

Respect For All Counselling

Specialist Counselling and Play Therapy Learning Disabilities, Autism Spectrum and Carers

Please reply by 8am on **Monday May 11th 2020** to Judy Turner, Chair,
judyneepark@yahoo.co.uk

Interim CEO / Consultant - Briefing and Specification

Background

Respect for All is a unique charity that provides specialist counselling to autistic people, to people with learning disabilities, and to their families and carers in Greater Manchester. The charity uses self-employed counsellors to deliver the counselling services. Starting in 2002, it was originally funded by charitable grants, but then began receiving NHS commissions. It has had strong growth in the past four years.

We are currently changing from an unincorporated charity to a Charitable Incorporated Organisation (CIO). We have four volunteer Trustees. Three have served on the board for some years, and the fourth joined the board in March 2020, after 5 months' induction, bringing valuable business experience. The Trustees are all involved in "hands-on" organisational management and development eg payroll, counsellor recruitment, CCG liaison, IT development.

All four trustees have direct experience of autism and learning disability, either through "lived experience" or through family members.

There is more information, including the evidence for a specialist service for this client group, in our Annual Reports which are available at www.respectforall.org.uk.

Growth

The past four years have seen particularly strong growth. And like the frog in the saucepan, we've not addressed the change until it has nearly overwhelmed us. Client numbers have increased dramatically.

Fiscal Year	Number of clients treated	Increase from previous	Number of referrals received	Increase from previous
2018-2019	358	45%	265	53%
2017-2018	247	21%	173	22%
2016-2017	204	5%	142	-24%
2015-2016	195		188	

Annual income has increased each year to match client numbers. The £136,426 for 2018-2019 is a nearly 50% increase on 2017-2018 and there has been further growth in 2019/20 (financial year end is 31st May).

Year	Income	Growth	Surplus
2019-20 (estimate)	£160,000	17%	£15,000
2018-19	£136,246	49%	£22,588
2017-18	£91,241	30%	£24,497
2016-17	£70,088	11%	£12,036
2015-16	£63,025	11%	£2,267

There is significant potential for future growth. We currently work mainly for 3 of Greater Manchester's 10 boroughs, and see potential to develop the occasional spot commissions from other NHS CCGs in other boroughs into on-going commissions.

There are also opportunities for us to provide additional services for our target client group, such as post-diagnostic support for autistic people, to take advantage of Greater Manchester's devolved authority for Health and Social Care and to support initiatives elsewhere in the country.

Infrastructure

RFA was originally a collective of counsellors and has developed as a charity with a strong reliance on its counsellors to manage the work and organisation. Counsellors are self-employed, and invoice RFA for the work they've done for RFA. We have 18 specialist counsellors working for us with some student placements. Two counsellors have special responsibility for safeguarding, counsellors share responsibility for peer supervision sessions and mentoring of students is allocated to those with relevant experience. There is no formal "Senior Counsellor" although some counsellors have worked with us for many years.

We have two main self-employed and home-working posts for managing our work.

Our Client and Counsellor Coordinator works 120-150 hours per month. Duties include handling all external calls and emails. She manages all referrals taking them through from initial interest to having the GP and CCG make a funded request for specialist counselling. She allocates clients to counsellors and is the main contact for counsellors for their client work. She liaises with the funding CCGs and does the management and monitoring of a grant received from Rochdale CCG. When time allows, she is looking at how to develop the organisation and its work and continues to develop our systems. The current post-holder has, over the last 5 months, been taking over this role from our long-term Co-ordinators who are both retiring. This is a staged handover which is nearly complete. She originally re-joined the organisation 12 months ago as a consultant to look at Business Development and Systems having known RFA for many years and previously been a Chair of Trustees.

The second joined last September commissioned to produce the Annual Report. She took on a new Admin/finance role from November and the IT role (previously covered by a volunteer) in March. As Admin/Finance/IT she does 80 hours a month which currently includes developing a database for the organisation (see below). There is also a long-standing book-keeper doing 8 hours a month.

We had planned to recruit a Business Development Director to add to the above team, but have now decided that we need interim help to identify the best way forward for the staff team and the organisation.

The commission

As we are over-stretched we have decided to call on an interim CEO/consultant to help us develop our staff and place them in a suitable staff structure along with new recruits, put in place adequate infrastructure and develop the Trustee Board. We believe that we need solutions that are scalable to support future growth.

We need somebody who can deliver for us by leading change so that over a period of 6 – 12 months we have:

- A “staff team” with capacity to both effectively run the service and to develop it, with the resilience (cover) that we currently lack and an office base. When RFA becomes a CIO the option to have employees is opened up, but this in turn will require developing employment contracts, increased management and financial, health and safety and related duties.
- A strengthened Trustee Board to lead and direct the growing organisation

- Financial support from a charitable trust for the changes we need to make. Although we do have a financial surplus that we can use to set this process in motion.
- Information and communications systems that support RFA to deliver its services and make the case for additional services for its client group. We are currently progressing this by moving to a cloud-hosted Voice Over IP phone system and our Admin/Finance/IT worker is developing an SQL relational database to record progress on our inward referrals and monitor our activities.

What we are looking for:

An experienced and successful change-maker available up to 2 days a week for 6 – 12 months who will themselves offer, or be able to source:

- Help to develop a strategic vision for RFA in the current context, helping us define the future shape of the organisation and the skills and approach we need in a permanent leader.
- A supportive approach to current staff and competences to put in place infrastructure and employment arrangements and propose a staff structure to deliver for RFA in the long-term and then developing the staff team (including performance management, recruitment, training / onboarding).
- Understanding of the charitable, health and social care sectors and the ethos of a small charity, preferably with knowledge relevant to Greater Manchester.
- Competence to plan change and to achieve grant aid to support the transitional costs
- A positive coaching and mentoring relationship with current Trustees and support in bringing on board additional people and skills

If you can help us with this work, we are very keen to talk to you. Please email judyneepark@yahoo.co.uk to arrange a time for a conversation.

We are looking for written applications showing how you would approach this, your availability and fees, your CV and referees to be emailed to Judy by 8am on **Monday May 11th 2020**.

A video call interview with Trustees will then be arranged for the chosen candidates, soon after. Please let us know any dates from May 15th and the following week when you would be available. We hope that work will start by mid-June 2020.