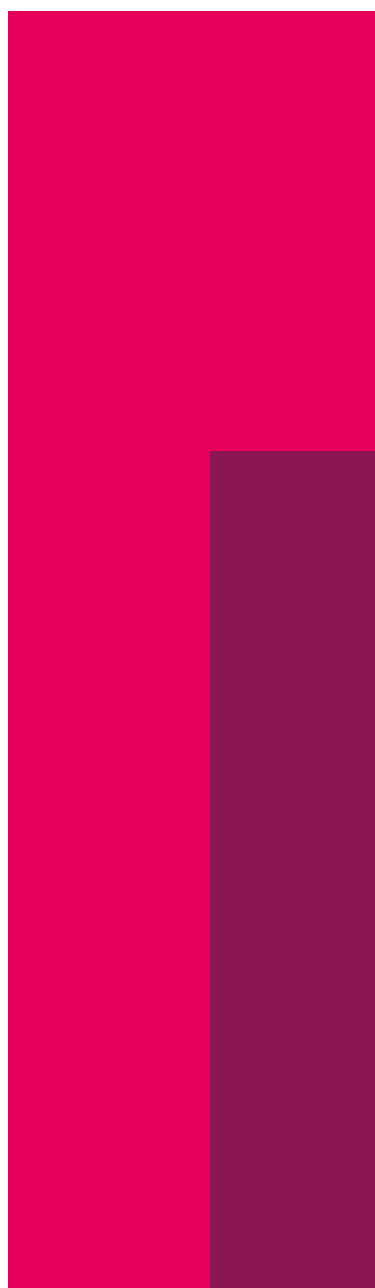


Annual Review and Financial Statements 2017/18

**British Association for
Counselling and Psychotherapy**

BACP House, 15 St John's Business Park
Lutterworth, Leicestershire, LE17 4HB



Annual Review and Financial Statements 2017/18

The British Association for Counselling and Psychotherapy is the professional association for members of the counselling professions in the UK.

As well as presenting our Annual Review and Financial Statements, we've also taken this opportunity to outline some of our key achievements during 2017/18.

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Note from the Chair

It's my pleasure to present this overview of the work of the Association for the 12 months up to April 2018. It also includes our Financial Statements, describing our financial activity over the same period.

As work on our strategy continues unabated, I hope this Review captures the sheer extent of projects that we're undertaking to promote and advocate for the counselling professions. 'Counselling changes lives' is not simply our brand identity; it speaks to the core philosophical principles on which we base all our work, informed by an unwavering commitment to social justice.

We've continued to develop our technology infrastructure during this year. We hope this is providing a more efficient way for members to access what they need, when they need it, while also helping us to deliver services and support to them in a more directed and focused way. Likewise, understanding the needs of our members, and also of the clients who access the services of the counselling professions, ensures we're better able to articulate those to policy makers, commissioners and politicians, to help improve the delivery of psychological services throughout communities.

In reviewing the work through to April 2018, I also give a continued commitment, on behalf of the Board, the staff and all those associated with BACP, to take our work forward in the best way we can.



Andrew Reeves
Chair of the Association



Our philosophy

Counselling changes lives

Not just the lives of individuals, but of families and communities.

Our desire for social justice determines everything we do and guides our relationship with our members and the public, as well as commissioners and government. It's why we champion the counselling professions as a viable, and increasingly evidence-based choice for people. We know counselling works.

We're alongside our members throughout their careers and put them at the heart of what we do. We understand their needs and support them in making a positive difference to the mental wellbeing of their clients.

We do this by promoting and facilitating research to produce trusted best practice, and by providing a robust framework to ensure the profession follows and adheres to the highest possible standards that protect individuals seeking therapy.

As a result, we help the general public, individuals and commissioners make better, more informed choices about the provision of counselling, and continue to raise the ethical and professional standards of the profession.

Charitable objectives

As a registered charity, our two key charitable objectives underpin our work and we use our income and property to promote these aims. In all of our activities, whether we're providing services to members, commissioning research or campaigning, these are the objectives that guide us, and the principles by which we measure our success.

Our charitable objectives are:

1. To promote and provide education and training for counsellors and/or psychotherapists working in either professional or voluntary settings, whether full or part time, with a view to raising the standards of the counselling professions for the benefit of the community and in particular for those who are the recipients of counselling and/or psychotherapy.
2. To inform and educate the public about the contribution that the counselling professions can make generally and particularly in meeting the needs of those whose participation and development in society is impaired by physical or psychological health needs or disabilities.



Current strategy

Our strategy, launched in spring 2016, was put into place after careful consideration of the above objectives, and the Charity Commission's guidance on public benefit.

Because we know that counselling changes lives, we will:

- promote expertise in the counselling professions to enable confidence in BACP and its members
- use our resources efficiently and effectively to fulfil our internal and external strategic objectives to maximise impact
- be alert to change and encourage innovation in a fast moving world, ensuring our policy and interventions are informed and evidence based
- commission, undertake and encourage research and relationships to ensure that we can champion best practice in the counselling professions
- uphold the highest standards of differentiated practice, ensuring that our standards are fit for purpose and communicable to clients and commissioners
- educate the public about the practice and benefits of the counselling professions and learn from people how to develop responsive services
- position the profession in the minds of commissioners and employers, to argue the case for best practice and promote the benefits of the counselling professions
- develop relationships with the wider professions and all our stakeholders
- define the scope and standards of training and practice for the counselling professions, drawing on evidence and experience, reflected in differentiated membership categories
- commit to the highest standards of customer service, public engagement and membership engagement



Key themes

Our work reflects the varied activities of our members and adapts to the changing environment they work in. Following consultation with our members and stakeholders, we identified three key areas for particular focus:

- **Older people** – exploring the role of counselling in improving the lives of older people, and promoting the value of talking therapies to this group
- **Children, young people and families** – continuing our successful work in this area, including promoting the importance of early intervention and joined-up mental health services
- **Four nations** – exploring how we can better serve our members based in England, Northern Ireland, Scotland and Wales, and influence governing bodies throughout the UK

These areas form the basis of our campaign and policy activities, research work and the range of services we provide for our members.

We are BACP and counselling changes lives.

Annual review

It's been a very productive and busy year in many different ways for BACP. This review concentrates on four key focus areas:

- **improving member services**
- **raising standards and protecting the public**
- **demonstrating the effectiveness of counselling**
- **influencing decision makers**

Improving member services

We aim to support our members throughout their careers by responding efficiently to their enquiries and providing them with the benefits and services that are most useful to them in their professional lives. We're working towards making our services as accessible and user-friendly as we can.

Here are some of our key achievements this year.

- **More events and online CPD content**

From local network meetings to national conferences, there are many live opportunities for members to engage with BACP, gain knowledge and network with their peers. During the year, we supported over 56 local network meetings, and held 28 Professional Development Days, four 'working with' events (training workshops accommodating up to 100 delegates), and three national conferences (Research Conference, Children and Young People Conference and a Private Practice Conference). We also hosted the BACP AGM including a keynote presentation from our Vice President, Julia Samuel. We increased member accessibility through webcasting the three national conferences and the AGM. Combined with live events, we engaged with over 6,000 members.

- **New resources for members**

In 2017 we published 22 new web-based Good Practice in Action (GPiA) resources to support members, bringing our total GPiA to over 100 titles. These include new legal resources on suicide, assisted death, abortion, coroner's court as well as new resources on gender identity and sexual orientation and GDPR. We also updated over 30 GPiA resources and 14 Counselling Minded for Children and Young People modules – web-based CPD self-directed learning.



- **Continued support on Ethics**

In 2017/18, the Ethics Team responded to over 3000 ethical queries from members and continued to provide valuable feedback to internal departments on the topics and issues about which members contacted the team.

- **Introducing online invigilation**

We've been working with a partner company (TestReach) to develop our assessment platform for the Certificate of Proficiency (CoP), our online assessment of the skills, knowledge and abilities required to be a professional counsellor or psychotherapist. As part of this change, we've also started to use online invigilation as our primary method for assessment delivery. Online invigilation is an area that we've been monitoring since it first emerged and we're now confident that this technology offers a more accessible solution for many of our members. It takes away the geographical constraints of our previous approach while maintaining the robust standards of the assessment.

- **A new member database system and website**

This enables us to manage our data and services more effectively, including making it easier to process member applications and requests. The initial implementation of the system was problematic but with the support of the staff team at BACP, it soon stabilised. The new database complies with the new GDPR regulations.

Raising standards and protecting the public

We set and uphold high standards for our members, both for initial registration and for maintaining registered status. We carry out an audit of a sample of registered members every month to make sure that standards are maintained. We investigate complaints through our professional conduct process, provide a support service to clients who have problems with their therapy and consult with external stakeholders to improve awareness of counselling and its benefits.

Here are some of our key achievements this year.

- **Completing and publishing the revision of the 2016 *Ethical Framework***

To achieve this, we used feedback from members and users. We've included new sections on breaks and endings, confidentiality, working within teams and responsibilities of trainees; updated clauses on supervision and record keeping in line with new data protection requirements; and new clauses on gender identity and sexual orientation, working with CYP and clarification on relationships with former clients.

- **Progressing the Scope or Practice and Education (SCoPEd) collaboration project**

We've now completed the initial mapping of the competences, training requirements and professional standards for counselling and psychotherapy. This project is part of the BACP Collaboration with UKCP and BPC to develop a shared generic competence framework for counselling and psychotherapy. We've now convened an Expert Reference Group (ERG) with an independent chair from University College London (UCL) to continue the next stage of the project.

- **Publishing work for Children and Young People**

We completed and published the revised curriculum for Young People aged 11–18, and convened an Expert Reference Group to start the work on extending the current competency framework to include 4 to 10-year olds.

- **Planning a counselling skills project**

We received Board approval for this project and are now starting work on it. This will include developing a competency framework, membership category and register for those who use counselling skills to enhance other professional roles.

- **Launching a BACP approved qualification (HND in Counselling) in Scotland**

We agreed a partnership contract with the Scottish Qualifications Authority (SQA) that offers successful candidates direct entry to the BACP Register by embedding the Certificate of Proficiency. The pilot was delivered at Glasgow and Clyde College.

- **Reaching an exciting milestone**

We went beyond the milestone of 20,000 candidates who've passed the Certificate of Proficiency (CoP) since we first launched the assessment. There are currently 37,844 registered members (at the end of March 2018).

- **Developing the 'Ask Kathleen' Service**

We extended this to provide emotional support to complainants throughout the Professional Conduct Procedure. We also developed a new role: Complaints Assistant and Assessor. The post has been created as part of our focus on protecting service users and the public, to assist complainants and support them in formulating complaints.



- **New public facing website**

As part of our new CRM and website strategy, we've introduced a new area of our website which enables the public to obtain resources and contact a suitable counsellor more easily.

- **Applying to become an IAPT (Increasing Access to Psychological Therapy) programme accrediting body**

We submitted an application to the CYP IAPT National Accreditation Council to become the accrediting body for the IAPT Children Young People (CYP) Evidence Based Counselling Practice programme.

Demonstrating the effectiveness of counselling

We have a critical role to play in supporting and disseminating the evolving research base for counselling and using research to demonstrate the value of counselling in making a positive difference to people's lives. We continue to represent members' interests and to argue for high research standards to inform policy and commissioning. Here are some of our key achievements this year.

• Disseminating our research in a variety of ways

- We presented our Female Genital Mutilation (FGM) research as a paper at the Society for Psychotherapy Research conference in Canada, bringing the important findings from this research to an international audience.
- We ensured that key research papers, including our FGM paper and a paper analysing data from the National Audit of Psychological Therapies, are also published gold open access. This means we can ensure not only that these papers are available to our members but also that they reach a wider international audience, ensuring greater impact and influence in the field.

• Supporting research

- The University of Roehampton with BACP as co-investigators were successfully awarded funding by the Economic and Social Research Council (ESRC) to conduct ETHOS, an £835,000 fully powered RCT of school-based counselling versus pastoral care. The trial officially started in April 2016 and data collection started in September. The final report is expected in summer 2019.

As part of the trial, BACP is funding a part time PhD which includes an examination of parental experience of school counselling for their child as well as family outcomes following child engagement in school counselling.

- We've continued to build research capacity in the field through the launch and recruitment of two funded PhD studentships, one researching the role of the therapeutic alliance when working with adolescent depression and another exploring black men's experiences of therapy.
- In May 2017, we held our 23rd Annual BACP Research Conference, co-hosted with the University of Chester. Our eminent conference keynote speakers were Professor Clara E Hill who spoke about "Therapist self-disclosure and immediacy" and Professor Stephen Joseph whose speech addressed the question, "Are we measuring what matters in counselling and psychotherapy research?" We successfully trialled an innovative approach to bringing research to a wider audience of BACP members by live webcasting a selection of research presentations from the conference.
- To support our Policy Team, BACP Research provided a robust response to the NICE depression guideline consultation, based on a rigorous critique of the research evidence and methodology.



Influencing decision makers

We work with politicians and decision makers representing all four UK nations to help them understand the positive changes that counselling can make to people's lives. Through political monitoring and targeted, evidence-based communications, we inform and influence the decisions that will impact on the public and members of the counselling professions most.

Here are some of our key achievements this year.

- **More input than ever**

BACP 'asks' were reflected in nine 2017 General Election manifestos, across the four nations, including:

- a request for increased research funding for mental health
- the introduction of school-based counselling (in England/Scotland)
- a call for a 28-day target from referral to treatment (Wales)
- an increase in the range of psychological therapies available

- **Responding to key consultations**

We provided expert and evidence-based submissions to around 25 government and stakeholder consultations and parliamentary inquiries across each of the four nations. Responding to these consultations on issues concerning health, education, justice and social care widens our sphere of influence in the private, public and voluntary sectors and helps to demonstrate just how counselling changes lives.

- **Powerful working relationships**

We continued to strengthen and build relationships with key stakeholders, partners and decision makers as well as building BACP's reputation across the four nations. We've met with parliamentarians across the political spectrum on a variety of issues and across all four nations of the UK.

In Scotland, BACP was the first organisation to meet with the Mental Health Minister, Maureen Watt MSP following publication of the Government's new ten-year Mental Health Strategy. The Mental Health Minister also helped launch our flagship counselling HND for Scotland in March 2018. We strengthened relationships with opposition politicians and have now met the main shadow ministers in both Wales and Scotland. In Northern Ireland, where the Executive and Assembly remain in stasis, our focus has been on strengthening our partnerships.

- **Expertise in action**

Working alone and with partner organisations we maintained the pressure on NICE to ensure that counselling and psychotherapy remain preserved within the Depression in Adults clinical guideline. Our collaborative work has seen the issue receive favourable political interest, due to a consistent and robust response from the field, with an early day motion raised in Parliament and several meetings directly with NICE to raise concerns.

- **Campaigning for change**

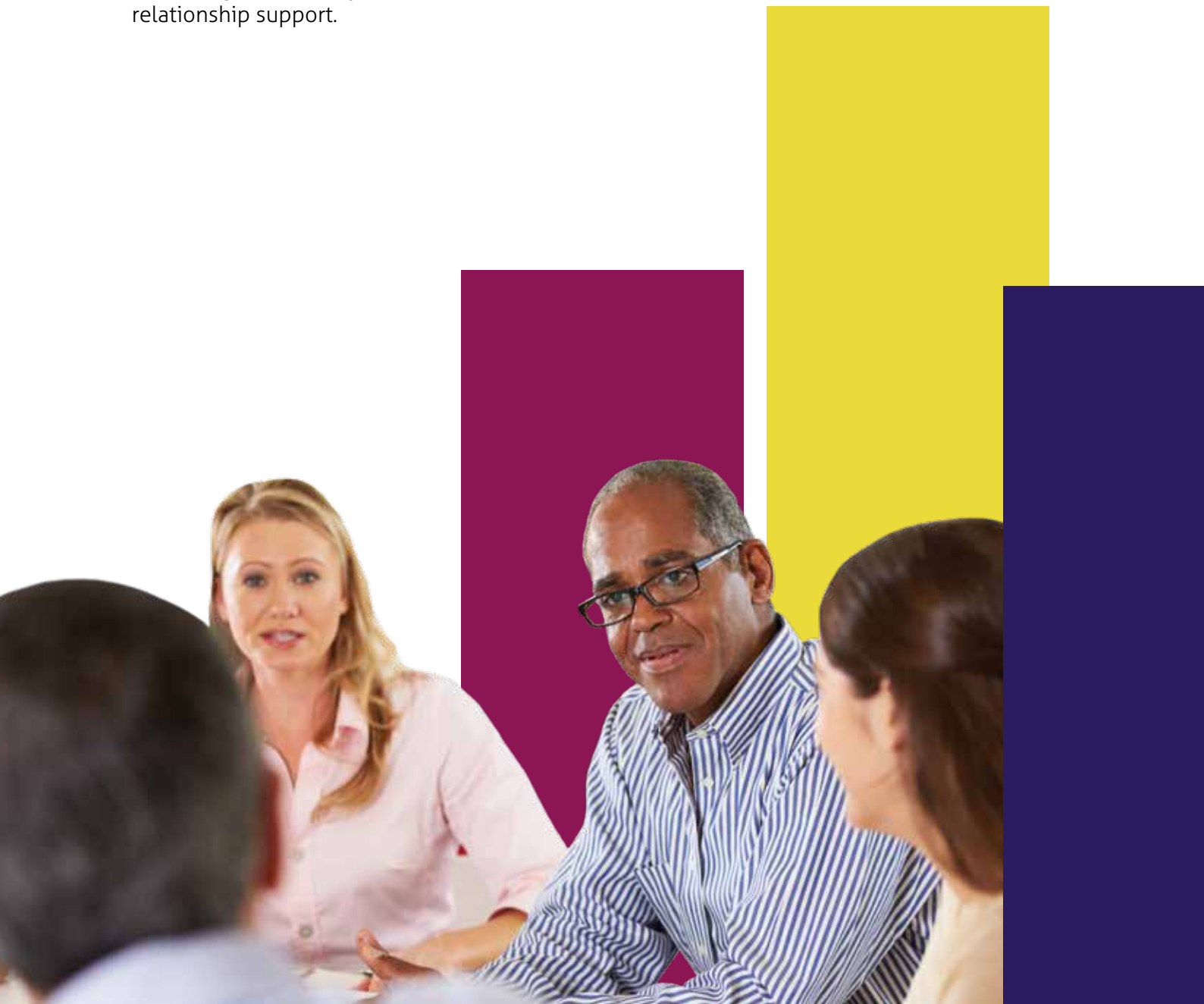
We actively campaigned around the Transforming Children and Young People's Mental Health Provision green paper. Our call for a counsellor in every school and college to be included in the proposals reached over 49,000 people and led to over 2,000 letters and messages of support sent to MPs across the UK through a campaign tool on our website. Successful stakeholder engagement also led to the Local Government Association joining our call for school-based counselling.

We've made real progress in developing our work around helping older people. Our strategy focuses on doing research, providing an improved service and promoting work with older people to the counselling profession.'

• **Working with others too**

- We worked collaboratively with other professional bodies and charities, including joint member surveys with UKCP, BPC and ACP and also Place2be to enable us to jointly promote working with children and young people and respond to challenges in the children and young people green paper.
- Together with Relate, we conducted public perception work around access to relationship counselling with plans to use this information to engage decision makers in a debate on increasing accessibility to cost-effective relationship support.

- We also continue to work closely with UCKP, BPC, BPS and BABCP to scrutinise the Government on its proposals for welfare reform in relation to their impact on mental health.
- We held roundtable meetings with key stakeholder organisations and established an expert reference group of our members. We also carried out a public opinion survey, which showed that older people with common mental health problems are less likely to be referred for talking therapy.



Looking Ahead

Improving member services

Next year we plan to:

- **Launch our new CPD Hub**

This will provide a wider, more accessible programme for CPD for members. It will build on our livestreaming content, podcasts and new learning modules. At launch, the CPD Hub will include 40 hours of CPD with an estimated 10 hours added each month.

- **Continue to deliver an outstanding programme of members' events**

These will include the relaunch of Making Connections events and the addition of Staying Connected, which will be a post-event online version of the live event that will be available to all members. Our ever-popular biannual Student Conference will be supplemented by a new conference focused on innovation in the sector and we plan to hold a second 'Evening with' event.

- **Provide more ethics resources**

2018/19 will see an exciting growth in the services and resources offered to members by our Ethics Team. The service will be rebranded as the Ethics Hub. It will provide a central online location where members can find information about the services on offer and access online resources and CPD relating to the Ethical Framework and Good Practice resources.

The current service offered by the Ethics Officers will continue. Running alongside this will be our new Ethics Consultant. We're going to pilot this role for six months to provide consultations to Supervisors who require additional support and information while working through ethical dilemmas presented by their supervisees.



- **Publish new GPiA resources**

These will include:

- legal resources on GDPR, pre-trial therapy, record keeping, ownership of records, unplanned endings, and sharing records with other legal professionals
- placement resources and new resources on clinical wills and digital resources
- additional GPiAs on retirement, older people, disability and clinical reflections for practice

We'll also update all current GPiAs and Ethical Framework guidance to reflect the new 2018 Ethical Framework and GDPR requirements.

- **Further improve our data management**

We'll continue to develop and enhance our new database and website, to improve the quality of data we hold, and to use it to inform and improve our members' services.

Raising standards and protecting the public

Next year we plan to:

- **Develop a shared competency framework across the sector**

Complete our SCoPEd project with our partners UKCP and BPC so that we arrive at a shared competency framework for counselling and psychotherapy following a period of consultation with stakeholders. The intention is to offer clarity around entry levels, scope of practice and training pathways for the benefit of clients, commissioners and trainees.

- **Extend the unique SQA partnership to improve access to counselling training**

Extend the SQA approved qualification model to England and NI through partnerships with awarding organisations in England and NI offering a clear vocational pathway to the BACP Register via qualifications designed and mapped to BACP training and practice standards.

- **Recognise the importance of counselling skills**

Complete the counselling skills competency framework and begin work on building a professional home for those who use counselling skills in other professional roles but who are not counsellors. This will offer a benchmark of minimum competence for a wide range of people who make an enormous contribution to the mental health of the four nations.

- **Implement competency framework for children and young people**

Complete the Children and Young People 4 to 10-year olds competency framework, offering clarity around the competences needed to work safely and effectively with younger children. This will complete the overall CYP competency framework and associated practice standards for work with CYP from 4–18.

- **Initiate coaching skills project**

Initiate a project to look at a competence framework for coaching in recognition of the growing importance of coaching as a discrete set of skills that contribute to meeting the needs of clients.

- **Implement a publication policy for professional conduct notices**

We are developing a more formal publication policy for professional conduct notices/decisions in relation to the regulatory function of the Register. This will be published in the summer of 2018 to ensure that our process is clear and transparent and will also give members and complainants information regarding the purpose of publication.

- **Collaboration between Professional Standards and the Register department**

We will continue the collaboration between Professional Standards and the Register on the future development of a register for associated disciplines. This will ensure that appropriate standards and public protection needs move forward together.



- **Develop external networks**

We will develop the external clerks and panellist networks to reinforce the public protection function of the Register. This will increase our pool of experts to support the adjudication process.

- **Implement our revised Professional Conduct Procedure (PCP)**

Following approval of our revised Professional Conduct Procedure by the Professional Standards Authority for Health & Social Care and will begin our implementation process, which will include our member and public communications plan. Any supporting documentation will also need finalising, along with training for all those involved in the Procedure.

Demonstrating the effectiveness of counselling

Next year we plan to:

- **Offer two further PhD studentships**

We will continue to expand our evidence base through supporting innovative research to demonstrate the value of counselling in making a positive difference to people's lives.

- **Publish a live webcast of our Research Conference**

This follows on from the success of live webcasts of our 2017 Annual Research Conference. There'll also be a selection of additional content that will be shared and developed as new CPD resources for members.

- **Offer two research grants of £50K**

To support vital research contributing to the evidence base for humanistic therapies and also in relation to psychological therapies for older people, we will be offering two research grants of up to £50K by open tender process.

- **Launch Pilot Research Tool**

This pilot project will evaluate the use of an online outcomes measures system for use by private practitioners with their clients, with the aim to contribute to the research evidence base and to facilitate practice-based research networks, with a view to assessing the feasibility of wider rollout in future.



Influencing decision makers

Next year we plan to:

- **Promote the advantages of counselling at work through a BACP-commissioned report**

This will seek to influence the delivery of the recommendations of Thriving at work: the Stevenson/Farmer review of mental health and employers.

- **Build on our increased engagement and visibility in Scotland, Northern Ireland and Wales**

We'll also promote a much greater awareness and recognition of the impact of counselling with decision makers and funders across the four nations.

- **Enhance our work in Northern Ireland**

In Northern Ireland, we're working with a range of partners to explore ways to improve the evidence base for counselling. We're particularly looking forward to working with our partners to deliver the 2019 BACP Research Conference in Belfast – our first in the province.

- **Build on our work around the key strategic theme of children, young people and families**

We'll do this through a new strategy, expanding our work from the successful core campaign around school counselling. We'll begin to extend our focus to look at the importance of families in relation to children and young, children missing from education, perinatal mental health and adverse childhood experiences. Early work will focus on developing key stakeholder relationships in these new areas.

- **Press for action on mental health**

We'll hold the Government to account for the delivery of the five-year forward view for mental health, particularly the commitments for additional psychological therapy roles to be recruited and ability of the counselling workforce to fulfil those posts. These new roles offer a real opportunity to deliver expanded choice of therapy, increased access and reduced waiting times for all clients across NHS mental health services.

- **Build on the development of the older people strategy**

We aim to identify, articulate and promote opportunities to increase access to therapy for people aged 50 and over. Consulting the BACP members, gathering examples of best practice and working in collaboration with partner organisations, we'll increase understanding of the efficacy and perceptions of counselling for older people, call for increased service accessibility and promote work with older people to the counselling profession.



Governance, structure and accountability

Our Governors are elected or appointed to oversee our strategic direction and the management of the Association. Representing and accountable to our members, their role is to provide strong leadership, enhance our decision-making and to make sure that we achieve our objectives.

The Board of Governors consists of up to seven Governors elected by our members, and up to four Governors appointed by the Board. The Board appoints the Chair and the Deputy Chair from the elected Governors. The Board convenes four times each year and holds an additional 24-hour strategic planning event.

Governors serve for a term of three years and may serve two further terms of three years. Elected and appointed Governors will be announced at, and terms will commence from, the Annual General Meeting. The AGM takes place between September and November each year.

Our members elect the Governors by a single transferrable vote. The election is supervised by an external organisation appointed by our President. Below is a list of our Governors during the year, along with the other committees they were members of:

Governor	Period of Office	Committee Role
Andrew Reeves Chair	Elected 16/11/13 Elected Chair 21/11/14 Re-elected Chair 16/11/17	Finance and Policy Committee – Chair
Caryl Sibbett Deputy Chair	Elected 14/11/11 Re-elected 21/11/14 Re-elected 16/11/17 Elected Deputy Chair 16/11/17	Register Advisory Board
Mhairi Thurston	Elected 14/11/11 Re-elected 21/11/14 Re-elected 16/11/17	
Eddie Carden	Elected 7/11/15	Finance and Policy Committee
Sophie-Grace Chappell	Appointed 30/3/15	
Vanessa Stirum	Co-opted 4/3/16 Ratified 24/11/16	
Myira Khan	Elected 24/11/16	Finance and Policy Committee
Natalie Bailey	Elected 24/11/16	
Andrew Kinder	Appointed 24/3/17	
Una Cavanagh	Elected 16/11/17	

All elected Governors must be BACP members. Appointments to the Board are made to provide the skills and expertise considered necessary to achieve our strategic aims.

The Board may also co-opt up to two members with the relevant skills and experience to fill any vacancies that may arise.

On appointment, each Governor completes a register of interests and a confidentiality agreement. They're provided with a Governor Handbook that includes the Articles of Association, Standing Orders of the Association, policies and procedures on issues such as delegation of authority, recruitment, equal opportunities, investment, reserves, conflict of interest, business expenses and other guidance. The Handbook contains a role description for the Governors and a copy of various relevant Charity Commission leaflets including but not limited to, The Essential Trustee: What you need to know, The Essential Trustee: An introduction, Trustee Expenses and Payments and The Good Trustee Guide. All new Governors meet with the Chair and the Chief Executive and an induction meeting with senior staff including a tour of the office is arranged for all new members of the Board. Their training needs are regularly assessed and met.

BACP Presidents

President	Vice Presidents
David Weaver	Professor Dame Sue Bailey Juliet Lyon Julia Samuel

Board of Governors' responsibilities

Company law requires the Board of Governors to prepare the financial statements for each financial year, which give a true and fair view of the state of affairs of the company and the group and of the surplus or deficit of the group for that year.

In preparing these financial statements, the Board of Governors is required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities Statements of Recommended Practice
- make judgements and estimates that are reasonable and prudent
- prepare the financial statements on the 'going concern basis', unless it is inappropriate to presume that the company and group will continue in business

The Board of Governors is responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable the Board to ensure that the financial statements comply with the Companies Act 2006, the Charities Act 2011 and the Statement of Recommended Practice for Accounting and Reporting by Charities (SORP 2015 (FRS102) effective January 2015).

The Board of Governors is also responsible for safeguarding the assets of the company and the group, and for taking reasonable steps to prevent and detect fraud and other irregularities.

More information about how our Association is governed can be found in our Articles of Association and our Standing Orders.

Statement as to disclosure of information to auditors

As far as the Board of Governors is aware, there's no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditors are unaware, and each Governor has taken all the steps that he or she ought to have taken as a Governor to make himself or herself aware of any relevant audit information and to establish that the group's auditors are aware of that information.

Management and staffing

Our Chief Executive, Dr Hadyn Williams, is responsible for planning and developing our services and strategies, within clear policies and protocols set by the Board.

Our Chief Executive reports, via the Finance and Policy Committee, on the financial position of the company, including the actual performance compared to the budget. Management Accounts are received quarterly by the Board and regularly by the Finance and Policy Committee.

The Board approve the association's salary policy and procedure. Salaries are benchmarked against similar posts in the sector and geographical area every third year.

Our staff team is recruited and supported to provide the skills and expertise needed to operate our organisation successfully. The Senior Management Team, who oversee each of our departments, are:



Cristian Holmes	Chief Operating Officer and Deputy Chief Executive
Nancy Rowland	Deputy Chief Executive (until 30 Sept 17)
Steve Cantell	Head of ICT
Fiona Ballantine-Dykes*	Head of Professional Standards
Christina Docchar	Registrar
Suky Kaur	Head of Policy and Communications
Ian Patrick	Head of Finance and Central Services
Chelsea Shelley/ Melanie Sallis (maternity cover)	Head of Membership and Operations
John Woolley	Head of People, Culture and Governance
Dr. Naomi Moller Dr. Clare Symons	Heads of Research
Martin Bell	Deputy Head of Policy & Public Affairs
Ruth Clowes	Deputy Head of Membership Engagement
Richard Smith	Deputy Head of Membership Services
Vacant	Deputy Head of External Communications

*Note: Charity Commission gave consent to the paid employment of Fiona Ballantine-Dykes being a recently resigned trustee. The salary earned during the review period falls within a pro-rata Senior Manager pay scale of £50,000–£60,000.

Membership of BACP

We offer the categories of membership listed below. The members of these categories are also members of the company and have full voting rights:

- Student
- Individual Member Registered MBACP
- Registered MBACP Accredited
- Registered MBACP Senior Accredited
- Retired Member
- Organisational Member

Volunteers

We're hugely grateful to the many volunteers who support us by serving on our divisions, committees, expert reference groups, forums, working groups and as peer reviewers and media spokespersons. Thank you for your continued and significant contribution to our success – your dedication, commitment, passion and hard work allow us to better serve our members and stakeholders; to promote the counselling professions effectively and to support our vision: counselling changes lives.



Review of BACP's financial position

We remain in a healthy financial position in line with our reserves policy. This position allows us to undertake and support a broad range of activities in relation to our charitable objectives.

Further details about the financial position are included in the 'Review of the business' section of the Strategic report.

Reserves policy

The Board of Governors reviews the reserves policy annually. The current policy is that the free reserves should be at a level to allow for future unanticipated fluctuations in income and expenditure, and to cover the estimated running costs for six months. This is currently estimated at about £2 million.

The free reserves for this purpose are the total reserves, less restricted and designated funds (to the extent that they have been committed), less the insurance (designated) fund, less tangible and intangible fixed assets and capital commitments, plus the membership fees received in advance (which would not be repayable if the charity was wound up).

At 31 March 2018 the level of the charity's free reserves was:

Total reserves:	£5,614,110
Less:	
Restricted funds	£19,037
Designated funds (that have been committed)	£68,850
Insurance Fund	£1,000,000
Tangible and Intangible fixed assets	£3,755,687
Capital Commitments	£68,800
Sub-Total	£701,736
Plus:	
Membership fees received in advance	£2,015,677
Free reserves	£2,717,413

Although higher than policy, planned deficits will be incurred to bring the level of the free reserves in line with the policy over the next two years.

Investment policy

Kleinwort Hambros Private Bank Limited (KHPB) provides discretionary investment management services of the investment portfolio. Further details about the investments are included in the 'Review of the business' section of the Strategic report. KHPB is regulated by the Financial Conduct Authority and is a member of the London Stock Exchange. The results for the year are set out in notes 12 and 19.

Officers' insurance

The company has Officers' Liability Insurance in place. This insurance indemnifies any officer against a liability arising as a result of his or her negligence up to an aggregate liability of £1 million. The cost of this insurance amounted to £722 (2017 – £598) for the year.

On behalf of the Board of Governors



Cristian Holmes
Secretary

Date: 7th September 2018

Strategic report

Review of the business

Our main sources of funding are membership subscriptions, Find a Therapist directory fees, accreditation fees and income from our trading subsidiary, BACP Enterprises Ltd.

Total incoming resources for the year decreased by £141,228 to £8,446,709 (1.7%). The reduced income was due to three main factors which were the ceasing trading of the BACP Research Foundation, the decision to end the arrangement that yielded commission on members' professional indemnity insurance premiums, and the temporary impact of transition of systems on payment processes and services. Core membership income remained strong, out-performing income projections in the year. The trading subsidiary yielded a slightly lower contribution this year and continues to operate in a very competitive environment. The sources of funding sustain the costs incurred in delivering our key objectives through representation of the profession, developing research, the provision of journals, conferences and events, professional standards, register and conduct processes.

We maintain a sound practice of review and planning. Operating expenditure increased by £700,715 to £8,317,782 (9.2%). Increased resourcing was applied to the Good Practice in Action resources and the Ethical Framework. The staff cohort increased modestly, mainly in the latter part of the year, as new posts were brought on board aligning with strategy. Due to the transition of systems, events activity was reduced compared to the norm in the year. With the head office building becoming 11 years old, some extensive refurbishment was necessary internally and externally, with the main expense being a replacement heating and cooling system. Amortisation of the capital cost of the website and database across three years is beginning to impact the income and expenditure account as the cost is written off.

The surplus for the year after a small unrealised loss on investments of £24,556 is £104,371. Total funds increased accordingly to £5,614,110. Further capital expenditure was incurred relating to the build cost of the new website and membership database, as well as commencing improvement of the finance and human resources systems.

Kleinwort Hambros Private Bank manage the ethical investment portfolio in line with our policy on ethical investment. The investment objectives criterion is based on maximum total gross return. This is achieved by generating growth through capital appreciation in the value of shares and the reinvestment of income as generated from dividends, while complying with our policy on ethical investment. In line with overall market movements, the portfolio suffered the unrealised loss during the last quarter of the financial year

On 31 March 2018 we had 45,632 members, an increase of 1.03% on the previous year, with growth slowing. Membership numbers are closely monitored throughout the year.

In April 2016 we launched a new five-year strategy, with a series of 'strategic intents' to help us achieve our position and purpose. These are the elements of our work that have been identified through consultation with our members as being the most important. The intents are themselves supported by a comprehensive operational plan, and our resources have been aligned in order to enable us to concentrate on these vital elements of our work.

Progress towards Strategic Intent

During our financial year 2017/2018 staff teams have made progress across each of the following strategic intents.

1. Promote expertise in the counselling professions to enable confidence in BACP and its members.

We've responded to a diverse range of Government and stakeholder consultations and calls for evidence, significantly the NICE Guideline on Depression Adults and the Children and Young People's Mental Health Green Paper. We have continued to develop a strong presence in Scotland, Wales and Northern Ireland and extended our work in Greater Manchester where a significant healthcare budget has been devolved to the city region.

2. Use our resources efficiently and effectively to fulfil our internal and external strategic objectives to maximise impact.

The introduction of a new CRM database made improvements to our website including on the quality of our data, and increased members' access to renew online. In addition, we rolled out the COP online assessment, removing the access barrier so that all members are now able to take the COP from their homes, work or wherever they are in the world. We undertook a review of our structures and teams to ensure that we continued to work cohesively and efficiently.

3. Be alert to change and encourage innovation in a fast-moving world, and our policy and interventions will be informed and evidence based.

We committed to being alert in a changing world, whether these changes come in the form of evolving government agendas, new legislation or technological challenges in

serving members and clients. We found partners who will help us develop our policies and systems and make sure they are up-to-date with best practice.

4. Commission, undertake and encourage research and relationships to ensure that we can champion best practice in the counselling professions.

We have continued to work hard to build the evidence base for counselling and psychotherapy by commissioning and undertaking research, such as our two PhD studentships and projects relating to Children, Young People and Families, and Older People. We have continued to encourage, facilitate and promote research within the field by collaborating with experts and academics.

5. Uphold the highest standards of differentiated practice, ensuring that our standards are fit for purpose and communicable to clients and commissioners.

A new interim position statement on the difference between counselling and psychotherapy is in development as part of the SCoPEd project, to ensure consistent communication. We have also completed and published the revision of the 2016 Ethical Framework using feedback from members and users. It includes new sections on breaks and endings, confidentiality, working within teams and responsibilities of trainees; updated clauses on supervision and record keeping in line with new data protection requirements; and new clauses on gender identity and sexual orientation, working with CYP and clarification on relationships with former clients.

6. Educate the public about the practice and benefits of the counselling professions and learn from people how to develop responsive services.

Throughout the course of the last 12 months the Public Engagement Department has attended monthly Memory Cafes with a view to signposting and gaining information to inform us how to reach the older community. Delivery of informative sessions externally has taken place on key mental health days and we've also joined a Sport and Mental Health Advisory Network. We have re-developed the public pages of the website, and we're currently undergoing analysis of the metrics gained to help inform us to produce better, much needed resources.

To raise public awareness, a short film was made with ITN promoting Counselling Changes Lives with a view to using rushes from the film in future communications with the public.

We have also attended key external conferences and meetings, allowing us to engage in and learning from external stakeholders on best practice when working with the public.

7. Position the profession in the minds of commissioners and employers, to argue the case for best practice and the benefits of the counselling professions.

One outcome of the SCoPEd project will be the ability to promote counselling and psychotherapy and the skills of BACP members to commissioners by being able to explain more clearly how the different categories of membership and their association with defined areas of practice can effectively meet different client needs.

8. Develop relationships with the wider professions and all our stakeholders.

We've worked with wider professions and stakeholders to explore the challenges and opportunities that collaborative working affords. We've continued our strong relationships through membership of over 30 policy and campaign groups, and developed closer working

relationships with associations like UKCP and BPC, and stakeholders such as Relate and Cruse.

We developed new key relationships around the key strategic theme of older people including Independent Age, Age UK and Centre for Ageing Better. Relationships in the area of children, young people and families have also been developed through a focused push on meeting key children's charities, parent infant partnerships, players in the maternal mental health arena and others such as Young Minds and Youth Access.

Relationships in Wales remain strong through membership of the Cross-Party Group for Mental Health and in Scotland an active working relationship has been secured with SAMH with joint working on a number of projects on-going.

9. Define the scope and standards of training and practice for the counselling professions, drawing on evidence and experience, reflected in differentiated membership categories.

We progressed the SCoPEd collaboration project, completing the initial mapping of the competences, training requirements and professional standards for counselling and psychotherapy. We also convened an ERG with an independent chair from UCL to continue the next stage of the project.

On CYP, we completed and published the revised curriculum for young people aged 11-18. We also convened an ERG to start the work on extending the current competency framework to include 4 to 10-year olds.

We received Board approval for a counselling skills project which includes developing a competency framework, membership category and register for those who use counselling skills to enhance other professional roles.

10. Commit to the highest standards of customer service, public engagement and membership engagement.

The introduction of a new CRM database and improved website proved to be a challenging time for BACP. The launch in February 2018 proved difficult, and we accept that we weren't able to always offer our highest level of customer service during the initial implementation. However, our loyal staff teams went the 'extra mile' to minimise disruption to our members. Going forward once stabilised, the new system will provide a solid foundation for BACP to develop and improve its membership experience.

Description of principal risks and uncertainties

During the year, the Finance and Policy Committee and the Board of Governors carry out an assessment of the business, operational and financial risks. We then review the policies, procedures and reporting regimes, and amend them if needed, to manage and reduce the identified risks. Our Governors have assessed the charity by reviewing budgets, plans, financial and operational risks and the external environment for the forthcoming year. Our Governors are satisfied that there are no material uncertainties around the continuing relevance of the charity or its ability to continue.

Risks are divided into five categories: governance, operational, financial, external and compliance. The Risk Register is reviewed every month by assessing each risk in terms of likelihood and impact. Mitigation strategies are drawn up, responsibilities allocated and progress monitored. The Finance and Policy Committee then make reports on current and mitigated risks to the Board of Governors. If a mitigation process requires financial investment, it is held to account through this process.

The Board has delegated clear lines of authority to our staff and staff are involved in the recognition of risk in their activities.

In this accounting period, the primary risk and uncertainty centred on the transition between CRM systems and data-migration from the old database to new. Other risks and uncertainties that were considered and mitigated included project management of our research trails, and multi-association agreements. During the year considerable work went in to planning for GDPR and the SCoPEd project.

On behalf of the Board of Governors



Cristian Holmes
Secretary

Date: 7th September 2018

Independent auditor's report

to the members and Governors of the British Association for Counselling and Psychotherapy

Opinion

We have audited the financial statements of British Association for Counselling and Psychotherapy (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31st March 2018 which comprise the Consolidated Statement of Financial Activities, the Consolidated Summary Income and Expenditure Account, the Consolidated and Parent Charitable Company Balance Sheets, The Consolidated Cashflow and the related notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (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 may 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.

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31st March 2018 and of the group's incoming resources and application of resources, including its result, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting

Practice; and

- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Governors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Governors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the parent charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The Governors are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and the Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and the Annual Review for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Annual Review have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Annual Review.

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

- adequate accounting records have not been kept by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Governors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of the Board of Governors

As explained more fully in the Board of Governors' Responsibilities Statement, the Governors (who are also the directors of the parent charitable company for the purpose of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Governors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Governors are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as

applicable, matters related to going concern and using the going concern basis of accounting unless the Governors either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.



Stuart Bolton FCA
(Senior Statutory Auditor)

for and on behalf of Atkinson Finch & Co,
Statutory Auditor
Chartered Accountants
Central Chambers, 45-47 Albert Street,
Rugby, Warwickshire, CV21 2SG

Date 10th September 2018

Consolidated statement of financial activities (incorporating an income and expenditure account) for the year ended 31 March 2018

	Notes	Unrestricted general funds £	Unrestricted designated funds £	Restricted funds £	Total 2018 £	Unrestricted general funds £	Unrestricted designated funds £	Restricted funds £	Total 2017 £
Income from:									
Donations		6,250	-	-	6,250	10,865	-	-	10,865
Charitable activities	3	7,882,604	-	-	7,882,604	7,914,172	-	-	7,914,172
Trading activities	5	476,170	-	-	476,170	465,625	-	-	465,625
Investment income	6	48,619	-	-	48,619	39,709	-	-	39,709
Other income	7	33,066	-	-	33,066	157,566	-	-	157,566
TOTAL INCOME		8,446,709	-	-	8,446,709	8,587,937	-	-	8,587,937
Expenditure on:									
Raising funds	6	16,396	-	-	16,396	14,166	-	-	14,166
Trading activities	5	112,022	-	-	112,022	88,719	-	-	88,719
Charitable activities	4	8,136,739	40,768	11,857	8,189,364	7,220,543	293,639	-	7,514,182
TOTAL EXPENDITURE		8,265,157	40,768	11,857	8,317,782	7,323,428	293,639	-	7,617,067
NET INCOME/(EXPENDITURE) BEFORE GAINS AND LOSSES ON INVESTMENTS		181,552	(40,768)	(11,857)	128,927	1,264,509	(293,639)	-	970,870
Net (Losses)/Gains on investments	19	(24,556)	-	-	(24,556)	143,798	-	-	143,798
NET INCOME/(EXPENDITURE) FOR THE YEAR		156,996	(40,768)	(11,857)	104,371	1,408,307	(293,639)	-	1,114,668
Transfers between Funds	20	8,905	(8,905)	-	-	(274,195)	274,195	-	-
NET MOVEMENT IN FUNDS		165,901	(49,673)	(11,857)	104,371	1,134,112	(19,444)	-	1,114,668
Reconciliation of Funds:									
TOTAL Funds Brought Forward at 1 April 2017		4,360,322	1,118,523	30,894	5,509,739	3,226,210	1,137,967	30,894	4,395,071
TOTAL Funds Carried Forward at 31 March 2018	22	4,526,223	1,068,850	19,037	5,614,110	4,360,322	1,118,523	30,894	5,509,739

All of the above results are derived from continuing activities and all losses recognised in the year are included above. Unrealised losses on investments have been included in the statement of financial activities as required by the Statement of Recommended Practice 'Accounting and Reporting by Charities'.

The surplus for the year for Companies Act purposes comprises the net incoming resources for the year plus realised gains on investments and was £134,852 (2017 – £981,178).

Consolidated balance sheet at 31 March 2018

	Notes	2018 £	2018 £	2017 £	2017 £
FIXED ASSETS:					
Tangible assets	10	3,311,411		3,253,609	
Intangible assets	11	444,276		188,653	
Investments	12	2,002,616		1,510,200	
			5,758,303		4,952,462
CURRENT ASSETS:					
Stocks	13	4,246		1,114	
Debtors	14	491,182		324,203	
Fixed term deposits		500,000		1,500,000	
Cash at bank and in hand		1,710,788		1,641,790	
		2,706,216		3,467,107	
CREDITORS: Amounts falling due within one year	15	2,850,409		2,909,830	
NET CURRENT ASSETS/(LIABILITIES)			(144,193)		557,277
NET ASSETS			5,614,110		5,509,739
RESTRICTED FUNDS	20		19,037		30,894
UNRESTRICTED FUNDS:					
General income fund	22	4,222,699		4,056,798	
Designated Funds	20	1,068,850		1,118,523	
Property revaluation reserve	16	303,524		303,524	
Total Unrestricted Funds			5,595,073		5,478,845
TOTAL FUNDS			5,614,110		5,509,739

On behalf of the Board of Governors



Andrew Reeves
Chair

Approved by the Board of Governors
on 7th September 2018

Balance sheet at 31 March 2018

	Notes	2018 £	2018 £	2017 £	2017 £
FIXED ASSETS:					
Tangible assets	10	3,311,411		3,253,609	
Intangible assets	11	444,276		188,653	
Investments	12	2,002,616		1,510,200	
			5,758,303		4,952,462
CURRENT ASSETS:					
Stocks	13	4,246		1,114	
Debtors	14	473,345		312,880	
Fixed term deposits		500,000		1,500,000	
Cash at bank and in hand		1,691,353		1,623,214	
		2,668,944		3,437,208	
CREDITORS: Amounts falling due within one year	15	2,813,842		2,880,636	
NET CURRENT ASSETS/(LIABILITIES)			(144,898)		556,572
NET ASSETS			5,613,405		5,509,034
RESTRICTED FUNDS					
	20		19,037		30,894
UNRESTRICTED FUNDS:					
General income fund	22	4,221,994		4,056,093	
Designated Funds	20	1,068,850		1,118,523	
Property revaluation reserve	16	303,524		303,524	
Total Unrestricted Funds			5,594,368		5,478,140
TOTAL FUNDS			5,613,405		5,509,034

On behalf of the Board of Governors



Andrew Reeves
Chair

Approved by the Board of Governors
on 7th September 2018

Consolidated cashflow statement for the year ended 31 March 2018

	2018 £	2017 £
Net cash (used in)/provided by operating activities	123,342	1,180,345
Cash flows from investing activities:		
Dividends and interest from investments	48,619	39,709
Purchase of property and equipment	(130,720)	(71,634)
Purchase of intangible assets	(455,271)	(188,653)
Proceeds from sale of investments	142,182	226,172
Purchase of investments	(700,789)	(187,515)
Net cash provided by (used in) investing activities	(1,095,979)	(181,921)
Change in cash and cash equivalents in the reporting period	(972,637)	998,424
Cash and cash equivalents at the beginning of the reporting period	3,223,449	2,225,025
Cash and cash equivalents at the end of the reporting period	2,250,812	3,223,449
	2018 £	2017 £
Net movement in funds for the reporting period (as per the statement of financial activities)	104,371	1,114,668
Adjustments for:		
Depreciation	72,278	37,085
Amortisation	199,648	-
Losses/(Gains) on investments	24,556	(143,798)
Dividends and interest from investments	(48,619)	(39,709)
Losses on sale of fixed assets	640	-
(Increase)/Decrease in stock	(3,132)	1,771
Increase in debtors	(166,979)	(63,390)
Increase in creditors	(59,421)	273,718
NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES	123,342	1,180,345
	2018 £	2017 £
Cash in hand	1,710,788	1,641,790
Fixed term deposits	500,000	1,500,000
Cash held in investments	40,024	81,659
Total cash and cash equivalents	2,250,812	3,223,449

Notes to the financial statements for the year ended 31 March 2018

1. Accounting policies

Accounting convention

The financial statements have been prepared under the historical cost convention as modified by the revaluation of listed investments and freehold property to market value, and comply with United Kingdom Generally Accepted Accounting Principles and Statement of Recommended Practice 'Accounting and Reporting by Charities' (SORP 2015 (FRS102) effective January 2015) and with the Companies Act 2006. All figures are exclusive of value added tax.

Basis of consolidation

The group financial statements consolidate the financial statements of the company and its wholly owned subsidiaries on a line by line basis. A separate Statement of Financial Activities, or Income and Expenditure Account, for the Charity itself is not presented because the Charity has taken advantage of the exemptions afforded by Section 408 of the Companies Act 2011.

Going concern

The financial statements have been prepared on a Going Concern basis. The Trustees have assessed this basis by reviewing budgets, plans, financial and operational risks and the external environment for the forthcoming year. The Trustees are satisfied that there are no material uncertainties around the continuing relevance of the charity or its ability to continue.

Key judgements and assumptions

There are no key judgements that have a significant effect on the accounts or assumptions that have a significant risk of causing a material adjustment in the next reporting period.

Fund accounting

General income funds are unrestricted funds which are available for use at the discretion of the Board of Governors 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 Board of Governors for particular purposes.

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.

Incoming resources

Subscriptions are accounted for in the period in which the service is provided. All other income is included in the period in which it is receivable.

The value of services provided by volunteers has not been included.

All income from departments is treated as furthering the charity's objectives since it either relates to the membership of an accredited body to enhance the public's confidence or the sale of publications and training aids and facilities to improve the standard of counselling and psychotherapy in the UK.

Resources expended

Resources expended are included in the Statement of Financial Activities on an accruals basis.

Certain expenditure is directly attributable to specific activities and has been included in those cost categories. Certain other costs, which are attributable to more than one activity, are apportioned across cost categories on the basis of an estimate of the proportion of time spent by staff on those activities.

Operating leases

Operating lease rentals are charged to the Statement of Financial Activities on payment.

Pensions

The company contributes towards to a group defined contribution pension scheme for employees. Contributions are charged to the Statement of Financial Activities in the period in which they are made.

Irrecoverable value added tax

As the membership subscriptions are exempt from value added tax, there is a restriction in the amount of input value added tax that the group is allowed to reclaim on its expenses.

Tangible fixed assets and depreciation

Tangible fixed assets costing more than £2,000 are capitalised and included at cost together with any incidental costs of acquisition.

Depreciation is provided so as to write off the cost, less estimated residual value, of tangible fixed assets, over their estimated useful lives as follows:

Freehold property	not provided
Computer equipment and accessories	33% per annum - straight line basis
Computer equipment and accessories	20% per annum - straight line basis

The Governors are of the opinion that the residual value of the freehold property is at least equal to the book value, therefore, no depreciation is provided.

Intangible assets and amortisation

Intangible assets consisting of direct costs associated with the build of a replacement membership database and website together with wider IT infrastructure upgrades are capitalised and included at cost.

Amortisation will be provided so as to write off the cost, less estimated residual value, of intangible assets, over their estimated useful lives, commencing when the asset comes into service, as follows:

IT infrastructure upgrades	33% per annum - straight line basis
----------------------------	-------------------------------------

Investments

Listed investments are stated at market value on the balance sheet date.

Realised and unrealised gains and losses are included in the Statement of Financial Activities.

Stocks

These are valued on a first in, first out basis, at the lower of cost and net realisable value.

Debtors

Debtors are brought into the financial statements where there is a reasonable certainty of collection. They are valued at the actual amount that will be received where this can be ascertained, otherwise a pro-rata basis or best estimate valuation is used.

Bank and cash

Bank and cash balances are included in the balance sheet at the sterling equivalent of the actual amounts held.

Creditors and deferred income

Creditors are brought into the financial statements where there is a reasonable certainty that a liability exists. They are valued at the transaction price where ascertainable, otherwise a pro-rata basis or best estimate valuation is used.

Deferred income is provided to match advance payments for conferences, events and advertising etc., to the period in which the service will be provided.

2. Company status

The company is a company limited by guarantee. The company registration number is 02175320 (incorporated in the United Kingdom 8 October 1987), the charity registration number is 298361. BACP is a Public Benefit Entity under FRS 102.

The governing documents are the Articles of Association and the Standing Orders of the company, the members of the Board of Governors are Directors of the Company and Trustees under Charity Law.

The registered office is BACP House, 15 St John's Business Park, Lutterworth, Leicestershire, LE17 4HB this also serves as the principal place of business.

All members guarantee an amount not to exceed £1 payable in the event of the company being wound up with a deficiency of net assets. At 31 March 2017 there were 45,169 members (2016 - 43,611).

3. Income from charitable activities

	2018 £	2017 £
Membership Subscriptions	7,007,506	6,636,808
Income from Publications	414,777	449,626
Accreditation	238,664	334,557
Conferences and Events	221,657	387,936
Total Company	7,882,604	7,808,927
BACP Research Foundation	-	105,245
Total Group	7,882,604	7,914,172

4. Expenditure on charitable activities

	2018 £	2017 £
Total Company (per page 36)	8,189,364	7,408,937
BACP Research Foundation	-	105,245
Total Group	8,189,364	7,514,182

	New Projects and programmes	Representing the Profession	Register	Research	Governance	Designated	Restricted	2018 Total	2017 Total
STAFF COSTS									
Staff and Contractors	543,994	1,919,057	583,299	273,538	121,023	-	11,085	3,451,996	3,223,325
Restructuring	156,520	-	-	-	-	-	-	156,520	90,252
	700,514	1,919,057	583,299	273,538	121,023	-	11,085	3,608,516	3,313,577
OTHER DIRECT COSTS									
Office Expenses	-	138,395	23,727	3,150	-	-	-	165,272	148,673
Recruitment and Staff costs	11,218	39,801	3,875	14,478	-	-	-	69,372	66,247
Travel and Committees	-	70,831	5,515	15,261	18,039	-	22	109,668	125,494
Annual General Meeting	-	-	-	-	27,091	-	-	27,091	25,827
Information Technology	-	-	-	-	-	-	750	750	13,902
Events	-	162,499	-	32,359	-	-	-	194,858	289,577
Projects	184,772	88,134	106,473	154	-	-	-	379,533	317,127
Bursaries	-	-	-	3,130	-	-	-	3,130	29,631
Property Running Costs	-	342	26,787	-	-	-	-	27,129	41,462
Professional Fees	-	6,006	14,232	-	32,779	(8,905)	-	44,112	209,423
Auditors remuneration	-	-	-	-	8,750	-	-	8,750	10,045
Journals and Publications	-	1,020,735	-	5,400	-	-	-	1,026,135	925,957
Hearings	-	-	64,015	-	-	-	-	64,015	102,492
Research	-	1,200	-	23,623	-	49,673	-	74,496	154,646
TOTAL DIRECT COSTS	896,504	3,447,000	827,923	371,093	207,682	40,768	11,857	5,802,827	5,774,080
SUPPORT COSTS									
Office Expenses	95,219	373,550	102,543	43,947	-	-	-	615,259	350,326
Recruitment and Staff costs	13,056	51,219	14,060	6,026	-	-	-	84,361	81,826
Travel and committees	2,611	10,243	2,812	1,205	-	-	-	16,871	15,443
Staff and Contractors	156,966	615,790	169,040	72,446	-	-	-	1,014,242	824,820
Information Technology	23,008	90,262	24,778	10,619	-	-	-	148,667	246,200
Property Running Costs	69,051	270,892	74,363	31,870	-	-	-	446,176	89,952
Professional fees	9,435	37,012	10,160	4,354	-	-	-	60,961	26,290
	369,346	1,448,968	397,756	170,467	-	-	-	2,386,537	1,634,857
Reallocation of Governance costs	32,141	126,093	34,614	14,834	(207,682)	-	-	-	-
TOTAL SUPPORT AND GOVERNANCE COSTS	401,487	1,575,061	432,370	185,301	(207,682)	-	-	2,386,537	1,634,857
TOTAL COSTS	1,297,991	5,022,061	1,260,293	556,394	-	40,768	11,857	8,189,364	7,408,937

5. Activities of subsidiaries

The Charity has one subsidiary, BACP Enterprises Limited. It owns the entire share capital of 1,000 shares of £1 each in BACP Enterprises Limited, a company incorporated in the United Kingdom.

BACP Enterprises Limited (company registration number 1064190) was originally donated to the British Association for Counselling and Psychotherapy and therefore there is no cost of investment in the balance sheet of the British Association for Counselling and Psychotherapy. BACP Enterprises Limited deals with income raised from advertisements placed in the Therapy Today Journal (TT), Counselling and Psychotherapy Research Journal (CPR) and Divisional journals produced by the British Association for Counselling and Psychotherapy. It is a trading subsidiary and gifts Net Profit to the parent company the British Association for Counselling and Psychotherapy.

BACP Research Foundation (company registration number 6494624) was incorporated on 5 February 2008, and attained Charitable status on 12 April 2010 (charity registration number 1135440). The British Association for Counselling and Psychotherapy was the only member of the BACP Research Foundation, a company limited by guarantee. The principal activity of the company was the undertaking of research into counselling and psychotherapy practices. BACP Research Foundation was dissolved on 6th February 2018. No activity was carried out through the BACP Research Foundation during the year ended 31 March 2018 as the remainder of the Randomised Control Trial had been absorbed by BACP in the previous financial year.

	BACP Enterprises Limited 2018 £	<i>BACP Enterprises Limited 2017 £</i>	BACP Research Foundation 2017 £	<i>Total 2017 £</i>
Turnover	476,170	465,625	105,245	570,870
Administrative expenses	(112,022)	(88,719)	(105,245)	(193,964)
Net profit	364,148	376,906	-	376,906
Amount gifted	(364,148)	(376,906)	-	(376,906)
Retained profit brought forward	-	-	-	-
Retained profit	-	-	-	-

The assets and liabilities of the subsidiaries were:

Current assets	170,309	58,658	1,210	59,868
Creditors: amounts falling due within one year	(169,604)	(57,953)	(1,210)	(59,163)
Total net assets	705	705	-	705
Aggregate share capital and reserves	705	705	-	705

6. Investment income

	2018 £	2017 £
INVESTMENT INCOME		
Interest receivable	11,971	11,738
Dividends and other investment income	36,648	27,971
	48,619	39,709
Cost of raising funds:		
Fund management charges	16,396	14,166

7. Other income

This includes £NIL (2017 - £104,605) received from the British Association for Counselling and Psychotherapy's Insurers, being based on the net insurance premiums paid by the British Association for Counselling and Psychotherapy members under the 'Members Professional Liability Insurance Scheme'. This agreement was negotiated for the British Association for Counselling and Psychotherapy by its insurance brokers and ceased at 31 March 2017.

8. Staff numbers and costs

	2018	2017
The average number of employees (including part-time staff) by department during the year was:		
Administration	24	23
Membership	14	11
Events	9	10
Customer Relationship Services	10	10
Professional Standards	14	15
BACP Registers	15	14
Journals	1	1
Publications Sales	1	1
Public Relations	-	1
Marketing	5	7
Research	13	11
	106	104

	2018	2017
The average number of employees (including part-time staff) by activity during the year was:		
Administration	22	15
New Projects and Programmes	13	12
Representing the Profession	51	58
BACP Registers	14	13
Research	6	6
	106	104

	2018	2017
The number of employees earning over £60,000 per annum was as follows:		
£60,001 – £70,000	4	2
£90,001 – £100,000	-	2
£100,001 – £110,000	1	-
£110,001 – £120,000	-	1
£120,001 – £130,000	2	-

Contributions to the pension scheme for higher paid employees amounted to £38,451 for the year (2017 – £29,079).

The total employee benefits received during the year by the key management personnel active in the organisation at the balance sheet date was £769,620 (2017 – £758,661).

During the year members of the Board of Governors have been reimbursed for travelling and accommodation costs amounting to £5,980 (2017 – £6,680). Other amounts paid directly in respect of accommodation and travel amounted to £13,414 (2017 – £14,075). Ten trustees had expenses reimbursed during the year (2017 – twelve).

	2018 £	2017 £
The aggregate payroll costs amounted to:		
Wages and salaries	3,970,955	3,599,876
Social security costs	364,511	346,693
Other pension costs	183,541	170,819
Death in service	19,023	20,515
	4,538,030	4,137,903

Some further restructuring was carried out during the year. The cost of this process to include redundancy pay, termination payments, notice pay and employers costs is £156,520 (2017 – £90,252). Termination payments to the value of £77,751 (2017 – £50,650) were made to staff leaving the organisation within this total. The above has been funded by unrestricted funds.

9. Fees payable to auditors

	The Group		The Company	
	2018 £	2017 £	2018 £	2017 £
Relating to audit services	10,150	11,150	8,750	8,750
Relating to non-audit services	3,755	4,364	3,682	4,218
	13,905	15,514	12,432	12,968

10. Tangible fixed assets (Group and Company)

	Computer equipment & accessories £	Office furniture & equipment £	Freehold property £	Total £
Cost				
At 1 April 2017	400,610	102,626	3,188,000	3,691,236
Additions	123,822	6,898	-	130,720
Disposals	(29,738)	(18,355)	-	(48,093)
Revaluation	-	-	-	-
At 31 March 2018	494,694	91,169	3,188,000	3,773,863
Depreciation				
At 1 April 2017	338,819	98,808	-	437,627
Charge for the year	68,591	3,687	-	72,278
Disposals	(29,738)	(17,715)	-	(47,453)
At 31 March 2018	377,672	84,780	-	462,452
Net book value				
At 31 March 2018	117,022	6,389	3,188,000	3,311,411
At 1 April 2017	61,791	3,818	3,188,000	3,253,609

Cost/Valuation at 31 March 2018 is represented by:

	Computer equipment & accessories £	Office furniture & equipment £	Freehold property £	Total £
Cost	494,694	91,169	-	585,863
Build Cost	-	-	1,767,310	1,767,310
Fit Out and Professional Costs	-	-	767,166	767,166
Purchase Cost	-	-	350,000	350,000
	494,694	91,169	2,884,476	3,470,339
Surplus on valuation in 2007	-	-	65,524	65,524
Surplus on valuation in 2013	-	-	200,000	200,000
Surplus on valuation in 2014	-	-	38,000	38,000
	494,694	91,169	3,188,000	3,773,863

If the freehold properties had not been revalued it would have been included at the following historical cost:

	2018 £	2017 £
Cost	2,884,476	2,884,476

The freehold property, known as BACP House, was valued on an open market basis on 31 January 2013 by Darlinson Dyer, Chartered Surveyors.

The freehold property, known as Unit 3, was valued for the vendors on an open market basis on 25 April 2013 by Howkins & Harrison, Chartered Surveyors.

Unit 3 was purchased at a discount for £350,000, the Governors agreed to adopt the open market value of £388,000.

11. Intangible assets

	Database & Website Costs £	Time and Attendance £	Finance System £	Total £
Cost				
At 1 April 2017	188,653	-	-	188,653
Additions	409,017	15,110	31,144	455,271
Disposals	-	-	-	-
Revaluation	-	-	-	-
At 31 March 2018	597,670	15,110	31,144	643,924
Amortisation				
At 1 April 2017	-	-	-	-
Charge for the year	199,648	-	-	199,648
Disposals	-	-	-	-
At 31 March 2018	199,648	-	-	199,648
Net book value				
At 31 March 2018	398,022	15,110	31,144	444,276
At 1 April 2017	188,653	-	-	188,653

Amortisation has only been provided for assets in use. The amortisation charge is included within office expenses in the SORP grid on page 36

12. Investments (Group and Company)

	2018 £	2017 £
Market value		
Opening market value	1,428,531	1,323,390
Additions	700,789	187,515
Disposals at opening market value	(136,256)	(215,864)
	1,993,064	1,295,041
Unrealised (loss)/profit on investments	(30,482)	133,490
At 31 March 2018	1,962,582	1,428,531
Cash held by Investment Managers	40,024	81,659
	2,002,606	1,510,190
Shares in property management service company relating to freehold property in Lutterworth	10	10
	2,002,616	1,510,200

The historical cost of the investment portfolio (excluding cash) at 31 March 2018 was £1,870,854 (2017 - £1,287,051).

All the investments are held primarily to provide an investment return for the charity

	2018 £	2017 £
Investments at market value comprised:		
Fixed interest securities – UK	673,513	487,017
Fixed interest securities – Rest of world	201,181	115,922
Equities – UK	598,890	475,296
Equities – Rest of world	395,466	350,296
Property	93,532	-
	1,962,582	1,428,531

13. Stocks (Group and Company)

	2018 £	2017 £
Printing and stationery	4,246	1,114
	4,246	1,114

The notes form part of these financial statements

14. Debtors

	The Group		The Company	
	2018 £	2017 £	2018 £	2017 £
Trade debtors	140,938	53,582	14,794	13,678
Amount owed from subsidiaries: – BACP Enterprises Limited & BACP Research Foundation	-	-	133,037	28,759
Other debtors	127,670	101,109	103,117	101,109
Prepayments	222,574	169,512	222,397	169,334
	491,182	324,203	473,345	312,880

15. Creditors: amounts falling due within one year

	The Group		The Company	
	2018 £	2017 £	2018 £	2017 £
Trade creditors	467,211	464,908	467,211	456,472
Amount owed to subsidiaries: – BACP Enterprises Limited & BACP Research Foundation	-	-	-	1,210
Social security and other taxes	136,706	105,192	108,221	95,644
Accruals	177,141	292,696	175,681	289,126
Deferred income	53,674	50,004	47,052	41,154
	834,732	912,800	798,165	883,606
Membership and United Kingdom register fees in advance	2,015,677	1,997,030	2,015,677	1,997,030
	2,850,409	2,909,830	2,813,842	2,880,636

Deferred income

	Group	Company
	2018 £	2018 £
Brought forward at 1 April 2017	50,004	41,154
Released during year	50,004	41,154
Total invoiced in year	648,487	177,256
Carried forward at 31 March 2018	(53,674)	(47,052)
Total income in year	644,817	171,358

16. Revaluation reserve

	The Group		The Company	
	2018 £	2017 £	2018 £	2017 £
Refer to note 10, page 41 for full details.	303,524	303,524	303,524	303,524
	303,524	303,524	303,524	303,524

17. Operating lease commitments

At 31 March 2018, the company had total commitments under non-cancellable operating leases as follows:

	2018 £	2017 £
Within one year:	1,316	742
	1,316	742

18. Capital commitments

	2018 £	2017 £
Within one year:		
Computer Equipment	-	112,129
Database & Website Costs	60,000	-
Finance System	8,800	-
	68,800	112,129

19. Unrestricted general income fund (Group and Company)

The general income fund balance includes the unrealised investment reserve as follows:

	2018 £	2017 £
Unrealised gains at 1 April 2017	141,480	13,691
(Gains)/Losses realised on investments against market value at 1 April 2017	(19,270)	(5,701)
	122,210	7,990
Unrealised Gains for the year	(30,482)	133,490
Unrealised gains at 31 March 2018	91,728	141,480

20. Designated and restricted funds

	Research Fund £	Insurance Fund £	Restricted Funds £	Total £
<i>Funds as 1 April 2016</i>	137,967	1,000,000	30,894	1,168,861
<i>Income</i>	-	-	-	-
<i>Expenditure</i>	(121,444)	(172,195)	-	(293,639)
	16,523	827,805	30,894	875,222
<i>Transfers</i>	102,000	172,195	-	274,195
Funds as 1 April 2017	118,523	1,000,000	30,894	1,149,417
<i>Income</i>	-	-	-	-
<i>Expenditure</i>	(49,673)	8,905	(11,857)	(52,625)
	68,850	1,008,905	19,037	1,096,792
<i>Transfers</i>	-	(8,905)	-	(8,905)
Funds at 31 March 2018	68,850	1,000,000	19,037	1,087,887

The RCT (Randomised Control Trial) on depression was undertaken by the BACP Research Foundation, which is limited by guarantee, and is a wholly owned subsidiary of BACP. As the RCT is now nearing completion, the BACP Research Foundation has closed and any remaining work will be continued through BACP.

BACP through its risk assessment process commissioned expert advice on its insurance coverage. Whilst adequate, the review indicated that some risks were currently uninsurable and a degree of self-insurance might be prudent. As a result of this the governors have agreed to reallocate the balance of the former Special Projects fund to an Insurance Fund and maintain this at £1,000,000.

BACP successfully delivered an e-learning package to the Department of Health. Work continues with the DH on updating and enhancing the content. During the year £11,857 (2017 - £NIL) of the Restricted funds were utilised.

21. Related parties

Agreement to pay for the Chair's, Deputy Chair's and Governor's time was sought from and agreed by the Charity Commission.

	2018 £	2017 £
A Reeves, (Chair person).	11,750	12,750
C Sibbett, (Deputy Chair person).	1,955	-
F Ballantine Dykes, (Deputy Chair person).	-	3,375

The company purchased services from BACP Enterprises Limited to the value of £916 (2016 – £1,070) on normal commercial terms. At the balance sheet date the amount outstanding was £NIL (2017 – £NIL).

See also note 5.

22. Analysis of group net assets between funds

	General £	Designated £	Restricted £	Total £
<i>Tangible Assets</i>	2,950,085	-	-	2,950,085
<i>Intangible Assets</i>	188,653	-	-	188,653
<i>Investments</i>	510,200	1,000,000	-	1,510,200
<i>Net Current (Liabilities)/Assets</i>	407,860	118,523	30,894	557,277
	4,056,798	1,118,523	30,894	5,206,215
<i>Revaluation Reserve</i>	303,524	-	-	303,524
As at 31 March 2017	4,360,322	1,118,523	30,894	5,509,739
<i>Tangible Assets</i>	3,007,887	-	-	3,007,887
<i>Intangible Assets</i>	444,276	-	-	444,276
<i>Investments</i>	1,002,616	1,000,000	-	2,002,616
<i>Net Current (Liabilities)/Assets</i>	(232,080)	68,850	19,037	(144,193)
	4,222,699	1,068,850	19,037	5,310,586
<i>Revaluation Reserve</i>	303,524	-	-	303,524
As at 31 March 2018	4,526,223	1,068,850	19,037	5,614,110

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