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**STRATEGIC PLAN 2023-2026**

**Version control**

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# FOREWORD

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*The Board of Trustees and the Senior Management Team are delighted to present bpf’s strategic plan for 2023-26. The accompanying business plan for 2023-24 sets out bpf’s first-year of delivery of this strategic plan and will set the foundations for a period of exciting new developments and expansion for bpf. The main aims of the strategic plan are to increase our membership offering, to make training more widely accessible, to increase access to psychotherapy and develop clinical services, and to develop the bpf as a highly efficient organization that can also become an effective advocate for psychotherapy in the wider community.*

***Professor Jean Knox***

***Chair, Board of Trustees***

# INTRODUCTION

This strategic plan for 2023-2026 sets out how we will fulfill our charitable objectives and increase our public benefit. The plan sets out our four strategic priorities as developed by our board of trustees.

A review date of 2025 has been built into this three-year plan because it is ambitious and reflects a period of development and growth of the organization. It is backed up by annual robust business plans, which will be monitored and evaluated.

The trustees are sensitive to difficult economic times that might be ahead, and the increasing need for greater accessibility to both our trainings and psychotherapeutic services. This plan has accessibility at the heart of all decisions, and work is ongoing to increase the diversity within our training and membership populations and the communities that might use our psychotherapeutic services.

The bpf membership comprises psychotherapists who have undertaken rigorous academic and clinical trainings. At the heart of our trainings is each member’s intensive training analysis, which offers the best professional foundation for clinical practice. We are proud to be a member institution of the British Psychoanalytic Council (BPC) and our courses are accredited by (or, in the case of our new courses, in the accreditation process by) the BPC. This offers the general public an assurance that our members are trained and practise to the highest regulatory and ethical standards.

We are proud to be increasing our training offerings both at the beginning of the training journey with our new Foundation Course, and for those looking to specialize in therapeutic work. We are presenting two new courses that are stand-alone trainings but will also benefit qualified practitioners who are looking to work with specialised client groups.

We aim to raise the profile of the work of the bpf. Partnerships with charities and statutory services are being developed and our members will be encouraged to take on work that arises from these partnerships.

In the coming era of economic hardships, income generation, that in turn supports our capacity to provide accessible therapies, will be a focus for the organization. We believe that our services will be in greater demand than ever and so it will be important to make sure that we are running as efficiently as possible, whilst growing our accessibility to training and psychotherapeutic services.

Dr Frances Gillies

Chief Executive

**WHO WE ARE**

The British Psychotherapy Foundation (*bpf*) is a membership and psychotherapy training organisation. The bpf was formed in 2015 when three London-based psychotherapy training organisations decided to amalgamate and streamline their training offerings.

The bpf contains three associations: the Psychoanalytic Psychotherapy Association (PPA); the British Jungian Analytic Association (BJAA); and the Independent Psychoanalytic Child and Adolescent Psychotherapy Association (IPCAPA), each of which offer qualifying training in their specialism or psychotherapy tradition. The trainees and graduates of these trainings are members of the bpf.

Academic qualifications are also offered by the bpf and include the Doctorate in Psychodynamic and Psychoanalytic Clinical Practice, run in partnership with Exeter University, the graduates of which also become professional members of the bpf, and the MSc in Psychoanalytic Understanding of Human Development, run in partnership with Birkbeck University. Short courses offered include Infant Observation courses, analytically oriented reading groups, and post-qualification trainings.

bpf’s training offering is being extended via initiatives such as the newly developed Foundation course with a focus on providing a career-long, start to finish journey for our trainees and members.

In addition to training and membership, the bpf aims to educate the public about psychoanalytic theory and practice and aims to have influence over social policy to increase access to intensive, psychoanalytically informed psychotherapy.

**OUR VISION**

The bpf’s vision is a society where the general public have knowledge of and access to psychoanalytically informed psychotherapists whose trainings have been rigorous and excellent, and who are supported professionally throughout their careers to continue their own professional development.

**OUR MISSION**

Our mission is to provide the public with access to psychotherapists who have undertaking rigorous, thorough and academically excellent trainings and who are supported by a membership body that provides career-long continuing professional development. We will increase public awareness of psychoanalytic theory and practice and provide clear guidance to the public about what competent and evidenced-based psychoanalytic psychotherapy is. We will increase accessibility to our trainings and membership, so that the general public is represented in our membership. We will make our clinical services more widely available to the general public, geographically and economically.

**OUR PUBLIC BENEFIT**

The objects of the **bpf** are for the public benefit to preserve the mental health and relieve mental distress particularly through psychotherapy in all or any of its aspects by:

* Advancing the education, training, study and practice of analytic therapies and psychoanalysis.
* Increasing the public knowledge of therapies.
* Advancing therapies as a method of treatment.
* Advancing the practice of therapies as a profession.
* Providing easier and affordable access to psychotherapy treatment; and
* Undertaking any other charitable purpose for the public benefit approved by the Trustees.

**OUR VALUES**

**Reflectivity.** Psychoanalysis is embedded in the idea that thinking and reflection can offer space for creativity and work. We aim to hold a space for reflection especially in the face of stress, fear or disagreement.

**Equality.** People from different backgrounds, races, ethnicities, faiths, sexualities, socio-economic structures, neuro-diversities are welcomed, and difference is acknowledged and celebrated.

**Accessibility.** Barriers to joining our trainings and membership will be acknowledged and work will be done to minimise barriers as they arise.

**Integrity.** Our trainings are informed by rigorous academic application and evidenced-based clinical experience. We act with honesty, will self-reflect, acknowledge when we have got things wrong and encourage each other to speak up when things need saying.

**Inclusivity.** We aim to include all our stakeholders in our future plans, including potential service users, members, trainees, our members of staff, our volunteers, our academic and clinical partners and wider social institutions.

**HOW WE HAVE IDENTIFIED OUR STRATEGIC PRIORITIES**

This document sets out our strategy for the next three years, 2023-26. As a small organisation with limited resources, our work must focus on realising our charitable objectives – as set out in the Public Benefit section on the preceding page. In order to best advance these charitable objectives, our strategic priorities over the coming years will relate to bpf’s:

* Membership
* Training
* Clinical Services
* Strategic partnerships
* Research
* Voice
* Campaigns
* People

# OUR FOUR STRATEGIC PRIORITIES

We will deliver on our charitable objectives by undertaking the following:

1. Increasing our membership offering and widening our membership categories;
2. Increasing our training offer and improving accessibility to our trainings, both financially and geographically, with a focus on diversity and inclusivity;
3. Improving access to psychotherapy from a financial, geographical and EDI perspective, including developing clinical services partnerships with statutory and non-statutory bodies;
4. Running a highly effective and efficient organisation, with an aim to grow our influence over social and healthcare policy.

# OUR AIMS FOR EACH STRATEGIC PRIORITY

## SP1 Ambitious offer for Members

## We will be focused on providing a professional home for our members from the beginning of their training journey to retirement. We aim to provide:

## increased professional standards support,

## a greater offering of CPD and lectures,

## other member benefits such as partnership working with indemnity insurance companies and

## networking events.

## The bpf will begin to feel like a nation-wide organisation, due to better digital accessibility to trainings and events, and regional networking in-person events. We are working on establishing a yearly conference in partnership with Exeter University.

## Our clinical services are to be developed, through fundraising and partnership working. This will increase the referral rate to our members and enable them to offer psychotherapy to a wider range of the general public. Members will also be invited to take part in initiatives as they arise through partnership working.

## To meet our aim of increasing access to psychoanalytic theory and knowledge, we will be creating a new membership category for non-qualified people who have a special interest in theory and clinical practice.

**SP2 Continuously developing and improving our training offering**

In the service of creating a life-long learning model, we launched a new Foundation Course in January 2023. This course will be a feeder to all our professional qualification trainings (the Independent Child and Adolescent Doctorate, the Psychoanalytic Psychotherapy Professional Qualification, the Jungians Analytic and Psychotherapy Qualifications and the Exeter Doctorate in Psychoanalytic Practice).

Our MSc in Psychodynamics of Human Development, which we provide in partnership with Birkbeck University, will continue to grow via the online-only group of students, alongside the in-person cohort.

We are also adding two new post-qualification courses, which will be offered at a low-fee for our members, and which are both stand-alone qualifications. We are delighted to announce that we will be offering a Parent-Infant Psychotherapy training and a Couples Psychodynamic Psychotherapy Training. Both courses have been run previously for many years and we are thrilled to welcome them to the bpf family.

We are starting to build an online webinar and lecture series that will be accessible to the public through our new website. We hope to curate an online library that showcases the excellence, both academically and clinically, that is held within our membership. This will also meet our mission of bringing psychoanalytic knowledge to the public.

As all qualified psychotherapists know, the route through training can be complex and getting good training placements is often stressful and can be a barrier to training for some. We will be employing new placement tutors across our trainings to provide support and oversight for both trainees and placements.

**SP3 Increasing access to clinical services**

Part of our charitable mission is to have an impact on society. We believe that one area in which we can have impact is to maintain rigour and integrity on our psychotherapy trainings. Another area is to provide psychotherapeutic services to the public. We will be working to build strategic partnerships with charities and statutory service providers, and to apply for matched funding to support the on-going sustainability of provision. Our aim is to provide services that are sustainable, that offer decent pay-scales for the therapists and that are low-fee at the point of use.

## SP4 Running a highly efficient and effective organisation

## We will be an accountable and transparent organisation with robust governance arrangements:

## The organisation is in a period of growth, and robust financial management and budgetary control are in place to maximise the use of limited resources.

## We have strengthened the Board of Trustees by providing training to Trustees to discharge their duties, together with new terms of reference, and an annual program for the Board. We are recruiting three new lay members to the Board with specialist skills.

## We have strengthened further the governance and oversight of the organisation, with the creation of a new Audit & Risk Committee to which we are recruiting lay members with specialist skills sets in relation to financial management, risk, human resources, communications, and stakeholder engagement.

## We are committed to Equality, Diversity & Inclusion in all our recruitment.

## We have created a new Senior Management Team with specialist skills in education, training, psychotherapy, financial management, human resources, planning and performance, risk management and governance.

## We have strengthened internal controls with the creation of new policies, procedures, and risk management. A consultation is underway to update our safeguarding, fraud, and whistleblowing procedures.

## We will develop our strategies and policies to work more effectively with governmental bodies so that we can provide professional voice and expertise to policy making.

**OUR PARTNERSHIPS**

The delivery of our vision and mission to advance education, training, study and best practice in analytic therapies and psychoanalysis is predicated on working collaboratively with others. We will continue to forge and maintain strong partnerships with trainees, academia, members, patients, Government, statutory and voluntary sector stakeholders, and the media.

# OUR BUDGET, RESOURCES AND ANNUAL BUSINESS PLAN

The British Psychotherapy Foundation (bpf)’s **operating income** is derived from pre-training, qualifying training, membership fees, short courses, and clinical services. An annual budget and business plan will be produced for each year of this three-year strategy.

**HOW WE WILL MANAGE RISK**

bpf has developed a risk management strategy, which involves identifying, assessing, and managing strategic and key operational risks at a senior level, as well as using programme and project management processes to manage risks to programme and project delivery. The organisation has a central risk register which is reviewed monthly by the Senior Management Team and will be regularly reviewed by the Audit and Risk Committee.

**HOW WE WILL MEASURE PROGRESS**

We are developing and implementing a performance framework which will enable us to report on progress in achieving our strategic priorities, as well as assist in providing a clearer account of the impact which bpf is having on the sector and wider society.

The performance framework can be depicted as a pyramid as shown overleaf.

* At the bottom are the **Actions** which are the foundations of the framework – we measure the progress we are making in delivering the list of Actions in our annual business plan.
* In the middle are our **Strategic Priorities** – we assess the contribution that our Actions have had on progressing our strategic priorities by measuring the outputs and outcomes from these actions. We will report on these annually.
* At the top is **Impact** – these are the measures that we will report on in three-years’ time to provide an account of the impact that delivering our strategic priorities has had on the psychotherapy sector and wider society.

2026

2023

To gather the evidence to report against this Performance Framework, we will assess what data we need to be collecting for each identified measure and ensure that processes are in place to capture this. We will also invest in new data collection surveys where this is required to obtain relevant evidence. In addition to reporting against the measures in the performance framework, we will use case studies and other qualitative evidence to help demonstrate the impact that bpf has had on the individuals, and organisations, it has supported or worked with.

Detail about the specific performance measures we will be using will be published in our annual Business Plan and progress against these will be reported in our Annual Report. These will reflect the obligations and actions required or expected by our stakeholders, members, trainees, public, Health Education England, Birkbeck University, the University of Exeter, and new strategic partnerships.

**CONTACT DETAILS**

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