



Board of Trustees Minutes

Meeting Date: Thursday 11 December 2025

Time: 9:30am – 5pm

Type: In person

Location: Room 5 & 6, York House, 221 Pentonville Road, London N1 9UZ

Version: Confirmed

Present:

Bill	Adlard (BA)	Trustee
Michelle	Briggs (MB)	Trustee
Will	Daniel-Braham (WDB)	UKCP Vice Chair & Trustee
Pippa	Donovan (PD)	UKCP Chair & Trustee
Peter	Gregory (PG)	Trustee
Akash	Patel (AP)	UKCP Treasurer & Trustee
Matthew	White (MA)	Trustee

Apologies: Courtenay Young (CY) Trustee

In Attendance:

Emily	Bridges (EB)	Strategic Projects Lead
Harri	Demetrios (HD)	External Facilitator - <i>afternoon only</i>
Emma	Herbert (EH)	Head of Governance
Vicky	Kemble (VK)	Director of Resources
Jon	Levett (JLE)	Chief Executive Officer
Ashlynn	Ludlow (AL)	PRCCF Chair
Zahid	Nawaz (ZN)	EDI-BIIDE Chair
Wendy	Smith (WS)	Finance Manager
Sunita	Thakore (ST)	Complaints & Conduct Manager

Minutes By: Alex Crawford (AC) Board & Committees Secretary

Action Points and Decisions – in Black Bold

1. Welcomes, apologies and conflicts of interest

- 1.1. The Chair welcomed people to the meeting.
- 1.2. Apologies were subsequently given for CY.
- 1.3. No declarations of interest were declared.

2. Board check-in

- 2.1. Each attendee gave a brief update on their personal wellbeing.

3. Closed Session

- 3.1. The Board met in closed session to approve the closed minutes from 12 September 2025 and to discuss legal cases, the Chair honorarium, and taxation issues. These matters were discussed in closed session under clauses 4e (public disclosure could jeopardise outcome) and 4g (legal privilege) of the Board's policy on matters to be discussed in open and closed session.

4. Minutes of the Board Meeting on 12 September 2025

4.1. Corrections

- 4.1.1. **Point 21.2 should be amended to read, 'There was some discussion about whether hybrid meetings work. There will be a commitment for all trustees to attend meetings in-person, unless in the event of an emergency, with a hybrid option still available provided plenty of notice is given.'**

- 4.2. **The Board resolved to approve the minutes, pending the above correction.**

4.3. Matters Arising

- 4.3.1. Matters arising were captured either when reviewing the Board of Trustees action log or as part of later agenda items.

5. Board of Trustees action log

- 5.1. The Board went through the outstanding items on the action log.
- 5.2. **The Board & Committees Secretary will make the various amendments to the action log captured in the discussion.**
- 5.3. **The format of the Board action log is to be aligned with the FRAC (Finance, Risk and Audit Committee) action log.**

The Finance Manager and Director of Resources joined the meeting

6. Finance Matters

- 6.1. Report from the Chair of FRAC

6.1.1. The Chair of FRAC and Finance Manager spoke to the report and finance papers and answered questions.

6.1.2. Recruitment for a co-opted member of the FRAC is in progress.

6.2. Year End Accounts and Management Accounts

6.2.1. The Finance Manager spoke to her paper and answered questions.

6.2.2. The Finance Manager has met with the UKCP auditors, PEM, and will have another close-out meeting with them in February 2026. The auditors have not raised any concerns.

6.2.3. It was noted that membership income is higher than anticipated.

6.2.4. **The CEO will pass on thanks to the staff, on behalf of the Board, for all their work over the last year.**

6.3. Possible Savings

6.3.1. The Finance Manager spoke to her paper circulated on 10 December.

6.3.2. **Following discussion it was agreed that the Director of Resources will set up a working group to look into potential costs savings and the working group will then to make recommendations to FRAC and the Board.** The working group are to ensure that all key people are consulted including the Chair of the Professional Regulatory Committee of the Colleges and Faculties Committee (PRCCF) and the UKCP Senior Management Team (SMT).

6.4. Budget Review 2025/2026

6.4.1. The Finance Manager spoke to her paper and answered questions.

6.4.2. One trustee expressed concern about the reduction in the designated funds and thought it had been previously agreed that funds would be transferred to the designated funds annually. The Treasurer said that this was an aim rather than an agreement.

6.4.3. **After discussion, the Board resolved to agree that the designated funds will be replenished from UKCP reserves when there is capacity to do so.**

6.4.4. One trustee noted reserves are forecast to be below the reserves target of £400k. **The reserves target is to be monitored by the Board. It was requested that there be an 'actual' reserves figure in all finance reports so that the Board can see how reserves are tracking.**

6.4.5. The Treasurer said that UKCP is financially stable despite pressures. UKCP reserves are forecast to be positive/above target by 2027/2028 according to the 3 year forecast.

6.4.6. The Treasurer said he was confident that UKCP is financially secure and on track for recovery.

6.4.7. The Board expressed thanks to the Finance Manager for all her work.

The Finance Manager and Director of Resources left the meeting

The Strategic Projects Lead joined the meeting

7. Income Generation

- 7.1. The Strategic Projects Lead spoke to the paper written by the UKCP Income Generation Specialist.
- 7.2. The main 2 proposals are Expansion of UKCP's events programme and the creation of a CPD Library. These proposals have already been agreed by the FRAC.
- 7.3. **The Board resolved to approve the proposal for Events Programme Expansion and CPD Library Development.** This constitutes approval in principle, subject to obtaining legal advice regarding trading and tax implications.
- 7.4. The Board noted the estimated upfront investment and projected three-year payback period, after which the initiative is expected to generate ongoing surplus income.

8. SCoPEd: Pathways from column B to column C

- 8.1. The CEO spoke to the paper and answered questions.
- 8.2. The Board resolved to approve exploration of increasing the RPL (Recognised Prior Learning) allowance beyond the current 50% with support of the Education, Training and Practice Committee (ETPC) and the PRCCF.
- 8.3. The Board resolved to approve exploration of the feasibility of dedicated "top-up training" with an associated SETs (Standards of Education and Trainings) to support member progression from psychotherapeutic counsellor (SCoPEd framework column B) to psychotherapist (column C) with support of ETPC and PRCCF.

The Strategic Projects Lead left the meeting

The Complaints and Conduct Manager joined the meeting remotely by zoom

9. Consensual Disposal Mechanism (CDM)

- 9.1. The Complaints and Conduct Manager spoke to her paper.
- 9.2. The paper resulted in a broader discussion about the format of Board papers going forward, something that a Board working group has been tasked to look at.
- 9.3. Following discussion it was agreed that:

9.3.1. The Head of Governance, MB and WDB will work with other members of the board working group on the new format for board papers. The plan is for future board papers to include

(where applicable) context, background, risk assessment, stakeholder analysis and costs & savings. Also, information contained in board papers is to be provided in a more 'digestible' format.

9.3.2. **CDM is to then come back to the board in the new board paper format with a request for Board approval by email.**

9.3.3. **Trustees are to email the Complaints and Conduct Manager directly with specific things to include in the board paper, even if already raised verbally at the meeting today (e.g. concerns over possible legal issues and the need to have legal scrutiny).**

The Complaints and Conduct Manager left the meeting

10. Constitution/Governance Review Update

10.1. The CEO and Head of Governance spoke to the paper and answered questions.

10.2. **The Board resolved that the timeline for the governance review is to be presented to the Board at the next meeting on 20 March 2026.**

10.3. It was noted that member engagement is crucial.

11. Chair's Report

11.1. The Chair spoke to her report and answered questions.

12. Vice Chair's Report

12.1. The Vice Chair spoke to his report and answered questions.

12.2. With regards to the point in the report about communicating and engaging more effectively with our members, it was suggested that the Chair and Vice Chair provide updates to members. **The Chair agreed to discuss this further with the CEO.**

The EDI-BIIDE Committee Chair joined the meeting

13. Equity, Diversity & Inclusion (EDI) Belonging, Intersectionality, Inclusion, Diversity & Equity (BIIDE) Committee Report

13.1. The EDI-BIIDE Committee Chair spoke to his paper and answered questions.

13.2. It was noted that Organisational Member (OM) responses to the recent Student and Trainee survey was very low.

13.3. The Chair of the PRCCF said that OM involvement is an ongoing problem and that there is a disconnect. It was suggested that the EDI-BIIDE Committee and the PRCCF work together on developing a way for OMs to share best practice and become more involved.

The EDI-BIIDE Committee Chair left the meeting

14. Report from the Chief Executive Officer (CEO)

14.1. The CEO spoke to his report and answered questions.

14.2. The Partnership for Counselling and Psychotherapy Bodies (PCPB) is working on updated conversion therapy guidance. **The Board resolved that the CEO will communicate to the PCBP that the Board would like a paper on this for the next Board meeting on 20 March 2026. The UKCP Chair will also write to the PCPB Chair about this.**

15. Lay Trustee Recruitment Update

15.1. The Head of Governance provided the Board with an update and answered questions.

15.2. We are using an external recruitment company for the recruitment and looking for trustees with specialist knowledge and experience in HR, Communications and Membership.

15.3. The UKCP Chair, UKCP Vice Chair and MW are the shortlisting and interview panel.

16. Items for Information

16.1. RAPMC Report

16.1.1. The RAPMC Chair spoke to his report and answered questions.

16.1.2. The RAPMC Chair noted the timeline for the Worker Status Review.

16.2. Report from the Chair of the Professional Regulatory Committee of the Colleges and Faculties (PRCCF)

16.2.1. The PRCCF Chair spoke to her report and answered questions.

16.2.2. The Direct Member Review Pilot has almost been completed.

16.2.3. There are some areas of concern within the colleges. The UKCP Chair said that the new UKCP Director of Standards will be tasked with addressing these concerns.

16.3. Education, Training & Practice Committee (ETPC) Report

16.3.1. The Board noted the report and gave thanks.

16.4. Ethics Committee (EC) Report

16.4.1. The Board noted the report and gave thanks.

16.5. Modality Descriptors

16.5.1. For the minutes, the Board noted the recent Board approval, by email, of the following modality descriptors (subject to a formal review of descriptors):

- Couples Psychotherapeutic Counsellor
- Dynamic Interpersonal Psychotherapeutic Counsellor

The External Facilitator joined the meeting

The Board & Committees Secretary, Head of Governance, CEO and PRCCF Chair left the meeting

17. Facilitated Discussion

17.1. The afternoon session was a facilitated discussion attended by the trustees and external facilitator only.

18. Next Meeting

18.1. Friday 20 March 2026, 9:30am to 4pm, York House, London.