

**BRITISH ASSOCIATION FOR  
BEHAVIOURAL AND COGNITIVE  
PSYCHOTHERAPIES**

**DEVELOPMENT PLAN  
2010-2013**

**[This revised version of the plan, which followed the membership consultation, was considered and approved by a joint meeting of the BABCP Board and National Committees Forum in London on Tuesday, 9 March 2010. The Board will be making decisions on steps for implementing the plan at its next meeting scheduled for 13 May 2010.]**

## CONTENTS

	<b>Page</b>
INTRODUCTION	3
Policy Context and Background	3
Strategic Intent of BABCP	4
Priority Strategic Aims	4
Development Planning Process and Consultation	5
Cost Implications	5
Format of Development Plan	6
 Strategic Aim 1 . TO MAINTAIN AND DEVELOP THE CORE BUSINESS OF THE ASSOCIATION	 7
<i>a) Membership Survey</i>	7
<i>b) Branch and SIG Structure and Function</i>	7
<i>c) Accreditation Services</i>	7
<i>d) Psychological Well-Being Practitioners (PWP)</i>	8
<i>e) Research Fund Programme</i>	8
 Strategic Aim 2 . TO DEVELOP COMMUNICATIONS SYSTEMS AND EXTERNAL RELATIONSHIPS THAT ARE CONSISTENT AND SUPPORT THE ASSOCIATION'S PURPOSE	 16
<i>a) Internal Communications and Relationships</i>	16
<i>b) External Communications and Relationships</i>	16
 Strategic Aim 3 . TO INCREASE THE INVOLVEMENT OF THE PUBLIC AND USERS OF COGNITIVE AND BEHAVIOURAL THERAPIES IN THE WORK AND LIFE OF THE ASSOCIATION	 22
 Strategic Aim 4 . TO DEVELOP A BUSINESS PLAN TO SUPPORT THE WORK OF THE ORGANISATION AND THE IMPLEMENTATION OF THE DEVELOPMENT PLAN	 25
 Strategic Aim 5 . TO DEVELOP EFFICIENT AND EFFECTIVE CORPORATE GOVERNANCE SYSTEMS AND PROCESSES	 28
 Strategic Aim 6 . CROSS-CUTTING OBJECTIVES TO DRIVE THE ASSOCIATION'S STRATEGIC PLANNING PROCESS AND INTEGRATE ITS COMMUNICATIONS FUNCTIONS	 32
<i>a) Strategy Planning and Implementation</i>	32
<i>b) Communications Strategy and Co-Ordination</i>	32

## INTRODUCTION

The purpose of this paper is to provide a Development Plan for BABCP that will set its aims and objectives within a strategic framework over the next 3 years.

As a registered charity the Association is required to comply with Charity Commission rules and heed its guidance. Board members, as Trustees of the charity, have a duty of care for the Association, which includes % being responsible for setting the charity's strategic aims, objectives and direction.+ (Charity Commission, 2008a).

In terms of good practice, the Charity Commission (2008b) has set out a number of standards, described as %hallmarks+, to help charities to improve their effectiveness.

### *Hallmark 1 – Be Clear about its Purpose and Direction*

%the Charity] has a clear idea of its mission, and the strategies and steps that it will make to achieve it, set out in written documents that are regularly reviewed, giving the charity focus, direction and clarity.+

and

% [the Charity] considers future sustainability . balancing what is needed now with what will be needed in the future.+

The Trust Board agreed in September 2008 to initiate a Development Plan project that would set out the Association's strategic direction, aims and objectives in line with Charity Commission guidance.

### **Policy Context and Background**

The background to this work is a rapidly changing external environment with a number of national policy initiatives (e.g. IAPT, HPC regulation, New Ways of Working for Psychotherapists) that are relevant to BABCP and its members, as well as the more recent economic crisis with resultant cost pressures in the health economy. Along with these external changes there has been a number of internal developments including BABCP becoming a registered charity, a rapid rise in membership numbers, and a significant increase in the number of paid officers to support the work of the Association.

It can be seen that the exercise in producing a Development Plan is in the context of the BABCP as a membership organisation undergoing a transformation from an association that has historically operated as a highly successful interest group (e.g. conferences, workshops, journals) to one that is providing an increasing range of professional services (e.g. practitioner accreditation, course standard setting, consultancy and advice). It is anticipated that following statutory regulation via the HPC the call on BABCP to provide professional services by its members is likely to increase. The

Development Plan has to reflect and facilitate these changes as well as maintain the established activities that are so highly valued by its members and others.

It is important to view this Development Plan as a starting point to the Association setting out its aims and objectives. Whilst the plan is set within a strategic framework, it does not attempt to provide a fully formed strategic plan, which would be much more detailed and comprehensive, including careful analyses of competitors, other threats as well as opportunities. We consider the clear and systematic presentation of a small number of priority aims to be appropriate and relevant to stage of development of the Association. However, the implementation and monitoring of these plans and objectives should feed into the next iteration of the planning process that can build on this solid foundation.

### **Strategic Intent of BABCP**

To begin the development planning process a workshop was held during a National Committees Forum meeting in November 2008. This was facilitated by Greg Spiro of SpiroNicholson, an established organisation development consultant.

The Association's Objects of Association are set out in its Memorandum of Articles. This states that the primary purpose of the Association is

to advance the theory and practice of Cognitive and Behavioural Psychotherapies (CBT) by the promotion of scientific research and its application of evidence based practice including assessment, therapy and consultancy, in a variety of settings in accordance with the Guidelines of Good Practice of Behavioural and Cognitive Psychotherapies.

In keeping with this it was agreed that the strategic intent (vision) of the Association is:

***'To be the lead organisation for CBT in the UK'***

### **Priority Strategic Aims**

In order to achieve our strategic intent we need to be clear about our direction and set out the steps we plan to take. These steps can be usefully expressed in terms of small number of focused priority strategic aims, with underpinning objectives that are SMART (that is, specific, measurable, achievable, relevant and timely).

Thus, the Development Plan includes the following *priority strategic aims*:

- 1) To maintain and develop the core business of the Association.
  - Branch/SIG networks, training, conference, accreditation, publications . in broad terms, membership servicesq

- 2) To develop communications systems and external relationships that are consistent with the Association's purpose.
  - E.g. improving membership newsletters, website and electronic communications; developing external media contacts and relationships; support for the implementation and expansion of IAPT, HPC regulation of psychotherapists and other policy developments.
- 3) To involve the public and users of cognitive and behavioural therapies in supporting the work of the Association.

To achieve our aims and to identify and manage the risks associated with its activities, the Association needs a small number of *key supporting strategic aims*:

- 4) To develop a business plan.
  - Incorporating a finance and workforce development plan to provide the required resources.
- 5) To develop corporate governance systems and processes.
  - Including operational, finance and HR policies and procedures.

### **Development Planning Process and Consultation**

Workstreams linked to each priority and key supporting strategic aim have been led by a Board member and senior Association staff, joined by relevant members of key Association sub-systems. Each workstream discussed and agreed a small number of objectives relevant to its strategic aim that are discrete, realistic, measurable, timed and costed.

A Strategy Project Group chaired by the President has overseen the activities of the workstreams on behalf of the Board. The Strategy Project Group has reported regularly on progress with this work and emerging proposals to the Board and National Committees Forum. In addition, a Strategy Reference Group, including sub-system committee chairs, a public/user representative, and patrons has been consulted periodically on the emerging Development Plan.

The draft development plan and information on how members can respond to its proposals will be disseminated via the Association website, Jiscmail, Branch and SIG networks, and sub-system committees week commencing 25 January 2010. Membership responses to the consultation will be considered in amending the final plan, which will be put before the Board and National Committees Forum on 9<sup>th</sup> March 2010.

### **Cost Implications**

Many of the proposed objectives and linked actions in the Development Plan will not have any cost implications. They can be carried out within existing

resources. The existing paid staff of the Association, together with Board and Committee members, will do much of this work. However, some proposed objectives will require additional, specialist or external resources and there will be a cost implication. It is envisaged that some of the costs can be offset by increased income. However, to implement the Development Plan fully, membership subscriptions and fees for other services provided by the Association may need to increase. Following implementation of the proposed plan the Board, advised by the Finance Committee, will consider the objectives and associated costs and make decisions about priorities taking into account the resources available. Estimated costs to achieve each outcome are included in the tables within the Development Plan.

### **Format of Development Plan**

In the following pages you will find sections relating to the following strategic aims:

1. Core Business
2. Internal and External Communications and Relationships
3. Public Involvement
4. Business Planning
5. Corporate Governance, and
6. Cross-Cutting Objectives.

Each section contains a brief narrative setting the context, followed by tables setting out detailed plans linked to specific objectives which are, where possible costed and given an indicative timescale. Some of the objectives and associated actions are related to the immediate/short-term implementation of concrete developments; others are more developmental in nature requiring further preparatory work and planning and may inform the next iteration of the development plan in 2013/2014.

## **Strategic Aim 1 – TO MAINTAIN AND DEVELOP THE CORE BUSINESS OF THE ASSOCIATION**

It is recognised that whilst the Association is going through a period of rapid transformation and needs to adapt to new challenges and demands, it is important that the organisation ensures that it maintains and develops the core activities on which its reputation has been built. To help with this aim a number of objectives have been identified concerning a comprehensive membership survey, a review of Branch and SIG structure and function, a review of the core training curriculum, implementation of an accreditation scheme for Psychological Wellbeing Practitioners, and development of the research fund programme. Thus this overarching theme comprises a number of distinct strategic aims.

### ***a. Membership Survey***

A comprehensive survey is proposed, using questionnaire and interview/focus group methods, in order to identify current services that are valued and the future needs of the membership. This will help BABCP offer membership services that are consistent with its developing role as the professional organisation of choice for behavioural and cognitive therapists and the lead organisation for CBT in the UK. This exercise will feed into the Association's ongoing development by fostering a democratic and responsive culture in which members requirements and the organisation's aims are aligned (see Table 1 for details).

### ***b. Branch and SIG Structure and Function***

Branches and SIGs play an important role in supporting the interests and needs of members as well as furthering the aims of the BABCP. It is timely to review the current structure and function of Branches and SIGs, with particular reference the ways they relate to each other and to the centre in order to better meet the needs of members and ensure good governance arrangements (see Table 2 for details).

### ***c. Accreditation Services***

The Association currently provides a range of accreditation services, (Practitioner, Supervisor and Trainer and Course accreditation) that are highly valued and have become a core component of its business. It is therefore important that these functions are reviewed periodically to ensure that they are contemporary, fit-for-purpose and efficient.

Recent developments in competency-based approaches to therapist training and evaluation, along with advances in the application of third wave therapies suggest that existing criteria relating to accreditation and (re-accreditation) of practitioner cognitive and behavioral therapists require review and updating. This will help to establish a set of core professional competencies and potentially broaden access to BABCP practitioner accreditation, reflect contemporary practice and encourage increased applications for Association membership (see Table 3 below for details).

These developments in Practitioner Accreditation, along with the new Psychological Well-Being Practitioner accreditation scheme (see below), and existing Course and Supervisor and Trainer Accreditation services need to be co-ordinated and managed effectively to ensure equity and consistency of standards. The recent appointment of a paid Senior Accreditation Liaison Officer with oversight of these accreditation services will help in this regard. It is proposed also that a Board Member becomes the designated Accreditation Services Director for the Association with responsibility for overseeing the management of its accreditation functions and developments.

***d. Psychological Well-Being Practitioners (PWP)***

The Association has agreed to provide an accreditation scheme for the Psychological Wellbeing Practitioner (PWP) workforce in recognition of the contribution this role has to the delivery of cognitive and behavioural psychotherapies. This new scheme will be launched in January 2010 for PWPs who have successfully completed an IAPT accredited training programme, with other routes (including a time specific grand-parenting route for those undertaking role prior to training) rolled out later in 2010 (see Table 4 below for details).

***e. Research Fund Programme***

The Research Fund is a recent innovation that has been highly successful to date in funding small-scale research projects. The fund derives from a levy against income generated through the conference and workshops programmes and the Gift Aid scheme. However, the amount of funding available year on year limits the scope of the type of research (and thus researcher) that can be supported through this programme. A brief review of the programme will be undertaken to explore ways in which the fund can be increased so that the programme can look to support and/or commission research or research capacity-building projects to support its aims and objectives (see Table 5 for details).

**Table 1****Strategic Aim 1a: To develop and deliver membership services that meet the membership's current and future needs**

Objective	Rationale	Action(s) required	Outcome Indicator(s)	Timescale	Resource/Cost Implications	Lead Person(s)
1. To complete a detailed and comprehensive survey of the membership	As a membership organisation BABCP needs to offer membership services that are valued by its members and meet their current and future professional development needs	Scoping exercise by a time-limited working group to consider the methodology for carrying out a full membership survey	Production of a report setting out costed options for both in-house and contracted-out surveys	June 2010	£1,500	Nominated Trustee Jenny Riggs Stephen Gregson
%	%	Undertake full membership survey	Initial membership survey report produced	April 2011	Upto £10,000 (if contracted out to an independent provider)	Nominated Trustee Jenny Riggs Stephen Gregson
%	%	Consultation on membership survey report to refine and prioritise results	Final membership survey report produced, including prioritised recommendations	July 2011	£1,500	Nominated Trustee Jenny Riggs Stephen Gregson

**Table 2**

**Strategic Aim 1b: To develop the organisation and functioning of BABCP Branches and SIGS**

Objective	Rationale	Action(s) required	Outcome Indicator(s)	Timescale	Resource/Cost Implications	Lead Person(s)
1. To complete a review the current structure and function of Branches and SIGs	Developing the organisation and structure of Branches and SIGS will enable better services to be provided locally and improved integration with aims of the Association	Completion of a review by a sub-group of the Branch Liaison Committee supported by BABCP Central Office	Production of a review report with recommendations for consultation	April 2011	£5,000	Nick Wade Jenny Riggs

**Table 3**

**Strategic Aim 1c: To ensure that BABCP accreditation services and processes are criteria are contemporary, fit-for-purpose and efficient**

Objective	Rationale	Action(s) required	Outcome Indicator(s)	Timescale	Resource/Cost Implications	Lead Person(s)
1. To review and update training criteria and core professional competencies for BABCP practitioner accreditation	As the national organisation for the accreditation cognitive and behavioral practitioners it is important that our criteria, processes and standards reflect contemporary practice and are equitable and accessible to therapists trained in a range of evidence based therapies	Carry out a review of existing curriculum guidance and core professional competencies with reference to nationally agreed standards, in consultation with key stakeholders (e.g. IAPT, training courses and service providers)	Delivery of a review report including recommendations	November 2010	£2,000	Amanda Cole Nominated Trustee Jenny Riggs
‰	‰	Development of Knowledge, Skills and Attitudes (KSA) guidance and training materials for CBT, IAPT and other relevant training course selectors	Delivery of KSA guidance and training packages	April 2011	£2,000	Amanda Cole Nominated Trustee Jenny Riggs

<p>2. To establish a Board Sub-Committee to ensure the Association's accreditation services</p>	<p>To be equitable, efficient and consistent the Association's accreditation functions, processes and developments have to be properly monitored and managed with clear accountability and governance to the Board</p>	<p>Appointment of a Board member to establish and convene a standing Accreditation Services Committee involving those with lead responsibility accreditation services, including the Senior Accreditation Liaison Officer</p>	<p>Establishment of a Accreditation Services Committee that will meet twice per year</p>	<p>May 2010</p>	<p>£1,00 pa Expenses, accommodation costs, etc.</p>	<p>Accreditation Services Director (Nominated Trustee) Charlie McConnochie Jenny Riggs</p>
---	--	---	--	-----------------	---	--

**Table 4****Strategic Aim 1d: To ensure the Association represents and meets the needs of Psychological Wellbeing Practitioners.**

Objective	Rationale	Action(s) required	Outcome Indicator(s)	Timescale	Resource/Cost Implications	Lead Person(s)
1. To implement a practitioner accreditation scheme for PWPs.	PWPs make an important contributor to the CBT workforce and this contribution needs formal recognition through accreditation	Establish requirements and routes to PWP accreditation.	Implementation of the full accreditation process	June 2010	Nil	Paul Farrand With support from the PWP Accreditation Working Group
2. To align and integrate the PWP accreditation scheme within the association's accreditation framework	To ensure efficiency and consistency in accreditation processes across the association	Discussions with A&R Committee and present proposal to the Board for approval	Successful integration of PWP accreditation scheme within the existing association accreditation process	September 2010	Nil	Paul Farrand In association with Amanda Cole and John Taylor

<p>3. To establish BABCP as the lead association through which PWPs meet their Continuing Professional Development (CPD) needs</p>	<p>BABCP sees the meeting of PWP CPD needs as an essential element of its membership goal to support PWPs through accreditation.</p>	<p>Ensure all BABCP conferences and local branches offer activities and events of relevance and interest to PWPs</p>	<p>Provision of activities and events of relevance and interest to PWPs in Branch/SIG and conference programmes events</p>	<p>January 2011</p>	<p>Nil</p>	<p>Paul Farrand in association with the Branch Liaison and Scientific Committees</p>
<p>4. To raise profile of the PWP accreditation scheme</p>	<p>To make members and potential members aware of the PWP accreditation scheme in order to service the needs of the PWP group for accreditation</p>	<p>Liaison with communications officer to ensure that appropriate promotion of PWP accreditation and representation in media and at BABCP conference and other regional and national events</p>	<p>Production and deployment of PWP publicity materials, and representation of PWP material in forums such as conferences, branch and SIG meetings</p>	<p>July 2010</p>	<p>£1,000</p>	<p>Stephen Gregson in association with Paul Farrand</p>

**Table 5****Strategic Aim 1e: To develop the Research Fund programme to better support research and dissemination of CBT**

Objective	Rationale	Action(s) required	Outcome Indicator(s)	Timescale	Resource/Cost Implications	Lead Person(s)
To review the Research Fund programme	The current fund is relatively small thus, limiting the type and scope of research that can be supported. A larger fund will enable the Association to consider support for a broader range of research projects and activities that better meet its aims and objectives	Conduct a brief review current fund and explore additional income sources. streams	Delivery of a review report including options and recommendations for developing the fund and the programme	February 2011	Nil	David Veale Rod Holland Stephen Gregson

## **Strategic Aim 2 – TO DEVELOP COMMUNICATIONS SYSTEMS AND EXTERNAL RELATIONSHIPS THAT ARE CONSISTENT AND SUPPORT THE ASSOCIATION'S PURPOSE**

For the Association to move towards its aim of being the lead organisation for cognitive and behavioural therapies in the UK, in addition to making sure that it continues to meet the needs of its members, it needs develop its profile and influence in a range of policy and decision-making forums. Thus, BABCP needs to have effective internal and external communications systems and processes that are properly planned, professional, and efficient. This is recognised as a priority area of developmental need for the organisation as it continues its transformation from interest group to interest group *plus* professional association.

For the purposes of the development planning exercise short-term internal and external communications priorities were considered separately. However, for the systems to work optimally to the benefit of the Association and its members they must become integrated with an overarching organisational infrastructure to support them. How this integration of these distinct but inter-linked systems might be achieved is considered in the ~~£~~Cross-Cutting Objectives section below (p. 32).

### ***a. Internal Communications and Relationships***

Effective internal communication systems and processes are key to meeting the needs of members and managing the business of the Association efficiently. It is acknowledged that some of our existing internal communications channels (e.g. *CBT today*, the website and Jiscmail) have not been fully meeting the needs of members recently. The development plan includes objectives and associated actions to remedy these shortcomings in the short-term (see Table 6 below for details).

Beyond these measures an urgent membership survey will be undertaken concerning use and development of the BABCP website that will inform further development of this resource. The comprehensive membership survey (see Strategic Aim 1 above) will also provide an opportunity for members to give detailed feedback and influence the future development of the Association's internal and external communications systems (see Table 6).

It has been understood for some time that the Association needs to develop a more coherent corporate style for its communications (both internal and external, drawing on its strong and distinctive brand image. An initial step in working towards this aim is to produce a communications house-style handbook, including protocols to guide the communications produced and disseminated by parts of the organisation (see Table 6).

### ***b. External Communications and Relationships***

For BABCP to viewed with credibility as the lead organisation for cognitive and behavioural therapies in the UK, it has to develop a corporate voice that articulates the Association's message clearly and consistently in a range of external forums and contexts.

To facilitate the external communications and relations agenda the Development Plan includes two important objectives that it is planned to implement in the short term (see Table 7 for details). The first of these objectives is for the introduction of a BABCP Ambassador Scheme. It is proposed that Ambassadors will be identified from within the membership. Ambassadors will have the necessary experience, credibility and expertise to represent BABCP at a range of key policy making and stakeholder forums and events and exert their influence to ensure the interests of both the Association and CBT are met. Preparatory work to support this development will include scoping the external environment, drawing up criteria and role descriptions for Ambassadors, recruiting and training Ambassadors.

The second proposal to develop external communications in the short-term is the establishment of a BABCP Media Panel. There have been many occasions over the years where the Association has struggled either to find suitable people at short-notice to respond to requests from the media for a comment or a spokesperson on a particular news topic, or to rebut a news story that misrepresents the cognitive and behavioural therapies and their application. Also, if we are to become the leader in this field then we need to develop a strategy and techniques to influence the news agenda in a proactive manner -- for example using press releases supported by experts in the field who are members and able to faithfully represent the Association's position.

The proposed Media Panel proposal (see Table 7 for details) requires preparatory work to identify, recruit and train panel members and the development of a database of members' details and media contacts, as well as the production of media briefing packs and resources.

**Table 6**

**Strategic Aim 2a: To develop *internal* communications systems and processes that are consistent with the Association's purpose**

Objective	Rationale	Action(s) required	Outcome Indicator(s)	Timescale	Resource/Cost Implications	Lead Person(s)
1. To understand members' internal communication needs and website functionality	The current website functionality does not meet the current and future needs of the membership, the Association or the public who might access it	Conduct a survey of members' current and future communication needs	Delivery of a report including priority recommendations	August 2010	Nil	Stephen Gregson
2. To undertake appropriate website (re) development based on survey findings	A fit-for-purpose and fully functioning BABCP website is an essential tool for effective internal (and external) communications	<ul style="list-style-type: none"> <li>• Recruit a part-time Webmaster</li> <li>• Implement website re-design and development</li> </ul>	<ul style="list-style-type: none"> <li>• Part-time Webmaster in post</li> <li>• New improved and fully functioning website live</li> </ul>	<ul style="list-style-type: none"> <li>• May 2010</li> <li>• April 2011</li> </ul>	<ul style="list-style-type: none"> <li>• £12,500 pa</li> <li>• £25,000 (approx) for website and associated e-communications developments</li> </ul>	Stephen Gregson John Kentish Designated Board Trustee

<p>3. To improve the quality and content of <i>CBT Today</i></p>	<p>As the Association's in-house magazine and newsletter it is essential that <i>CBT Today</i> provides members with relevant and useful information and educational content in a timely manner to enable them to be involved in and contribute to the work and development of the organisation</p>	<p>Establish an editorial board for <i>CBT Today</i> including people with the relevant skills to improve its quality, content and impact</p>	<ul style="list-style-type: none"> <li>• New editorial board established</li> <li>• Positive feedback to membership satisfaction survey following launch of re-vamped <i>CBT Today</i></li> </ul>	<ul style="list-style-type: none"> <li>• July 2010</li> <li>• February 2011</li> </ul>	<ul style="list-style-type: none"> <li>• £2,000 pa for room-hire, accommodation and expenses for x2 meetings pa</li> <li>• Nil</li> </ul>	<p>Stephen Gregson Jenny Riggs Designated Board Trustee</p>
<p>4. To develop a more coherent corporate style for its communications</p>	<p>The adoption of a corporate style for its communications (both internal and external, will help to build the Association's distinctive brand image and increase its recognition and profile</p>	<p>Produce a handbook of house-style and other protocols for all communications channels and activities</p>	<p>Delivery of a communications house-style handbook</p>	<p>February 2011</p>	<p>£1,000</p>	<p>Stephen Gregson Jenny Riggs Designated Board Trustee</p>

**Table 7**  
**Strategic Aim 2b: To develop external communications systems and relationships that are consistent with the Association's purpose**

Objective	Rationale	Action(s) required	Outcome Indicator(s)	Timescale	Resource/Cost Implications	Lead Person(s)
<p>1. To have representation at a range of key policy making and stakeholder forums and events</p>	<p>To ensure the interests of both the Association and CBT are met, BABCP requires representation at a range of key policy making and stakeholder forums</p>	<p>Establish an Ambassador Scheme:</p> <ul style="list-style-type: none"> <li>• Scope external environment</li> <li>• Agree criteria/role description for Ambassador role</li> <li>• Recruit suitable people</li> <li>• Provide briefing and other support as required</li> </ul>	<p>Implementation of an Ambassador Scheme</p>	<p>April 2011</p>	<p>£2,000 set-up costs £5,000 pa</p>	<p>Designated Board Trustee Jenny Riggs Stephen Gregson</p>

<p>2. To be able to respond to media enquiries effectively and to influence the news agenda</p>	<p>For the Association to become the lead, and be seen to be the lead organisation for CBT in the UK it needs to increase its profile and influence in the mass media by better positioning of resources and expertise to respond to key areas of media interest using of efficient and effective protocols</p>	<p>Establish a Media Panel:</p> <ul style="list-style-type: none"> <li>• Set up a database of Media Panel members</li> <li>• Identify and recruit members with relevant expertise and credibility</li> <li>• Develop protocols and media relations training for members</li> <li>• Prepare briefing packs for members</li> </ul>	<p>Implementation of a Media Panel</p>	<p>April 2011</p>	<p>£3,000 set-up costs £2,000 pa</p>	<p>Designated Board Trustee Jenny Riggs Stephen Gregson</p>
---	---	--	--	-------------------	--	---

**Strategic Aim 3 – TO INCREASE THE INVOLVEMENT OF THE PUBLIC AND USERS OF COGNITIVE AND BEHAVIOURAL THERAPIES IN THE WORK AND LIFE OF THE ASSOCIATION**

The promotion of the objects of the Association would be facilitated if the public and users of cognitive and behavioural therapies were more effectively involved in supporting the work of BABCP.

Thus, as part of the strategic development plan for the Association, it is proposed that a Public Involvement Panel (PIP) is established as a sub-group of the Board of Trustees. The primary purpose of the PIP would be to advise the Board on how it can most effectively involve and bring a public and user dimension to the work of the Association (See Table 8 for details).

It is proposed that initially six (6) lay PIP members will be appointed using an open recruitment process that is guided by detailed role descriptions emphasising a focus on supporting the work of the Association (as opposed to representing the views or agendas of other groups and organisations, or promoting personal causes). Applicants could be from a range of backgrounds and may have experience of using services or supporting others who have used services.

One of the lay members of the PIP will be appointed as chair of the panel. The BABCP President will be a member of the PIP and will act as co-chair to give a clear message about the importance of this development within the Association. Lay members of the PIP will be paid an honorarium and reasonable expenses for their work on behalf of the Association.

Once established, the PIP will have a mandate to develop a strategy and more detailed plans for involving the public (including users) in the work of the Association. Thus, it is important that the terms of reference and functions of the PIP are not drawn too narrowly or are over-prescriptive at this stage..

Beyond the establishment of a PIP, and the development of a public involvement strategy that will feed into the next iteration of the Association's development plan (post-2013), it is proposed that the programme of Open Meetings, piloted during the Edinburgh 2008 and Exeter 2009 Annual Conferences is continued and developed. Further, the possibility of a programme of smaller Open Meetings organised under the auspices of the Association's Branches and SIGS, with support from the central office and the Board, will be explored through the Branch Liaison Committee.

**Table 8:**  
**Strategic Aim 3: To involve the public and users of cognitive and behavioural therapies in the work of the Association**

Objective	Rationale	Action(s) required	Outcome Indicator(s)	Timescale	Resource/Cost Implications	Lead Person(s)
1. To establish a lay-led Public Involvement Panel (PIP) as a sub-group of the Board.	A lay-led panel will help the Association to develop its strategy and more detailed plans for involving the public (including users) in the work of promoting the objects of the Association.	Initial terms of reference for the PIP to be drafted.	Draft terms of reference presented to the Board.	March 2010	Nil	John Taylor Shirley Reynolds Jenny Riggs Bill Davidson
“	“	A plan for the advertisement and recruitment of lay members of a PIP to be drawn up that includes a schedule and costs.	Plan presented to the Finance Committee and Board.	March 2010	£2,000	Stephen Gregson Jenny Riggs John Taylor Shirley Reynolds
“	“	The establishment of a functioning lay-led PIP	Inaugural meeting of a lay-led panel takes place.	November 2010	£4,000 pa for room-hire, accommodation and expenses for x3 meetings pa  £3,000 honoraria remuneration for panel members  Total = £7,000 pa	John Taylor Shirley Reynolds Jenny Riggs

<p>2. To improve the accessibility and readability of Association's information materials.</p>	<p>Providing more accessible materials concerning BABCP and cognitive and behavioural therapies will facilitate public awareness of the Association and encourage greater involvement.</p>	<p>Review and updating of existing publicly accessible information . web based and paper materials.</p>	<p>Production and posting of updated web-based public information.  Plan for update of written materials, including conditions leaflets, to be presented to PIP</p>	<p>December 2010  November 2010</p>	<p>Nil  £5,000 (offset by subsequent sales)</p>	<p>Stephen Gregson Jenny Riggs Bill Davidson John Kentish Paul Farrand</p>
<p>3. To develop a strategy and medium/long-term workplan for public and user involvement.</p>	<p>Once established, the PIP will work on a plan for increasing public involvement with BABCP.</p>	<p>Production of a detailed and costed public involvement strategy and plan for 2014-2019.</p>	<p>Detailed and costed public involvement strategy and plan for 2014-2019 presented to the Finance Committee and Board.</p>	<p>Winter 2013</p>	<p>See annual costs for the establishment of a lay-led panel above</p>	<p>John Taylor Shirley Reynolds Chair, PIP Jenny Riggs</p>
<p>4. To increase the number and range of Open Meetings held by the Association.</p>	<p>Open meetings can be an efficient and effective ways of promoting the Association's objectives and engaging a wider group of stakeholders in the work of the organisation.</p>	<p>Develop plans for Open Meetings to take place at Annual Conference in 2010, 2011 and 2012.</p>	<p>Plans presented to the Finance Committee and Board.</p>	<p>March 2010</p>	<p>£2,000 pa</p>	<p>Stephen Gregson Jenny Riggs Bill Davidson Paul Farrand John Taylor</p>
<p>“</p>	<p>“</p>	<p>Consider a programme of local (perhaps annual) Open Meetings taking place under the auspices of the Association's Branches and SIGS.</p>	<p>Paper with recommendations to be prepared for the Finance Committee and Board.</p>	<p>March 2010</p>	<p>£2,000 pa</p>	<p>Nick Wade John Taylor Jenny Riggs Stephen Gregson</p>

**Strategic Aim 4 – TO DEVELOP A BUSINESS PLAN TO SUPPORT THE WORK OF THE ORGANISATION AND THE IMPLEMENTATION OF THE DEVELOPMENT PLAN**

Delivering a sustainable business model and plan, aligned with smart financial management is a key factor in ensuring the long-term survival of the Association. This will also support the aims of the Association's current and future Development Plans. An important component of a sustainable business model and plan is to identify and manage the risks associated with its business activities.

Actual and potential costs in each area of activity in the day-to-day business of the Association are imperative if core membership services are to be delivered with resilience. Likewise delivery of the strategic objectives put forward in the Development Plan can only be achieved if the potential costs and risks of implementing them are robustly in place.

It is proposed, therefore to develop strategic objectives on the following areas:

- flexible and efficient financial control and management;
- improved handling of projects which have significant financial impact;
- new and expanded non-core income streams, and;
- robust cash flow forecasts.

Each of these objectives is detailed in Table 9 below.

**Table 9**

**Strategic Aim 4: To develop a business plan to support the work of the Association and the implementation of the Development Plan**

Objective	Rationale	Action(s) required	Outcome Indicator(s)	Timescale	Resource/Cost Implications	Lead Person(s)
1. To have flexible and efficient financial control and management	This will minimise the financial risks to the Association and ensure its long term financial viability	<ul style="list-style-type: none"> <li>a. Corporate Risk Assessment</li> <li>b. Ongoing review of cost improvements and efficiency</li> <li>c. Transfer of banking arrangements away from NatWest</li> <li>d. Critical review of Conference finances</li> <li>e. Review of Expenses Rules</li> </ul>	<ul style="list-style-type: none"> <li>a. Demonstrable evidence of attitudes and defences to risk</li> <li>b. Reduction in costs as a proportion of income</li> <li>c. Closure of NatWest account</li> <li>d. Visibly improved efficiencies in conference expenditure</li> <li>e. Significant reduction in expense claim queries</li> </ul>	<ul style="list-style-type: none"> <li>a. End 2010</li> <li>b. Ongoing</li> <li>c. Mid-2010</li> <li>d. Annual</li> <li>e. Early 2010</li> </ul>	<ul style="list-style-type: none"> <li>a. Nil</li> <li>b. Nil</li> <li>c. Nil</li> <li>d. £1,000 pa for travel &amp; meeting costs as required</li> <li>e. Nil</li> </ul>	Ian Preston Honorary Treasurer

<p>2. To improve the management of projects which have significant financial impact</p>	<p>This will ensure the Board are fully cognisant of the potential costs of strategic projects</p>	<p>Provide the Board routinely with clear, evidenced financial advice to enable efficient and robust decision-making relating to core activities that are likely to impact on Association's income</p>	<p>Regular reports to the Board using clear protocols in which approved projects are evaluated, pursued and financed</p>	<p>April 2010</p>	<p>Nil</p>	<p>Ian Preston Honorary Treasurer</p>
<p>3. To develop new and expanded non-core income streams</p>	<p>This will help to reduce reliance on core income, e.g. membership subscriptions and maximise the earning potential from income generation related activities</p>	<p>Need to identify and exploit new income generation opportunities</p>	<p>Increased revenue from new income streams</p>	<p>April 2011</p>	<p>Nil</p>	<p>Ian Preston Honorary Treasurer Finance Committee</p>
<p>4. To develop robust cash flow forecasts</p>	<p>This will ensure all known and anticipated financial eventualities are foreseen and accounted for and better managed</p>	<p>Revise presentation of cash flow forecasts to permit closer scrutiny of how budget head forecasts have been adhered to</p>	<p>Smoother cash flow over each financial year</p>	<p>Ongoing</p>	<p>Nil</p>	<p>Ian Preston</p>

## **Strategic Aim 5 – TO DEVELOP EFFICIENT AND EFFECTIVE CORPORATE GOVERNANCE SYSTEMS AND PROCESSES**

In addition to its core aims and purpose, BABCP is also an employer with approximately 16 paid staff members. It is proposed, therefore, that the Association has a strategic objective to be both a good employer and an employer of choice within its sector. This requires the development of policies and procedures to ensure recruitment and retention meets best practice standards. However, that development must be located within an overarching equality and diversity framework, so that in every instance the Association recruits the best person for the job irrespective of background. To further demonstrate the Association's aim to be a best practice employer, a proposal to achieve Investors in People status has been made.

The Association exists and is dependent on the support of its members. Accountability to the membership is an important part of the relationship between members and BABCP head office if members are to feel that the services they receive are high quality and well managed. Elected officers play a key role and have a legal responsibility to ensure the Association is accountable to both its members and critical stakeholders such as the Charity Commission. It is proposed therefore that all prospective Trustees have better quality information concerning their roles and responsibilities access prior to election, and are fully supported in meeting their responsibilities when they have been elected.

Other objectives set out in Table 10 below include the integration of Branches and SIGs into the Association's accountability framework, and ensuring that committees and working groups undertake their activities with a primary focus on actively supporting the Association's strategic aims in accordance with up-to-date terms of reference.

**Table 10****Strategic Aim 5: To develop effective and efficient corporate governance systems and processes**

Objective	Rationale	Action(s) required	Outcome Indicator(s)	Timescale	Resource/Cost Implications	Lead Person(s)
1. To be amongst the best employers in the sector	This will enable us to maintain stable workforce in productive environment	Develop staff handbook containing HR policies and procedures.	Receipt of staff handbook	May 2010	£1,000  This task will be outsourced to our HR Consultant JSB	Ian Preston Jenny Riggs
%	Ensure all recruitment and retention policies adhere to all relevant employment legislation, including disability access and other equality and diversity commitments.	Review and update recruitment policies and procedures and produce briefing pack for BABCP	Recruitment policy and procedures in place	May 2010	£1,200 pa  Service Agreement with HR consultant for a call-out facility and regular updates	Ian Preston Jenny Riggs

<p>‰</p>	<p>An equality and diversity policy will foster and require respect and fairness in treatment of colleagues, members and stakeholders</p>	<p>Develop an Equality and Diversity Policy</p> <ul style="list-style-type: none"> <li>• Produce initial statement of intent to develop a corporate wide equality and diversity policy</li> <li>• Scope equality and diversity needs and relevance</li> <li>• Undertake brief equality impact assessment</li> </ul>	<p>Delivery of an Equality and Diversity Policy</p>	<p>August 2010</p>	<p>Nil</p>	<p>Ian Preston Jenny Riggs</p>
<p>2. To develop administrative support for services commensurate with the needs of the organisation</p>	<p>A workforce planning exercise is required to ensure that the business of the Association is properly supported as it grows in size and scope of its activities</p>	<p>Review current job descriptions and analysis of the skills profile required for each role</p>	<p>Revised job descriptions, person specifications for specific roles</p>	<p>May 2010</p>	<p>Nil</p>	<p>Ian Preston Jenny Riggs</p>
<p>3. Establish Trustee governance procedures</p>	<p>As the remit of BABCP widens there is a need to ensure that our Trustee/Directors are fully aware of their role and responsibilities</p>	<p>Review existing Trustee role descriptions</p>	<p>Regular attendance at meetings and take up of individual roles by active Trustees</p>	<p>March 2012</p>	<p>£2,000</p>	<p>Jenny Riggs President</p>

<p>4. To develop the Association's resilience to potential risks</p>	<p>Given the continued growth of the organisation, risk factors need to be identified so as to avert derailment.</p>	<ul style="list-style-type: none"> <li>• Development of a Risk Management Manual</li> <li>• Horizon scanning to detect and address possible risk factors</li> </ul>	<p>Plan in place to deal with threats to the organisation as a whole.</p>	<p>March 2011</p>	<p>£750 pa To support a Working Group to identify risks</p>	<p>Jenny Riggs President</p>
<p>5. To integrate the governance of Branches and SIGs and further support their activities</p>	<p>There is a need to establish a process through which Branches and SIGs can be accountable to the Board without compromising their roles as local and special interest forums</p>	<p>Annual reporting systems to the Company Secretary to established using a simple template provided by the BABCP office</p>	<p>Receipt of annual reports from Branches and SIGs</p>	<p>March 2011</p>	<p>Nil</p>	<p>Jenny Riggs</p>
<p>6. To improve the accountability of Association committees and standing working groups</p>	<p>There is a need to ensure that the various Association sub-systems are working towards the organisation's strategic aims within a properly governed framework</p>	<p>Review terms of reference of committees and standing working groups</p>	<p>Annual reporting from committees demonstrating work in accordance with Broad level agreed objectives</p>	<p>March 2011</p>	<p>Nil</p>	<p>Jenny Riggs Honorary Secretary</p>

## **Strategic Aim 6 – CROSS-CUTTING OBJECTIVES TO DRIVE THE ASSOCIATION’S STRATEGIC PLANNING PROCESS AND INTEGRATE ITS COMMUNICATIONS FUNCTIONS**

During the process of developing the plan it has become apparent to the Strategy Project Group that has overseen the exercise on behalf of the Board that two areas of development are crucial to the successful implementation of the plan and to achieving the Association’s strategic intent: strategy planning and implementation and communications strategy and co-ordination. It has been agreed that these areas should be identified as superordinate objectives that are essential to the development of the Association and require Board level leadership.

### ***a. Strategy Planning and Implementation***

It has been acknowledged from the outset that the current development planning exercise is the start of a process that needs to be continued in order for the Association to continue to grow and develop. The implementation of the plan has to be monitored and managed, with the Board receiving regular reports on progress and areas that have become stuck.

The current plan is for the period 2010-2013, but the process of preparing the next iteration of the plan will need to begin almost immediately. For example, the results of the comprehensive membership survey described under Strategic Aim 1 above will need to be fed into a process of developing new plans to meet the priority developments identified by the membership. This process itself has to be carefully planned and managed.

It is proposed that a Strategy Planning and Implementation Committee, appointed by and accountable to the Board and chaired by the Board member is established to monitor the implementation of the Development Plan, develop future iterations of the plan and produce regular reports for the Board (see Table 11 for details).

### ***b. Communications Strategy and Co-Ordination***

For the purpose of developing the current plan, and given the resources available, it was judged necessary to consider internal and external communications developments separately. However, for the Association’s communications functions and strategy to work effectively and efficiently these elements need to be integrated and co-ordinated by a high level group which will also oversee strategy and future development of communications in order to meet the Association’s aims. It is proposed that a Board Member becomes the designated Communications Director for the Association with responsibility for overseeing the management of its communications functions and development.

The proposed Communications Strategy and Co-Ordination Committee will include the Association’s paid communications officers and will ensure that its internal and external communications and external relationships functions (e.g. website, publications, Ambassador Scheme, Media Panel, corporate image and branding) is integrated, well managed and developed in line with

the Development Plan (see Table 12 for details). It will also review workforce needs to support the current plan and future developments and make recommendations to the Board for the employment of professional staff.

**Table 11****Strategic Aim 6a: To develop a strategy planning and implementation process for the Association**

Objective	Rationale	Action(s) required	Outcome Indicator(s)	Timescale	Resource/Cost Implications	Lead Person(s)
To establish a Board Sub-Committee to oversee the implementation of the Development Plan and future iterations	To be successful the Association's Development Plan has to be properly monitored and managed with clear accountability and governance to the Board	Appointment of a Board member to establish and convene a standing Strategy Planning and Implementation Committee involving those with lead responsibility for Development Plan objectives along with the Company Secretary, Finance Manager, a Patron and a member of Public Involvement Panel.	Establishment of a Strategy Planning and Implementation Committee that will meet quarterly . 2 face-to-face meetings and 2 teleconference meetings pa	May 2010	£2,500 pa Expenses, accommodation costs and honoraria for PIP member	John Taylor

**Table 11****Strategic Aim 6b: To develop a communications planning and co-ordination function for the association**

Objective	Rationale	Action(s) required	Outcome Indicator(s)	Timescale	Resource/Cost Implications	Lead Person(s)
To establish a Board Sub-Committee to oversee the integration and co-ordination of the Association's communications and external relationships	To enable the Association to deliver and develop its internal and external communications within an integrated and centrally co-ordinated framework. This would enhance communications with the membership increase the Association's profile and reputation in external environment	<ul style="list-style-type: none"> <li>A Board member to be appointed as Communications Director who will chair a Communications Planning and Co-Ordination Committee accountable to the Board and including paid communications officers</li> <li>Carry out a review of communications structure and organisation, workforce needs to support the Association's communications functions</li> </ul>	<ul style="list-style-type: none"> <li>The establishment of a Communications Planning and Co-Ordination Committee that will meet quarterly . 2 face-to-face meetings and 2 teleconference meetings pa</li> <li>Delivery of a review report including recommendations to the Board</li> </ul>	<ul style="list-style-type: none"> <li>April 2010</li> <li>January 2011</li> </ul>	<ul style="list-style-type: none"> <li>£1,500 pa</li> <li>£10,000 estimate for possible external consultancy work</li> </ul>	Communications Director (designated Board member) Stephen Gregson