



Summary Minutes of the ACP Board of Directors Meeting

Information for members about the ACP Board meeting held on Friday, Friday, 26th April 2024.

The ACP is governed by the Board of Directors in accordance with the Rules of the Association and is accountable to the membership through the AGM and regular communications.

The Board meets quarterly and after each meeting we send a summary to members to keep you up to date with developments.

1. Present:

Lynne Taylor, Chair
Olatayo Afuape, CAPT Non-Executive Director
Liz Bodycote, CAPT Non-Executive Director
Peter Cadman, Lay Non-Executive Director (until 16:45))
Daniela Dastros, Lay Non-Executive Director
Kate England, Director of Community Matters
Jo Goldsmith, Director of Professional Standards
Graham Hallows, Lay Non-Executive Director (until 17:00)
Claire Hopkins, CEO
Anjum Iqbal, Lay Non-Executive Director
Christine Robson, CAPT Non-Executive Director
Janine Sternberg, CAPT Non-Executive Director
Jessie Woods (until 17.00)

In attendance:

Max Sesay, Accreditation Officer, Professional Standards Authority (Observer)
Tessa Trabue (Minutes)

2. Hellos and goodbyes

Lynne started by welcoming everyone to the Board meeting. A round of introductions was made, with hellos to the new Director of Training Jessie Woods, and the two new NEDs Peter Cadman and Daniela Dastros.

Lynne confirmed that it was the last Board meeting for Anjum Iqbal who would be stepping down in May and warmly thanked him for all his hard work during his time as a NED.

3. Minutes of previous meeting

The minutes of ACP Board meeting 26th January 2024 were accepted as an accurate record.

4. Recruitment – Lynne Taylor

a. Non-Executive Directors

Anjum is stepping down and this was his last meeting. Peter and Daniela have just joined the Board, and Placida Ojinnaka will be starting on 10th May, and joining Olatayo Afuape in working on EDI issues.

b. Director of Finance

There was a competitive recruitment process with very strong candidates shortlisted and interviewed on 12th April. The role has been offered and the HR checks are in progress and the new Finance Director will be present at the next July Board meeting.

c. Safeguarding Lead

This is still vacant and Lynne and Jo are working on recruiting for this.

d. Vice Chair, Director of Scientific Development and Deputy Director of Training

These vacancies are on hold until the organisational review has been progressed further.

Lynne thanked the Operational Team for all their help with recruitment over the last six months.

5. Finance – Claire Hopkins

Claire gave a summary of the current financial position and update on the matters below.

2023 ACP Management Accounts

In terms of profit and loss, the income at the one quarter mark was higher than budgeted. This variance was due to the three factors – the income from events, the journal royalties and the membership income being higher than budgeted at this point of the year. Operating costs were over budget, but this mostly attributable to the CRM system development. These costs show as a large deficit but Claire explained that it had been agreed at a Board meeting to use the reserves for the website upgrade, so when that is taken into consideration the actual deficit is very small, which was very good news.

In response to a query about the variance in the budget under membership, Claire explained that it wasn't that the membership has dropped, the figures reflect the effects of the changes of paying by instalment.

Investment Report

Claire shared the Tilney Investment Report about the ACP investments from 1 January 2024 to 31 March 2024, and the returns on these investments, explaining that over the years the ACP has been able to put a good portion of reserves into investment accounts. She also confirmed that she had raised the question of ethical investments with Tilney since the last Board meeting, and as best as they can say, the ACP monies are being invested into low risk, ethical bonds.

Royalty Statement for Taylor and Francis

Claire shared the royalties statement from Taylor and Francis where the Journal of Child Psychotherapy is published. She explained the total revenue earned and the royalties due to the ACP, which are paid out incrementally throughout the year, which is a good source of income of the ACP.

PSA Standard 9 (EDI)

The Finance & Remuneration team are currently working on the following tasks:

1. Ensuring that all Directors, staff and volunteers are aware of the internal policies contained in the Employee Handbook around fairness and equity, and that they are aware where they can take any concerns. Claire updated that once the Millertech project is complete, the Operational Team will assign each core team member with a profile on the new HR system, Breathe. Claire said that appraisals will soon be underway as well in which EDI will form a core component.
2. Developing a place on the website where both existing and potential employees can access relevant policies, which will be finalised once the website is complete.

3. Developing a written policy describing the open recruitment process to all paid and volunteer roles that the ACP has been working on.

Millertech update – Project Report

Claire shared the Millertech report, detailing the progress and finances around the ongoing implementation of the new CRM system on the website. Claire added that this does not show the enormity of the work involved in this work, especially by Jessica Jarmon, the Business Manager. The project is running on schedule and is currently at the end of Stage 4. Stage 5 is only estimated to take 2 months, and then the project will be complete. CH said that a further update will be prepared for the next Board meeting which explains how beneficial the new website has been to the running of the ACP, especially for the Operational Team.

Hours for Chair's role

In a previous Board meeting Lynne had received Board approval to increase her hours from 2 to 3 days a week to help in the three-month period after the previous CEO stepped down and CH started. This was supposed to finish at the end of March. However, due to the work with the Organisational Review and other recruitment issues, Lynne had continued with 3 days a week past the 31 March. She asked the Board if they would be happy to extend this 3 days a week until after the Organisational Review is complete. The review will be presented at the July Board, and if it is met with support it would be taken to the AGM to be agreed in September, and then work would start on implementing the changes later in the autumn. Lynne added that as part of that work, she and Claire would be working to review and redefine each of their roles further. Claire said that Lynne's extension of the 3 days would not cause any additional cost as there is still a vacancy for the Vice Chair role, which makes up 3 days. Daniela mentioned that it was very important to support knowledge transfer and continuity of roles, and Jo said that the organisation had suffered in the past from a lack of continuity. Janine strongly supported this proposal and the rest of the Board unanimously agreed to continue with the extra day a week until the end of the year.

6. Governance

Risk register – Claire Hopkins

Claire talked through the headline risks giving the highlights on how they are being mitigated, and asked Board members to feedback if any risk factors needed to be altered.

1. **Risks of not maintaining financial viability: HIGH** - Claire said that some of the ways they were looking to mitigate this were to bring the accountancy function all in-house, which would save money, and to increase the numbers of people on the Finance & Remuneration Committee to include the Chair and another NED, which would create more stability. Other factors which should start helping mitigate this risk are the successful recruitment of the new Director of Finance, the conference being all online this year, and the ability to pay by instalments on the new Civi website.
2. **Risks related to the protection of the public function and actions of ACP members: MEDIUM** - Claire said the measures being taken to address these included tightening up consent, data protection and governance in areas such as the annual conference; having Complaints as a standard item on the Board and Senior Management Team (SMT) agendas; and the recruitment of NEDs with substantial experience of regulation and governance. Jo mentioned that a catastrophic cost would occur if the ACP were taken to judicial review. It was asked if insurance would cover this, and Claire agreed to look into this. After discussion it was decided to increase the impact of this risk from 3 to 4, and to add the risk register as a standing item on the Executive Group agenda.

3. **Risk related to the small size of the organisation and increased responsibilities: HIGH** - The ACP is a small organisation run with low numbers of paid staff, many volunteers and a lot of goodwill. Claire highlighted some of the risks which included the Directors and Operational team being very stretched; a number of vacancies still outstanding; and exit interviews revealing staff leaving due to difficult workloads. Some of these are ongoing historical risks, and the current organisational review is working on addressing these.
4. **Risk of loss of membership: HIGH** – Claire said that once the organisational review is complete, a new Task and Finish Group will be set up to address the issues from the members survey highlighted in the PARN report, and possibly a Workforce Development committee or directorate. After discussion with the other Board members, it was agreed to downgrade this likelihood of this risk occurring from 3 to 2.
5. **Risk to capacity to train CAPT workforce: HIGH** – Claire mentioned that the five Training Schools are under huge pressure, especially due to the changes in the funding structure. She added that the PPN taxonomy, and who gets called a Child Psychotherapist, are some of the main concerns. In terms of mitigation, Claire said the proposed ScopEd project would better protect and empower the public by outlining the difference between each of the trainings offered, and who to go to for what. (Lynne added that she would email the Board separately with fuller details about the PPN/ScoPEd proposal). The ACP has funded the Training Development Lead post for a fixed term to help increase training, diversity and accessibility, and with this addition help the investment in workforce expansion should result in increased numbers of trainee and qualified CAPTs who hold ACP membership. Support has also been offered to some Training Schools to address changes following the re-tendering process.
6. **Risks to the viability of the profession: HIGH** – Claire briefly summarised the work being done to mitigate risks in this area, including making the case for CAPT insurance policies and supporting developments in the devolved nations.
7. **Risks related to corporate governance of ACP failing to act lawfully: MEDIUM** – Risks have been mitigated in this area by providing all Directors and NEDs with a contract and handbook outlining responsibilities for good governance. The Risk Register is reviewed regularly, and the ongoing organisational review is looking at ways to improve the functioning and delivery of priorities.

Summary of complaints – Jo Goldsmith

Jo said that there was one new complaint since the last meeting concerning two ACP members. Legal advice was sought and it was felt that the complaint did not reach a level to warrant further investigation, and it has now been closed.

There were two other longstanding complaints that Jo has been holding. The disciplinary hearing for the first had now taken place and should nearly be at the end. A new interim suspension panel had to be set up for the second one, and the member has been placed on further interim suspension until June whilst the investigation takes place. Lynne thanked Jo for her work on these sometimes difficult cases. Janine asked if an event could be put on for members to talk over and clarify the complaints process, and Jo cautioned that it would be tricky in terms of confidentiality, but Lynne suggested bringing this to Executive Group for further discussion.

Scrutiny Groups

Traditionally the NEDs on the ACP Board have formed a Scrutiny Group. Due to the changeover in NEDs, there currently isn't a group, and Lynne encouraged the new NEDs to think about if they would like to form a group, and to contact Lynne directly about this.

7. 2024 ACP Business Plan

Due to the ongoing organisational review, and the short time that Claire has been in role as CEO, Claire has put together a short-term business covering March – December 2024, and she outlined the key tasks they were planning to cover in this time. The first is to conduct the organisational review to ensure that 1) the ACP is fulfilling its primary tasks; 2) the organisation is in alignment with the stated social mission, values, key objectives etc; and 3) to consider whether the correct legal structure is in place, and if any changes need to be made to governance. Ongoing work is taking place to clarify and improve the lines of accountability, areas of responsibility, the management structure and to implement new practices like regular appraisals. They are also looking to improve internal governance (which will include the PSA reaccreditation); strengthen the Board, Directorships and external consultant base, including by reviewing the length of tenure for each role to ensure continuity and better succession planning. Regarding EDI, work is ongoing in several areas, and Lynne and Claire had been working with Olatayo to form a clearer implementation plan across the organisation. Claire said they are working to ensure continued financial sustainability of the profession; and looking at various ways to support the membership experience, including addressing the feedback in the PARN report, reviewing the impact of the new website and the pay by instalments option, and making a success of the upcoming June conference.

8. EDI update

a. Race is complicated toolkit

The link to this was sent to the Board before the meeting, and Lynne encouraged everyone to look at this.

b. Diversity & Equality Working Group (DEWG) update

Claire said that they had met with the DEWG group recently to better understand their Terms of Reference and how the ACP can be better aligned with them. Lynne is very keen that EDI is embedded across the whole organisation, with continuous learning and reflection.

c. Reading Groups

Some of the monthly Reading Groups are still ongoing, and Claire met with the reading group leads supervisor, William Halton, on 22 April 2024 to discuss how these can keep going, and how the feedback from them can go both ways. Lynne is keen to extend the membership of the Reading Groups to all those that may be interested, but is aware that some are very established. JG pointed out that these usually run from October to July, so there is time to contact the reading group leaders before the start of the next term.

9. Organisational review

Due to the late running of the meeting Lynne will send out a timetable for the organisational review to Board members and answer any questions by email.

10. Summary of Exit Interviews

Exit interviews are in progress and the organisation will take learning from the feedback and implement necessary changes. This will remain a standing item for the Board agenda but may be fed back twice yearly instead of quarterly to ensure anonymity.

11. AGM 2024

Lynne proposed that the AGM be moved from July to September. This is so the work of the organisational review, which will finish in the summer and need to be approved at the July Board meeting, can then be presented, and approved by the AGM. The Board agreed to move the AGM to Saturday 28th September.

12. AOB

Lynne will send an email to the Board regarding the date of the next Board meeting,

Max Sesay said that on the 1st May he will be sending an official request for evidence for the full renewal assessment regarding the PSA reaccreditation with an expectation that this would be received from the ACP in six weeks.

13. Dates of the next Board meetings:

Friday 26th July 2024 – TBC

Friday 25th October 2024