



**The United  
Kingdom Council for  
Psychotherapy  
annual report and  
financial statements**

**For the year ended 30 September 2016**

We are the leading body for the education, training and accreditation of psychotherapists and psychotherapeutic counsellors. We improve lives by providing high quality psychotherapies.

Our membership includes over 8,000 individual therapists and more than 70 training and accrediting organisations. Our individual members work in a variety of settings including public, private, voluntary and third sector sectors. They offer a wide variety of psychotherapeutic approaches.

We hold the national register of psychotherapists and psychotherapeutic counsellors which only includes practitioners who meet our exacting standards and training requirements and who agree to abide by our ethical standards.

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The trustees present their report and the audited financial statements for the year ended 30 September 2016.

Reference and administrative information set out on page 21 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS102.



# UKCP



## UK Council for Psychotherapy



## Our Board of Trustees

### Chair



Martin Pollecoff  
From 18.03.16

### Vice chair



Pat Hunt

### Treasurer



Neil Robertson  
From 30.01.16

### Trustees



Keith Carlton



James Caspian



Andy Cottom  
From 22.10.15



Jacqueline  
McCouat

### Lay Trustees



David Fitzgerald



John Loughrey  
From 11.02.16



Emma Williams  
From 11.02.16

### Principal staff



Janet Weisz  
Chief Executive  
From 19.08.16  
(Interim Chief  
Executive from  
23.12.15)



Richard Hunt  
Head of  
Communications  
From 19.10.15



Louise Lilley  
Head of Operations  
and Regulation

### Previous positions held this financial year:

#### Chair

Janet Weisz  
until 17.03.16

#### Treasurer

Rory Worthington  
until 29.01.16

#### Trustee

Sian Ellis  
until 14.03.16

#### Trustee

Inger Gordon  
until 09.01.16

#### Lay trustee

John James  
until 09.01.16

#### Lay trustee

Philippa Tucker  
until 09.01.16

#### Interim

#### Chief Executive

Fiona Kerr  
from 05.08.15  
to 23.12.15

## A message from the Chair



My term as Chair began in March 2016 – halfway through the financial year covered in this annual report. In many ways, 2015-16 has been a time of transition for UKCP as well as for me. We have had a change in Chief Executive as well as Chair, and a major digital project has enabled us to move to a new website.

When I became Chair, I took over the project to find a new Chief Executive. Despite having much interest, the Board took the decision not to appoint any of the applicants and confirmed Janet Weisz as Chief Executive. I want to thank her for the stability she has brought to UKCP, which has allowed me to get my feet under the table safely. We are considering when further recruitment will take place.

I would like to thank those trustees who have now stepped down: John James, Philippa Tucker, Inger Gordon and Sian Ellis; and our former treasurer Rory Worthington.

My first few months have also been taken up with laying the ground work for establishing my manifesto pledges. It has helped that I have been actively involved in UKCP for some years – on committees and as a trustee. I have visited a number of organisational members and attended the Members Forum (formerly the Psychotherapy Council) which is now moderated by Mary MacCallum Sullivan.

In my manifesto, I promised to provide free student membership and bursaries for trainees. I am pleased to report that, at its meeting in July, the Board agreed to introduce both in the coming financial year.

UKCP needs to be there to support people at every stage of their career in psychotherapy or psychotherapeutic counselling. I hope that the

existence of free membership for students and bursaries for trainees will bring us many more members. We will gain their voice and energy to help us shape our future. We have four years to convince them that the UKCP full membership route is the one to take. Following on from this, in the coming year I plan to look into how UKCP supports diversity in our membership.

Another manifesto promise was to get out on the road to meet as many members across the country as I can. UKCP is often accused of being London-centric and remote. I want to hear what members have to say and to share news of the work I have planned as Chair.

Towards the end of the financial year, we asked members to vote for the places they would like me to visit. Based on their feedback, I have already held meetings in Manchester and Scotland. In the coming year, I will be visiting Bristol, Cambridge and Wales.

I have also been creating internal bonds with OMs and colleges. I visited a number of organisations over the summer. And I have continued the work to create bonds with other organisations. This has included continuing our collaboration with the British Psychoanalytic Council, (BPC) and the British Association of Counselling and Psychotherapy (BACP) – I even spent a weekend away at BACP's research conference. I am convinced that, unless the major organisations are able to work together and speak with one voice, we will get little change in public policy, and I will dedicate my time in office to bringing about ever closer alliances.

I was delighted to be able to launch UKCP's new website. I know that member volunteers and staff have put a huge amount of hard work to bring this into being. Member input has played a key part in shaping the site. Now we need to concentrate on refining it and working to build something of interest to help us further our aims for the future.

## A message from the Chief Executive



I am pleased to introduce UKCP's annual report which includes new features and layout, including an introduction from the Chair and myself, as your Chief Executive.

2015-16 has been a year of change, consolidation and improving our processes and structure. At the start of the financial year, I was coming to the end of my term of office as Chair of UKCP with our interim Chief Executive, Fiona Kerr. Following Fiona's departure the Board appointed me as Chief Executive. I am proud to be able to continue to play a role in the leadership of UKCP and ensure that the strategic objectives are achieved.

As Chair I led on the review of our organisation's structure and governance (the Shape Review) which culminated in a general meeting in October 2015 (see page 20 for further details). Staying on as Chief Executive has meant that there is continuity as we bed down the changes and get used to working with new structures.

One of my first priorities as Chief Executive was to ensure the successful renewal of our accredited register status with the Professional Standards Authority (PSA). Our renewal in November 2015 did not go as smoothly as it had in previous years. The PSA raised a number of concerns that we had to address before having our reaccreditation confirmed in January 2016.

As a result, we reviewed our processes for working with the PSA and have developed a stronger relationship with them. We also ensured that their requested improvements and learnings were fulfilled in a timely manner ready for the next reaccrediting application. I am pleased to report that this year we not only achieved reaccreditation but that we did so without being issued any requirements or instructions.

One of the biggest projects we worked on throughout 2015-2016 was our Digital Delivery Project (DDP). This came to fruition in November 2016 with the launch of our new website. But the website is only a small part of the project. Behind the scenes, it is powered by a new Customer Relationship Management (CRM) system that holds our database and which drives online services such as our National Register and Find a Therapist.

The DDP is an example of a collaborative way of working which has been refined over the past year. The project was overseen by a project board comprising UKCP members and staff.

This approach has also been mirrored in the Executive Committee, which now comprises both senior office holders and senior staff working together to deliver the work. We have also used this model to plan and produce the UKCP conference 2017, which will be held in March.

We will continue to establish project boards to oversee large projects, bringing together a range of relevant skills and experience and encourage collaboration between both staff and volunteers.

We could not do what we do without the dedicated volunteers in our colleges, faculties, committees and working groups, and a wonderful staff team. It is important to support all these groups and to continue to encourage personal and professional growth individually and collectively, and to improve how volunteers and staff work together.

A further example of the way that we now work with others can be seen in the relationships we have with other professional bodies. As Chair, I was pleased to launch an official collaboration between the British Association of Counselling and Psychotherapy (BACP) and the British Psychoanalytic Council (BPC) with the aim of ensuring the value of therapy is fully recognised in 21st century Britain.



- bizarre perspectives
- ✓ music would be reduced to little more than rhythm
- ✓ language diffuse, excessive, lacking in concrete
- deliberate undercutting of the sense of awe or wonder
- flow just the sum of an infinite series of 'pieces'
- discarding of tacit forms of knowing
- ✓ 'network of small complicated rules'
- spectators rather than actors
- dangerously unwarranted optimism



As Chief Executive, I am very pleased to be able to continue to be part of this collaboration with my counterparts in BACP and BPC, meeting with them on a regular basis. We need to continue to use the resources we have effectively with maximum influence which can be achieved more successfully by working together with other professional bodies in the mental health field.

Of course, our main collaborative relationship is with our members. Member feedback played a key part in the development of our Digital Delivery Project. During the year, we surveyed members and this has produced interesting and solid information on what members do and do not want. This is vital information for what you want and value from UKCP and will assist in planning the future direction of work for UKCP.

Following the success of our Learning from Complaints workshop held in London, we listened to member requests to hold the event outside London and subsequently held one in Manchester in October 2016. It seems that members really like having these workshops not just for networking but to learn. We intend to hold further workshops on a range of topics as well as conferences and events.

I look forward to a busy year ahead continuing with all this work, improving our regulatory work focusing on member benefits and an exciting office move being planned.

## Vision and mission

Our vision will be realised as we fulfil our mission. To do this, we must be successful in delivering our strategic objectives.

We will deliver our objectives in a way that reflects the values that drive everything the organisation does and both staff and members share.

### Our vision

Improving lives by providing high quality psychotherapies

### Our mission

To achieve our vision we will:

- engage with the public to raise awareness of high quality psychotherapies, advocate their use and influence policy to improve access to services
- promote excellence by setting standards in ethics and training
- protect the public through robust regulation
- speak out against injustice
- represent the profession nationally and internationally.

### Charitable objectives

Our charitable objectives provide a framework through which our strategic aims can be achieved.

They are:

- To promote the art and science of psychotherapy and psychotherapeutic counselling for the public benefit.
- To promote research and education in psychotherapy and psychotherapeutic counselling and to disseminate the results of any such research.
- To promote high standards of education and training and practice in psychotherapy and psychotherapeutic counselling.
- To promote the wider provision of psychotherapy and psychotherapeutic counselling for all sections of the public.

### Public benefit

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities.

In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.



## Strategic Objectives 2015-16

Our strategic aims help us to meet our charitable objectives. They permeate all our projects, informing the work we do and how we deliver our services.

### Establishing core values

#### UKCP:

- is the UK's leading professional body for the education, training and accreditation of psychotherapists and psychotherapeutic counsellors
- is a unique cross-modality membership organisation
- promotes the value of psychotherapy to society
- helps people get high quality therapy
- helps people who would not normally get psychotherapy.

### Engaging the membership

UKCP is committed to working with its members to improve levels of communication and participation and to provide a valued service.

### Improving access to psychotherapy

UKCP is committed to ensuring that the highest quality and range of psychotherapies is made available to all sections of society, regardless of background or status.

### Maintaining professional excellence

UKCP will ensure that its registrants adhere to appropriate standards of practice and education and training and will continue to work to ensure that the register meets the relevant national accreditation standards.

### Recognition of psychotherapy

Through engaging with government, parliamentarians, the NHS, NICE (the National Institute of Health and Clinical Excellence), local commissioning groups and other public bodies, UKCP seeks to bring about improvements in the understanding and availability of psychotherapy to all those who would benefit.

### Culture and a well-run organisation

UKCP strives to be a professional and well run organisation where staff and volunteers are valued and respected.

## About this report

This report looks at what the charity has achieved and the outcomes of its work within the last 12 months. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.



## Achievements and performance

### Improving access to psychotherapy

#### Giving psychotherapists a voice

We continued to engage with politicians and policy makers across the UK to push the case for the delivery of high quality psychotherapy on the NHS.

We contributed to the Parliamentary Public Accounts Committee's inquiry into access to mental health services. Our evidence was cited in an oral hearing of the committee by John Pugh MP.

We provided expert views and evidence to the Labour Party's mental health consultation and the Scottish Government's 10 year Mental Health Strategy Consultation.

We challenged the draft Welsh Matrix consultation proposal that suggested that only clinical psychologists or consultant medical psychotherapists could work with individuals with highly specialist mental health needs. We said that many of our therapists are qualified to work with such clients, and already do so on the Welsh NHS.

#### Working collaboratively

In September 2015, we launched an official collaboration between British Association of Counselling and Psychotherapy (BACP) and the British Psychoanalytic Council (BPC) which formalised our aim to work collaboratively while retaining our distinct identities.

#### The international landscape

Earlier in the year the International Committee was re-formed to maintain and facilitate our relationships in the international field, and to represent our interests abroad. The committee began work looking at the how we can be a support to members living outside of the UK, especially in light of Brexit.

This collaboration – now known as the Collaboration of Counselling and Psychotherapy Professions (CCPP) – began looking into important areas of mental health policy which affect us all, our ongoing relationship with the Professional Standards Authority (PSA) and the way we, as organisations, handle complaints.

As a leading member of the We Need to Talk coalition – made up of professional bodies, mental health charities and Royal Colleges and aimed at promoting talking therapies – we have led on work to increase mental health funding. We began providing the secretariat for this coalition. The coalition began discussions about future activity including scrutinising the Government's mental health data, with a view to providing recommendations for improvement.

We joined forces with five other psychotherapy bodies – The Association for Psychoanalytic Psychotherapy in the NHS, BACP, BPC, the Psychotherapy Faculty at the Royal College of Psychiatrists, and the Society for Psychotherapy Research – to form the Talking Therapies Taskforce.

This taskforce came together to make the economic case to government and others for large scale investment in psychotherapy services for those people whose mental health needs are highly complex. It also wants to develop a national therapy infrastructure for people with more complicated problems which will run parallel to the Improving Access to Psychological Therapies (IAPT) programme.



## Engaging the membership

### During the year, we:

- ran a member survey to gauge their views of our work and what they think our priorities should be
- held four consultations on standards and practice issues
- sought input into developing events
- continued to gather their feedback on our developing website.

### Membership retention

We saw a modest increase in the number of members across the year. Ninety-five percent renewed their membership. Of those who didn't renew, over half were retiring or going on a sabbatical. A further 25 per cent of those who didn't renew during renewal period went on to restore their membership later in the year.

In July, the Board approved free student membership and bursaries for trainees. We received a huge amount of interest in the bursaries scheme and were pleased to be able to award 28 bursaries.

We also welcomed one new organisation into membership – the Manchester Institute for Psychotherapy.

### Engaging events

In addition to the General Meeting held in October, we organised workshops, consultation meetings, a conference and a members' assembly.

We also began to develop plans for a national conference to be held in March 2017. Working so far in advance allowed time to consult members during the initial stages of planning the event and keep them informed as the programme develops.

### Digital development

For much of the year we worked towards finalising our DDP which began two years previously. This project was established initially to implement a CRM system, and to build a new website that would link to it.

The project had a clear goal of listening to feedback from as many places as possible – from individual and organisational members, committees, colleges, staff and members of the public. We were keen to make sure that we built something which met the needs of everyone using it.

The CRM was installed in the summer of 2016, and the website launched at the end of November 2016. The CRM now powers many of the functions on our website, including Find a Therapist and the Register, and members can now access their CRM record directly.

### Membership survey

We commissioned a full membership survey designed to get members' feedback about a range of issues and aspects of our work so we can better meet your needs in the future. The survey focused on understanding what members currently think about UKCP and their priorities for the future. The Board of Trustees is using the findings of the research to inform the development of our strategy (see page 18).





## Maintaining professional excellence

### Learning from the PSA re-accreditation

Our register is accredited by the Professional Standards Authority (PSA). We first applied for PSA accreditation in 2013 and were successfully reaccredited in November 2014. Our reaccreditation in November 2015 did not go as smoothly.

The PSA raised a number of concerns and, while we worked with them to address these, they suspended the process to allow us to address them.

Our reaccreditation was confirmed in January 2016. We then worked to increase engagement and communications with therapists and the public.

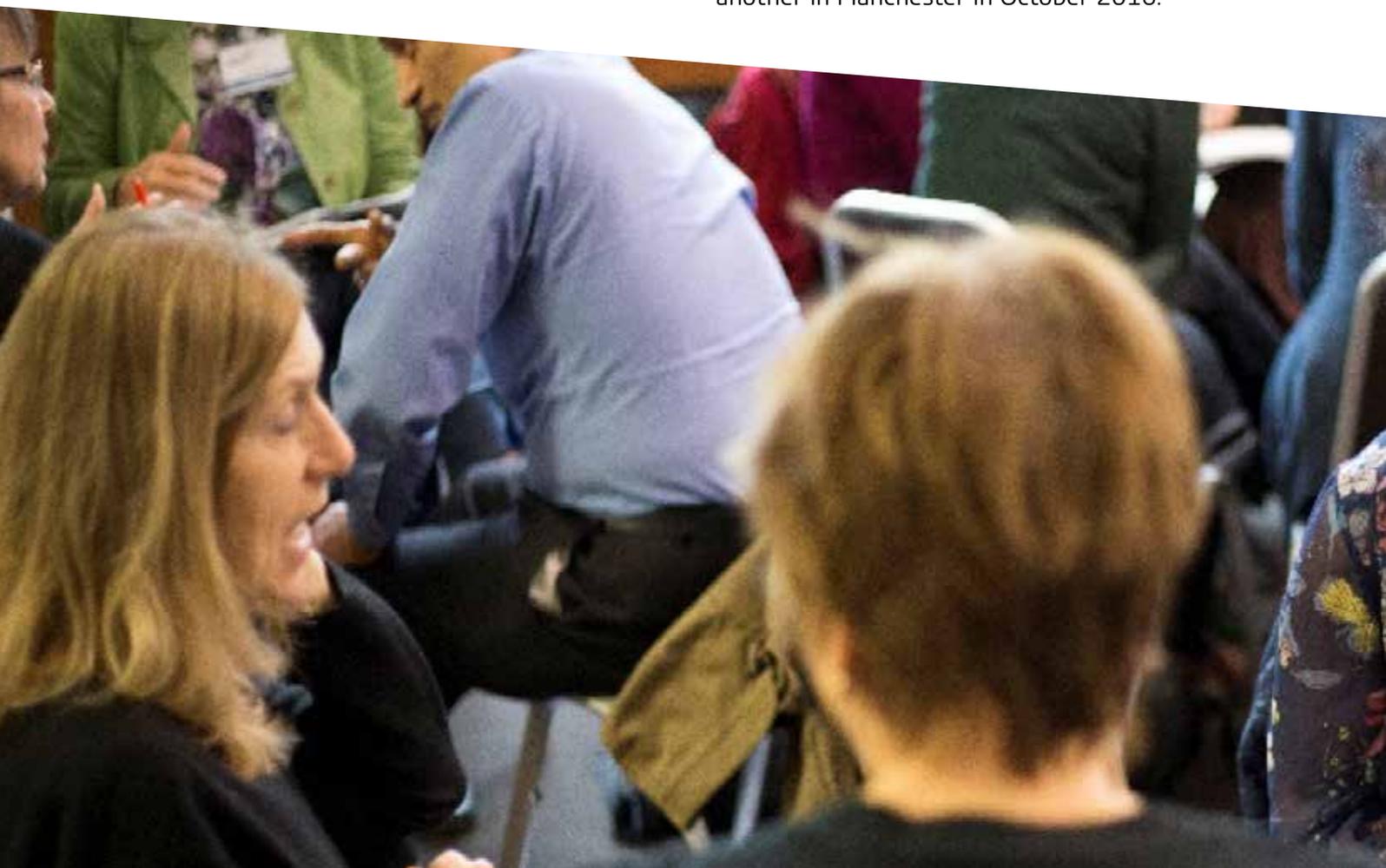
In November 2016, the PSA reaccredited our register without issuing any requirements, instructions or learning points. We are striving to increase the transparency in what we do, and offer guidance in the form of training, events and booklets.

### Complaints

On 1 November 2015, we launched a revised Complaints and Conduct Process (CCP15). This followed a consultation held in 2014 and over a year's work by an independent advisory group. By December 2016, we had concluded all cases reported under the previous Complaints and Conduct Process (CCP12).

At the conclusion of each case that is referred to an adjudication panel, the case manager undertakes a detailed root cause analysis. This involves identifying the behaviours or situations that triggered the complaint being made, so that if they were removed, the complaint wouldn't have occurred.

We shared our learning from this analysis through both The Psychotherapist and a workshop held in London in February 2016. Following the success of this workshop, we held another in Manchester in October 2016.



## Quality assurance

The Regulation Team completed the annual random audit of three percent of individual clinical members to ensure the robustness of our register. We reviewed 12 organisations through the ongoing quinquennial review programme. We set up a Membership Committee to maintain the process for approving new organisations into membership or removing individual registrants who fail to meet the audit requirements.

## Revised standards

Throughout the year we have sought to gather member opinions on a range of topics. Earlier in the year we launched revised Standards of Education and Training (SETs) developed by the Education, Training and Practice Committee. The key changes are to the diversity and equality, and safeguarding sections of the core curriculum and now includes a section on security and confidentiality. The new SETs won't come into effect until October 2017. From that date, any quinquennial reviews will use these new standards in the appraisal process.

## Consulting with members

We held a consultation on a new Code of Ethics drafted by the UKCP Ethics Committee. Our aim is to create a clear, decisive ethos or character for psychotherapy and its practitioners. The consultation allowed members and key organisations in the sector to review the draft Code and offer feedback.

Towards the end of the year, we started working towards introducing an alternative dispute resolution (ADR) process. ADR plays a role in cases that aren't deemed to meet the threshold for referral to an adjudication panel as set out in CCP15. We put forward the idea to the Board of Trustees and spent the rest of year gathering information about how other organisations address this issue. This has helped us to look at creating a consultation tailored to the specific issues currently faced by OMs and colleges.

Towards the end of 2016 we launched a consultation with members to gather views on the most helpful ways to resolve issues when they arise, which closed on 10 December. We're now working on producing a report which will detail the responses we've received and how we'll be moving forward with the final policy.





## Recognition of psychotherapy

The membership survey that we conducted during the summer confirmed why this objective exists. Members gave us a very clear message that the overwhelming priority is to secure more therapy on the NHS. This gives us a clear focus for the year ahead. To begin with, we are mapping what is currently available on the NHS and how it's delivered to patients with a view to suggesting how it can be done better while also identifying gaps that UKCP members could fill.

### Recognition of psychotherapy

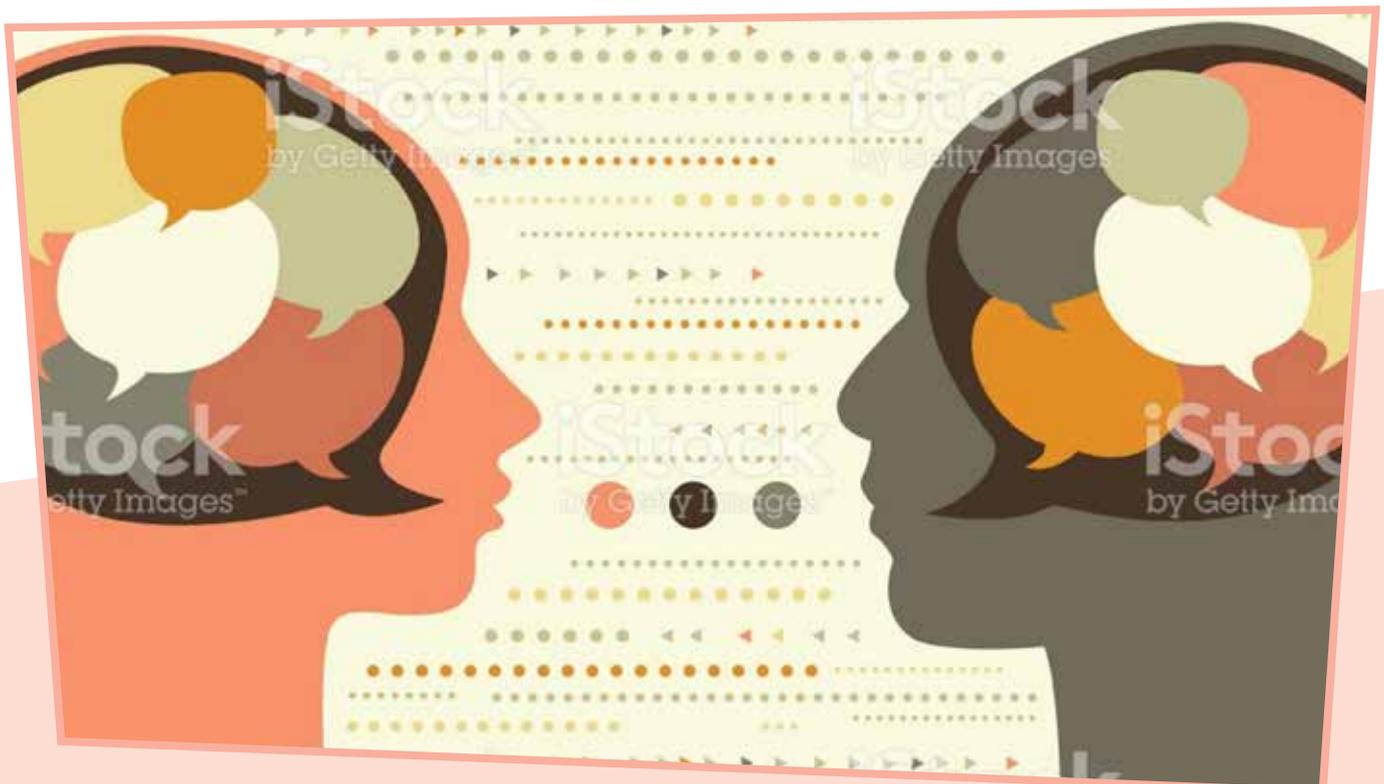
In addition to issuing statements in response to government announcements, during the past year UKCP has met with MPs from across the political spectrum to highlight the benefits that high quality psychotherapy can bring.

We continued to engage with the Department for Work and Pensions (DWP) about its plans to co-locate therapists in Jobcentres. As a result of the

concerns we expressed during the process, the DWP has agreed to trial and to evaluate its plans before any decision is made on roll-out. We continue to engage to ensure that the trials are rigorous enough to detect potential downsides to the plans, such as implicit compulsion, confidentiality breaches, and the unsuitability of the therapeutic environment.

### Funding research

The Research Faculty Committee launched a new project this year in order to offer practical support to UKCP members carrying out research into psychotherapy. A funding pot of £6,000 was made available and of the 22 applications received, seven applicants were successful in being awarded funding to support their research. The seven successful applicants will be submitting summaries of their research on completion of their projects and these will be published in *The Psychotherapist*.



## Plans for the future

### Revising our strategic objectives

The Board of Trustees reviews the aims, objectives and activities of the charity each year. At its meeting in April 2016, the Board decided that, going forward, they will be as follows:

#### Improving access to psychotherapy

To make sure that high-quality psychotherapy and psychotherapeutic counselling in both private and public sectors are available to everyone, no matter who they are.

#### Engaging better

To improve the way we engage with our individual and organisational members, fellow professionals, service users – and provide services and benefits which are valued by all.

#### Maintaining standards of excellence

To protect the public by making sure everyone on our register meets our professional standards – and at the same time making sure our register meets national accreditation requirements. To continue setting high standards in training, education and ethical standards, and in how we govern and organise ourselves.

#### Recognition of psychotherapy

UKCP will improve the understanding and availability of psychotherapy, ensuring that the full range of psychotherapies is made available within the NHS, the public sector and 'third sector'. It will ensure that the private sector is better informed on this matter.

#### Collaborating for success

To develop existing internal and external collaborations and actively seek new ones to achieve a more powerful voice to promote psychotherapy and psychotherapeutic counselling.

### Relocation

Internally we will be looking for a new premises for our office. The contract on our current building will end in October 2017 so we are starting to search for a location which provides the necessary facilities to be able to continue running smoothly, while also ensuring we remain cost effective in the process.

### Research

To carry out appropriate research and use findings to promote psychotherapy and psychotherapeutic counselling and inform our members' training and development for the benefit of all.

### Reviewing our work

After launching the website towards the end of 2016, we will continue to review the website for further improvements. This will primarily be led by member feedback.

A key part of the New Year will involve getting Find a Therapist up and running by ensuring members have filled in their profiles and uploaded a photo. This will go a long way to help us promote Find a Therapist and make it the UK's number one therapy search tool.

Alongside this we will review the applications for the student bursary and its viability to continue in the New Year. We will begin the review of colleges as well as holding a review of the quinquennial review process to ensure it continues to be fit for purpose.

Last year we also held a member survey and we look forward to sharing the results with you in the next year.



# Statutory report



## Reference and administrative details

**Company number** 03258939

**Charity number** 1058545

### Registered office and operational address

2nd Floor, Edward House, 2 Wakley Street, London EC1V 7LT

### Trustees

Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

### Officers

Janet Weisz	Chair (until 17 March 2016)
Martin Pollecoff	Chair (from 18 March 2016)
Rory Worthington	Honorary Treasurer (until 29 January 2016)
Neil Robertson	Honorary Treasurer (from 30 January 2016)

### Elected by Individual members

Keith Carlton	James Caspian	Jacqui McCouat
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### Elected by Organisational members

Sian Ellis	(until 14 March 2016)
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### Trustees

Andy Cottom	(from 22 October 2015)
Inger Gordon	(until 9 January 2016)

### Lay trustees

David Fitzgerald	
John James	(until 9 January 2016)
John Loughrey	(from 11 February 2016)
Philippa Tucker	(until 9 January 2016)
Emma Williams	(from 11 February 2016)

### Vice Chair

Pat Hunt

### Principal staff

Fiona Kerr	Interim Chief Executive (until 23 December 2015)
Janet Weisz	Chief Executive (from 23 December 2015)
Louise Lilley	Head of Operations
Richard Hunt	Head of Communications (from 19 October 2015)
Kirsty Semple	Company Secretary (until 14 January 2016)

### Bankers

CAF Bank Ltd, Kings Hill, West Malling, Kent ME19 4TA  
Barclays Bank plc PO Box 2764, London NW3 6JD

### Solicitors

Fieldfisher, 35 Vine Street, London EC3N 2AA

### Auditors

Sayer Vincent LLP, Chartered Accountants and Statutory Auditors,  
Invicta House, 108-114 Golden Lane London, EC1Y 0TL

# Report of the Trustees

## Structure, governance and management

### Constitution

The organisation is a charitable company limited by guarantee, incorporated on 30 September 1996 and registered as a charity on 8 October 1996.

The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.

### Organisational structure and decision making

The Board of Trustees, which is responsible to UKCP members and the Charity Commission, oversees the fulfilment of our charitable objectives. A number of committees report to the Board or to the Executive Committee, which oversees ongoing work.

At a UKCP General Meeting held on 24 October 2015, it was agreed by a majority decision of the members that the composition of the Board would change.

Up to that point, the Board of Trustees was composed of between 3 and 15 trustees as follows:

- the Chair
- three trustees elected by individual members
- two trustees elected by organisational members
- two representatives of colleges and faculties
- an honorary treasurer
- a minimum of three lay members (these can neither be members of UKCP staff nor come from the psychological professions).

In this structure, three trustees were elected by the individual members on the basis of one vote per individual member. Two trustees were elected by the organisational members on the basis of one vote per organisational member.

At the General Meeting, it was decided that the Board would be as follows:

- An elected Chair who is a UKCP psychotherapist or psychotherapeutic counsellor
- An elected Vice Chair who is a UKCP psychotherapist or psychotherapeutic counsellor
- Four directly elected members of UKCP
- Up to three lay members, appointed by the Board who shall not be UKCP members nor employees and shall not be from psychological professions.
- A treasurer, appointed by the Board
- Up to two people co-opted on to the Board, by the Board, as required. Any persons so appointed must stand down at the next opportunity, as determined by the Board, to then stand to be elected or appointed as a trustee.

It was also agreed that the Psychotherapy Council would become the Members' Forum and that the moderator of the Forum would be able to attend Board of Trustee meetings.

The change in the Board of Trustees from the old to the new composition will happen over a gradual transitional period whereby any trustee in office prior to 24 October 2015 may continue to be a trustee until their term expires.

On appointment, each trustee completes a register of interest and is asked to identify their training needs. We give our new trustees an induction pack outlining the roles and responsibilities of being a trustee as well as the Charity Commission's 'The essential trustee: an introduction' (CC3a) and 'The essential trustee: what you need to know' (CC3).

# Financial reports

## Finance, Risk and Reserves

### Financial review

The attached Statement of Financial Activities and Balance Sheet provide the results of the Charity's operations for the twelve months from 1 October 2015 to 30 September 2016. During the year, UKCP welcomed Neil Robertson as the new Treasurer on to the Board.

Total income for the year was £2,104k up 4.3 per cent on the previous year (2015: £2,016k). Total membership income was £2,063k (2015: £1,981k). The total number of members at 30 September 2016 was 8,880 (2015: 8,693) an increase of 2 per cent.

The Trustees recognise that the Charity's reliance on income from membership subscriptions potentially leaves the Charity vulnerable to unforeseen and significant fluctuations in membership. Accordingly, they give this issue appropriate weight in both addressing members needs in setting strategic objectives and in the setting of the Reserves Policy.

Total expenditure for the Year was £2,070k compared to £1,866k in 2015. Excluding expenditure on Development Projects and the Complaints and Conduct Process (CCP), operating expenditure was £1,387k (2015: £1,308k) an increase of 6.0 per cent. Expenditure on Development Projects in the year represented £229k on the Digital Delivery Project (DDP), which involved developing a new UKCP website, including the *Find a Therapist* feature, and developing a new and integrated membership database. Total expenditure on the DDP which was completed in 2016 and including costs incurred in prior years was £381k. Expenditure incurred on the CCP during the year was £454k (2015: £391k). The CCP was reclassified as a Designated Fund on 1 October 2015 with a separate Reserve which is monitored separately with any surplus on this Fund being considered separately in the membership fee setting process.

In an organisation, which is so heavily dependent on voluntary effort, any analysis of expenditure by activity gives a distorted picture of the Charity's costs. The Charity continues to employ a small staff but most of our programmes depend on very hard working volunteers. The many hours of work on The United Kingdom Council for Psychotherapy standards, registration, regulation and quality assurance are not reflected in the columns of figures in the financial statements. The Board of Trustees takes this opportunity to thank all those who have given time to UKCP for the advancement of psychotherapy and psychotherapeutic counselling.

All Trustees give their time voluntarily. Some volunteers are paid a token amount in recognition of the time they spend on UKCP business. These amounts are in no way meant to reimburse them at market rates. This has been approved by the Charity Commission. Any expenses reclaimed from the Charity are set out in note 7 to the accounts.

### Investment policy and performance

The Trustees' investment policy was put in place to ensure that UKCP's cash is invested in the most effective and secure manner.

The policy states that the objectives of investments are to:

- produce the best financial return within an acceptable level of risk
- produce a total return in excess of inflation for medium term investments
- preserve the capital value with a minimum level of risk for short term investments

The policy also details the Trustees' position on risk, ethical investments and liquidity.

The Finance and Audit Committee has decided to invest reserves in the F&C CAF Socially Responsible Portfolio. The investments paid out dividends of £3k during the year, a yield of 1.43 per cent. The investment rose in value by 10 per cent since their purchase in February 2016.

## Remuneration policy

UKCP sets the pay of its staff and key management personnel using industry benchmarks, performance reviews and appraisals. The Board approves any annual increases and any changes to the Chief Executive's salary.

## Risk management

In respect of operational practices, our Board reviews the risks facing UKCP on an annual basis via a Risk Register. The register covers strategic, operational, financial, human resources, technological and reputational risks.

The risks we have identified are prioritised in terms of potential impact and likelihood of occurrence and the trustees confirm that systems or procedures are in place to mitigate significant risks. Three of the main risks that the trustees have identified and the strategies for mitigating them are:

- Legal challenges on complaints and conduct cases – robust procedures are followed for each case, overseen and reviewed by suitable parties.
- Statutory regulation being introduced potentially meaning that therapists no longer need UKCP registration – we continue to engage with Government and other interested professional bodies.
- Fraud by UKCP employees or outsourced staff may result in losses to the Charity in financial or reputational terms – robust financial procedures followed by all staff and external finance team ensure the risk of fraud is low.

## Reserves policy

The Trustees have a reserves policy which requires that reserves be maintained at a level which ensures that the Charity's core activities could continue during a period of unforeseen difficulty.

The CCP has a separate reserves policy. A proportion of these reserves must be maintained in a readily realisable form.

The charity's income and expenditure are both predictable in timing and amounts. The trustees have therefore based the calculation of reserves on costs the Charity is committed to rather than a multiple of operating expenditure.

The Trustees set reserves targets at the beginning of the financial year based on costs and monitor the actual results at each Board meeting. The current reserves target approved by the Board for the general fund is £254,210 and for the CCP fund is £150,002. Funds held at 30 September 2016 are more than these targets, at £562,953 and £216,769 respectively.

The budget for 2016-2017 which has been approved by the Trustees is intended to bring reserves down towards target and future investments in the various initiatives outlined in the Chair's and Chief Executive's reports, together with the monitoring of future fee levels, will be used to manage the level of reserves to be at or near target in the medium term.

## Statement of responsibilities of the trustees

The trustees (who are also directors of the United Kingdom Council for Psychotherapy for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The trustees' annual report has been approved by the trustees on 27 January 2017 and signed on their behalf by



**Martin Pollecoff**  
Chair, UKCP

# Independent auditors' report to the members of the United Kingdom Council for Psychotherapy

We have audited the financial statements of the United Kingdom Council for Psychotherapy for the year ended 30 September 2016 which comprise the statement of financial activities, balance sheet, statement of cash flows and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

## Respective responsibilities of trustees and auditors

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

## Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the trustees' annual report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

## Opinion on financial statements

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 30 September 2016 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- have been prepared in accordance with the requirements of the Companies Act 2006

## Opinion on other matters prescribed by the Companies Act 2006

In our opinion the information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements.

## Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us
- the financial statements are not in agreement with the accounting records and returns
- certain disclosures of trustees' remuneration specified by law are not made
- we have not received all the information and explanations we require for our audit
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemption in preparing the trustees' annual report and take advantage of the small companies' exemption from the requirement to prepare a strategic report.



**Judith Miller**

(Senior statutory auditor)

27 January 2017

for and on behalf of:

Sayer Vincent LLP  
Statutory Auditors  
Invicta House  
108-114 Golden Lane  
LONDON, EC1Y 0TL

# Statement of Financial Activities

(incorporating an income and expenditure account)

For the year ended 30 September 2016

	Note	Unrestricted £	Restricted £	2016 Total £	2015 Total £
<b>Income from:</b>					
Charitable activities	3				
Registration fees and subscriptions		2,063,093	-	2,063,093	1,981,109
Other trading activities	4	35,931	-	35,931	31,305
Investments	5	5,148	-	5,148	4,082
<b>Total income</b>		2,104,172	-	2,104,172	2,016,496
<b>Expenditure on:</b>					
Charitable activities					
Improving access		333,220	-	333,220	230,491
Culture and well run organisation		444,409	163	444,572	441,766
Maintaining professional excellence		921,009	-	921,009	858,285
Engaging membership		363,849	-	363,849	330,174
Recognition		7,546	-	7,546	5,155
<b>Total expenditure</b>	6	2,070,033	163	2,070,196	1,865,871
<b>Net income/(expenditure) before net gains/(losses) on investments</b>		34,139	(163)	33,976	150,625
Net gains on investments		23,350	-	23,350	16,909
<b>Net income/(expenditure) for the year</b>	7	57,489	(163)	57,326	167,534
<b>Net movement in funds</b>	19	57,489	(163)	57,326	167,534
<b>Reconciliation of funds</b>					
Total funds brought forward		722,234	10,121	732,355	564,821
<b>Total funds carried forward</b>		779,723	9,958	789,681	732,355

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 19 to the financial statements.

# Balance sheet

Company no. 03258939

As at 30 September 2016

	Note	£	2016 £	2015 £
<b>Fixed assets</b>				
Tangible fixed assets	12		19,154	26,624
Investments	13		223,350	-
			<b>242,504</b>	26,624
<b>Current assets</b>				
Debtors	14	75,845		68,205
Cash at bank and in hand		787,603		939,823
		<b>863,448</b>		1,008,028
<b>Liabilities</b>				
Creditors: amounts falling due within one year	15	(316,271)		(302,297)
			<b>547,177</b>	705,731
<b>Net current assets</b>				
			<b>789,681</b>	732,355
<b>Net assets</b>				
	18			
<b>The funds of the charity</b>				
Restricted funds	19		9,958	10,121
Unrestricted funds				
Designated funds			216,769	183,245
General funds			562,954	538,989
			<b>789,681</b>	732,355
<b>Total charity funds</b>				

Approved by the trustees on 27 January 2017 and signed on their behalf by:



**Martin Pollecoff**  
Chair



**Neil Robertson**  
Treasurer

# Statement of cash flows

For the year ended 30 September 2016

	Note	2016 £	2016 £	2015 £	2015 £
<b>Net cash provided by operating activities</b>	<b>20</b>		48,922		178,639
<b>Cash flows from investing activities:</b>					
Dividends, interest and rents from investments		5,148		4,082	
Purchase of fixed assets		(6,290)		(1,931)	
Proceeds from sale of investments		-		170,063	
Purchase of investments		(200,000)		-	
<b>Net cash provided by / (used in) investing activities</b>			(201,142)		172,214
<b>Change in cash and cash equivalents in the year</b>			(152,220)		350,853
Cash and cash equivalents at the beginning of the year			939,823		588,970
<b>Cash and cash equivalents at the end of the year</b>	<b>21</b>		787,603		939,823

# Notes to the financial statements

For the year ended 30 September 2016

## 1. Accounting policies

### a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

The income and expenditure of colleges and faculties is included within the charity's financial statements, as required by paragraph 25.9 of the SORP. Part of the charity's general funds are held in bank accounts controlled by colleges and faculties. At the end of the year the extent of such funds was £46,491 (2015: £54,431).

### b) Reconciliation with previously Generally Accepted Accounting Practice (GAAP)

In preparing the accounts, the trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 a restatement of comparative items was required. The transition date was 1 October 2014. No adjustment was required on transition date.

In accordance with the requirements of FRS 102, a reconciliation of opening balances and net income / (expenditure) for the year is provided with the net income / (expenditure) under previous GAAP adjusted for the presentation of investment gains / (losses) as a component of reported income.

Reconciliation of reported net income for 2015	£
Net income as previously stated	150,625
Gains on investments	16,909
	<hr/>
	<b>167,534</b>

### c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

### d) Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

### e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the

amount can be measured reliably. Income from registration fees and subscriptions is recognised evenly over the registration year.

#### f) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

#### g) Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes.

#### h) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Expenditure on charitable activities includes the costs of delivering services, training and other membership activities undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

#### i) Allocation of support and governance costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Where such information about the aims, objectives and projects of the charity is also provided to potential donors, activity costs are apportioned between fundraising and charitable activities on the basis of area of literature occupied by each activity.

Improving Access	15.09% (2015: 11.71%)
Culture and Well Run Organisation	20.75% (2015: 22.43%)
Maintaining Professional Excellence	42.42% (2015: 43.59%)
Engaging Membership	16.86% (2015: 16.77%)
Recognition	0.36% (2015: 0.26%)
Governance costs	4.52% (2015: 5.24%)

Governance costs are then apportioned over each area of activity in proportion of the total costs of that activity.

## j) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

## k) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Short term leasehold property	14.9% pa straight line
Furniture and fittings	25% pa reducing balance
Furniture and fittings held under finance leases	Term of the lease
Office equipment	25% pa reducing balance
Computer equipment	20 - 25% pa straight line

## l) Investments

### Listed investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Any change in fair value will be recognised in the statement of financial activities. The charity does not acquire put options, derivatives or other complex financial instruments.

### Investments in subsidiaries

Investments in subsidiaries are at cost.

## m) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

## n) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

## o) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

## p) Pensions

The charity contributes to personal pension plans of its employees. The pension charge represents the amounts payable by the charity to such plans in the financial year.

## 2. Detailed comparatives for the statement of financial activities

	Unrestricted £	Restricted £	2015 Total £
<b>Income from:</b>			
Charitable activities			
Registration fees and subscriptions	1,981,109	-	1,981,109
Other trading activities	31,305	-	31,305
Investments	4,082	-	4,082
<b>Total income</b>	<b>2,016,496</b>	<b>-</b>	<b>2,016,496</b>
<b>Expenditure on:</b>			
Charitable activities:			
Improving access	230,491	-	230,491
Culture and well run organisation	441,731	35	441,766
Maintaining professional excellence	858,285	-	858,285
Engaging membership	330,174	-	330,174
Recognition	5,155	-	5,155
<b>Total expenditure</b>	<b>1,865,836</b>	<b>35</b>	<b>1,865,871</b>
<b>Net income / (expenditure) before gains / (losses) on investments</b>	<b>150,660</b>	<b>(35)</b>	<b>150,625</b>
Net gains on investments	16,909	-	16,909
<b>Net income / expenditure for the year</b>	<b>167,569</b>	<b>(35)</b>	<b>167,534</b>
<b>Net movement in funds</b>	<b>167,569</b>	<b>(35)</b>	<b>167,534</b>
Total funds brought forward	554,665	10,156	564,821
<b>Total funds carried forward</b>	<b>722,234</b>	<b>10,121</b>	<b>732,355</b>

### 3. Income from charitable activities

	Unrestricted £	Restricted £	2016 Total £	2015 Total £
Registration fees and subscriptions	2,063,093	-	<b>2,063,093</b>	1,981,109
<b>Total income from charitable activities</b>	<b>2,063,093</b>	<b>-</b>	<b>2,063,093</b>	<b>1,981,109</b>

### 4. Income from other trading activities

	Unrestricted £	Restricted £	2016 Total £	2015 Total £
Advertising Income	28,903	-	<b>28,903</b>	21,127
Conferences and events	6,318	-	<b>6,318</b>	8,123
Publication sales	700	-	<b>700</b>	1,832
Other Income	10	-	<b>10</b>	223
	<b>35,931</b>	<b>-</b>	<b>35,931</b>	<b>31,305</b>

### 5. Income from investments

	Unrestricted £	Restricted £	2016 Total £	2015 Total £
Interest income	1,938	-	<b>1,938</b>	4,082
Investment income	3,210	-	<b>3,210</b>	-
	<b>5,148</b>	<b>-</b>	<b>5,148</b>	<b>4,082</b>

## 6. Analysis of expenditure

	Charitable activities					Governance costs	2016 Total	2015 Total
	Improving Access	Culture and well run organisation	Maintaining professional excellence	Engaging membership	Recognition			
	£	£	£	£	£	£	£	
Operational staff costs	101,301	195,757	236,825	175,223	-	57,495	766,601	719,101
Premises and other operational costs	32,057	61,948	74,945	55,450	-	18,194	242,594	282,065
Committees and Board of Trustees	6,753	33,764	16,882	6,753	-	3,376	67,528	64,472
Communications	30,854	5,142	5,142	54,508	7,199	-	102,845	69,793
Governance and membership administration	4,613	18,450	55,350	9,225	-	4,613	92,251	60,795
Colleges	4,894	14,681	48,935	19,574	-	9,787	97,871	98,579
Faculties	865	2,594	8,647	3,459	-	1,730	17,295	13,484
Complaints and Conduct Process (incl. staff costs)	-	45,412	408,712	-	-	-	454,124	390,638
Development projects	136,544	46,362	23,181	22,909	-	91	229,087	166,944
	317,883	424,109	878,618	347,102	7,199	95,286	2,070,196	1,865,871
Governance costs	15,337	20,463	42,392	16,747	347	(95,286)	-	-
<b>Total expenditure 2016</b>	<b>333,220</b>	<b>444,572</b>	<b>921,009</b>	<b>363,849</b>	<b>7,546</b>	<b>-</b>	<b>2,070,196</b>	<b>1,865,871</b>
Total expenditure 2015	230,491	441,766	858,285	330,174	5,155	-	1,865,871	

Of the total expenditure, £2,070,033 was unrestricted (2015: £1,865,871) and £163 was restricted (2015: £35).

## 7. Net income / (expenditure) for the year

This is stated after charging / (crediting):

	2016 £	2015 £
<b>Depreciation</b>		
Owned by the charity	9,697	13,178
Held under finance leases	4,063	5,417
<b>Operating lease rentals:</b>		
Property	69,600	87,539
<b>Auditors' remuneration:</b>		
Audit	7,150	6,400
Other services	5,270	4,926
<b>Trustees' remuneration</b> (see note 8)	14,457	18,819
<b>Trustees' expenses</b>	15,522	19,281

Trustees' expenses represents the travel and subsistence costs for 14 (2015: 10) members relating to attendance at meetings of the trustees.

## 8. Trustees' remuneration

During the year honoraria were paid to the following trustees and officers of the charity:

	2016 £	2015 £
J Weisz	3,692	8,000
I Gordon	1,458	5,000
F Biddle	5,000	3,319
P Donald	-	2,500
M Polecoff	4,307	-
	<b>14,457</b>	<b>18,819</b>

Honoraria payments are permitted by the charity's Articles of Association.

## 9. Analysis of staff costs and the cost of key management personnel

Staff costs were as follows:

	2016 £	2015 £
Salaries and wages	596,242	647,095
Social security costs	60,820	64,440
Employer pension contributions	24,786	32,537
Temporary staff costs	201,330	103,237
Redundancy and termination costs	10,000	-
	<b>893,178</b>	<b>847,309</b>

The following number of employees received employee benefits (excluding employer pension costs) during the year between:

	2016 No.	2015 No.
£60,000 - £69,999	1	-
£100,000 - £109,999	-	1

The total employee benefits including pension contributions of the key management personnel were £197,324 (2015: £147,745).

### Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2016 No.	2015 No.
Professional and other services	19	20
Administration	1	2
	<b>20</b>	<b>22</b>

## 10. Related party transactions

During the year, honorarium payments were made to some of the officers and trustees of the charity. These are disclosed in note 8 to these accounts. There are payments to and from members and trustees which are part of the normal course of business. There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

## 11. Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

## 12. Tangible fixed assets

	Short term leasehold property £	Furniture, fittings and equipment £	Computer equipment £	Total £
<b>Cost</b>				
At the start of the year	25,601	80,551	92,637	<b>198,789</b>
Additions in year	-	-	6,290	<b>6,290</b>
Disposals in year	-	-	-	-
At the end of the year	25,601	80,551	98,927	<b>205,079</b>
<b>Depreciation</b>				
At the start of the year	24,314	70,636	77,215	<b>172,165</b>
Charge for the year	599	5,526	7,635	<b>13,760</b>
At the end of the year	24,913	76,162	84,850	<b>185,925</b>
<b>Net book value</b>				
<b>At the end of the year</b>	<b>688</b>	<b>4,389</b>	<b>14,077</b>	<b>19,154</b>
At the start of the year	1,287	9,915	15,422	<b>26,624</b>

The net book value of assets held under finance leases or hire purchase contracts, included above, are as follows:

	2016 £	2015 £
<b>Furniture, fittings and equipment</b>	-	4,063

All tangible fixed assets are held for continuing use in the charity's activities. The usage of these between direct charitable purposes and governance is approximately 90% to 10%.

## 13. Listed investments

	2016 £	2015 £
Market value at the start of the year	-	153,154
Additions at cost	200,000	-
Disposals at carrying value	-	(170,063)
Net gain / (loss) on revaluation	23,350	16,909
<b>Market value at the end of the year</b>	<b>223,350</b>	<b>-</b>
Investments comprise:	2016 £	2015 £
<b>UK Common investment funds</b>	<b>223,350</b>	<b>-</b>
Investments representing over 5% by value of the portfolio comprise:	2016 £	2015 £
Responsible Global Equity Fund	97,377	-
Responsible UK Income Fund	125,973	-

## 14. Debtors

	2016 £	2015 £
Trade debtors	4,746	20,368
Other debtors	19,315	1,496
Prepayments	51,784	46,341
	<b>75,845</b>	<b>68,205</b>

## 15. Creditors: amounts falling due within one year

	2016 £	2015 £
Trade creditors	88,265	98,190
Other taxation and social security	19,915	14,482
Other creditors	522	-
Accruals	91,949	79,945
Deferred income	113,930	104,728
Net obligations under finance leases and hire purchase contracts	1,690	4,952
	<b>316,271</b>	<b>302,297</b>

## 16. Deferred income

Deferred income comprises of membership income for 2016-2017 and 2017 conference income received in advance.

	2016 £	2015 £
Balance at the beginning of the year	104,728	16,078
Amount released to income in the year	(104,728)	(16,078)
Amount deferred in the year	113,930	104,728
<b>Balance at the end of the year</b>	<b>113,930</b>	<b>104,728</b>

## 17. Pension commitments

The charity makes contributions to employees' personal pension plans. The pension charge represents contributions payable by the charity to these plans and amounted to £29,723 (2015: £27,666).

Contributions totalling £15,363 (2015: £13,545) were payable to such plans at the balance sheet date and are included in creditors.

## 18. Analysis of net assets between funds

	Restricted funds £	Designated funds £	General funds £	Total funds £
Tangible fixed assets	-	-	19,154	19,154
Investments	-	-	223,350	223,350
Current assets	9,958	224,575	628,915	863,448
Creditors due within 1 year	-	(7,806)	(308,465)	(316,271)
<b>Net assets at the end of the year</b>	<b>9,958</b>	<b>216,769</b>	<b>562,954</b>	<b>789,681</b>

## 19. Movements in funds

	At the start of the year £	Incoming resources £	Outgoing resources £	Gains on investments £	At the end of the year £
<b>Restricted funds:</b>					
The Colleges Fund	10,121	-	(163)	-	9,958
<b>Total restricted funds</b>	<b>10,121</b>	<b>-</b>	<b>(163)</b>	<b>-</b>	<b>9,958</b>
<b>Unrestricted funds:</b>					
<i>Designated funds:</i>					
Complaints and Conduct	183,245	479,649	(446,125)		216,769
<i>Total designated funds</i>	<i>183,245</i>	<i>479,649</i>	<i>(446,125)</i>	<i>-</i>	<i>216,769</i>
<b>General funds</b>	<b>538,989</b>	<b>1,624,523</b>	<b>(1,623,908)</b>	<b>23,350</b>	<b>562,954</b>
<b>Total unrestricted</b>	<b>722,234</b>	<b>2,104,172</b>	<b>(2,070,033)</b>	<b>23,350</b>	<b>779,723</b>
<b>Total funds</b>	<b>732,355</b>	<b>2,104,172</b>	<b>(2,070,196)</b>	<b>23,350</b>	<b>789,681</b>

### Purposes of restricted funds

The Colleges Fund was collected from a registrant levy for the foundation of colleges.

## 20. Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2016 £	2015 £
<b>Net income for the reporting period</b> (as per the statement of financial activities)	<b>57,326</b>	167,534
Depreciation charges	<b>13,760</b>	18,596
(Gains)/ losses on investments	<b>(23,350)</b>	(16,909)
Dividends, interest and rent from investments	<b>(5,148)</b>	(4,082)
(Increase)/ decrease in debtors	<b>(7,640)</b>	19,976
Increase/ (decrease) in creditors	<b>13,974</b>	(6,476)
<b>Net cash provided by / (used in) operating activities</b>	<b>48,922</b>	178,639

## 21. Analysis of cash and cash equivalents

	At start of the year £	Cash flows £	Other changes £	At the end of the year £
Cash in hand	939,823	(152,220)	-	<b>787,603</b>
<b>Total cash and cash equivalents</b>	939,823	(152,220)	-	<b>787,603</b>

## 22. Operating lease commitments

The charity had annual commitments at the year end under operating leases expiring as follows:

	Land and buildings	
	2016 £	2015 £
Between 1 and 2 years	<b>64,000</b>	64,000
Between 2 and 5 years	-	64,000
	<b>64,000</b>	128,000

## 23. Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

