

# Minutes of the Meeting of the Board of Trustees



the british  
psychological society  
promoting excellence in psychology

Date & Time: Friday, 13<sup>th</sup> December 2019 10.30- 16.00 hrs

Place of meeting: The Society's offices at 30 Tabernacle St, Shoreditch, London EC2A 4UE.

P = Present; A = Absent

<b>Membership:</b>	President	David Murphy	<b>P</b>
	Vice-President	Vacant	
	President-Elect	Dr Hazel McLaughlin	<b>P</b>
	Honorary General Secretary	Dr Carole Allan	<b>P</b>
	Honorary Treasurer	Dr Roxane Gervais	<b>P</b>
	Chair, Practice Board	Ms Alison Clarke	<b>P</b>
	Chair, Education and Training Board	Dr Juliet Foster **	<b>P (in part)</b>
	Chair, Research Board	Professor Daryl O'Connor	<b>A</b>
	Trustees	Professor Clifford Stott	<b>P</b>
		Mr Chris Lynch	<b>P</b>
		Dr Esther Cohen-Tovee	<b>P</b>
		Ms Christina Buxton	<b>P</b>
	Dr Adam Jowett	<b>P</b>	
<b>Observer</b>	Chair of Representative Council	Dr Peter Branney	<b>P</b>
<b>In attendance:</b>	Chief Executive	Sarb Bajwa	<b>P</b>
	Director of Finance & Resources	Harnish Hadani	<b>P</b>
	Head of Legal and Governance	Christine Attfield (note taker)	<b>P</b>
	Director of IT	Mike Laffan ***	<b>P (in part)</b>
	Director of Policy	Kathryn Scott	<b>P</b>
	Director of Membership and Professional Development	Karen Beamish	<b>P</b>
	Director of Communications and Stakeholder Engagement	Rachel Duffton	<b>P</b>
	Change Programme Director	Diane Ashby *	<b>P (in part)</b>
	Lay Finance Advisor	Richard Gant *	<b>P (in part)</b>

\* Present until lunch at 13.10hrs

\*\* Present until 14.00hrs  
( after Item 15)

\*\*\* Present until 15.00 hrs (after  
Item 16)

## 1. Apologies for Absence and Welcome

Noted 1 Apologies were received from Professor Daryl O'Connor.

## 2. Confirmation of agenda and decisions required from the meeting.

Noted 1 It was agreed to reorder the Agenda Items as follows:

- Items 9 and 15 to be switched around in the Agenda
- Item 14 to be discussed after Item 15
- Lunch after Item 8

The minutes reflect the order of the Agenda rather than the order the items were discussed at the meeting.

## 3. Conflicts of Interest/Any declarations

Noted 1 Dr Esther Cohen-Tovee declared an interest relevant to discussions in respect of Recompense which is an item in the CEO's report. Dr Cohen-Tovee explained that as Chair of the DCP, she is eligible to receive a benefit under the Recompense Policy. It was agreed that Dr Cohen-Tovee would be required to leave the room whilst discussion took place in respect of the Recompense proposals.

Apart from the above, there were no further declarations of interest.

## 4. Minutes of the previous meeting.

Agreed 1 The minutes of the previous meeting of the Trustees held on 27<sup>th</sup> September 2019 were approved.

Alison Clarke referred to the discussions at the previous meeting of the Board in respect of membership of the HR Sub-Committee and reminded the Board that she had expressed a willingness to remain as a member of the HR Sub-Committee until her successor has been appointed. Notwithstanding this, Alison did not receive an invitation to the recent HR Sub Committee. The President apologised to Alison the administrative error which led to her omission from the mailing list and advised Alison that this will be rectified forthwith.

**Action: HR Manager**

## 5. Matters arising from the minutes:

### Noted 1 5.1: The Action Log

The Trustees considered the Action Log. The CEO reported to the Board:-

- **Item 2 & 4** are to be removed as they are now incorporated into other pieces of work.
- **Item 5** : Concur has been discussed at the Finance Sub Committee meeting which is to report back to the Trustees as this meeting
- **Item 6**: A request has been made to KPMG and we are waiting to hear.
- **Item 7** A report was considered by the HR Sub-Committee which will be reporting back to the Trustees as this meeting.
- **Item 8** This has been completed
- **Item 9** The USS debt is in payment
- **Items 10 & 11** are ongoing

## 5.2 Other matters not covered elsewhere

There was no discussion of any other items

### 6. CEO Report

The CEO presented his report to the Trustees

Redaction

Strategic Planning Process.

Noted 2 The key timelines for the strategy development process. The President observed that although an external consultant was engaged during the development of the 2015-20 Strategy, the process recommended in the report is somewhat different to that adopted previously.

Noted 3 The Trustees discussed the proposal that an external strategy consultant be appointed to support the process and the external consultations. A sum of £50K has been set aside to cover this. Questions were asked as to whether this figure was realistic in the light of the specialist skills and experience an external consultant would need. The CEO referred to the scope of the role of the proposed consultant in the process. The consultant would not be used for the drafting of the strategy. A review of the proposal to use a consultant would take place after Phase 1. The benefits of engaging a consultant to “stretch” the thinking of the Society were acknowledged

Noted 4 The importance of consultation both internally and externally including the external users of psychology services.

A sub group comprising trustees and SMT members be established to take forward which will include the following trustees: - Professor Clifford Stott, Dr Hazel McLaughlin, the Vice President, David Murphy, the President (who will chair the group) and Chris Lynch.

Noted 5 A Trustee/Away day to be held early in 2020 – possibly in March 2020  
Action: The President and Head of Legal and Governance

Noted 6 Dr Esther Cohen-Tovee left the meeting.

Noted 7 Redaction

Journals

The Society’s contract with Wiley is up for renewal. A paper will be brought to the next meeting concerning this.

Action: CEO and SMT

Psychologists and Climate Change

- Noted 1 The CEO and President's attendance at a Global Summit organized by the APA and the OPP (The American and Portuguese Psychological Associations) in Lisbon to explore the issue of Climate Change. The summit focussed on the role psychology can play in climate emergencies and resulted in the signing of a joint resolution on behalf of member associations as set out in the papers.
- Noted 2 Outputs from the two day workshop will be shared with a small group of individuals, including BPS, who will then analyse, assess and aim to establish some priorities. The outputs from this small working group will be shared back with the larger group of attendees at the Lisbon conference.
- Noted 1 Communications.  
The Communications Update from Rachel Dufton, Director of Communications and Stakeholder Engagement.
- Agreed 1 The first two online communities for students and members of DCP have been launched and there are 1000 active users. The third community which will be open to all members should be in place in January.
- Membership and Professional Development
- The Paper from the Membership and Professional Development Directorate
- Noted 1 The first stage of the application for accreditation as an End Point Assessment Organisation with the Institute of Apprenticeships has been completed. The Stage 2 submission is in March 2020.
- Noted 2 Membership Services Team and the Customer Services Team have been integrated alongside the two directorates (Qualifications and Standards and Membership Services) to become Membership and Professional Development. The benefits are now being seen in terms of costs and service.
- Noted 3 The Directorate has been heavily involved in the development of the Virtual Learning Environment.
- Noted 4 In response to a question concerning subscription fees, the Director of Membership and Professional Development confirmed that it had been agreed at a previous Board Meeting that these would not be increased for 2020 but an increase is likely to be proposed for 2021 though this will be confirmed in 2020.
- Noted 5 Membership revenues will show a modest increase for this year from predictions and will now achieve the budget amount of £5,313M. Retention has also slightly improved. DCP membership is down however and opportunities are being considered with DCP to grow membership
- Noted 6 Referring to Chartered members who have the highest retention rate, a Trustee asked that the process for renewal be made as easy and quick as possible. One Trustee asked about the communication of internal changes and asked for timely communication to membership of the changes.

Action: The Director of Membership and Professional Development.

## Policy

The Policy Department Update.

The paper to the Board from the Director of Policy

Noted 1 Referring to the results of general election which had been declared overnight and the changed political landscape, the Director stated that the Policy team would need to review its strategy and in particular the poverty narrative which will need reframing. There is also a need to establish relationships with new politicians who may be interested in, and supportive of, the objectives of the Society in particular areas.

Noted 2 Prescribing Rights: - the 1<sup>st</sup> Phase has attracted a lot of responses from members. The next stage will be to respond to the next phase of consultation.

Noted 3 Director of Knowledge and Insight

The CEO reported the appointment of Debra Malpass as Director of Knowledge and Insight. Debra will be starting her role on 13<sup>th</sup> of January 2020

## 7. Finance Update

Noted 1 The CEO explained the process this year for developing the 2020 budget. The methodology and manner of constructing the budget is very different and provides a greater transparency than previous budgets. It will be subject to review in 6 months.

Noted 2 The in-depth process of compiling this year's budget has revealed a number of irregularities in financial recording. An example of this is the travel budget which has a number of items posted which would not normally be under a travel budget. These irregularities are being addressed. There is however a high level of confidence that this budget is a realistic budget and is prepared in a way which enables focus on the operational side of the business.

Noted 3 Redaction

Noted 4 The 2021 budget will look different as more of the underlying issues are clarified. In addition a new cost centre coding hierarchy is to be introduced across the organisation to ensure greater transparency to the Board.

Noted 5

The Director of Finance & Resources gave a PowerPoint presentation to the Board providing an overview of the key points of the 2020 budget proposal. Points made included the following:-

- The Budget has been carefully considered by the Finance Sub Committee which has made a recommendation to the Board to approve the 2020 Budget proposal.
- The budget slides chart aggregate income and expenditure from 2015. The budget has been built differently than in previous years, built from the bottom up and with more granularity based on informed experience through working

closely together with the directorates.

- Staffing costs have increased in 2019 and are budgeted to increase further in 2020 reflecting the need for the Society to invest in more highly skilled staff to deliver the objectives of the Society.
- The budget figures have been prepared with a greater focus on the operational aspects of the budget. Previous budgets have placed reliance on investment gains, which are not only subject to volatility but also take the focus away from operational performance.
- The budget is a deficit budget in line with the forecast made in June 2019 and recognises a period of change to sustain and develop the Society. Looking to the future, 2020 costs will stabilise and the year will further benefit from improvements in member networks and conferences. The current expectation is that the Society will be in a breakeven position by 2021 and achieve surpluses beyond 2021.
- Investment gains and journal income has been removed from the income on the slides as the Society has no control over the investment movements particularly stocks and equities and they are uncertain regarding the future of the journal income due to “open access” these and they are uncertain, especially journal income. As a result the Society has focussed on areas within its control which it can then subsequently improve and drive forward.
- Investment gains have masked the real issues the Society needs to consider. With investment income and focussing on the operational activities of the Society, there is transparency about the key loss making areas which need to be addressed as priorities during 2020 are conferences and member networks.

Noted 6

In the power point presentation given by the Director of Finance and Resources, slide 2 of the presentation includes all income and expenditure, slide 4 excludes investments and slide 5 excludes investment and journals.

Noted 7

Richard Gant, Lay Specialist Financial Advisor assured the Trustees of his confidence in the Budget figures, having gone through these at length the day before with the Director of Finance and Resources. He advised that he endorsed the budget figures primarily because these are prepared from a “bottom up” basis which represents a major change from the previous years.

Noted 8

One of the trustees observed that the way the budget had been prepared was very prudent but reminded the Board that investment gains have never been built into the budget.

Noted 9

A request from a Trustee to have sight of a workforce plan to see how growth is managed which could be shared with the HR Sub-Committee. Another trustee asked if it would be possible to see a risk assessment attached to the budget.

**Action: Director of Finance and Resources.**

Noted 10

A Trustee enquired about and how Member Networks could be helped to understand how to play their part in the necessary changes by better budgeting and cost control

around their activities. The Director of Finance and Resources explained that this was a process of briefings which would take place at Treasurers' meetings.

Noted 11 The Chair of the Finance Sub-Committee commented how pleased she was to see the new process for devising budgets and the more granular scrutiny of financial information. The operationally focussed budget reaffirms the need for change and justifies why the Society is investing.

Agreed 1 The Trustees approved the 2020 draft Budget

## **8 Society Change Programme Update**

Noted 1 The Paper entitled The BPS Change Programme Update

Noted 2 The Change Programme Director gave an update to the Board in respect of the progress that has been made highlighting the following:

- The review of Concur: A suspension of payments for Concur was agreed pending a full in depth review of the system. This has now taken place. Alternative options have been considered which are more suited to the Society's requirements and represent a considerable saving going forwards. For example, Cascade which we currently use for human resource management can offer a similar product at a fraction of the cost.
- The procurement of a Virtual Learning Environment (VLE) had been concluded with the contract being awarded to Titus Learning.
- The budget and the actual expenditures are in line. In the next financial year, the importance of delivery within the financial envelope agreed by the Trustees is acknowledged.
- Tender documentation for a Customer Relationship Management (CRM) system has been sent out and submissions are due by 6<sup>th</sup> January.
- The workforce reaction to the Change Management programme has been very positive.
- From January 2020, monthly briefings to the Senate are planned.

Agreed 1 Following a recommendation from the Finance Sub Committee, the Board of Trustees agreed that we do not proceed with Concur

Noted 3 In response to a question from a Trustee concerning the monthly briefings to Senate, it was acknowledged that the communications to the Senate need to reflect the different audience from those provided for staff. The President Elect offered to assist the Director with the first briefing in January and a teleconference will be arranged to take this forward. It was also acknowledged that the newly created online communities

could also promote communications.

**Action: The Director of Change Programme and the President Elect.**

Noted 4 In response to a question from a Trustee concerning the Mental Health First Aiders training, the Change Programme Director confirmed that this has been well received by staff and the Head of Human Resources would be able to provide further information on the package of initiatives and support provided to staff to the Trustees if requested.

**Action: Head of Human Resources**

## **9 Member Journey update**

Noted 1 The Paper of the Director of Membership and Professional Development

Noted 2 The Director outlined to the Board the progress to date on the Member Journey Initiative. Social Kinetic have been appointed to assist the Initiative and Phase 1, the scoping phase of the Initiative has been completed. The work is proceeding on time and to plan.

Noted 3 In response to a question from a Trustee concerning the governance and risk arrangements, the Director confirmed that it was proposed to establish a Steering Group to oversee this Initiative comprising Trustees, SMT members and members from Social Kinetic. Dr Esther Cohen-Tovee, Dr Carole Allan, Christina Buxton and Chris Lynch all agreed to be on the Steering Group. Dr Esther Cohen-Tovee agreed to Chair the Group. The President Elect will attend the inaugural meeting and act as a link to the Presidential team.

**Action; The Director of Membership and Professional Development.**

## **10 Board Updates**

### **Education and Training Board**

Noted 1 In the absence of the Chair, The Director of Membership and Professional Development advised that the inaugural meeting of the Board had taken place with full attendance. Two task and finish groups have been established, one to look at school based education and the other to consider undergraduate education.

The group is supporting the Society internally and is considering PACT committees and qualification committees.

### **Practice Board**

The Chair's spoke to her report within the Board papers which includes

- The Board's consideration of the MOU with the Red Cross
- New ways of recruiting to the Board are being introduced to ensure that the Board has the skills and experience on the board needed.
- The issue of Prescribing Rights which is starting to generate work at Board level.

### **Research Board**

- Noted 1 The update in the Board papers
- 11 Presidential Taskforce on Diversity and Inclusion Terms of Reference Board**
- Noted 1 The Paper from the President “Diversity and Inclusion Terms of Reference”
- Noted 2 The advert for volunteers appeared in the Psychologist and on social media. 81 individuals have shown an interest, with 20 completed Expressions of Interest to date. The closing date is in the New Year.
- Noted 3 An initial 2 day meeting is planned for early March in order to shape the programme.
- Agreed 1 The Trustees agreed that they would like to hear of the progress of this initiative at the Annual Conference.
- Agreed 2 The Terms of Reference for the Presidential Taskforce on Diversity and Inclusion.
- 12 Partnerships**
- The Red Cross**
- Noted 1 The draft MOU between the Red Cross and the Society
- Noted 2 The amendments which have been agreed with the Red Cross to the MOU. Reference to any particular domain of psychological practice have been removed from the MOU.
- Noted 3 The pilot will focus on clinical and counselling psychologists and will conclude one year after the first psychologist is employed.
- Noted 4 The Practice Board have considered the MOU and have recommended its adoption.
- Agreed 1 The Trustees approved the Society entering into the MOU with the Red Cross.
- Sense about Science**
- Noted 1 The CEO outlined the proposal to enter into a one year partnership with Sense about Science. The modest financial obligations are included in the 2020 budget.
- Agreed The Trustees approved the Society entering into the partnership with Sense about Science.
- 13 USS Pension (Redacted)**
- 14. Data Protection Update**
- Noted 1 The Director of IT Services presented his paper “DPA/GDPR” highlighting the measures which have been undertaken to ensure compliance with the DPA 2018 Act.

Noted 2 A dedicated Data Protection Officer is to be appointed with interviews taking place next week. The post is initially for a 12 months fixed term and the person appointed will be tasked with ensuring that the Society is fully compliant with data protection legislation.

Agreed 1 The President Elect asked for Data Protection to be a standing item on the SMT agenda. This was agreed

**Action Director of IT Services.**

## **15 The Wider Workforce Initiative**

Noted 1 The paper presented by the Director of Membership and Professional Development titled Professional Standards Authority (PSA), Registration of Wider Psychological Workforce.

Noted 2 The business case presented to the Trustees at the last meeting of the Board and the request made by the Board for further details surrounding the risks and anticipated costs of managing the proposed register, including complaints and CPD monitoring.

Noted 3 The Director outlined the advantages to the Trustees of the Society becoming a registered body with the PSA. The Society is being encouraged to take on this role as the most appropriate body to do so and it represents a new revenue stream for the Society

Noted 4 The approach of other bodies currently acting as registering organisations and in particular BACP.

Noted 5 The proposal to have a designated fund for the registration activity

Noted 6 The updated financial model and the approach of other bodies currently acting as registering bodies. Applying the worst case scenario risk assessment to the projected costs of complaints for 2020, an additional £28,000 plus on costs making a total of £50,000 could be added to the financial model in the paper. The incurrence of such costs is most unlikely especially as the registration activity will not be starting until September 2020

Noted 7 The governance arrangements including the creation of a new Quality Assurance and Standards role to support the initiative and a new membership grade. The governance process to introduce a new membership grade will involve the convening of a special general meeting to seek approval from membership which is anticipated to take place in September 2020. The register could be held without granting membership whilst the changes to our governing documents are taking place.

Noted 8 Considerable discussion took place in respect of the scope and likely costs associated with becoming a registering body for the wider psychological workforce. Points made were as follows:

- The need to have a fully detailed risk assessment and clarity on the exact costs and risk of handling complaints.
- A Trustee stated that HCPC could be used as a comparator and provided some comparative costs which were higher than the cost of the organisations cited in the paper: - £5,400 for initial handling of the complaint, investigation to

hearing 33k. HCPC has 250,000 registrants. The Trustee pointed out that the costs would be more expensive for a smaller group.

- HCPC isn't the nearest comparator since it is a statutory register. Costs from other voluntary registers accredited by the PSA, namely the BACP and UKCP have been considered for comparison.
- Evidence appears to show that where an employer is involved in a quarter of the complaints they are more expensive to handle. People with lower training needs tend to have more complaints against them. This may be explained by a lack of governance around these roles
- Attention was drawn to information that the Director of Membership and Professional Development had included regarding two other voluntary registers of psychological therapists that are accredited by the PSA. The British Association for Counselling and Psychotherapy has 37k registrants and reported spending £74,828 on hearings alone in 2018-19. The UKCP, which has 8,000 registrants reported investigating 56 complaints in 2018/19 and report the total cost of managing complaints in that year was £387,947.

One of the Trustees stated that if the Society is to be relevant to psychology we need to make this initiative happen. The Society will become "irrelevant" if it does not get involved as there is an enormous risk if the Society fails to take this on that someone else will.

Agreed 1 The Trustees acknowledged and agreed the scope and likely ongoing costs associated with becoming a registered body for the wider psychological workforce ( particularly in relation to the management of complaints)

Agreed 2 The submission of an application to the PSA to become a registering body for the wider psychological workforce currently not within the scope of statutory regulation.

Agreed 3 To establish a designated fund to support the associated additional aspects (such as complaints) of becoming an approved PSA registering body

**Action: The Director of Membership and professional Development.**

Dr Juliet Foster left the meeting after discussion of this item

## 16. Psychological Governance Workstream

Noted 1 The presentation "Introducing Psychological Government" by Policy Advisor, Saskia Perriard-Abdoh, which provided an overview of a new programme stream which the Policy Directorate has been setting up aimed at embedding psychology as a discipline, and psychologists as experts within the wider policy field

Noted 2 This Programme is designed to develop pathways where psychology can be used in order to change the way policy makers practice, think, and feel. It also aims to create a space where the Society is seen as a thought leader where big picture questions relating to Trust, Identity, Relationships and Motivation can be asked.

Noted 3 The outline of the work priorities for 2020 within the programme.

## 17. Sub Committees

### HR Sub-Committee

Noted 1 In the absence of the Chair of the HR Sub-Committee, the Honorary General Secretary provided a report in respect of the last meeting highlighting the following:-

- Redacted
- The proposal to establish a Remuneration Committee It was agreed to defer consideration until an integrated pay scheme has been introduced.
- A report to the group in respect of the use of consultants, contractors, agency and interim workers which will be updated on a quarterly basis for the group.
- The organisational development work currently being undertaken in the HR directorate.

Agreed Redacted

### Finance Sub-Committee

The Chair of the Finance Sub-Committee highlighted the following:

Noted 1 The newly appointed investment managers, CCLA, will be taking over the responsibility for the Society's investments from the start of next year.

Noted 2 The Committee considered the year to date management accounts and the 2020 Budget and recommended the approval of the Budget.

Noted 3 A raft of financial policies which have been updated or created were scrutinised by the Committee

Agreed 1 A discussion took place concerning the approval process for financial policies. The Scheme of Delegation states that these should be approved by the Board. When the Scheme was adopted by the Trustees, the financial policies which were scrutinised by the Finance Sub-Committee were not in place. It was acknowledged that scrutiny of the policies lies with the Finance Sub Committee and the Trustees do not need to consider the detail of the financial policies and procedures.

### Risk and Assurance Committee

Noted 1 The Risk and Assurance Committee has not met this quarter.

Noted 2 Dr Juliet Foster has kindly agreed to chair the sub-committee and Carol McGuinness, the former chair has agreed to stay on the sub-committee as a member to provide continuity.

Agreed A date for the next meeting of the committee is to be circulated to all members of the committee

**18 Governance**

**Location of Meetings**

- Noted 1 The paper “Location of Meetings”
- Noted 2 The discussions of the Trustees in respect of the proposal to hold one of the four Board of Trustees meetings annually in a devolved nation in order to increase member and stakeholder engagement across the UK.
- Agreed 1 Consideration should be given to listening events within the Society of which the Senate is a key event which may better suit the promotion of stakeholder engagement.
- Agreed 2 To explore the possibility of aligning these aims with the meetings of Senate.  
**Action: CEO/ SMT**  
The Honorary General Secretary left the meeting.

**Election of Officers**

It was agreed that the Board did not need to consider this Agenda item at this meeting.

**Reflections on the Senate**

- Noted 1 The discussions in respect of the Senate meeting in October and the feedback from the Senate.
- Noted 2 One of the outcomes from the feedback from the Senate will be to ensure that it represents an interactive forum that is coproduced. It will be necessary to redesign the content and reflect on location to ensure member contribution.
- It has been agreed that a group will be set up to review. The Chair of the Senate will be taking this forward with the President, the President Elect, the CEO and SMT.

**Action: Chair of Senate**

**19 Conference 2020 update**

- Noted 1 The Director of Membership and Professional Development advised of the progress in respect of the plans for the 2020 Conference to be held in Leeds at the Royal Armouries.
- Noted 2 The Conference, “The Changing Landscape- Psychology for the Future“ will focus on:
- Themes for new technology
  - Workforce for the future
  - The Global Climate Change
  - Digital Health
- Noted 3 Speakers are being lined up for the Conference. Journalist and Broadcaster, Claudia Hammond has been booked for the final plenary. Work is being undertaken to ensure that the conference is fully inclusive and aligns with the Society’s aspirations outlined by the Presidential Taskforce for EDI

Noted 4      An ambitious poster programme will be in place.