
London EC2M 7AZ

Insurance brokers

Towergate Underwriting Group Ltd
2 Minster Court
Mincing Lane
London
EC3R 7PD

AON UK Ltd
122 Leadenhall Street
London
EC3V 4AN

Pension provider - defined contribution scheme

Legal and General Pensions Ltd (part of Legal & General Group plc)
1 Coleman Street
London
EC2R 5AA

RCOT Council members

Name	Council role	Changes in reporting period
Dr Anita Atwal	Research and Development	Elected 28 June 2023
Paul Dunning	Wales	N/A
Samantha Flower	Scotland	N/A
Carmel Harney	Northern Ireland	Retired 28 June 2023
Cathryn Holding	Industrial Relations	N/A
Professor Priscilla Harries	Research and Development	Retired 28 June 2023
Kalimah Ibrahiim	England	N/A
Dr Kee Hean Lim	Vice Chair, International Affairs	N/A
Lisa Ledger	Learning and Development	Retired 19 April 2023
Andrea Lothian	Learning and Development	Elected 28 June 2023/retired 23 February 2024
Odeth Richardson	Chair	Elected 28 June 2023

Company secretary

Steve Ford - Chief Executive Officer

We're BAOT, the British Association of Occupational Therapists. We've championed the profession and the people behind it for over 90 years; and today, we are thriving with 36,000 members.

Then and now, we're here to help achieve life-changing breakthroughs for our members, for the people they support and for society as a whole.



rcot.co.uk

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registered in England and Wales (No. 01347374)