

# Minutes of a meeting of the Council of the British Association of Occupational Therapists (BAOT) and Royal College of Occupational Therapists (RCOT)

held virtually and at the Royal Victoria Infirmary, Queen Victoria Road, Newcastle upon Tyne, NE1 4LP on Wednesday 11 January 2023

BAOT 3–RCOT 2 22-23

**PRESENT:**

<b>Name:</b>	<b>Position Held</b>
Paul Dunning	Council Member, Wales
Samantha Flower	Council Member, RCOT Board: Scotland
Carmel Harney	Council Member, Northern Ireland (items 1-7.1, 8-10)
Cathryn Holding	Council Member, Industrial Relations
Kalimah Ibrahim	Council Member, RCOT Board: England
Lisa Ledger	Council Member, RCOT Board: Learning and Development
Dr Kee Hean Lim	Council Member, International Affairs, World Federation of Occupational Therapists (WFOT) and Vice-Chair
Odeth Richardson	Chair of Council

**Officers in Attendance:**

Karin Bishop	Director of Movement Building and Membership
Angie Brown	Administrator
Clare Cochrane	Director of Brand and Marketing
Steve Ford	Secretary and Chief Executive
Karin Orman	Director of Practice and Innovation
Jenni Pearce	Head of Finance (Interim)
Satvinder Reyatt	Director of People, Finance and Governance
Rob Smyth	Director of Strategy, Technology and Transformation

**Observers/visitors**

Nick Entwistle	National Officer, UNISON Health Group (Item 4)
Joe Nickel	Lead Consultant & Director, Coney Consultancy Services Ltd (Items 1 and 2)
Ben Powick	RCOT Policy and Public Affairs Manager (Item 8)
Hayley Whelpton	Observer RCOT Northern and Yorkshire region (Item 8)

Item	Action Owners
<b>1. Welcome and apologies for absence</b> <ul style="list-style-type: none"> <li><i>The Chair welcomed Council members and introductions were made.</i></li> </ul>	

Item		Action Owners
	<ul style="list-style-type: none"> <li>• <i>Apologies were received from Professor Priscilla Harries, Council Member, Research and Development.</i></li> <li>• <i>The meeting was quorate.</i></li> </ul>	
<b>2.</b>	<b>RCOT – Management reports</b>	
2.1	<p><b>Chief Executive Report</b></p> <ul style="list-style-type: none"> <li>• <i>Council noted the Chief Executive report.</i></li> <li>• <i>Steve Ford reflected on the challenges and successes of the last quarter. He acknowledged the impact on RCOT’s leadership team, staff and members of the restructuring.</i></li> <li>• <i>It was noted that the report included an intention to increase understanding of Council’s role among the membership and how this would be measured was questioned. It was explained this would be part of a broader framework of member engagement as a whole and measurement would be included as this framework was developed. It was further noted that RCOT intended to resource new staff members to focus on answering these types of question.</i></li> <li>• <i>Council supported focusing on improving public perception and awareness of occupational therapy and its purpose to include public health. It was noted that this awareness also needed to extend to employers and staff in acute; this could be a campaign in itself. This is an area that requires strategic planning.</i></li> <li>• <i>Media was a powerful tool, it was suggested using initiatives such as WHO short film competition.</i></li> <li>• <i>Several members praised RCOT’s work on social media and on its blog. It was noted that students are fantastic ambassadors.</i></li> </ul>	
2.2	<p><b>Finance Report</b></p> <ul style="list-style-type: none"> <li>• <i>Council noted the September 2022 Year End finance and management accounts reports. The report was attached and the slides will be shared.</i></li> <li>• <i>Overall, there was a net operating deficit of £334k against a budgeted deficit of £2m. There was a small loss in income, mostly offset by savings made over the year. RCOT also has unrealised gains of £607.5k.</i></li> <li>• <i>Most areas of the organisation were under budget due to restructuring changes happening later than planned</i></li> <li>• <i>Membership fees were slightly ahead of budget despite a very small drop in membership.</i></li> <li>• <i>Unfavourable economic conditions mean unrealised gains were higher than anticipated.</i></li> <li>• <i>There will be a reforecast after the period 6 results which will be based on the new organisational structure.</i></li> <li>• <i>On investments, it was proposed that Satvinder Reyatt and Rob Smyth should be added to the accounts to enable them to approve investments. Currently only Steve Ford and Karin Bishop can do this, which has risks.</i></li> <li>• <i>Council took a vote and this was agreed, there were no abstentions.</i></li> </ul> <p><b>Decisions:</b></p> <ul style="list-style-type: none"> <li>• <i>Satvinder Reyatt and Rob Smyth would be added to the accounts as signatories.</i></li> </ul>	J Pearce

Item		Action Owners
2.3	<p><b>Risk Report</b></p> <ul style="list-style-type: none"> <li>• Council discussed the risks included in the risk report and the organisational risk register.</li> <li>• Joe Nickel reported there was a small improvement but no radical change since the last report. It was noted that the risk around use of the building has been removed and the building income risk incorporated into the broader financial risks, More improvement is expected.</li> <li>• Members asked SLT's view of RCOT's future culture in light of the risk report's mention of culture and historical challenges. It was highlighted that RCOT was on a journey and had recently undergone significant change. There was a desire and plan to move things forward but significant work remained as culture change was a slow process and took time to embed. Optimism was expressed around effective change due to colleagues having the tools and guidance to drive the organisation forward.</li> <li>• The importance of measuring and tracking progress was noted.</li> <li>• Council asked about Unite. It was explained that the Colleague's Forum would take some of this role as the forum views would help shape decisions. There was an ongoing conversation with Unite.</li> <li>• There was discussion around the characterisation of staff unionisation as a 'risk'. It was noted that union representation was important and unions were not inherently hostile. Others observed that this characterisation was due to last year's experiences and how internal change was shared externally and by different representatives.</li> <li>• It was agreed that the Colleague Forum would present to Council on an annual basis in addition to more regular discussion with the People Committee, once established.</li> </ul>	
	<p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Joe Nickel to amend the wording around staff unionisation in the summary risk report to reflect that Council did not consider unionisation itself to be a risk, this risk should be around how internal change was shared externally.</li> </ul>	J Nickel
2.4	<p><b>Organisational Performance Report</b></p> <ul style="list-style-type: none"> <li>• Council noted the summary report, corporate scorecard and project reports.</li> <li>• Steve Ford stated a new approach to organisational performance management was needed. The arrival of Rob Smyth would help with this. Steve Ford noted how difficult it was to simply quantify the work being done and invited reflections and experiences around this.</li> <li>• Rob Smyth explained his approach to performance was to develop a model that would report key data to council, committee, SLT and then to individual directorates. This would then be underpinned by increased analysis and insight. He also noted that we want to improve the collection and management of data. including more automation The process would build on existing robust governance.</li> <li>• There was discussion around the process and the advantages it would bring, including an understanding of staff performance and experience. The importance of staff engagement and valuing employees was noted.</li> </ul>	

Item		Action Owners
	<ul style="list-style-type: none"> <li>• <i>There was a warning that aspirational change should not come at the cost of staff wellbeing and should be balanced with communication and compassion, particularly around the new 90-day objectives. The advantages of the new system included enabling more responsive change, and the positive feedback it had received, was explained.</i></li> <li>• <i>There was a question around how coaching fitted into making RCOT an empowering and attractive place to work. It was explained that this approach was an outcome of the recent learning needs analysis and would form part of a clear learning and development strategy and plan.</i></li> <li>• <i>SLT were congratulated on the work done so far.</i></li> </ul>	
3.	<p><b>BAOT/RCOT – Strategy, Technology and Transformation Directorate</b></p> <ul style="list-style-type: none"> <li>• <i>Rob Smyth presented slides, which would be shared, setting out the focus for the Strategy, Technology and Transformation directorate. He noted that the aim of the directorate was to help deliver our vision and strategy. He also wanted to help transform the business and introduce a new approach for technology and data.</i></li> </ul>	
4.	<p><b>BAOT / UNISON Business</b></p> <ul style="list-style-type: none"> <li>• <i>Nick Entwistle, Assistant National Officer, UNISON Health Group, joined the meeting virtually for this item and provided a verbal report. He updated the Council on the formal dispute and emphasised the rapidly changing landscape. Health unions were in a holding pattern with Government.</i></li> <li>• <i>There was discussion on how to reach occupational therapists and stewards who may be impacted by strikes. Not having an aggregate ballot made communication more complicated.</i></li> <li>• <i>The Unison website mentioned occupational therapists who were on the picket line in Liverpool.</i></li> <li>• <i>There was also discussion of the impact, positive and negative, that a pay rise would have in the longer term, as issues facing the profession were wider than pay levels. Retention was referred to.</i></li> <li>• <i>All health unions including Unison had agreed not to participate in this year's Pay Review Body process but instead Unison will submit a 40 page economic profile detailing workforce shortages and where investment is needed.</i></li> </ul>	
	<p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <i>Karin Bishop and Nick Entwistle would meet to discuss a review of how BAOT &amp; Unison will work together for the coming year.</i></li> </ul>	K Bishop
5.	<p><b>BAOT/RCOT – Governance Review</b></p> <ul style="list-style-type: none"> <li>• <i>Steve Ford reported on the legal advice received regarding drawing a distinction between BAOT and RCOT which have been conflated. A project team is being established to develop a change plan</i></li> <li>• <i>Odeth Richardson and Cathryn Holding volunteered to be part of the project group.</i></li> <li>• <i>The new RCOT Head of Governance was due to start in mid-February, after which Steve Ford would set up the first project meeting.</i></li> </ul>	

Item		Action Owners
	<ul style="list-style-type: none"> <li>Council would be notified of any changes – and, indeed, would need to agree to most of the changes proposed by the project team.</li> </ul> <p><b>Actions:</b></p> <p>A. Steve Ford to set up the first Project meeting after the RCOT Head of Governance starts in mid-Feb.</p> <p>B. This topic to become a standing item on the agenda.</p>	S Ford Admin
6.	<p><b>BAOT/RCOT – Council and Board Chair Recruitment</b></p> <ul style="list-style-type: none"> <li>Council discussed the length of tenure of board members.</li> <li>Chair of Council tenure was only one year which causes continuity issues.</li> <li>Changing Council rules was complex, and consideration was being given as to the best way forward to make this happen.</li> <li>Chair of Council noted that she would like to continue after her one year tenure was up.</li> </ul>	
	<p><b>Action:</b></p> <p>Steve Ford to include Chair of Council Tenure in the governance review.</p>	S Ford
7.	<p><b>Confidential Business</b></p>	
7.1	<p><b>RCOT – OD Phase 2 – Update on progress</b></p> <p>The discussion was recorded in separate Confidential Minutes.</p>	
7.2	<p><b>RCOT – Approve Fellowship and Merit Awards recommended by Committee</b></p> <p>The discussion was recorded in separate Confidential Minutes.</p> <p><b>Decision:</b></p> <p>Council approved the recommendation from the Fellowship and Merit Awards Committee to award a Fellowship to three nominees and a Merit Award to nine nominees:</p> <p><u>Fellowship</u></p> <ul style="list-style-type: none"> <li>Dr Maria Avantaggiato-Quinn</li> <li>Professor Katrina Bannigan</li> <li>Dr Patricia McClure</li> </ul> <p><u>Merit</u></p> <ul style="list-style-type: none"> <li>Musharrat J Ahmed-Landeryou</li> <li>Rachel Booth-Gardiner</li> <li>Louise Clark</li> <li>Natalie Jones</li> <li>Emma Linley</li> <li>Dr Fiona Maclean</li> <li>Janice McClymont</li> <li>Jo Vallom -Smith</li> <li>Jenny Welford</li> </ul>	

Item		Action Owners
7.3	<p><b>Revoking of Membership</b>  <i>The discussion was recorded in separate Confidential Minutes.</i></p>	
7.4	<p><b>Cost of Living</b>  <i>The discussion was recorded in separate Confidential Minutes.</i></p>	
8.	<p><b>RCOT Practice and Innovation Directorate – Priorities and Innovation Hub</b>  <i>The Chair welcomed Haley Whelpton (observer) and Ben Powick, who were attending the meeting for this item only.</i></p> <p>Karin Orman spoke to her presentation and summarised the earlier approach to policy priorities and campaigns. The various recent changes and the new organisational strategy offered a welcome opportunity to update the 2020 policy and public affairs strategy. The three priority areas going forward are: rehab/recovery; primary care; and children’s services. There are three professional advisers, each leading on the scoping and briefing for a different priority area. They will work with each nation to identify stakeholders and appropriate models. Council were asked if these priority areas reflected the experiences of its members.</p> <ul style="list-style-type: none"> <li>• It was confirmed that ‘children’ was a broad term which included CAMHS.</li> <li>• The importance of collecting metrics was noted especially with regard to the challenges in acute care.</li> <li>• The 15 year scope of the strategic aims was deemed appropriate as this reflected practice in universities and enabled longer-term thinking. The metrics from each nation were very important for evidencing and influencing among other Allied Health Professions.</li> <li>• Council were asked to submit any examples of good practice to the innovation hub.</li> <li>• The issue of de-skilling in rehab and recovery was highlighted. It was noted that advanced practitioners have different scope and challenges depending on the nation in which they practice.</li> <li>• Prehabilitation’s importance was discussed, and where it fits within the priority areas.</li> <li>• Northern Ireland’s workforce planning captured and accounted for similar topics but was prevented by a lack of high-level policy and strategic planning.</li> <li>• Karin Orman noted that these priority areas sit within wider workforce work. Currently Practice and Innovation team are rolling out workforce summits and a workforce survey. Themes from these will feed into the development of a workforce strategy.</li> <li>• Karin Orman proposed a further workforce summit to include national workforce leads (e.g DHSC, NHSE and Health Education England) in each nation to encourage joined-up, proactive thinking about the future of the profession.</li> </ul> <p>Ben Powick introduced the workforce survey. There were just over 2600 responses, an excellent response rate. He reported the following figures. 85% of respondents had noted a moderate or significant increase in demand in the past</p>	

Item		Action Owners
	<p>year. Nearly 80% of respondents attributed this to the increased complexity of need due to delay in accessing services, and 78% felt it was because of a lack of capacity elsewhere in the system. Other reasons included deterioration of occupational performance due to delayed intervention (66%) and increase in mental health needs (54%). On which factors impact occupational therapy's ability to provide support to meet needs in their area, 75% said that this was due to an insufficiently large team, 55% said it was due to longstanding staff vacancies. Recruitment and retention were key barriers to providing support. A report on this data would be shared in March. Two students had been involved with this work.</p> <ul style="list-style-type: none"> <li>• Karin Orman described the project's planned approach. It was currently at a scoping level and Council would be updated as it develops.</li> <li>• Suggestions from Council included: adding monetary value to the stages of the OT pipeline; and inviting occupational therapists with Strategic Planning certification to the working groups.</li> <li>• In light of the shortage, the importance of identifying where occupational therapists can be most effective within existing resources and staffing was emphasised. Having more power and control over where occupational therapists were deployed was important. There was appetite for major change around this at present.</li> </ul>	
	<p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Council would be kept updated on further developments.</li> </ul>	K Orman
<b>9.</b>	<b>BAOT/RCOT - Approval of 'Green' items</b>	
9.1	<p><b>BAOT/RCOT - Council Minutes – 07 October 2022</b>  <i>Amendment - comments attributed to CH would be corrected to PH for clarity</i>  <b>Decision:</b> Pending amendment these minutes were agreed. One member abstained.</p>	
9.2	<p><b>BAOT/RCOT - Council Minutes – 07 September 2022</b>  <i>Amendment – spelling of Cathryn corrected from Kathryn.</i>  <b>Decision:</b> Pending amendment these minutes were agreed.</p> <p><b>Actions - Council Minutes – 07 September 2022</b>  <b>Decision:</b> No action required.</p>	
9.3	<p><b>RCOT Annual Report on BJOT</b></p> <ul style="list-style-type: none"> <li>• Karin Bishop identified two key themes: BJOT is holding its own despite the changing world of publishing; and ichange and improvement.</li> <li>• Karin Bishop explained the changes to processes and procedures. BJOT's impact factor has improved from 1.243 to 1.275.</li> <li>• The Managing Editor had resigned but recruitment was underway.</li> </ul>	
<b>10.</b>	<b>BAOT/RCOT – Date of meetings 2022-23</b>	

Item	Action Owners
<p>BAOT 4-RCOT 3: Tuesday 18 April 2023                      BAOT 5-RCOT 4: Thursday 22 June 2023  <i><b>Decision:</b> It was agreed that the April Council meeting be held at RCOT HQ,</i></p> <p><b>2023-24</b>                      BAOT 1: After the AGM on Thursday 29 June 2023 (TBC)                      BAOT2-RCOT1: Thursday 7 September 2023</p>	

Minutes signed by: Odeth Richardson, Chair

Date: 26 April 2023

Signature: 