

**Approved minutes for publication**  
**Meeting of the Council of British Association of Occupational Therapists**  
**and Royal College of Occupational Therapists**  
 held on 22 June 2023, via virtual Teams meeting

| Committee members present |                                                     |               |
|---------------------------|-----------------------------------------------------|---------------|
| Name                      | Position                                            | Items present |
| Odeth Richardson          | <b>Chair</b>                                        | All           |
| Dr Kee Hean Lim           | Council Member, Vice Chair                          | All           |
| Kalimah Ibrahiim          | Council Member, England                             | All           |
| Carmel Harney             | Council Member, Northern Ireland                    | All           |
| Cathryn Holding           | Council Member, Industrial Relations                | All           |
| Paul Dunning              | Council Member, Wales                               | All           |
| Samantha Flower           | Council Member, Scotland                            | 1-6           |
| Prof. Priscilla Harries   | Council Member, Research & Development              | All           |
| Also in attendance        |                                                     |               |
| Steve Ford                | Chief Executive                                     | All           |
| Karin Bishop              | Director of Movement Building and Membership        | All           |
| Clare Cochrane            | Director of Brand and Marketing                     | All           |
| Satvinder Reyatt          | Director of People, Finance and Governance          | All           |
| Karin Orman               | Director of Innovation and Practice                 | All           |
| Rob Smyth                 | Director of Strategy, Technology and Transformation |               |
| Kate Monro                | Head of Governance and Compliance                   | All           |

| Item | Main point                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | ACTION |
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| 1.   | <p><b>Welcome and apologies for absence</b></p> <p>OR opened the meeting and welcomed attendees. It was noted that PD had sent apologies and CH would join later.</p> <p>No interests were declared.</p> <p>OR noted that it was CH and PH's last meeting with the Council. OR thanked them on behalf of the Council for their commitment and contributions as Council members.</p>                                                                                                    |        |
| 2.   | <p><b>BAOT/RCOT – MINUTES AND MATTERS ARISING</b></p> <p><u>Action:</u> The Council requested completion dates for actions in the action log.</p> <p><b>Decision:</b></p> <ul style="list-style-type: none"> <li>The Council approved the minutes of the meeting held 18 April 2023 subject to correcting the spelling of Kalimah Ibrahiim's name.</li> <li>The Council approved the minutes of the meeting held 30 June 2023 subject to correcting the date in the footer.</li> </ul> | KM     |

| Item | Main point                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | ACTION |
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|      | <ul style="list-style-type: none"> <li>The Council reviewed and approved the action log.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |        |
| 3.   | <p><b>BAOT/RCOT – Management reports</b></p> <p><b>3.1</b> <u>Chief Executive report</u></p> <p>Council members heard from the Chief Executive and SLT on the following:</p> <ul style="list-style-type: none"> <li>New joiners to the organisation had brought additional enthusiasm and skills and the onboarding process had been going well.</li> <li>The building – <ul style="list-style-type: none"> <li>There had been strong interest but to date there hadn't been any prospective tenants moved over the line.</li> <li>Feedback from Knowlmore was that decision-making in organisations had been taking longer. The next meeting with Knowlmore would take a more strategic approach in thinking through what, if anything, should be done differently.</li> <li>Potentially the economic uncertainty was impacting the types of businesses we were aiming our marketing at.</li> </ul> </li> </ul> <p>Council members gave positive feedback on the Casson lectures.</p> <p><u>Risk report</u></p> <p>KM updated Council on re-developing the risk register. SLT had conducted an exercise to identify their top risks. KM and SLT are now working through a re-articulation of the risk register.</p> <p><b>3.2</b></p> <p>The key risks that SLT feedback focussed around were:</p> <ul style="list-style-type: none"> <li>Income</li> <li>People and culture</li> <li>Delivering the strategy</li> <li>Membership</li> </ul> <p><u>Organisational performance report</u></p> <p>RS presented the report, noting that it was a developing report and there was work underway to set organisational KPIs.</p> <p><b>3.3</b></p> <p>Council members queried why some items were green when they appeared as red in the risk register. The organisational performance report was focused on how the organisation was performing in the here and now, while the risk report was focused on issues that may or may not affect the organisation in the future.</p> <p>With regards to financial performance while this was currently green there was no complacency around this.</p> |        |
| 4.   | <p><b>BAOT/RCOT – FINANCE REPORT</b></p> <p>JP updated Council on financial developments.</p> <p>The annual report and accounts had been approved and were now filed with Companies House.</p> <p>A reforecast was taking place across the organisation. It had been a challenging time for the finance team, being down 2 members and having struggled to recruit,</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |        |

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|      | <p>however the management accountant and financial accountant had now been appointed and the permanent replacement for the Interim Head of Finance was also appointed and due to start in September.</p> <p style="text-align: right;"><i>CH joined the meeting.</i></p> <p>Financially the organisation was tracking ahead of the deficit originally planned and it was likely that the year would end £300k better than originally budgeted. There had been savings regarding salary costs, as new people had come on board later than anticipated.</p> <p>Income was down 1.5% but there was a 1% increase in membership.</p> <p>Income from the building had been factored into the financial plans as starting in 2024.</p> <p>Key assumptions for the 2024-25 budget were:</p> <ul style="list-style-type: none"> <li>• New staff and roles had been brought in to support growth and strategic direction, building internal expertise in the workforce.</li> <li>• Inflation was a big unknown – the approach to inflation in the budget was prudent, with 6.5% allowed for the company year, then 3%, 2.5% and 2%. Assumptions were based on government forecasts.</li> <li>• The budgeting process was starting with a blank sheet of paper and challenging all costs.</li> <li>• Starting with a blank sheet of paper, challenging all costs – do we really need to do it.</li> </ul> <p>With regards to the planning process, this set out the projects that the organisation was seeking to deliver under each of the strategic priorities. This had been done in concert with the budgeting work led by JP and the finance team, and was aligned with organisational risk management.</p> <p>In discussion Council members queried progress with developing the member portal. There had been problems with the portal and this was now being looked at very closely by internal expertise. There would also need to be an engagement piece to support users to access the portal correctly.</p> <p>Good progress had been made with the CRM and a long-term development plan was being put in place.</p> <p><b>Decision:</b> The Council approved the approach to the 2023-24 budget.</p> |        |
| 5.   | <p><b>BAOT/RCOT – MEMBERSHIP</b></p> <p>KB updated Council members on the current position regarding membership development. The membership team was now in an exciting position by being well-resourced to galvanise change.</p> <p>Understanding our data would be critical to growth, so there would be a renewed focus on data integrity with the initial focus being making sure it is as clean and accurate as possible. Data cleansing would remove any duplication.</p> <p>Membership is growing but there needed to be a better understanding of the members that the organisation had lost and understanding why they had left.</p> <p>Particular areas of focus included:</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |        |

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|      | <ul style="list-style-type: none"> <li>• Work to understand student membership – the organisation did not have a great market share and understanding why students would want to join would be essential to the future of the organisation. Targeting HEIs would be part of future work.</li> <li>• The self-employed – we want to understand more about how RCOT membership can assist in private practice, and make sure the membership offer is valuable to them.</li> <li>• Retired members – we know there is dissatisfaction with the current offer to this group.</li> </ul> <p>Challenges for the organisation going forward included a lack of recognition within the workplace and organisations starting to drop standards regarding membership and regulation.</p> <p>The Council discussed membership with SLT. Key discussion points included:</p> <ul style="list-style-type: none"> <li>• Analysis of reasons for leaving and addressing these via a ‘you said, we did’ response.</li> <li>• Every member who has recently resigned would receive a phone call to understand why they had left.</li> <li>• Comms strategy could include RCOT roadshows to HSC Trusts to ignite the importance of professional membership.</li> <li>• Data currently collected by the organisation is rudimentary, but this would be the starting point to develop understanding.</li> <li>• Talking to other organisations and companies, business to business was an area that had been neglected. We would need to demonstrate to HEIs that membership was of enormous value to their students.</li> <li>• Personalisation would be an aim for the future membership offer – being able to target events, etc, based on what members have said they are interested in.</li> <li>• The membership review would engage across a wide segmentation of members. Research would be brought together over a 3 month period, coming together in a package to help the design of the new model.</li> </ul> <p>SF extended an invitation to Council members to get involved with any of the 6 sub projects.</p> <p><u>Action:</u> Council members to indicate to RS whether they wish to be involved in any of the membership review sub projects.</p> | Council / RS |
| 6.   | <p><b>BAOT/RCOT – STRATEGIC NARRATIVE</b></p> <p>The strategic narrative moves away from the idea of elevator pitches, embracing the benefit of story-telling to recognise that lots of people are responsible for telling the story of BAOT/RCOT and the journey we are on. The narrative was not a single document but a starting point in ensuring everyone involved in the organisational journey helped to articulate and understand their role in the vision.</p> <p>The narrative will go out via all channels and will help to build alignment around a common purpose.</p> <p>CC offered to bring the Council together in a small group to discuss the strategic narrative.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |              |

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|      | <i>SF left the meeting.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |        |
| 7    | <p><b>BAOT – UNISON</b></p> <p><i>NE and LX joined the meeting.</i></p> <p>NE updated the Council, noting there had been a slight return to normality since the last meeting.</p> <p>The partnership agreement had been re-signed last year, in normal circumstances UNISON would have looked immediately to establish a working group. Now that industrial action had settled it was time to reflect with BAOT and test ideas about direction of travel. A shared planning day had been booked to start this work.</p> <p>Data hygiene would be a renewed area of focus for joint work.</p> <p>A key issue was that senior OT reps were part of an aging workforce and changes were now needed to ensure a pipeline of new reps. UNISON was looking to provide development programmes for emerging activists and leaders.</p> <p>KB added that the planning meeting was to start to identify how BAOT and UNISON can maximise the partnership so that BAOT gets the best out of the contract and can provide a good membership benefit. It would look at process, governance, communications and identifying where the missed opportunities are.</p> <p>NE issued a standing invitation to Council to have a separate update session on industrial relations at any point.</p> <p><i>NE and LX joined the meeting</i></p> |        |
| 7.   | <p><b>BAOT/RCOT – CONFIDENTIAL ITEM</b></p> <p><i>The Council discussed the merits of the Casson lecture candidate nominations.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |        |
| 8.   | <p><b>BAOT/RCOT – POLICY APPROVALS</b></p> <p>KM presented the policies for approval.</p> <p>CH asked whether EDB assessments had been conducted on either policy. RS confirmed that EDB considerations were being built into the policy development process going forward. CH suggested considering EDB assessments for all policies.</p> <p><u>Action:</u> RS to consider how EDB assessments should be built into the policy development process.</p> <p><b>Decision:</b></p> <ul style="list-style-type: none"> <li>The Council approved the Schedule of Matters Reserved for Council.</li> <li>The Council approved the Procurement Policy.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | RS     |
| 9.   | <p><b>BAOT/RCOT – END OF YEAR REPORTS FROM BOARD CHAIRS</b></p> <p>KO gave an overview for the reports from board chairs, noting that the Council positions and board chair roles were now separated.</p> <p>In Wales the board chair role was being rotated and this was working well.</p> <p>Separated Council position and board chairs.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |        |

| Item | Main point                                                                                                                                                                                                                                                                                                                      | ACTION |
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|      | Two candidates had been put forward for the Learning and Development Board Chair and a decision was now needed on how that appointment should be made, given there was no longer a connection between the board Chair and Council role.<br><br><b>Decision:</b> Council agreed that the boards should appoint their own Chairs. |        |
| 10.  | <b>BAOT/RCOT – REMINDER OF PROCEEDINGS AT AGM</b><br><br>KM reminded Council members of timings and proceedings for the AGM on 28 June 2023.                                                                                                                                                                                    |        |
| 11.  | <b>BAOT/RCOT – AOB</b><br><br><u>Action:</u> KO to put anyone leading a NIHR bid in touch with PH if they wish to share ideas.                                                                                                                                                                                                  | KO     |
|      | <b>These minutes are agreed by the Board as a true record of the meeting.</b><br><br>Signature: <u>Odeth Richardson</u><br><small>Odeth Richardson (Oct 27, 2023 09:13 GMT+1)</small><br><br>Minutes signed by: <u>ODETH RICHARDSON</u><br>(name in capital letters)<br><br>Date: <u>Oct 27, 2023</u>                           |        |