

**APPROVED MINUTES**

**Meeting of the Council of British Association of Occupational Therapists  
and Royal College of Occupational Therapists**  
held on 18 April 2023, 10.30am, hybrid meeting – Phoenix House and Zoom

<b>Committee members present</b>		
Name	Position	Items present
Odeth Richardson	<b>Chair</b>	All
Dr Kee Hean Lim	Vice-Chair (Chair for this meeting)	All
Lisa Ledger	Council Member, Learning and Development	1-6, 8
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
Professor Priscilla Harries	Council Member, Research and Development	All
Samantha Flower	Council Member, Scotland	All
<b>Also in attendance</b>		
Steve Ford	CEO	1-7, 9-12
Karin Bishop	Director of Movement Building and Membership	1-7, 9-12
Clare Cochrane	Director of Brand and Marketing	1-7, 9-12
Karin Orman	Director of Practice and Innovation	1-7, 9-12
Satvinder Reyatt	Director of People, Finance and Governance	1-7, 9-12
Rob Smyth	Director of Strategy, Technology and Transformation	1-7, 9-12
Kate Monro	Head of Governance and Compliance	1-7, 9-12

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

Item	Main point	ACTION
1.	<p><b>Welcome</b></p> <p>No declarations of interest were made.</p> <p>The Chair welcomed members and attendees. Introductions were made.</p>	
2. 2.1	<p><b>BAOT/RCOT - Management reports</b></p> <p><b>Chief Executive report</b></p> <p>The CEO provided commentary on the report and Council discussed key points.</p> <p>90 day rocks were now implemented across the organisation. SLT had shared their rocks across the organisation to which had led to better conversations with directorates and improved visibility of SLT priorities. Members and attendees discussed getting the balance right to ensure staff didn't feel micro-managed. It was explained that the rocks were helping individuals and managers to: discuss priorities; seek support; consider wellbeing; and identify training/development</p>	

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2.2	<p>needs.</p> <p>The work involved to complete recruitment to roles had been significant. Council members asked for their congratulations to be passed on to all new Heads on their positions.</p> <p>An equity, diversity and belonging workshop would be organised for Council members in early May. KM would follow up with dates after the meeting.</p> <p>Council members provided positive feedback on the new format of the report.</p> <p><u>Actions:</u></p> <ul style="list-style-type: none"> <li>SF to pass on the Council’s congratulations to the newly appointed Heads Of.</li> <li>KM to arrange EDB workshop date for Council.</li> </ul> <p><b>Finance report and management accounts</b></p> <p>JP presented the key points of the finance report. Currently BAOT/RCOT were ahead of budget and the aim was to retain that financial buffer.</p> <p>A reforecast was underway and would be completed by the end of May. The reforecast would then replace the current budget through to the end of the financial year.</p> <p>Awareness of prudent and effective financial management had been improved within the organisation. Staff were also now proactively seeking out the finance team for advice when making decisions about expenditure.</p> <p>AIR Committee had approved the creation of a designated fund of £5m of which £2.5m was allocated for transformation projects and £2.5m for the building. JP and RS were now working to define what projects needed to come from that fund and what were business as usual.</p> <p>Clarity was sought on the February YTD membership data and whether this had experienced a drop. JP explained that this was more to do with the phasing of the budget and the difference between what had been anticipated as income during that month vs what the actual income was. So even if the membership had remained static it would look like it was falling compared to the budget as the budget was phased to increase as the year progressed.</p> <p>The Council sought assurance from SLT with regards to expected income. Tenants were now expected slightly later than originally anticipated but at a more favourable rate. Feedback from viewings was positive and some 3<sup>rd</sup> viewings were now being conducted, with draft leases issued.</p> <p>A typing error was noted in relation to membership income subscriptions in commentary where the YTD actual figure was £857 not £3857. JP to correct.</p> <p><u>Actions:</u> JP to correct typo in narrative for membership income.</p>	SF KM
2.3	<p><b>Membership fees</b></p> <p>It was noted that SLT would need to carefully think through plans to improve the membership offer and how this related to fees, including future increases.</p> <p><b>Decision:</b> The Council approved the proposal to not raise membership fees in the 2023-24 year.</p>	JP

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2.4	<p><b>Risk report</b></p> <p>The Council discussed and provided feedback on the risk report. Key points included:</p> <ul style="list-style-type: none"> <li>• Including timings in the risk report/register for key actions</li> <li>• The risk articulated for Specialist Sections did not quite capture it – Specialist Sections varied widely and there was a lot of passion attached to the Sections. This needed teasing out.</li> <li>• KB explained that the change programme for Specialist Sections would be about reimagining partnership, collaboration and triangulation of work across the nations – working with OTs to develop a model that pushed the boundaries of OT in specialisms.</li> <li>• The report failed to acknowledge that risk was positive and necessary to achieve change. The language and positioning could be more contemporary.</li> <li>• The risk relating to organisational change did not capture the compassionate and inclusive nature of the change management.</li> </ul> <p><u>Action:</u> KM to revise risk report, register and content for annual report based on Council’s feedback</p> <p><b>Organisational performance report</b></p> <p>RS presented the organisational performance report, noting that this was a developing report with further improvements to come.</p> <p>Key issues the Council discussed with SLT included:</p> <ul style="list-style-type: none"> <li>• Working with strategic partners to address workforce gaps, challenges with data to support that work, and the importance of follow up and identifiable outcomes from data gathering.</li> <li>• Working with members at a local level to understand data and their ability to influence themselves.</li> <li>• Challenges in Scotland in relation to understanding the picture of local authority OTs. It was agreed that KO would lead on an FOI to get better information on this.</li> <li>• The need to upskill leaders in workforce planning.</li> </ul> <p><u>Action:</u> KO to submit an FOI to help RCOT gain more clarity on local authority OTs in Scotland.</p>	<p>KM</p> <p>KO</p>
3. 3.1	<p><b>BAOT/RCOT - Strategic planning and prioritisation</b></p> <p><b>Strategic planning</b></p> <p>RS presented the strategic planning and prioritisation paper. The changes to the planning process were to support the organisation in effective prioritisation to deliver vision, values and priorities. The model was based around strategic delivery plans for each strategic priority, with all strategic, operational and BAU activities over the lifetime of the strategy.</p> <p>Key points of discussion included:</p> <ul style="list-style-type: none"> <li>• Research items and ensuring the focus here was accurate. PH would provide alternative wording for consideration.</li> </ul>	



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	<ul style="list-style-type: none"> <li>• Regulatory and legal</li> <li>• Ops performance</li> <li>• Risk</li> <li>• Strategic delivery and planning</li> <li>• ESG</li> <li>• People and culture</li> <li>• External operating environment</li> <li>• Membership</li> <li>• EDB</li> </ul> <p>The Council discussed the framework. It was agreed that access to financial expertise at Council level would be appreciated and would assist Council with assurance with the financial aspects of governing a large organisation.</p>	
5.	<p><b>BAOT/UNISON Business</b></p> <p>Council heard from KB who was attending the UNISON Conference. Council heard that the outcome of the member consultation was that members had voted to accept the pay offer (with 74% of votes received voting in favour). On that basis Conference had decided to declare UNISON's acceptance of the pay mandate.</p> <p>Conference had agreed to work hard to explore the potential for a joint union position. The overall theme from discussions had been that while pay in the pocket now was important that did not mean that the fight for better support would stop.</p> <p>UNISON would continue to work closely with health committees in Wales and NI to support resolution for ongoing disputes and would work with the health committee in Scotland to share learnings.</p>	
6.	<p><b>BAOT/RCOT - AGM planning</b></p> <p>Council members gave feedback on the proposed AGM agenda:</p> <ul style="list-style-type: none"> <li>• There should be more than one member involved with the agenda items</li> <li>• The agenda was perhaps too long and there should be a shorter break</li> <li>• Highlights could be pre-recorded and played during the wait to begin and at the end</li> <li>• It was important to show members where to find additional answers to questions after the event.</li> </ul> <p>PH noted that she was unable to make the AGM.</p> <p><u>Action:</u> KM to take on board Council feedback regarding the AGM agenda and send a revised agenda to OR for approval.</p> <p><b>Decision:</b></p> <ul style="list-style-type: none"> <li>• The Council delegated approval of the final notice and explanatory notes to the Chair.</li> <li>• The Council approved the proxy form and delegated approval of any essential minor changes to the Chair.</li> </ul>	KM
7.	<p><b>BAOT/RCOT - Governance review</b></p> <p>SF recapped on conversations to date and progress with the Project Team work. It</p>	

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	<p>had been increasingly clear over recent months that the current governance structure was holding the organisation back from speaking authentically on behalf of its members.</p> <p>The Team had considered how to clarify the respective roles of BAOT and RCOT within the existing framework but were now considering a different approach. The Team and SLT were now seeking Council's support to continue investigating the proposed option.</p> <p>The Council and SLT discussed implications, key points were:</p> <ul style="list-style-type: none"> <li>• There needed to be a more detailed comparison of other similar organisations</li> <li>• The Council would need protected time to talk through the options in detail once further evidence had been gathered</li> <li>• The new auditors had considerable experience with trade unions and membership bodies so would be able to provide additional expertise</li> <li>• The relationship with UNISON would continue under either model</li> <li>• Council wanted to better understand the constraints of the current structures and how implementing a new model could change that, or not.</li> <li>• Most importantly, would be making the case to the membership.</li> </ul> <p><u>Action:</u> KM to incorporate Council feedback on the governance review into the next steps for the Project Team.</p> <p><b>Decision:</b> Council supported further work to investigate the potential governance model.</p>	<p>KM</p>
8.	<p><b><i>CONFIDENTIAL BUSINESS – Staff pay review / cost of living</i></b></p> <p><i>The Council had a private discussion to consider the pay award proposal presented by SR. SLT exited the room for the discussion. In making their decision Council considered the following factors:</i></p> <ul style="list-style-type: none"> <li>- <i>Comparability with NHS and LA offers</i></li> <li>- <i>Other benefits provided to staff</i></li> <li>- <i>Flexibility with regards to homeworking</i></li> <li>- <i>Pay awards in previous years</i></li> </ul> <p><b><i>Decision:</i></b> Council approved a pay uplift of 5.5% for all salaried staff that were employed as at 1 April 2023 with the exception to those who have been appointed recently and negotiated above their salary pay scale.</p>	
9.	<p><b>International affairs: verbal update</b></p> <p>KHL updated the Council with international development.</p> <p>Key issues WFOT were looking at included:</p> <ul style="list-style-type: none"> <li>• New ways to identify hosts for Congress.</li> <li>• Challenges with placements for international students</li> <li>• Translation of documents into different languages</li> <li>• Phasing degree and masters level students into the profession.</li> </ul>	



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10.	<p><b>BAOT/RCOT - Approval of sub group of Investment Committee</b></p> <p>The Council reviewed the proposal to establish a sub-group of the Investment Committee with the purpose of analysing investment performance in more detail and presented commentary to the Investment Committee to aid clarity in discussion and decision-making. The group would have no delegated decision-making powers.</p> <p><b>Decision:</b> The Council approved the establishment of a sub-group of the Investment Committee.</p>	
11.	<p><b>BAOT/RCOT - Approval of 'Green items'</b></p> <p><b>Actions – Council meeting 11 January 2023</b></p> <p>Council noted the actions report.</p> <p><b>BAOT-RCOT Council minutes 11 January 2023</b></p> <p><b>Decision:</b> The Council approved the minutes of 11 January 2023 subject to 2 amendments: that the minutes be amended to accurately reflect the correction to the risk item; and that the minutes be amended to reflect that CH was absent for the discussion on Council elections.</p> <p><b>BAOT-RCOT Confidential Council minutes 11 January 2023</b></p> <p><b>Decision:</b> The Council approved the confidential minutes of 11 January 2023, subject to 2 amendments: that the minutes be amended to accurately reflect the correction to the risk item; and that the minutes be amended to reflect that CH was absent for the discussion on Council elections.</p> <p><b>BAOT-RCOT – Appointment of external auditor</b></p> <p><b>Decision:</b> The Council approved putting a resolution to the members at the AGM on 28 June 2023 that Moore Kingston Smith be appointed as the external auditors.</p>	
12.	<p><b>Any other business</b></p> <p>Before LL left the meeting KHL thanked her on behalf of Council for the significant contributions to BAOT and RCOT during her term on the Council.</p> <p><b>Date of next meetings</b></p> <p>Tuesday 30 May 2023, 4.30-5.30pm, virtual meeting to approve annual report and accounts</p> <p>Thursday 22 June 2023, 10.30am-4pm, format TBC</p> <p>Thursday 7 September 2023, 10.30am-4.30pm, format TBC</p> <p>The Chair closed the meeting and thanked all for attending.</p>	

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	<p data-bbox="209 300 1166 336">These minutes are agreed by the Council as a true record of the meeting.</p> <p data-bbox="209 512 376 548">Signature: </p> <p data-bbox="209 624 783 660">Minutes signed by: _ODETH RICHARDSON</p> <p data-bbox="209 734 464 770">Date: _12 July 2023</p>	