

Approved minutes of a meeting of the BAOT and RCOT Councils

Held on 19 September 2024, 1pm, Via Teams

Council members present	
Name	Position
Dr Anita Atwal	Council member, Research and Development
Jackie Gordon	Council member, England
Neil Carnegie	Council member, Scotland
Cathryn Holding	Council member, Industrial relations
Dr Sureshkumar Kamalakannan	Council member, International Affairs
Paul Dunning	Council member, Wales
Janine Hackett	Council member, Learning and Development
Odeth Richardson	Council member, Chair
Also in attendance	
Regular attendees (attended all items except confidential items)	
Clare Cochrane	Director of Brand and Marketing
Steve Ford	Chief Executive
Kate Monro	Head of Governance and Compliance
CJ Odeleye	Head of Finance
Karin Orman	Director of Practice and Innovation
Satvinder Reyatt	Director of People, Finance and Governance
Karin Bishop	Director of Membership and Movement Building
Rob Smyth	Director of Strategy, Technology and Transformation
Other attendees	
Angela Daniel	Senior Business Support Partner, minute taker
Apologies	
Aisling Durkin	Council member, Northern Ireland

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

Item	Main point	Action
1.	Meeting business	
1.1	Declaration of conflict of interest The Chair asked if anyone attending needed to declare a conflict of interest they may have in relation to the items on the agenda. No declarations were made.	

Item	Main point	Action
2.	BAOT and RCOT budgets and planning: sign off Steve Ford (SF) provided an update on financial performance against the 2023-24 recovery plan, proposed 2024-25 budget, and presented an updated five-year financial plan. Council raised questions about: baseline data, such as how much is being spent on marketing, the value generated, and the cost per member. They also queried the lack of tenants in the 4th floor, observing the increased competition in the rental market and asked about other options for RCOT office space. The drop of income from Annual Conference was discussed and the reasons why there has been a decline in attendance. It was mentioned that freeing up staff for two days had been an issue and a split ticket option could help with this. Council inquired about the reasons for member resignations, and Karin Bishop (KB) explained that some members resign due to retirement or leaving the profession. However, a significant number of members opt not to provide a reason. The team have begun to see positive results when reaching out to members, successfully encouraging some to rejoin. Council members discussed conference with SLT and asked about the other planned events that didn't take place, in particular how could RCOT ensure these events occur and generate income in the future. It was explained that planned CPD events, such as master classes, were intended to resume in the latter half of the year but did not take place as the team were unable to secure the right courses and speakers to proceed. This resulted in a loss of expected income, although the absence of event-related costs provided some offset. The focus now was to develop engaging CPD courses for members, with a renewed effort to get these events running again in the coming year. Staff well-being and morale were a concern to some Council members, particularly in light of staffing reductions and the recruitment freeze – SLT were asked for further information on how RCOT planned to address the impact of these changes on staff. SF assured that staff were being communicated with regularly about the organisation's financial situation and will respond to any pressures that rise. Monthly data updates on the release of MyRCOT and the communities model, along with how it was mapping against project income, was requested. Suresh Kamalakannan (SK) expressed an interest in exploring the development of events and activities beyond the UK, focusing on how RCOT can contribute to countries or organisations where occupational therapy science is not yet established.	

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	SK emphasised the importance of not relying on the building's income generation plan and instead focusing on sustainability through core activities like professional development and occupational therapy events. It also highlighted the strategic importance of going global, both geographically and beyond traditional sectors like health, social care, and education. He suggested exploring other industries such as economics and digital technology, and pushing for occupational productivity within these areas. Additionally, SK advocated for expanding beyond service provision to include higher education and research institutions, and providing technical support to global agencies in need of occupational therapy services. It was clarified that the budget assumed that the 4th floor would not be rented until December. Council were asked to approve: • The proposed 2024-25 budget and updated 5-year financial plan to 2029, with particular note to the position of the reserves policy. • Risk scenarios and management response. • Recommended budget controls. Council approved the budget subject to the following: • A detailed membership growth plan to support the stated targets to be presented to Council in October • Monthly management accounts to be circulated to Council • SLT taking an urgent and pragmatic approach to renting out the fourth floor • The reserves strategy to be developed – AIRC to review and make recommendations to Council.	
3.	Governance review Kate Monro (KM) explained the purpose of the paper was to seek Council approval to extend the timeframe for the governance review until autumn 2025, with a vote on the final changes to the Articles to be held at an EGM in autumn 2025. Council discussed the administrative changes as proposed in the paper and agreed to review and approve at the October Council meeting. KM addressed concerns about the additional costs of holding both an EGM and an AGM, particularly in relation to managing the budget. Costs were still being reviewed but at this point indications were that it could be delivered within the existing project and governance BAU budget. A question was asked about bringing the AGM back to the Annual Conference and CC assured Council that it was something that was being explored and further discussions will take place at the next meeting.	

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	Council were asked to: • Approve option B (delay the changes to the Articles to an autumn EGM) subject to a detailed outline of financial costs being shared. - Approved • Approve in principle the proposal to deliver a governance workshop to inform a number of the bigger questions that need to be resolved (relating to Council/Board composition, tenure and process of election/appointment). - Approved • Agree that the changes set out in Appendix 1 are administrative changes that can be presented to Council for approval in principle at the October Council meeting. If there are any concerns about any of these changes at the October Council meeting, they can be brought back to Council for further discussion. - Approved	
4.	Membership experience strategy (MyRCOT) update Clare Cochrane (CC) and Rob Smyth (RS) presented a programme overview for the member experience strategy and current project progress to Council. The next phase update (member model), including a demo, will be shared in the October Council meeting. Council raised queries: • Update was requested on how the changes to communities have been received by members, particularly in relation to concerns and tensions that arose when the changes were perceived as being imposed. What feedback was gathered and what efforts had been made to address concerns and ensure understanding. KB confirmed the year-long engagement programme working with community groups, held many workshops, forums and networking groups. There had been some anxiety around change but received mainly positive feedback. The main concerns had been linked to what the new model would look like. • It was confirmed that prompts for updating member information with regards to UNISON, would be built in. • Data security has been incorporated into RCOT's Microsoft Dynamics CRM and the team have set controls and restriction access, and this is similar for AI.	
5.	Data protection policies and data breach In July 2024, the AIR Committee reported on an external review of the data protection framework and was now overseeing improvements. The Committee had since approved the project plan and recommended the Data Protection Policy and Privacy Notice for Council approval. [Redacted confidential information] Council were asked to review and approve the Data Protection policy and the Privacy Notice - approved	

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6.	Council appointments Council approved: 1. The appointment of Jacqueline Gordon to the People and Nominations Committee until the end of Jacqueline's first term as a Council member (June 2027); 2. The appointment of Anita Atwal to the Audit, Investment and Risk Committee until the end of Anita's first term as a Council member (June 2026); 3. The appointment/election of Cathryn Holding, Paul Dunning and Sureshkumar Kamalakannan– as Co-Vice Chairs.	
7.	AOB SF asked Council for feedback received from employers in regards to attending RCOT meetings and time allocated. Council responses included: • Different communications with individual and manager • Importance of explaining the values of RCOT with employers • Additional time needed to factor in reading emails and papers • Cost implementations to employer A suggestion was for SF and OR to draft a thank you letter so Council members could pass onto their employers, to better understand the role and the contribution outcomes. The letter could be included in future induction packs. Action: Council to send suggestions to KM and details of who RCOT should address letters to.	Council
	These minutes are agreed by the Council as a true record of the meeting. Signature: <u>Odeth Richardson</u> Odeth Richardson (Mar 12, 2026 03:20:30 GMT) Minutes signed by: <u>Odeth Richardson</u> (name in capital letters) Date: <u>12/03/26</u>	