

Approved minutes of a meeting of the BAOT Council

Held on 2 October 2025, via Teams

Council members present	
Name	Position
Aisling Durkin	Council Member, Northern Ireland
Jackie Gordon	Council Member, England
Neil Carnegie	Council Member, Scotland
Cathryn Holding	Council Member, Industrial relations
Paul Dunning	Council Member, Wales
Janine Hackett	Council Member, Learning and Development
Odeth Richardson	Council Member, Chair
Also in attendance	
Regular attendees	
Satvinder Reyatt	Interim Chief Executive
CJ Odeleye	Interim Associate Director of Finance
Clare Cochrane	Director of Brand and Marketing
Karin Orman	Director of Practice and Innovation
Kate Monro	Head of Governance and Compliance
Rob Smyth	Director of Strategy, Technology and Transformation
Angela Daniel	Senior Business Support Partner, minute taker
Observers	
Gary Waltham	Incoming CEO
Robert Workman	
Hadas Reshef	
Apologies	
Dr Sureshkumar Kamalakannan	Council Member, International Affairs
Dr Anita Atwal	Council Member, Research and Development

Please note: Items are recorded in agenda item order rather than the order in which they were taken.

Item	Main point
1.	UNISON update Nick Entwistle joined the meeting. Purpose / issue for consideration The National Officer at UNISON attended to deliver an update to Council on contracted union activities for OT members of BAOT.

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	[Information redacted due to commercially sensitive content]. Resolution None. Action NE to follow up with a written update for Council once some further decisions have been made internally. [#10789005818] KO to share an actions list outlining agreed steps from the recent UNISON contract review with Council. [#10789010917] Key factors discussed and taken into account by Council The National Officer update outlined three key developments from UNISON: • A significant shift in NHS England's guidance regarding the outsourcing of staff to subsidiary companies, following sustained union pressure and disputes. A ministerial commitment has been secured to pause all staff transfers while a consultation with NHS trade unions takes place. • Preliminary talks have begun on restructuring NHS pay in England, addressing long-standing concerns around career progression and pay disparities, with formal negotiations expected soon. • UNISON's member engagement programme had been completed, opening opportunities to better integrate with RCOT's Communities programme and improve the membership experience. Operational alignment and improved communication between BAOT and UNISON were also being worked on. The conversation focused on two key areas: pay disparities for university lecturers in health professions and the potential for RCOT members to opt into UNISON's political fund. The issue of sustainability of the lecturing workforce due to lower pay compared to NHS roles was raised, with suggestions to strengthen connections between course leaders and stewards through RCOT Communities. Additionally, there was discussion around enabling RCOT members to individually contribute to UNISON's political fund and access services like Labour Link and Managers in Partnership, which are currently excluded from block membership arrangements. Succession planning for occupational therapy representatives faces challenges due to shifting career priorities and waning interest in union roles, with limited representation and hard-to-fill vacancies in social services and community settings. Opening training seminars to non-representatives and leveraging the RCOT Communities initiative. NE left the meeting. [Information redacted due to commercially sensitive content].
2.	Meeting business
2.1	Declaration of conflict of interest No declarations of interest.
2.2	Approval of BAOT Council minutes

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	Resolution Council approved the minutes of 17 July 2025 BAOT Council meeting and the forward planner. [#10789042042] Action None.
3.	BAOT 2025-26 Group Budget and Plan Purpose / issue for consideration Council considered the 2025–26 group plan and budget, which focused on establishing long-term financial sustainability through cost realignment, income diversification, and continued delivery of key member initiatives. Resolution Council approved the 2025-26 group budget and plan. Council accepted the proposed budget and plan submitted by RCOT for 2025-26 and approved funding required towards the delivery of the plan. Council noted the 5-year financial strategy. [#9948493335] Action None. Key factors discussed and taken into account by Council The presentation addressed financial sustainability, cost management, income diversification, member-focused initiatives, and risk management. No challenges or concerns were noted. The organisation intends to deliver a balanced budget by realigning costs with realistic income expectations, reducing both pay and non-pay expenditures, and continuing to diversify income through commercial and property strategies. Key member-facing initiatives include enhanced digital engagement, a revised OTnews schedule, a virtual annual conference, and strengthened education and policy work.
4.	Horizon Scanning Purpose / issue for consideration The Council considered the introduction of a formal horizon scanning process to improve strategic foresight and organisational responsiveness. Resolution None. Action None. Key factors discussed and taken into account by Council Council reviewed the proposed structured, resource-efficient approach to identifying emerging trends, risks, and opportunities in policy, technology, workforce, and member impact areas. The process aimed to support proactive planning, risk mitigation, and innovation, with alignment to organisational strategic priorities. Council members generally supported the approach, recognising its value for strategic planning and

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	decision-making. Challenges regarding resource capacity were raised, and it was noted that the process should utilise existing intelligence from within the occupational therapy community, including regional and national networks. Council emphasised the importance of collaboration, drawing on insights from Council members and teams, and consolidating current horizon scanning activities across departments. Inclusivity, responsiveness to political developments across UK nations, and appropriate language regarding the organisation's role were highlighted. The process was intended to be iterative, with ongoing Council engagement crucial to its effectiveness.
5.	OT History Publication Purpose / issue for consideration Council considered a proposal to align the development of a new history of occupational therapy publication with the profession's centenary in 2032, marking 100 years since its UK inception. Resolution No formal decision was made. Actions No actions were agreed. Key factors discussed and taken into account Council reviewed the proposed timeline, noting that the six-year period would support effective planning, member involvement, and quality content development. The suggestion to use an open tender process was discussed, with the intention of encouraging innovative and inclusive approaches, and forming partnerships with academic, heritage, and international organisations. Council considered the potential for a year-long centenary programme, including events, regional projects, and member contributions. The initiative was expected to enhance professional identity, member participation, and public awareness, with outputs such as educational resources and historical archives. Incorporation of international perspectives and recognition of the 10-year anniversary of becoming a Royal College were suggested. Council supported collaboration with the Elizabeth Casson Trust, noting that clearer alignment could improve public understanding and member engagement, given the organisations' shared interests.
6.	AOB No other business.
	These minutes are agreed by the Council as a true record of the meeting. Signature: <u>Odeth Richardson</u> Odeth Richardson (Feb 10, 2026 13:43:06 GMT) Minutes signed by: <u>Odeth Richardson</u> (name in capital letters) Date: <u>10/02/26</u>

Action summary table

Item	Action	Owner
1	Follow up with a written update for Council once some further decisions have been made internally.	NE
1	Share an actions list outlining agreed steps from the recent UNISON contract review with Council.	KO