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## **bpf Strategic Plan 2025-2030**

The 21<sup>st</sup> century is a critical time for our profession and we need to meet the challenge of how our profession needs to change with the times. The BPF has a major part to play in maintaining and developing psychoanalytic and Jungian theory and practice in the UK today, by continuing to build on the pioneering work of the founders of the profession, but also by ensuring that we continue to meet the needs of contemporary society, clinically, intellectually and culturally. We need to strengthen the part we play in the constant battle to create and maintain a more reflective society, one in which peoples' psychological and emotional needs are respected and responded to with appropriate professional care.

This sometimes means that we need to take a long hard look at our traditions and have the courage and integrity to accept and initiate changes when they are evidently needed. The Trustees and our CEO consider that one of the main issues we need to engage with is the long tradition that much of the administration of psychotherapy societies is conducted on a voluntary basis by members. We have agreed that, in the long term, the survival of the BPF and of our profession as a whole depends on a paradigm shift to a professionalization of our organization so that it can function in as efficient, effective and innovative way as possible. This is not only in terms of internal management, but also in developing professional, academic and financial initiatives with other professional groups, creating links that can consolidate the contribution of the BPF to the psychological and emotional help that is so desperately needed across the spectrum of society today.

Our CEO, Frances Gillies and her team have worked tirelessly with the trustees to develop the strategic plan described below and we strongly endorse it.

Professor Jean Knox, Chair of Trustees

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## Introduction to the Strategic Plan for 2025-2030

In the last few years, the bpf has undergone significant growth in both our training provision and our membership numbers. When we wrote our previous strategy, we suggested that it should be reviewed at the halfway point, to check the ongoing relevance of the priorities. On review, the trustees decided that we needed to refresh our strategy and this report is the result of a period of consultation with members, staff and external stakeholders. I want to thank the staff and members who have put in so much work over the last few years towards the achievements we have made already. Our membership body has grown through the increase in trainee members and by the bpf taking on a couple of sister organisations. Our training provision has grown to ten trainings that cover the lifespan from infants through childhood and on to adults and the couple relationship. We have grown the staff group which means that we can offer both our qualified members and our trainee members a better service.

There is plenty of work yet to be done to consolidate the new training activities, and to continue to develop our policies and procedures, our internal governance arrangements and improving access to our trainings and clinical services. However, we are keen not to lose the momentum we have gained, and we are pushing onwards with plans that arose from our consultations with members, trainees, staff and external stakeholders. The trustees have a vision that will foster a community where academic study, writing and research will be enabled. Our patients, who are at the centre of everything we strive for, will benefit from a cohort of psychotherapists who have the most up-to-date, informed, and evidence-based information at their fingertips.

We will be focusing on the trainee experience, improving our communications and feedback routes, encouraging a co-creation of our curriculums, and ensuring that a diverse range of voices, experiences and learning styles are thought about and included in our plans. We are undertaking a review of all our teaching across the ten trainings and we will be providing members with a report on how we might be able to provide teaching in ways that are inclusive of difference of all kinds.

Over the past few years, the trustees took the brave decision to make investments in the organisation. The growth from investments means that the organisation has increased our income substantially. However, to increase our public benefit, we now need to engage in dedicated fundraising activities. We will be raising funds to increase access to clinical services, to begin to build bursaries and award them to trainees who would not normally be able to access our trainings. We will also be fundraising to cover our core costs so that we can continue to provide the highest service to our members.

We hope that this strategic plan reflects the energy and motivation that the trustees have for continuing to make the bpf a national centre of excellence. I would like to thank Jean Knox (chair) for her enthusiasm, support and progressive mentality that has allowed us to grow the

organization. The board has worked efficiently, thoughtfully and with energy under her leadership.

Dr Frances Gillies, CEO

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## **Who are we**

The British Psychotherapy Foundation (bpf) is a national membership and training organisation for psychoanalytic and Jungian psychotherapists. We train psychotherapists to work with adults, children and adolescents, couples and parents with infants. Through our qualified members and trainees, we provide low-fee, intensive psychotherapy to the public, especially to people that would not normally access long-term psychotherapy. We provide continuing professional development (CPD) to our members and to the wider psychotherapeutic community and we hold events that are open to the public as part of our mission to disseminate applied psychoanalytic thinking to society.

We provide ten trainings that range from our Foundation Course for people at the very beginning of their training career to qualifying courses for people that want to work with adults both individually and with couples. We provide a start to finish training route for those that want to work with parents and infants, and children and adolescents. All our trainings are rooted in psychoanalytic and Jungian theories and our therapists are trained to work at depth with the unconscious mind at the core of our approach.

Much of our administration is performed in our London base in Mapesbury Road, Kilburn. Some of our teaching is provided in person at our London base, but we have invested in digital upgrades and are working towards providing enhanced online teaching so that people can attend lectures from all areas of the country. We are delighted to announce that we are continuing the work of one of our sister organisations in Newcastle, which means we can now provide a qualifying training programme in the North of England.

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## **Why is psychoanalytic and Jungian therapy important?**

The human mind is complex and sometimes hidden from our conscious awareness. We employ psychological defences so that we can cope with our day-to-day lives, and often these defences are healthy and serve us well. There are times, though, that these defences are no longer serving us and we can find ourselves behaving in ways that we don't understand, and that lead to unhappiness and distress. Psychoanalytic therapists are trained to work with patients to find out about their own unconscious minds so that they can live life with a greater understanding of themselves. We believe that people should be able to access

this kind of therapeutic input when they need it and for as long as they need it. Accessing intensive psychotherapy can mean that a person can live a full and meaningful life in society.

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## What is the evidence that it works?

There is plenty of evidence that psychoanalytically informed therapies can alleviate mental distress and help people to live more fully. For an up-to-date list of research articles, please visit the British Psychoanalytic Council's website [here](#).

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## Our vision

The bpf's vision is a society where psychoanalytic thinking has improved the functioning of the mental health and wellbeing of society.

## Our mission

- To provide academically and clinically rigorous psychotherapy trainings in the psychoanalytic and Jungian traditions.
  - To provide excellent, varied and useful continuing professional development for our members and the wider psychotherapy community.
  - To provide low-fee psychotherapy to members of the public, especially those that would not usually access intensive psychotherapy services.
  - To continue to add to and develop the research and academic literature base in psychoanalytically informed theories and clinical approaches.
  - To encourage an environment of inclusivity and interest in integrating diverse voices to our teaching, research activities and professional membership.
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## What we stand for

**The importance of the unconscious mind.** We understand that peoples' distress is often a result of the unconscious mental efforts we make to cope with painful feelings, experiences and conflicts. We understand that peoples' behaviour is sometimes driven by unconscious processes and that an opportunity to be able to understand our inner world be can transformational.

**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.

**Equity.** 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.

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## **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 psychoanalytically informed therapies.
- Advancing psychoanalytically informed therapies as a method of treatment.
- Advancing the practice of psychoanalytically informed 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.

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## **The trustees have agreed three strategic priorities for the next three years**

1. Become a nationwide centre of excellence for psychoanalytic academia, research and clinical services.
2. Become a fundraising organisation.
3. Continue to run a highly effective, efficient and inclusive organisation.

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## **The three priorities are underpinned by the following cross cutting themes:**

- Membership and training
- Diversity
- Accessibility
- Clinical services

- Income generation
  - Quality assurance
  - Increasing coordination across our trainings and people
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## Our aims for each strategic priority



### **SP1 Become a nationwide centre of excellence for psychoanalytic academia, research and clinical services.**

We believe that safe and effective psychotherapy must be underpinned and informed by an active research and academically-focused community. The bpf is a growing community of rigorously trained professionals and we aim to foster an environment of intellectual investigation and knowledge dissemination. We aim to enable our members to be informed by the latest developments in psychoanalytic thinking and to find accessible ways for this knowledge to reach the wider public.

We will continue to work with our academic partners such as University College London, The Anna Freud Centre, Birkbeck University, Exeter University. We will continue our own work towards our registration with the Office for Students and to continually improve our academic standards and quality assurance.

We will also:

- Continue to grow CPD opportunities for members.
- Foster an environment that encourages research, academic endeavours and the sharing of ideas within our membership and more broadly.
- Foster an environment that encourages research and academic endeavours in our membership.
- Conduct a curriculum review to ensure that our teaching and the content of our programmes are inclusive of people's differences including backgrounds, race, ethnicities, faiths, sexualities, socio-economic structures, and neuro-diversities.
- Equip our teaching staff with knowledge about cultural diversity that will enable them to work effectively with difference.
- Disseminate psychoanalytic knowledge, and generate income, through conferences, events, courses and trainings.
- Provide excellent clinical services through referrals to members, fundraising to increase service capacity.
- Fundraise for bursaries to provide accessibility to our qualifying trainings.
- Continue our application to the Office for Students and use the process to enhance our training operations to improve our learning environment.

- Provide services to the public through dissemination of knowledge, training excellent psychotherapists, and increasing access to low-fee, intensive psychotherapy.



## **SP2 Become a fundraising organisation.**

The bpf has never been a fundraising organisation, and we have traditionally relied on our trainings and membership fees for income generation. We are now in a position where we can begin to fundraise so that we can increase our social impact through providing greater access to low-fee psychotherapy, increase the diversity in our trainee and membership populations by raising money for training bursaries, and creating greater financial stability for the organisation.

Our fundraising activities will include:

- Fundraise through bids to trusts and foundations to increase accessibility for people with complex needs to intensive, long-term psychotherapy.
- Provide employment opportunities to our qualified members by increasing our clinical services capacity.
- Fundraise to generate income through legacies and individual giving to provide bursaries for people who cannot usually afford our training fees.
- Fundraise through legacies, individual giving and events to cover core costs of running the organisation.



## **SP3 Continue to run a highly effective, efficient and inclusive organisation.**

We are committed to improving and consolidating the work we have undertaken to professionalise the organisation. We will be focusing on income generation to improve financial health, we will continue to improve the governance arrangements at board and internal levels, we will continue to monitor risk and performance and provide feedback to the trustees and members.

We will:

- Improve financial health by focusing on income generation through fundraising and increasing access to trainings and courses
- Develop new, external facing courses such as summer schools and theoretical certificates for qualified practitioners

- Continue to provide excellent membership services including fostering clear communications between staff and members
- Develop closer relationships with our trainees and students to create an environment of co-creation of the learning experience
- Continue to develop a learning environment that takes account of diverse learning needs of our students and trainees
- Continue to develop the skills and knowledge of our staff and foster an inclusive, nurturing work environment
- Ensuring robust financial and risk management controls are in place.
- Ensuring effective governance with reviews.
- Ensuring our policies comply with EDI and modern anti-slavery regulations.
- Ensuring our recruitment and selection processes are fair and open.

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## How we will measure progress

The senior management team will be developing annual business plans that align with the strategic plan. A performance management framework will be used to collect data quarterly across all our business activities and the data will be scrutinised by the Audit and Risk Committee who will then report to trustees at the quarterly board meetings. Risk assessments will form part of the performance management process and our centralised risk register will be updated and reported quarterly to ARC and the trustees. The senior management team meets fortnightly to monitor performance and risk closely.

Our annual report will hold all results from each year and will be available to our members and the public. The annual report will be discussed by members at our annual general meeting.

## CONTACT DETAILS

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