



Chair's Annual Report 2020

The Chair of the ACP is also the Chair of the ACP Board of Directors. This report covers the work of the Board and its working groups and also the strategic direction and development of the organisation.

Board Membership at May 2020

Executive Directors:

Isobel Pick (Chair), Kate Robertson (Vice-Chair), Jemima Phorson (Treasurer), Francesca Calvocoressi (Director of Professional Standards), Jason Kaushal (Director of Training), Marie Bradley (Director of Scientific Development),

Non-executive Directors:

Mary Walker (CAPt), Sarah Gilmour (lay), Emma Whitlock (lay from May 2020), Anjum Iqbal (lay from May 2020), Kath Hinchcliffe (lay from May 2020), Brian Waring (lay from May 2020)

Role and functions of the Board

The Board of Directors has the responsibility to oversee the operations and governance of the organisation, and to set the strategic direction.

The central functions of the Board are:

- To ensure that members are meeting the standards set by the ACP so that the public can be reassured that all its registrants are fit to practise.
- To promote the work of psychoanalytic child and adolescent psychotherapists.
- To set the strategic direction for the ACP and to monitor achievement against goals set.
- To ensure that the ACP is meeting the regulatory requirements of the PSA.
- To ensure that the ACP is operating within the legal framework required of a company limited by guarantee.

Activities, achievements & developments in 2019/20

Strategic direction

In 2019, we undertook two member surveys to establish what are the main concerns and priorities for our members, and to find out what they think we are doing well, and what not so well (the surveys are described in more detail below). The headline results are highlighted in the box.

Headline messages

- We should aim to continue our campaigning on behalf of the profession and CYPMHS
- We should work out how we can do this and be viable
- There is demand for events and training
- There is support for income generation ideas
- 2/3 of respondents support a raise in fees
- High levels of satisfaction with the ACP, but significant areas of dissatisfaction, which we need to address where possible
 - Make it easier for members outside London to get involved (including better comms, virtual meetings and regional groups)
 - Continue work on diversity
 - More information on support for members in independent practice

The Board responded to these in setting the Business Plan for 2020, within five overarching strategic objectives, which form the five sections of this report.

The five strategic objectives for the ACP were agreed to be:

1. Protect the public by setting and monitoring standards of training and practice for ACP members as accredited register of the Professional Standards Authority.
2. Protect the future of the profession and promote child and adolescent psychoanalytic psychotherapy.
3. Progress work on issues relating to diversity and equality in the profession.
4. Increase and improve member engagement, liaison and support.
5. Ensure business continuity and long- term viability of the ACP as organisation

1. Protect the public by setting and monitoring standards of training and practice for ACP members as accredited register of the Professional Standards Authority

The ACP did a huge amount of work on this in 2019/20, approving a number of new procedures and guidelines, as well as thinking about the regulatory framework and responding to the COVID-19 crisis. Some of this and other work on regulation is described in more detail in the reports of the Professional Standards Committee and Training Council.

Summary of major new standards adopted in 2019/20

Revised Disciplinary Procedures

Revised Independent Practice Guidelines

Revised Quality Assurance Framework for the Training of Child Psychotherapists

Guidance on Working Remotely with Children, Young People and Families

COVID-19 Pandemic

COVID-19 Response Team members: Marie Bradley, Francesca Calvocoressi, Lydia Gilbert, Jo Goldsmith, Eve Grainger, Leslie Ironside, Jessica Jarmon, Jason Kaushal, Julia Mikardo, Isobel Pick, Kate Robertson, Janet Shaw, Nick Waggett.

As with all health and care professions we have had to respond quickly to the COVID-19 pandemic and to the responses to it including lockdown. As a professional body this has entailed ensuring maintenance of organisational capacity and functioning and responding to the needs and concerns of practitioners on the frontline. We have set up a COVID-19 Response Team (CRT), made up of the relevant Directors and Leads across the ACP. This group is meeting weekly on Fridays to think about the impact on the ACP and the profession and to provide members with the best support and guidance we can. We have sent advice and guidance for members in a series of emails since 13 March, and all this is now available on the ACP website. Further advice for those in employment has been issued by our union reps and the Lead of the ACP Employment Standards Group.

The national Psychological Professions Workforce Group (PPWG) and professional bodies including the ACP have jointly published Guidance for Psychological Professionals during the COVID-19 Pandemic. This provides an important framework for the work that members are doing in the NHS, in independent practice, and in training.

We will continue to think about the issues that this crisis raises for members and for the ACP as an organisation, and to address them where we can. To date we have had very positive feedback from members about the advice and support we have given and the role taken by the ACP.

The PSA Risk Matrix (and the ACP's risk register described below) have proved useful tools for identifying the ways in which the unprecedented situation created by COVID-19 presents us with. We have reviewed them both in light of COVID-19 to identify additional and increased risks and what actions need to be put in place to mitigate them.

Scrutiny Group Report

Scrutiny Group membership: Kate Robertson (Vice Chair), Andrew Hughes, Sarah Gilmour and Barbara Lund (all lay Non-executive Directors)

In March 2019, the ACP Board established a Scrutiny Group comprised of lay Non-Executive Directors supported by the Vice Chair. The focus of the group is on protecting the public and whether the systems that the ACP have in place are sufficiently robust that we can be confident that the ACP as a Professional Association is meeting this requirement. The Group's first report was presented to the Board in January 2020 and covered the specific areas reviewed by the Scrutiny Group in the last year. The Scrutiny Group examined the following areas: Complaints, Communications within the ACP and with the public, and the Independent Practice Group. A summary of the findings is below; the recommendations will be followed through on by the relevant parts of the organisation.

Complaints

The Scrutiny Group asked the Ethical Practice Group for a summary of complaints from 2017 to 2019. There were no causes for concern in this process identified by the Scrutiny Group. There were 9 complaints over the two-year period. 7 out of the 9 complaints were dismissed at an early stage and 2 complaints had been escalated to a disciplinary hearing. It was noted that many of the complaints, although not all, were concerning members working independently. To better support members and maintain ACP's accountability, it was agreed that the Professional Standards Committee and Ethical Practice Group would work on describing what lessons could be learnt, for the ACP and members, from complaints received. This exercise should be done on a yearly basis.

Communication

The Scrutiny Group wished to consider how communications are used by the ACP to protect the public and to assist members to discharge their professional duties in relation to protecting the public. This was an information seeking exercise. The Scrutiny Group found that communication takes place in a variety of ways and was well managed. The Scrutiny Group raised the question of how trainees first become familiar with the Code of Ethics and their duties to protect the public; how it is referenced in the QAF and if it was part of the training. Training Development Group will review this.

Independent Practice Group (IPG)

A member of the Scrutiny Group had telephone conversations with the two co-Chairs of the Group which did not raise any concerns in relation to protecting the public. The IPG have produced new guidelines for those working in independent practice. The main issue to emerge was a feeling from this group that the ACP was more focused on members working in the NHS, partly due to the threats to the child psychotherapy training. Members of the IPG were invited to speak at a Board meeting.

Regulatory Concerns

The ACP has identified a number of challenges and difficulties in the current system of registration of child and adolescent psychotherapists. We met with the PSA in March 2020 to discuss these and have subsequently submitted a briefing paper to her to inform the review of Accredited Registers that the PSA is undertaking this year. In addition, we contributed a briefing paper to the House of Lords debate on 2nd March 2020 on the impact of treatment by unregulated and unregistered persons offering psychotherapy or counselling services upon the mental health and wellbeing of their clients.

2. Protect the future of the profession and promote child and adolescent psychoanalytic psychotherapy

Funding of Child Psychotherapy Training in England

In March 2020 we received the good news from Health Education England (HEE) that their review of the funding for Child and Adolescent Psychotherapy training had been completed and that the decision was to approve continued funding for the salary, training, travel costs and analysis of trainees. The review had been ongoing for two years and had consumed a lot of organisational resources. This is a very positive outcome and secures the funding of the training for the foreseeable future. The training programme will now be referred to as the National Child and Adolescent Psychotherapy Training Scheme (this applies within England: we are aware that further work is needed in the devolved nations). The process of engaging with HEE and NHSE/I means that the Child and Adolescent Psychotherapist role is recognised as an important profession in a clinical priority area. There is also acknowledgement that the existing education and training pathway for the profession is in certain respects fragile and that further reform is needed to ensure that this fragility is addressed. This will involve work on aligning our curriculum with the objectives of the Long Term Plan for the NHS (for example fostering child psychotherapists as leaders in the health system); reviewing and standardising training school fees; looking at pre-clinical courses and experience to ensure there is a good supply of candidates for the training from diverse backgrounds and across the UK; and reviewing the support provided for trainees' analysis to ensure equity and value for money.

Treat Them Right Campaign

Treat Them Right Campaign Group: Sandra Fentiman, Claudia Moselhi (PR), Isobel Pick, Tim Smith, Nick Waggett

We have continued to invest resources into campaigning for the provision of specialist services for children, young people and families and for child and adolescent psychoanalytic psychotherapy to be a core element of that. We feel that over the last two years we, along with a range of other organisations, have successfully raised the profile of mental health in children and young people. There are new dedicated resources going into CAMHS via the NHS long-term plan and ambitious aims to increase access to services. We are campaigning to ensure that this includes specialist services for the most vulnerable children and that this includes access to CAPPT. Our message is that children and young people with complex needs should have access to the range of treatments and team thinking that multi-disciplinary teams can offer, and that such teams should include a range of specialist clinicians. The ways in which child psychotherapists contribute include treating the most complex and vulnerable children, and training and supporting other clinicians and practitioners.

A key product from the campaign this year was the report 'Children and Young People's Mental Health – Specialist Provision for Complex Needs'. This was well received by the policy makers and influencers that we sent it to. We have had positive responses from the NHS Confederation, the Royal College of Psychiatry and the British Psychological Society, as well as key MPs and other influencers. This was a priority because commissioners and managers across the NHS were in the process of putting together spending plans to implement the NHS long-term and also to input the NHS 'People Plan', though this has now been delayed.

An important mechanism for making the case for child psychotherapy, and inputting into policy developments, is through the National Psychological Professions Workforce Group which links directly into NHS England and Health Education England. This group is developing a vision and a workforce plan for the psychological professions.

We are also very aware that many members continue to fight for the survival of services and for the child psychotherapy to be included in new service designs. We have supported a number of members who have approached us directly for help in making the case in their locality. We have gathered together the key documents that make the case for child psychotherapy so that they are easily available to all members. We are also aware that a lot of this activity is focussed on England and that different circumstances apply in the devolved nations. We are therefore increasingly engaging with and supporting developments in Scotland, Wales and Northern Ireland.

The focus of the campaign is now moving towards providing evidence of the positive impact of CAPPT and the services they are part of, especially in relation to children, young people and families whose needs are very complex, severe or long-standing.

Political work

As well as our work with HEE and representing CAPPT in the PPWG, we are building closer relationships with a range of professional bodies. These include professions which are key components of the multi-disciplinary services we champion and professions in the world of psychoanalysis, psychotherapy and counselling. We have joined ACAMH and the Children and Young People's Mental Health Coalition and are building relationships with charities concerned with the mental health of CYP, such as Mind and Young Minds. We have supported a number of campaigns for example to improve the welfare system and highlight the plight of vulnerable children and families such as asylum-seekers. These are reported on our website's newsfeed.

3. Progress work on issues relating to diversity and equality in the profession

Diversity and Equality Working Group membership: Isobel Pick (Chair), Nick Waggett (CEO), Krisna Catseras, Phillip McGill, Kate Robertson (Vice-Chair), Becky Hall, Lorraine McCleod, Nikolaos Tzikas, Khuzuma Akhtar, Eleni Chourdaki.

As part of the 2021 registration process, we developed a new form which will enable us to monitor diversity in the profession in a more comprehensive way. The questions we asked had been developed over a number of months in the Diversity and Equality Working Group (DEWG) and were discussed at the AGM. We recognised that asking questions in relation to this agenda can stir strong feelings, so we have tried our best to ensure that the questions we ask are sensitively framed and will generate data that will be useful both for monitoring diversity in the profession and also in improving it in the future. The form was completed by 690 out of 997 members which is a very high completion rate. This has produced a lot of data which is currently being analysed with the aim of reporting back to the AGM and informing ongoing work to increase the diversity of the profession.

The DEWG is also working on a range of other issues, including ideas for ensuring that issues of diversity and equality are actively taken up by all the directorates of the ACP, and ways to support members to do so. For example, members of the DEWG are involved in the Working Group set up by Training Council to examine the standards for entry to the clinical training; the work of this group has included an Equality Impact Assessment, the results of which will be taken into account in any revision of the standards. The DEWG is also considering establishing Study Groups which members could join to think about issues of diversity and equality in relation to the many aspects of the work of CAPPTs, and other ways to support members to engage with this agenda.

4. Increase and improve member engagement, liaison and support

Membership Engagement Surveys

During 2019 we undertook two significant surveys of members to inform the ongoing development of the ACP and ensure we are engaging with members effectively. Almost 300 members replied to each.

The April survey asked about member support, communications, events, training and satisfaction with services provided. The May survey asked about strategy and finance including registration fees. The headline results were presented at the AGM and then by email to members. They will help the Board in its thinking on future strategy.

Member communications and recruitment

This is a priority for the Chair and takes place via a number of channels, including direct emails and newsletters, the website, the bulletin as well as social media. The work takes place within the Operations and Liaison Committee and is described in more detail in the OLC Annual Report.

Events and Professional Development

Events and Professional Development Group membership: Nick Waggett, Marie Bradley, Isobel Pick, Leanne Stelmaszczyk (Events and Development Manager).

In the last year there has been an increased recognition of the need for the ACP to support the continuing professional development and post-qualification training of members. The feedback from the member surveys in 2019 was also that there was a desire for this. Whilst the ACP cannot, and shouldn't, try to replicate the provision of training organisations we do have a role to support members as a professional body. The successful delivery of level 3 safeguarding is a good example of this as it directly helps members meet their CPD requirements. There are other areas where we can meet the needs of members that might not be provided for elsewhere or which meet a strategic aim of the ACP such as building on the excellent new Independent Practice Guidelines, the need for CAPPTs to develop as system leaders as highlighted by the NHS long-term plan, and post-qualification clinical development.

Proposals for events and training can be generated from across the ACP's groups and committees and so we have put in place a new group sitting under the Board to act in the role of oversight, coordination and planning of events, conferences, webinars etc. The group will support the Events and Development Manager to develop and implement the agreed-upon programme of CPD and training including prioritising resources so that it meets the Board's strategic aims. This is a recent development and it will take time to develop the programme and find ways to ensure events are accessible to all members. The learning about use of online platforms during the COVID-19 pandemic will surely aid that process.

5. Ensure business continuity and long- term viability of the ACP as organisation

We have now had a CEO and Chair in place in the ACP for more than 2 years, and it is three years since the Board of Directors was formed to govern the ACP as a company limited by guarantee. These changes came into being to address the requirements of running the register of ACP members under the auspices of the Professional Standards Authority.

The roles of Chair and CEO have become clearer with time. As Chair I work to enable the Board of Directors to ensure that it carries out its functions of setting strategy and ensuring good governance, and as CEO, Nick puts the strategy into action, within parameters set by the Board.

The Board makes decisions on strategic questions and business planning for the whole organisation; the Directors have legal responsibility for the proper running of the organisation and need to be able to provide leadership and timely decision-making often on very dynamic and complex issues. But most of the work of the ACP is carried out in the four big committees that report to the Board, and their working groups. The four committees (or directorates) are Professional Standards, Training Council, Scientific Development and Operations and Liaison. Each of these committees is chaired by an executive director sitting on the Board, the enormous amount of work they have done on behalf of the profession can be seen from their Annual Reports. How the work of each committee fits into the overall strategy can be seen through the Annual Business Plan.

Organisational Risk Register

In addition to the Risk Matrix that the ACP is required to hold by the PSA, we have in the last 18 months held an organisational Risk Register which enables us to analyse risks related to the business of the Association and to the profession as a whole, rather than to the practice of members. This arose from the input of our Non-Executive Directors whose role includes scrutiny of the Board, committees and officers of the ACP. The types

of issues identified include: Risks of not maintaining financial viability; Risks to the viability of the profession; Risk of loss of membership support for the ACP; Risk related to the small size of the organisation. These and other risks are mitigated through actions undertaken by the CEO, Executive Directors, officers and staff including through the committee and sub-group structures. Significant actions are included in the annual Business Plan and, where there are financial implications, in the budget.

The ACP's risk register proved to be a useful tool for identifying the risks created by COVID-19. We have reviewed them both in light of COVID-19 to identify additional and increased risks and what actions need to be put in place to mitigate them.

As an organisation the ACP went virtual very quickly and smoothly and we are maintaining all systems and processes.

Finance and Remuneration Group

Membership: Andrew Hughes (lay NED), Jemima Phorson (Treasurer), Isobel Pick (Cahir), Kate Robertson (Vice-Chair), Nick Waggett (CEO).

The remit of this group is to advise the Board on all aspects of the financial running of the organisation, and to oversee the HR functions.

This year the group has overseen: monitoring our spend in 2019 against our budget for that year; the setting of our budget for 2020; ensuring that ACP terms of employment are consistent and in line with the law and good practice; ensuring our reserves are invested appropriately; overseeing the transfer of our book-keeping to a new system, and reviewing our financial planning in the light of COVID-19.

In addition, we have set up an Income Generation Working Group which includes the Director of Finance, to consider ways to address our ongoing budget deficit. The Board has set the aim of a balanced budget by 2021. Raising member fees in 2020 by more than inflation (after we established via the May 2019 member survey that this would be acceptable to a majority of members) has halved the deficit. A number of other initiatives are being examined to see if we can bridge the other half.

Office Staff

The expertise that the staff in our office bring to our work is immense. Nick Waggett (CEO), Jessica Jarmon (Business Manager), Leanne Stelmaszczyk (Events and Development Manager, currently on maternity leave) and Lydia Gilbert (Membership Engagement and Administrative Officer) are managing to keep our systems going and at the same time continue to get the running of the organisation onto a much more professional footing. During the year we moved to Office 365 and Teams, which enables better secure management of documents, emails and remote meetings, and following the COVID-19 lockdown, we moved very smoothly to remote working.

During 2019 we also appointed our CEO on a permanent basis. When the role was first created in January 2018, it was on an interim basis and the post was subject to review before it was made permanent. The Board carried out its review and concluded that the post is essential for the future development of the organisation and to our capacity to campaign and lobby for the profession. This view was supported by the feedback in our 2019 member surveys, and in June we confirmed the post as a permanent one. Following a transparent and rigorous recruitment process, the Board appointed Nick Waggett to the permanent post of CEO of the ACP. There was a strong field of applications and Nick stood out in the way he demonstrated a capacity to think with clarity and sophistication about the role of the CEO in leading the ACP in the context of the challenges and opportunities we are facing.

Member employees

As well as our office staff, the ACP employs members to do specific jobs which carry responsibility and can be hard to fill without remuneration. These are: all the executive director roles plus the Editor and Production Assistant of the journal, the Social Media Lead, the Chair of EPG and the CPD Lead. Members involved in organizing the conference receive in-kind remuneration through reduced fees to attend the conference. A number of Board members' terms of office ended during the year and the Board set up a Succession Planning Group particularly to recruit new non-executive directors and to plan for the appointment of the next Chair, who will take over in January 2021.

Member volunteers

We could not do all the things we do without the involvement of members who take on smaller roles on a voluntary basis. All posts and roles in the ACP are advertised to members so that any member interested can apply. Recruitment takes some effort but we fill all the roles we need to. Members who have joined generally find it a rewarding experience that can be tailored around other commitments, and we need to convey that

more vividly to others. There are more than 100 members working for the ACP in this way (see “Know Your ACP” – updated each year in the autumn bulletin. A huge thank you to all of you working for the profession in this way!

Thank you to:

I would firstly like to thank all the members of the ACP who give their time to the many working groups listed above, and indeed across the whole ACP (for others, please read the Annual Reports for each committee and see “Know Your ACP” in the autumn edition of the bulletin). The membership as a whole owes you their gratitude: your work makes the ACP a lively organisation supporting its members and the profession!

Many thanks are also due to Phillip McGill who has been an excellent, Deputy Training Director and then Training Director over the last four years, and who played an important role on the Board as an independent voice, but also a very supportive one. Many thanks also to Claire Whitefield, who was an excellent CPD Lead and Registrar, and has handed over respectively to Louise O’Dwyer and Janet Shaw, who was a non-executive director for a short time and then moved on to be our current Registrar, a role she is taking up with dedication and care.

Two lay non-executive directors also left the Board this year: Barbara Lund and Andrew Hughes. Barbara had worked for HEE and played an important part on ACP panels accrediting training schools and during her short time on the Board introduced the idea of the Risk Register and contributed to the work of the Scrutiny Group. Andrew has a business and publishing background, and helped to get the Board thinking at a more strategic level, chaired the Finance Committee and contributed to the development of the journal. They both gave very generously of their time and energy, and epitomized the NED role of ‘critical friend’. We wish them both all the best for the future.

Many thanks also to our staff team Nick, Jessica, Leanne and Lydia who bring a degree of professionalism and commitment to their roles which we depend on to develop in the way we currently are doing.

I’d also like to thank the members of the Board, who work together in a friendly and thoughtful way to meet the challenges we face. Our executive directors work very hard and all carry a great deal of responsibility wisely and collaboratively. Our non-executive directors carry the responsibility of being on the Board without remuneration.

They all carry out tasks for us beyond their membership of the Board, and our lay NEDs especially each bring expertise from a different area of life beyond child psychotherapy, which enrich and inform our thinking and help us to remember the world beyond the profession to which we must relate. I’d especially like to thank Kate Robertson, who has been an energetic and supportive Vice-Chair. I find the Board a lively, at times challenging, but very thoughtful working group, and it is an honour to chair it and to be Chair of the Association at this time.

Isobel Pick
Chair