

wpf NETWORK

STRATEGIC PLAN

January 2006 - October 2007



March 2006

CONTENTS

1. Summary
2. Vision, Mission and Objectives
3. The Past
4. The Present
5. The Wider Environment
6. The Future
7. Finance and budgets
8. Next Steps

Appendices:

wpf Structure Plan
List of Network Members
Committee Members
Budget
Activities
Points from June 2005 NNC meeting

1. SUMMARY

This Strategic Plan covers the period January 2006 to the end of the financial year 2006/7, i.e. September 2007. This will bring the Strategic Plan into line with the financial year of **wpf**. Consideration was given to adopting a three year Plan however a shorter period has been chosen as this is the first Strategic Plan for the Network and is likely to need reviewing in the light of the planned activities.

The Mission Statement for the Network is:

Working within the overall objectives of the **wpf** group, the Network aims to promote and support the provision of professional, affordable therapy nationwide through working to ensure high standards in:

- clinical work
- training
- management

And the Network has adopted the following objectives:

- To promote the highest standards of counselling and psychotherapy throughout the Network
- To support high standards of training throughout the Network
- To provide continuing professional development (CPD) opportunities to individuals and Centres
- To provide advice and guidance on charity management issues such as business planning, financial planning and fundraising
- To facilitate the flow of information, knowledge and experience throughout the Network
- To promote therapy and encourage the development of the Network

For the period of the Plan, the Network will concentrate on two main areas:

- To provide advice and guidance on charity management issues such as business planning, financial planning and fundraising
- To clarify the Network's position in the Group and establish clear lines of responsibility

Details of the activities that will be undertaken in furtherance of these aims are given in Section 6.

2. VISION, MISSION AND OBJECTIVES

2.1 Vision

A world where everyone can access professional, affordable therapy as and when they need to.

2.2 wpf Group Mission

- To provide counselling and psychotherapy on an affordable basis to people with emotional, psychological and relationship problems

- To provide high quality, professional training to equip counsellors to work safely in institutions or in independent practice
- To make counselling and counsellor training widely available throughout the country by means of a network of centres
- To conduct research into the efficacy of its counselling services and to disseminate the results of that research

2.3 wpf Network Mission

Working within the overall objectives of the **wpf** group, the Network aims to promote and support the provision of professional, affordable therapy nationwide through working to ensure high standards in:

- clinical work
- training
- management

2.4 Objectives

- To promote the highest standards of counselling and psychotherapy throughout the Network
- To support high standards of training throughout the Network
- To provide continuing professional development (CPD) opportunities to individuals and Centres
- To provide advice and guidance on charity management issues such as business planning, financial planning and fundraising
- To facilitate the flow of information, knowledge and experience throughout the Network
- To promote therapy and encourage the development of the Network

3. THE PAST

3.1 Westminster Pastoral Foundation (wpf)

wpf Counselling and Psychotherapy is a national organisation with headquarters in Kensington and 30 counselling services in Britain. It was founded in 1969 by a dynamic American Methodist minister called Bill Kyle, who sadly died suddenly in 1979. He is remembered by many as an inspirational figure, visiting towns and cities throughout Britain, proposing the idea of setting up counselling services. In November 1965, he drafted a memorandum to the Rev. Dr Leslie Davison, Chairman of the Methodist Conference, proposing “a London Methodist Centre or Foundation of Pastoral Care”. He felt there was “an urgent need for this type of organisation”, to offer counselling services to people in need.

The prototype for **wpf** Centres in North London was the Highgate Counselling Centre, founded in 1960 by Bill Kyle. The Westminster Pastoral Foundation began in the basement of Central Hall, Westminster, in September 1969.

3.2 The Network

In 1974, **wpf** received a grant of £20,000 from the Voluntary Services Unit of the Home Office to develop its national work. Under the leadership of David Black, within nine years there were 15 “affiliated” Centres, [centres with a fully developed

counselling service] and 11 “associated” Centres [new centres where the service was being developed to **wpf** standards]. In 1988, there were 22 affiliate Centres, and 28 associates. In 2002, there were 34 member Centres, and 2 associated Centres, a total of 36. In 2005 there are 28 member Centres and 2 associated Centres, a total of 30.

Each Centre was founded in a specific locality, by local people and to meet the counselling needs of that place. They were all begun as independent organisations, representing a diversity of character, size and service provision. Many Centres began to run their own training programmes, following the **wpf** model and validated by **wpf**. What they all had in common was a belief in the original vision propounded by Bill Kyle and represented *par excellence* in the work done at the ‘mother house’ in **wpf** Kensington – in other words the availability of high quality, affordable counselling for all who needed it.

Through all this period of development the Centres were supported and resourced with advice, information, training and in some circumstances financial grants from **wpf** Kensington. The mechanism set up to achieve this was ‘The **wpf** National Network’ consisting originally of one part-time support officer and two joint committees, the Appraisal Monitoring Committee, responsible for organising the appraisal process among the centres in order to maintain high standards of service management and provision, and the Joint Training Committee, with similar responsibilities for training programmes in the Centres.

As the number of Centres grew so their needs for support and communication changed. In the last decade the Network has become both more autonomous and a more equal partner in the **wpf** Group, and the services it provides to the Centres have become more developed. However, the mainstay remains the promotion of high standards, through regular appraisal and monitoring services, with the recent addition of a development officer to encourage and support Centres in developing new areas of work and attracting funding for them.

4. THE PRESENT

4.1 wpf Group

“**wpf** Group” is the term now being adopted to describe the four organisations which have developed under the **wpf** banner. After a period during which each of the organisations has worked to establish its own identity and field of work, all four are now seeking to re-establish close communication and to work together to raise the profile of **wpf** and to promote its common vision and values nationwide.

- **wpf Kensington**, the original counselling and training organisation founded by Bill Kyle;
- *the Network*, originally simply a number of Centres around the country affiliated to Kensington but now literally a network of member Centres which espouse the philosophy and values of the **wpf** and subscribe broadly to the **wpf** Group objective of “promoting psychological well-being”;
- *the Foundation for Psychotherapy and Counselling*, which is the professional body for **wpf** graduates;
- *Counselling in Companies*, which is the commercial arm of **wpf** Kensington, a wholly owned subsidiary, offering an EAP service to businesses and other organisations around the country.

Within the Group the links are complex and communication is not always clear. A regular meeting of representatives has been set up to improve communication and to aid the process of working together. **wpf** Kensington is presided over by a Council of Management (“the Trustees”) to whom the Network is accountable through the Network Sub-Committee (see Appendix 1 for an organisational chart). The Network’s officers are employees of **wpf** Kensington, line-managed by the Director. CiC is a wholly owned commercial subsidiary of **wpf** Kensington, but FPC is an independent body in organisational terms, albeit entirely dependent on **wpf** Kensington and other Centres offering the Advanced Diploma Training for its membership. Further clarity is needed.

4.2 The NNC Executive

The NNC Executive in effect runs the Network. The Executive is elected by the Directors of the member centres, meeting as the NNC, with powers to co-opt a small number of additional members. The Chairman is elected separately. It currently has six members, including the Chair of Trustees of a member centre and a member of the Appraisal Visitors’ Team. It can be difficult to find people willing to serve on this committee which in turn reduces the amount of business it can do. The Executive meets monthly (except August) with its officers and the Director of **wpf** Kensington in attendance. The business of the Executive is to manage the affairs of the Network, including overseeing the work of the AMC and JTC, for the benefit of the member centres.

Relations between the Network and **wpf** Kensington have changed over recent years as the Network has sought to become more autonomous. However the position is still unclear as mentioned above and the Network lacks a clear sense of its own identity and purpose. It remains an unconstituted body with no legal structure.

In addition the reporting lines within the Network are not clear and work needs to be done to ensure that everyone is clear about who they are responsible to and what they are responsible for.

4.3 The Appraisal Management Committee (AMC)

The Network strives to ensure the highest standards of counselling throughout the Network Centres by drawing up and maintaining an agreed set of counselling guidelines and to ensuring that all centres work to these guidelines through an appraisal process. Responsibility for this lies with the AMC and the team of Appraisal Visitors.

Appraisal Visitors and AMC committee members are drawn from the Network through open advertisement.

A set of Common Service Guidelines (CSGs) is drawn up and kept under regular review by the AMC and the Visitors. A set of these CSGs is given to every Centre that must show compliance as a condition of membership.

Each Centre is asked to complete an annual self appraisal and every five years there is a formal appraisal conducted by two trained Appraisal Visitors covering all clinical and management aspects of the Centre’s work. The report is reviewed by the AMC and appropriate conditions and recommendations are set where Centres are felt to be falling short of **wpf** Network Service Guidelines. Continuing membership depends on compliance with the Conditions set.

The Appraisal process is essentially one of peer review. On occasion reports may be critical of Centres. This may be viewed as constructive criticism or as unnecessarily harsh interference. The Appraisal Visitors, the AMC and the NNC Executive strive to ensure a reasonable balance. The process is currently under review as a result of some criticism.

4.4 The Joint Training Committee (JTC)

wpf has over 30 years experience of providing counselling training and in 1994 Mary-Anne Coate completed a consultancy to 'produce a realistic plan, that can be self-financing after 3 years, for a coherent and standardised pattern of training across the **wpf** Network'. Her report, which was published in 1994 as The Standardisation Scheme, established a commitment to a psychodynamic model within the Network based on the high quality of training which **wpf** was providing in Kensington. The report was accepted by the Network and put into operation in April 1995 with the aim of maintaining equivalent standards across the **wpf** Network Training Centres.

The Training Standardisation Scheme proposed two alternative routes of training. The Intensive or 'I' route, followed the Kensington pattern closely, offering a 2-year training leading to a **wpf** Diploma in Psychodynamic Counselling. Some 'I' route Centres also offered the **wpf** Advanced Diploma in Psychodynamic Counselling. The Gradual or 'G' route, allowed more flexibility offering 2 years training leading to **wpf** Certificate in Psychodynamic Counselling. Trainees completing this training could apply for the **wpf** Diploma through central assessment by working in a Network Centre for a further 2+ years to satisfy the requirements for **wpf** Central Accreditation. In 2002 a 3-year **wpf** Diploma course was introduced which was offered by several Route 'G' Centres; this course provides trainees with the theory and skills hours for BACP Accreditation.

All Centres offering training were required to choose one of the two routes and submit their programme to central scrutiny. The JTC (Joint Training Committee) was set up as the monitoring committee of the Network training courses following the standardisation of Network training in 1995. Prior to standardisation many Centres were running and delivering their own training programmes and, as **wpf** became the validating body, standardisation was based on the criteria of the courses run at **wpf** Kensington.

The JTC is jointly accountable to the 3 nominating bodies of the Training Standardisation Scheme, namely the NNC, the Board of FPC and **wpf** Kensington Senior Management Team. It has delegated authority from the 3 bodies to execute the task of recognising and monitoring Network training.

The JTC has a Constitution and its own Standing Orders and has both consultative and executive functions. It originally met 3 times a year but this has been reduced to 2 meetings per year. The Committee comprises:

Chair	a joint wpf Network, wpf Kensington and FPC appointment
Administrator	Network Administrator (ex officio)
Representatives:	FPC: 3
	NNC: 4
	wpf Kensington: 2

The initial responsibility of the JTC was the recognition of the training programmes being delivered in Network Centres. This was achieved through two subcommittees,

Route I and Route G, which considered the relevant individual Centres' course submissions. Ongoing responsibility is for the annual monitoring of the programmes which is carried out via an annual return from Centres which includes any changes to the original course submission and staffing appointments. Route 'I' and route 'G' centres which offer the **wpf** Diploma have an additional monitoring function via external assessment through an External Examiner.

4.5 The Network Office

The Network Office is managed by a Network Executive Support Manager for a day and a half a week and a Network Executive Officer who works full time. Together they provide support to the Network in a number of ways. These include:

- Researching and communicating information for Centres about a variety of issues, answering queries from individuals in Centres and facilitating communication between Centres
- Providing information to the general public regarding **wpf** counselling and training services across the Network Centres
- Collection and dissemination of a range of statistical information which is useful for Centres and **wpf** Kensington for example in Annual Reports and when applying for grants
- Providing administrative support to Network committees and arranging and minuting a variety of Network meetings including the NNC, NNC Executive, JTC and the AMC
- Provision and maintenance of a Network website and its development to provide a resource for the Centres
- The administrative and practical arrangements for an annual two day residential conference
- Production of a regular newsletter to the Network
- Arranging occasional seminars to provide additional training on a variety of management and clinical topics

The Network office has limited resources and these are stretched with the current level of activities. However it is hoped that it can further develop its role as a central information point whether by phone, electronically or good old-fashioned paper. This will require more sophisticated IT facilities.

4.6 The Centres and the National Network Committee (NNC)

wpf Network currently has 30 members all over England and Wales, with the majority based in the south of England. The membership is relatively stable although the number has fallen from a maximum of 50 in 1988 (22 members and 28 associates).

The Network is the largest counselling body in the UK. In 2004 1,914 counsellors saw 10,149 clients and 84 counsellors completed their training.

To become a full member, Centres must have been successfully appraised by the AMC, support the objectives of the Network, be an organisational member of BACP and be approved by the NNC. Initially most Centres have associate status while working towards full membership.

The Network is run by and for the Centres. Representatives from each Centre (normally the Director) are invited to attend quarterly meetings of the NNC, together

with representatives from **wpf** Kensington. All committees are made up of representatives from the Network Centres.

The Network offers Centres:

- Common clinical standards
- Common training standards
- Seminars, conferences and CPD opportunities
- The **wpf** name and credibility
- A sense of belonging
- A forum for discussion
- Information and advice

NNC meetings are well attended and there is an open exchange of views which helps to inform the work of the various committees and officers. However there has been a lack of a clear sense of direction and thus of achievement. This has led in turn to doubts being expressed about the value of belonging to the Network. This issue needs to be addressed urgently to ensure the continuing health of the Network.

Centres are changing and developing, reflecting the changing world of therapy and demands of funders, counsellors and clients. For example in the past all Centres were required to offer psychodynamic counselling and training. However over recent years Centres have begun to include other modalities such as CBT. To reflect this, the Network have adopted the phrase “psychodynamically informed” but is this enough?

Another example is that not all Centres wish to be charities as has been the case in the past. The Network is seeking to change its membership requirements to reflect this.

It is clear that the Network needs to move with the times and ensure that it remains relevant to its members. There are wider challenges in the counselling world such as statutory regulation, funding etc (see section 5) which face all Centres, large or small. The Network could also play an important role in representing our distinctive approach to counselling to the outside world.

5. THE WIDER ENVIRONMENT

5.1 Awareness and Understanding of Therapy

Therapy in its various guises has become increasingly well understood and accepted. The arrival of workplace counselling, counselling in GP practices and in schools, increased coverage in the media has brought many more people into contact with a world previously viewed with suspicion. This has helped to increase the number coming forward for help. However the plethora of modalities is still confusing for the general public and professionals alike.

wpf is not a well known brand name. More publicity and public education is needed. There are also many people who are unwilling or unable to pay the significant cost of therapy and an increasing unwillingness on the part of counsellors to work on a voluntary basis. This leaves Centres with a financial circle that it can be hard to square. However overall there seems to be no sign of a diminution in demand for therapists of various sorts.

5.2 Need for Evidence of Effectiveness

The NHS recently indicated that it was only willing to fund evidence based therapies. In the race for evidence of effectiveness, other modalities such as Cognitive Behavioural Therapy have arguably got ahead. Some Centres have introduced CORE, the NHS's system for judging effectiveness. No assessment of the use of CORE in the **wpf** Network has been carried out.

5.3 Other related organisations

wpf is the largest general counselling organisation in the UK. However there are many competitors. A quick glance at the back of BACP's journal Therapy Today gives an indication of just how many. Put therapy or counselling into Google and literally millions of sites come up. **wpf**'s site is impressively high on the list but just how do people choose where to go for help? How do they know whether to try psychoanalysis, CBT or interpersonal? Do they have any idea what to expect? We know very little about how people make choices about where to seek help and what might make them choose a **wpf** Centre.

5.4 Statutory regulation

At present it is quite legal for anyone to set up as a therapist. The Government has indicated that it will bring in legislation in 2007/8 which would regulate who can legitimately practise as a therapist. **wpf** representatives are actively working with UKCP and BACP to ensure we are well-informed and able to influence the outcome of any new legislation.

5.5 Requirement for CPD

Many accrediting organisations now have a requirement that members must do a minimum number of hours a year of continuous professional development. For example BACP require accredited counsellors to do a minimum of 30 hours. This means there is a demand for training courses and conferences which the Network could exploit more effectively.

5.6 Funding Therapy

wpf has always held as one of its central tenets that clients should not be turned away because of an inability to pay. This is only possible when counsellors are prepared to work voluntarily. But this is becoming increasingly unsustainable and many Centres have begun to look at paying counsellors. The financial short fall incurred has to be met from other sources but fundraising for counselling, especially general counselling for adults, is not always easy.

A number of Centres have developed contracts with the NHS and with employers. In some cases these have worked well and the knowledge and experience needs to be shared around the Network. But both can be demanding and unreliable sources of finance as some Centres have found to their cost. Equally local authorities, many of whom gave regular grants to Centres over many years, have withdrawn their funding leaving Centres stranded.

While fundraising from local businesses, trusts and foundations etc has brought in funds these are often short-term project funds. Funding is always a challenge but

more work could be done to learn from the successful initiatives in the Network, helping us to support each other better.

5.7 Developments in the field

There are other exciting developments in the world of therapy that will affect the work of the Centres and that we need to be aware of. How should we respond to the fast-moving world of neuroscience? Should this be a part of our counsellor training? What about on-line counselling – how should we respond to that? And drugs – the use of antidepressants and other prescribed drugs – do we know enough about this area?

Are we outward looking enough as a profession, ready to adapt to the changing world about us?

6. THE FUTURE

Discussions at the NNC and the NNC Executive resulted in a whole range of ideas for initiatives the Network could undertake. However the Network's resources are very limited and "normal" business must be maintained alongside any new initiatives. So if anything at all is to be achieved, very clear priorities must be established. It is recognised that many worthwhile initiatives have had to be put on hold.

From the discussions it is clear that there is a consensus around two main objectives for 2006-7:

- To provide advice and guidance on charity management issues such as business planning, financial planning and fundraising
- To clarify the Network's position in the Group and establish clear lines of responsibility

6.1 To provide advice and guidance on charity management issues such as business planning, financial planning and fundraising

wpf Centres operate with a unique mix of voluntary and paid, professional and amateur, commercial and charitable effort. It is a tribute to everyone connected with the Centres that they manage to achieve so much with comparatively few resources. Thus when a Centre fails it is a great loss - to the clients, those associated with the Centre in any way and to the Network.

On the whole the clinical standards throughout the Network are very high. Centres most commonly fail for financial reasons and the most common condition given to Centres in their appraisals is to draw up a business plan and financial forecast. Most Centres operate on a financial knife-edge, many struggle to survive when contracts or grants are not renewed. Good forward planning is most essential when times are hard and uncertain, but this is when it is often forgotten. The most important job the Network could do is to provide better support for Centres who need it. This will be the main focus of the work of the Network over the next three years.

Activities will include:

- Completing the Appraisal Review to ensure that the Appraisal Process is in good shape and is an appropriate and useful tool for keeping Centres and the Network in good health.

- Completing the membership agreement so the Network and Centres are clear about their responsibilities.
- Establishing an induction process for new Centres joining the Network to ensure they understand their responsibilities and the resources available to them from the Network.
- Establishing a closure policy for Centres to ensure minimum disruption to all staff and volunteers, clients and trainees.
- Completing and circulating a model Centre manual.
- Providing two relevant training opportunities each year e.g. on business planning, charitable structures, financial planning, accounting, fundraising.
- Complete an exercise of financial modelling, taking into account clinical requirements, to provide Centres with a range of financial options.
- Getting the flow of information working more effectively through the use of model documents, the website, the newsletter etc. Facilitating the flow of information throughout the Network by the means identified below and continuing to be alert to additional ways of doing so.
 - Implementing the new website and making use of its extended facilities, including storage of common documents etc.
 - Reviewing of the precise target audience and the function of the Newsletter, including the regularity of publication.
 - Maintaining and regularly publishing an up-to-date schedule of Directors' and Counselling Co-ordinators' email addresses to increase cross-communication.
 - Publishing of annual statistics containing the most up-to-date statistics received for each Centre.
 - Promulgating the outcome of Department of Health Projects, including what the money funded and the outcome of the project, plus any resulting material
- Supporting fundraising throughout the Network through the development of a fundraising case that can be used by all Centres and to develop one funding bid each year for the benefit of the whole Network

6.2 To clarify the Network's position in the Group and establish clear lines of responsibility

The structure chart for the **wpf** Group shows the complexity of relationships within the Group. Drawing it up was a first and not easy to do. The Network will undertake to work with other members of the Group and the Council of Management to gain greater clarity. It will also work to ensure clear reporting lines within the Network itself.

The Network will:

- Continue to work to establish closer relations and greater collaboration within the Group
- Review and implement clear reporting lines throughout the Network
- Establish a clear budget for the Network with greater Network responsibility

All these initiatives will be done in conjunction with the members of the Network through the NNC. To be effective this requires the Centres to ensure that they send a representative to every meeting and that sufficient people come forward to ensure the committees are fully staffed.

6.3 JTC

A review of the role and function of the JTC was carried out in 2004 as part of the NNC Executive's development plan. A central issue was the place of FPC in the overall Network training. It was acknowledged as the graduate body of **wpf** and has a clear involvement with the **wpf** Kensington training. FPC's involvement with the Network training was less clear and has little association with the majority of Centres except for those running the Advanced Diploma course. Tensions between the Network and FPC were identified as a lack of communication, particularly between the NNC and FPC.

It was suggested that FPC might consider Associate membership for Network counsellors (post Diploma students) and the Chair of FPC Training Committee agreed to present this to the FPC. This would form closer links and communication between the two bodies

7. FINANCE AND BUDGETS

The recent period of change in relationship of the Network to wider **wpf**, starting in the late nineties, began with Centres paying a nominal, fixed, annual subscription with **wpf** funding any other costs arising.

During the last 5 years our financial base has been consolidated in its present form whereby our general (i.e. non-training) annual budget is funded about 60/40 by Network subscriptions and central **wpf** resources respectively.

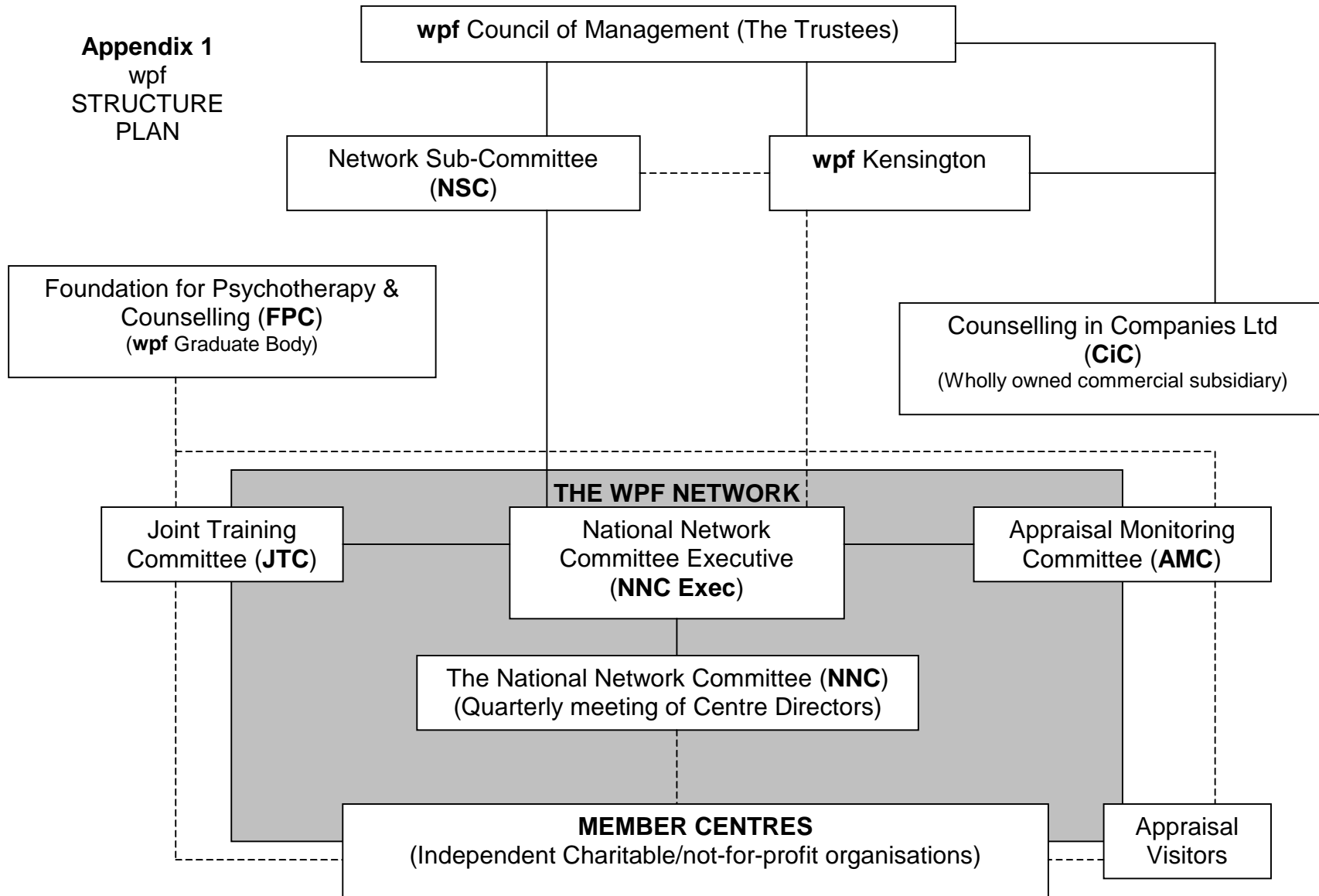
Network central costs of the Network Training have been financed entirely by member training schemes since the **wpf** subsidy ended 3 years ago.

The present funding system is, in principle at least, sufficient for maintenance of the *status quo*. Whether or not this needs to change depends largely upon the outcome of the programme of which this document is a part. However what does need to be considered is the Network's responsibility for its own budget and its ability to, for example, make funding applications on behalf of the Network Centres.

8. NEXT STEPS

This Strategic Plan will be discussed at NNC Executive before being presented to the NNC. More detailed plans of the work to be done will be drawn up, together with relevant budgets.

Appendix 1
wpf
STRUCTURE
PLAN



APPENDIX 2 – List of Network Members

Alton Counselling Service
Basingstoke Counselling
Berkshire Counselling Centre
Chelmsford Counselling Foundation
Chiltern Counselling (CPF)
Compass Counselling Service
Confide Counselling Service
Croydon Pastoral Foundation
The Counselling Centre, Tunbridge Wells
Devon Counselling Centre
Enfield Counselling Service
Gloucestershire Counselling Service
Harrow Counselling Service
Herts. and Beds. Pastoral Foundation
Bedford Counselling Centre
Broxbourne District Counselling Centre
Dunstable and Luton Counselling Service
St Albans Counselling Centre
Stevenage & North Herts. Counselling Centre
Ipswich Concern Counselling Centre
Leeds Counselling
MPF Counselling
Morden Pastoral Counselling Centre
Offington Counselling Service
Somerset Counselling Centre
Southampton Counselling Ltd
Sutton Counselling
Swindon Counselling Service
Waveney Counselling Service
Wessex Counselling Service

APPENDIX 3 – Committee Members

National Network Committee (NNC) Executive

Michael Proctor (Chair)

Chris Westbrook

Corinna Furse

Lesley Murdin

Michael Lewis

Paul Smith

Stella Ridley

Stephen Spurgeon

Tom Hinds

Appraisal Monitoring Committee (AMC)

Stella Ridley (Chair)

Corinna Furse

Marilyn Foster

Michael Lewis

Pam Farmer

Ralph Holtom

Yoav Landau-Pope

Joint Training Committee (JTC)

Chris Westbrook (Chair)

Christine Driver

Colin Campbell

Jane Everett

Jenny Gower

Marie Botha

Marie Costello

Rosalind Nowell-Smith

Stephen Crawford

APPENDIX 4 – Budget
wpf Network Finance 1 October 2005 to 30 September 2006

		14/12/2005		Draft 2 – Provisional re Appraisal Costs					
		2004/05	General	2005/06		2005/06	Training	2004/05	
Subscriptions		32660.00		34000.00	Income	26950.00		28000.00	Registration
Appraisal WPF Contribution		0.00		0.00		0.00		840.00	Ind. Accreditation
Other Brought Forward	1	4570.00		855.00		3600.00		3600.00	Therapy Advisor
				-4000.00		0.00		0.00	Workshops
		£57,230.00		£50,855.00	Total	£33,350.00		£35,240.00	Other

Support Manager		11500.00		11600.00	Expenditure	3500.00		3500.00	Training Coordinator
Administrator	2	11800.00	4,088.00	10800.00		10800.00		11800.00	50% Administrator
NNC Exp's		1000.00		1000.00		2500.00		2500.00	JTC Chair Fee
NNC Chair Fee		4000.00		4000.00		500.00		500.00	JTC Chair Ex's
NNC Chair Ex's		1000.00		1000.00		1200.00		1200.00	JTC Meetings
NNC Exec Ex's		2000.00		2000.00		900.00		900.00	Assessor's Fees
AMC Chair Fee		2500.00		2500.00		0.00		840.00	Ind. Accreditation
AMC Chair Ex's		1000.00		500.00		2500.00		4000.00	Therapy Advisor
AMC Meetings +Ex's	3	2000.00	1,000.00	1000.00		1400.00		1400.00	External Examiners
Appraisal Costs		4800.00		2200.00		1800.00		1800.00	Workshops
Appraisal Admin	4	2250.00	1,750.00	500.00		0.00		0.00	Publicity
AV Meetings	3	2000.00	1,000.00	1000.00		0.00		0.00	Room Hire
CoC Mtg Convener		500.00		0.00					Stationery
CoC Conv Exp's		300.00		0.00		500.00		500.00	Other
Development	5			1500.00					
Stationery		0.00		0.00				0.00	Sundry
Publicity		0.00		500.00					
Room Hire		0.00		0.00					
Other		0.00		0.00					
Overhead	3.7%	9725.00	7,838.00	10920.00		7080.00		5275.00	2.4% Overhead

Total Savings						
£56,375.00		£51,020.00	Total	£32,680.00		£34,215.00
£855.00		-£165.00	Surplus/ Deficit (-)	£670.00		£1,025.00

Note

- 04-5 deficit conservatively budgeted at £4k provides c. £850 (04/5 Budget surplus) contingency for expenditure unknown at ML's actuals to date
- 1
 - 2 £4088 saving on this salary is key to the revision; also balancing the small deficit that was showing in training. Allows for 2 meetings each of AMC and AV's. This is not a good time to deliver half baked
 - 3 Appraisals. Reduction facilitated by JH resignation, but leaves us at present with no-one to do this job, whether in temporary, reduced form or otherwise.
 - 4 Included as per TH suggestion (£500) from July Exec, plus £1k which appears available and provides for meetings associated with proposed working group (should this be jointly funded?) on quality matters.
 - 5

APPENDIX 5 – ACTIVITIES

All activities will be managed by the NNC Executive and ratified at the NNC.

	ACTIVITY	DATE TO BE ACHIEVED	RESPONSIBILITY
1	Maintaining and regularly publishing a Network Directory	Ongoing	Network Office <i>Delyth Johnson</i>
2	Publishing of Annual Statistics	Ongoing	Network Office <i>Michael Lewis</i> <i>Delyth Johnson</i>
3	Promulgating the outcome of Department of Health Projects	Ongoing	Network Development & Network Office <i>Michael Lewis</i> <i>June Jumaily</i>
4	Membership Agreement	January 2006	Network Office <i>Michael Lewis</i>
5	Complete Appraisal Review	March 2006	Appraisal Review team <i>Michael Proctor</i>
6	Implementing the new Network website	March 2006	Network Office <i>Michael Lewis</i> <i>Delyth Johnson</i>
7	Closure policy for Centres	June 2006	AMC
8	Reviewing of the Network Newsletter	June 2006	Network Office <i>Michael Lewis</i> <i>Delyth Johnson</i>
9	All committees to be fully staffed	June 2006	NNC & Network Centres <i>Michael Proctor</i> <i>All Centres</i>
10	2 Training Seminars a year	September 2006	Network Development & Network Office <i>June Jumaily</i> <i>Michael Lewis</i>
11	To achieve a clear Network budget with greater financial responsibility	October 2006	NNC Executive <i>Paul Smith</i> <i>Michael Proctor</i>
12	Completing and circulating a model Centre manual	December 2006	AMC <i>Appraisal Visitors</i>
13	Fundraising case for the Network Taskforce	December 2006	NNC Executive <i>Chris Westbrook</i>

14	Review the Network's position in the wpf Group	December 2006	NNC Executive <i>Michael Proctor</i> <i>Lesley Murdin</i> <i>Michael Lewis</i>
15	Induction process for new Centres	June 2007	AMC
16	Financial modelling for Network Centres	June 2007	NNC Executive <i>Tom Hinds</i>
17	Negotiate with FPC associated membership for Network Diploma counsellors	June 2007	NNC Executive <i>Michael Proctor</i> <i>Chris Westbrook</i>
18	2 Training Seminars a year	September 2007	Network Development <i>June Jumaily</i>
19	Regional Officers to be considered	October 2007	NNC Executive <i>Paul Smith</i> <i>Tom Hinds</i>
20	Recruitment of 5 new Centres over next 5 years	December 2010	NNC Executive/ Network Development <i>Michael Lewis</i> <i>Delyth Johnson</i> <i>Tom Hinds</i>

APPENDIX 6 – Points from June 2005 NNC meeting

1. Position within the wpf group

- 1.1. There is a need for more information about the **wpf** group to be made available, such as who the **wpf** group is, what it represents, how Centres can be involved.
- 1.2. The **wpf** group needs to be better integrated.

2. Reviewing and developing services

- 2.1. Getting the network really exchanging information. The following areas were particularly highlighted:
 - Future of training
 - Careers
 - Appraisal Process, needing to be more business like in its approach.

3. Growth in membership

- 3.1. The network needs a strategic plan for 3, 5 and 10 years. This should include the following points:
 - Local centres expanding their offer
 - Network to think about centres further afield
 - Maintaining the level of professionalism
 - Creating a career ladder for staff
 - Working with other organisations collaboratively