

30
Years of
changing
lives



network

counselling and training

... affordable counselling for everyone



Business Plan 2016 - 2020

Mission Statement

To provide high quality counselling and training services that are accessible and affordable to all.

Chair's Introduction

This is perhaps one of the most exciting times in Network's thirty year history. We are on the point of realising a long held ambition to own our own premises which will accommodate both our Counselling and Training services. We are grateful to the Methodist Church for agreeing to sell part of one of its churches in Filton to Network. The local church, which will remain on an adjacent area of the site, has also agreed to work with us to provide a number of new facilities which will enhance both our counselling and training services, as well as the work of the church itself.

We have been fortunate in securing a substantial grant from the Kathleen Hannay Memorial Charity towards the capital costs of the acquisition, but we still have a fundraising mountain to climb to achieve our goal. However, we are confident that we can rise to this challenge. We will utilise the celebration of our 30th anniversary in 2016 as the basis for a major appeal to secure these funds. We also believe that, because the move will result in a reduction in our overheads, we will be able to bridge any shortfall, if necessary through a bank loan.

The move to new premises is the main focus of this Business Plan because it represents the right aspiration for all the right reasons: i.e. better services at sustainable costs.

Over the years, the demand for Network's services has steadily grown. With mounting evidence of pressure on NHS services and cutbacks in mental health provision, it is clear that there is an identifiable and increasing need for what Network provides. We know that our services make a difference from the consistently positive feedback we receive from our clients and students. The proposed move to our own premises in Filton guarantees the continuity of our work. It also provides an opportunity for us to reach out to certain more deprived local areas. The objectives identified for both Training and Counselling are supported by the move to new premises.

I commend this plan, which sets out in detail how we intend to acquire a new premises, improve Network's service provision, and extend it to more and more people in need.

Eileen Cahill

Chair of Trustees.

Executive Summary

Network has a long established reputation as a provider of high quality counselling and training services. It is one of the few remaining services offering affordable counselling in the greater Bristol area. Demand for that service is both sustained and growing with over 3,300 counselling sessions provided each year by a team of more than 40 volunteer counsellors.

The services provided by Network are underpinned by strong ethical standards and spiritual values enabling it to reach out to all sections of the community including those on low incomes. This is reflected in the fact that over a third of those who take up counselling have incomes of less than £500 a month and over a half less than £1000 a month.

Network is at a key point in its 30 year history with an opportunity to integrate its counselling and training service on a single site offering a range of improved and new community based services.

The business case for the move is clear in the efficiencies it will bring and the cost savings it will achieve alongside improved services delivered from a community setting.

Achieving this goal is already well advanced with a building identified and more than a 40% of the estimated £700,000 - £750,000 costs secured. There remains a substantial funding gap which will be filled through a combination of grants, fundraising and loans – offset through reduced rental outlays - and increased services.

Specifically Network will celebrate its 30th Anniversary Year in 2016 by holding a number of high profile fundraising events and appealing to its broad base of supporters across the community for help in reaching its funding target.

The move to its own premises will enable Network to develop both its counselling and training services. Over the next two to five years it is planned to:

- Increase the capacity and reach of the adult counselling service to meet rising demand with a particular priority on increasing provision for deprived parts of the community;
- Achieve BACP accreditation for the adult Diploma training and expand and extend introductory and CPD training courses
- Develop a new couples counselling training course which will both increase income and provide the foundation for a new couples counselling service;
- Double the scope of Network's youth service in schools particularly by offering services to schools in the locality of Network's new integrated service centre;
- Identify new opportunities to provide a counselling service for those in Christian leadership roles;
- Limit waiting time and the affordable and accessible aspect of the counselling service by seeking subsidies to offset costs and developing new satellite locations

To achieve these Business Plan objectives Network has a staff team of qualified and experienced professionals supported by a committed Board of Trustees and a loyal and a highly valued team of volunteer counsellors and supporters.

1. ABOUT NETWORK

Network Counselling and Training is a large and well-established counselling and training charity, which has been in existence for thirty years. It is an organisational member of the BACP and the NCS and delivers a **high quality, professional counselling** service to clients in Bristol and the surrounding areas. The aim for this service is to be **affordable** and **accessible** to all. Network also provides a range of introductory and professional training courses, designed to equip people in various roles where listening is important, whether in the workplace, in a pastoral setting, as a carer, or training as a professional counsellor. The core training programme is based on a person-centred integrative model which includes a focus on the spiritual dimension of personhood. The training ranges from short introductory courses to a Level 4/5 Diploma in Counselling. A variety of CPD workshops and short courses are also provided.

What makes Network different?

One of the unique features of Network is its strong spiritual underpinning, which draws counsellors and clients for whom faith is an important part of their lives. Many of our counselling clients come specifically seeking a counsellor who has an understanding or appreciation of a faith background or tradition. This willingness to work with the spiritual dimension of a client's awareness is something that remains important to us, whilst emphasising that we welcome both clients and counsellors who have no faith or who are from diverse spiritual traditions

Counselling – Why clients choose Network

Network is one of a diminishing number of low cost counselling charities in the greater Bristol area. The local NHS mental health services have expanded their provision of primary care and self-referred access to short term, mostly Cognitive Behavioural Therapy (CBT) counselling. However, the NHS provision is under immense pressure and has restrictions leading to the necessity to discharge clients at earliest opportunity. Against this background, a recent survey of Network clients¹ examined the reasons why they chose Network out of the available choices.

Long term counselling: Network is one of the few counselling agencies to offer long term counselling (normally up to 40 sessions) at low cost.. This is not easily available within the NHS, where it is restricted to the most severely affected and usually involves a lengthy wait of often 12 months, and was seen as attractive to 40% of those who responded to the survey.

Affordable counselling: A substantial proportion of Network's clients are from low income groups, and would not be able to access private counselling otherwise. In our survey, we found that over one third of respondents (36%) had a monthly income of less than £500 a month and a further 19% had an income of between £500 and £1,000 per month. This means that **over half the respondents (55%) had an income of less than £1,000 per month**. No one is turned away for financial reasons, and Network makes it possible for many individuals to get the counselling they need.

Spiritual or Christian approach: Some people choose to come because of Network's willingness and ability to work with the spiritual part of being human, whether or not within the Christian faith. This aspect was cited as a major draw by 36% of respondents to the survey.

Reasons for counselling: Clients come to Network with a range of issues including bereavement, work and financial difficulties, the most common issues were:

- Anxiety, stress and depression (48%)
- Relationship breakdown (16%)

Network receives more and more requests from people with severe mental illness diagnoses, who have completed available treatment within the NHS, but who continue to experience a level of distress and impairment which they hope can be addressed by counselling.

Network has an **established reputation** amongst health professionals in the area. Almost 40% of clients came from referrals from GPs while a further 35% are the result of recommendations from either a relative or a friend.

Clients continue to feedback that the service is highly valued. Evaluations received from clients at the end of therapy reveal that;

- 91% considered that there had been a change for the better as a result of counselling.
- 94% would definitely return to Network in the future if they needed counselling.

“The sessions ... have been life changing – it really does feel as though the weight of the world is off my shoulders. Six months ago I went to the doctor because I felt so down. Now I feel a totally different person ... liberating. Thanks to all involved in Network.”

Network's Operational Model

Network Counselling and Training Departments provide an integrated set of services where

- Volunteer Counsellors provide counselling to a minimum of three clients each.
- The majority of volunteer counsellors have come through the Network Training courses.
- When individually assessed as ready, Diploma students are offered counselling placements within Network Counselling, including free supervision.
- Volunteer counsellors benefit from discounted CPD workshops and short courses.

Clients are asked to give what they can afford as 'donations'. The following is a snapshot of the pattern of donations.

- 17.5% of client contributions were £0 per session
- 33% of client contributions were £5-00 or less per session
- 57% of client contributions were £10-00 or less per session
- Average contribution per session £13-25

Each counselling session costs £31-00 which makes fundraising essential in order to continue to serve these client groups. Low cost counselling is made possible by the large number of volunteers, the support of churches, charitable trusts, donations from clients, fees from training courses, corporate bodies and legacies.

“I would not have been able to get counselling if it wasn't for this charity and the donation scheme. I am eternally grateful. Thank you.”

2. Ethos, Standards and Values

The Christian **ethos** of Network is the underlying motivation for all of the work we do as a counselling and training organisation. It is rooted in faith in God, which is understood at a personal level. It rests on a commitment to live out God's grace, love and compassion for all human beings in everything we do, with Christ as our example.

As a professional counselling and training service Network adheres to the principles and **standards** outlined in the British Association Counselling and Psychotherapy (BACP) Ethical Framework for Good Practice in Counselling and Psychotherapy as well as the National Counselling Society (NCS) Code of Ethics.

In our relationships with those we work alongside, with our clients, and with our students we seek to live out the **values** of the Christian faith, in keeping with the founding principles of the organisation and which still govern our work today.

Our Core Values:

Human worth and value: we believe in the fundamental worth of all human beings, loved by God, irrespective of age, gender, race, ethnic origin, religion, sexual orientation, physical and mental capability or any other attribute. This calls for an attitude of profound unconditional acceptance and valuing of each individual without exception.

Inclusivity: we value diversity and inclusivity, and we seek to welcome, involve, and work alongside people from all walks of life. We believe in the importance of creating a community that is willing to embrace all others, and to recognise and value the skills and resources they have to offer.

Transformation: we believe that there is within people a God-given capacity for learning, growth, a change in direction and new beginnings. We seek to create a learning organisation in which everyone has the opportunity to realise their full potential, and is supported and encouraged to become all that they can be.

A respectful community: as an organisation, we are committed to enabling people to experience a sense of belonging, of being trusted and of having a voice in the process of decision-making. We are also committed to open, **honest and respectful communication** with each other at all levels of the organisation. We seek to deal with difficulties and disagreements between us with tolerance, sensitivity and compassion.

Our Counselling Approach:

Network's approach to counselling reflects our ethos, in that it is relational and rests on the assumption that people have the potential to change when they are offered an environment characterised by empathy, acceptance and genuineness. The majority of our counsellors base their practice on this **Person-Centred approach**, working together with clients to consider their concerns and clarify what they are hoping to gain from counselling. Our counsellors will facilitate the client in exploring these concerns, enabling the client to gain greater understanding and awareness and may offer fresh perspectives as they move towards the goals they have set. We also have counsellors trained in Psychodynamic and Cognitive Behaviour Therapy approaches who can offer a more structured way of working for those clients who would benefit from this. All our counsellors are comfortable working with the spiritual dimension of life if the client wishes to explore this area.

3. The Vision for a New Counselling and Training Centre.

Data for the past 10 years show a **sustained and increasing demand** for Network's counselling services. The efficiency of the service has been affected by the separation of the training and counselling services on different sites and the high costs of renting appropriate accommodation. Bringing the two arms of the service together has been a priority for some time. In 2015 a suitable site on offer in Filton, north Bristol was identified and met the following criteria:

- **Sufficient space** for all Network's administration, counselling and training services
- Good transport links including bus, train and cycling as well as sufficient car parking
- Level reception access providing an immediate welcome and **DDA compliance**.
- Well designed, flexible space for counselling, meetings, group work etc.
- Training facilities with **up to date technology** and supporting library and learning facilities
- An energy efficient building with **lower running and maintenance costs**

The proposed move involves a purchase, a new build extension and a building sharing arrangement which will add value to the service Network offers by providing additional facilities including a café and meeting rooms shared with the other occupants of the site.

The site/building is in the heart of Filton and is occupied by St Andrews Methodist Church. It lies on good public transport links from the centre of Bristol but is also located in close proximity to parts of the city experiencing high levels of deprivation including parts of Southmead, Brentry and Lockleaze.

Network serves mainly Bristol and South Gloucestershire and the site lies virtually at the centre of the area served. This is expected to be of benefit to clients, counsellors and those seeking training. The site is also adjacent to a number of other community facilities including a swimming pool, youth and community centres, recreation ground and extra care housing. A number of local businesses and shops are also nearby.

A move to this site will enable Network to **expand** both its counselling and training services. It will also have the advantage of reducing its overheads and operating costs by bringing both counselling and training together. Specifically the new premises will provide space for:

- Rooms adapted for work with couples and young people
- **A drop in facility** where individuals can be offered a coffee and a listening ear in addition to the more formal counselling service
- Support groups for people struggling with particular issues such as depression and bereavement.

On the training side the new building will enable Network to provide **a greater range** of training courses able to attract a wide range of professional participation, from those seeking to acquire a formal qualification in counselling, to improve their listening skills, or to maintain their professional competence and accreditation. Specifically Network will provide:

- Accredited counselling training to Diploma level
- A range of CPD seminars and workshops
- Introductory Listening Skills/Person-centred Counselling courses
- Pastoral care training days

4. The Fundraising Challenge

Network has already been successful in securing a **substantial grant** from a Trust towards the cost of the purchase and redevelopment of the proposed new counselling and training centre in Filton. Acquisition and development costs are estimated at £ 700-750,000 and already Network has secured at least 38% of this amount through grants. It is expected that up to £170,000 is able to be raised through a loan secured against the building. The cost of repayments can be met by the 40% reduction that will result from moving from rental to ownership. However, this will still leave £280-330,000 to be raised through appeals and fundraising.

2016 marks Network's **30th Anniversary** and will be the basis of a major fundraising appeal aimed at the majority if not all of the capital shortfall for the relocation of the service to Filton. To achieve this goal Network will be seeking the support of its current backers, including individuals and churches. The case for support will also be made to a wide range of local and national charitable Trusts and sponsorship will also be sought from local business.

The business case for support is clear. The move to our own premises will enhance our efficiency by bringing the different arms of Network's services together; the improved environment will enable us to become more accessible and better help our most needy clients; the increase in space available will enhance our ability to meeting the growing demand for our service at a lower cost.

In addition to this major appeal Network also relies on grants and donations from individuals, trusts and other organisations, including local churches, to subsidise the low cost counselling service. It is estimated that each counselling **session costs £31** but because most of the clients Network sees are on low incomes; average donations from clients last year were under £13. Meeting this shortfall is crucial to the continuing success of Network in offering counselling to people who would otherwise be unable to afford it.

Table of Funding Received 2009 - 2015

Financial Year	Trusts	Churches	Individual Donations	Corporate Donations	Total Donations	Overall Expenditure	Overall Income
2014/15	£20,750	£16,214	£8,987	£3,860	£49,811	£252,606	£232,187
2013/14	£31,050	£8,677	£55,775	£950	£96,452	£280,402	£264,215
2012/13	£27,150	£8,637	£10,600	£5,815	£52,202	£206,208	£264,960
2011/12	£23,450	£8,940	£11,371	£4,390	£48,151	£196,387	£195,524
2010/11	£24,200	£8,473	£13,864	£5,161	£51,698	£213,803	£212,891
2009/10	£8,750	£7,278	£15,669	£400	£32,097	£177,164	£177,088

“It has certainly been a journey but one of enlightenment and self-discovery that would not have happened without your help.”

5. Central Administration and Fundraising Plans

Over the next five years, Network Counselling is seeking to;

- Celebrate the 30th Anniversary of Network and then in subsequent years to build on the new and existing relationships that are made with charitable trusts, churches, individuals and corporate bodies, through the planned events, for the benefit of both fundraising and strategic support and development.
- Significantly reduce the premises related revenue costs and make better use of our premises including through appropriate sub-letting.
- Increase knowledge and visibility of Network Counselling and Training in a manner that benefits the overall organisation.
- Develop both paid and volunteer staffing support and capacity.

Specific aims include:

1. **30th Birthday:** Deliver corporate/church community event on 14th June 2016 and Garden Party with Thanksgiving Service on 9th July 2016 and another event in Autumn 2016.
2. **Capital Project:** Manage capital project including design development and secure funding at appropriate timings to enable completion of areas required for Counselling and Administration by June 2017 and for Training before September 2017.
3. **Premises Costs:**
 - a. Finalise agreement with Trinity College by April 2016 to enable Training to move to Trinity College for start of 16/17 Academic year and
 - b. Leave the Courtyard to realise overall savings of £15,000 for 16/17 Academic year against current premises costs.
 - c. Once established at new premises review and market options for sub-letting arrangements that are compatible with the needs and operation of both Counselling and Training but with a view to increasing use of spaces by 15-20%.
4. **Sustained Fundraising:** Seek to use the 30th Anniversary celebrations and events to generate momentum in terms of fundraising for the 3 years up to 2020 that enables;
 - a. A sustainable increase in giving of more than 10% above 2014/15 base figures from charitable trusts, churches, individuals and corporate bodies, including through the development of more strategic relationships and communication.
 - b. Increase to 75% individual gifts attracting Gift Aid.
 - c. Seek to support specific Counselling and Training projects and plans through more specific funding streams with trusts, corporate bodies and church organisations.
5. **Sustainable Staffing model:** 12 months after becoming established in the new premises review the paid and volunteer staffing needs in line with sustainable funding and staffing levels.

6. Counselling Services – Opportunities and Plans

In the last Financial year Network had over 40 volunteer counsellors providing over 3,300 counselling sessions with approximately half the clients (47%) waiting nine weeks or less to be seen.

Volunteer counsellors are attracted to Network by the **sense of community**, the high quality of support offered, including free supervision, and by the opportunities for low cost Continuing Professional Development (CPD) courses. Network Counselling seeks to develop a sustainable group of 50 volunteer counsellors, to reduce the waiting time before the first counselling session and maintain the model of affordable counselling.

Opportunities

Adult Services: Over the past 10 years there has been a consistent demand for Network's counselling services from both men (31%) and women (69%). There is evidence that demand for counselling is increasing most likely due to a greater awareness of the benefits of talking therapies and the pressure on other health and social services. Network's ability to respond to this demand is governed by the number of volunteer counsellors it is able to train and recruit and resources available to it to meet the need for affordable counselling. There is no reason to believe that this trend will not continue in the coming years and the challenge to Network will be to increase its capacity to meet that need by promoting its training service and creating more opportunities for volunteer counsellors with the appropriate support and back up.

Network counsellors work with a wide range of needs but there is an identified demand for counsellors who are able to work, often longer term, with clients who present with severe and enduring mental health needs. It is clear that the need for this work is a direct result of limited NHS provision and in some case actual cutbacks in services. This work demands both experience and training and Network is including more CPD workshops to resource our counsellors to feel more confident and competent in working with clients who present with these issues.

Couples Counselling: Historically Network was formed to meet **the need for couples counselling** and the aim will be to expand this service in the coming years. However, over recent years we have had very few counsellors trained in working with couples at any one time. We held a couples counselling training course in 2014 which was well attended and a number of Network counsellors who attended are using those skills within the agency but there is scope to expand this work further. Further training will be offered to increase our ability to provide this service.

Network Youth/Schools Counselling: The aim is to **double the scope** of the Network Youth service in schools over the next three years. Since its inception in 2012-13 academic year this work has grown from one counsellor working in one school, Fairfield, to the current situation of four schools each having a counsellor one day a week. These are Fairfield, Redland Green Post Sixteen, Bristol Cathedral School, and Bristol Free School – the latter being added in the 2015-16 academic year. The planned move to Filton will provide opportunities to build links with the neighbouring youth centre and provide support for the young people there. In addition to providing a regular income, the schools work also **raises awareness** of Network in the wider community.

Client Contributions/Donations Our mission is to provide affordable counselling for those who could not otherwise afford to access such services privately, or who would benefit from **longer term counselling** that is not available on the NHS. Currently around 42% of our clients come from deprived areas of the city and we expect this proportion to increase when we complete our move to Filton in 2016 i.e. a location that is likely to be more accessible to those on limited incomes.

We have so far resisted setting a set fee or a scale of charges, perhaps related to someone's income, in order to ensure that our service remains accessible to all whatever their circumstances. Currently, we rely on those clients who can afford to pay the full cost of counselling in order for us to offer a

service to those who can only afford a smaller contribution. **Without further subsidies** from other sources such as the local authorities, churches or charitable trusts our ability to offer our services to those with limited means will be constrained. As a result and as part of our planned move we will be seeking **new and additional sources** of funding to ensure that we can continue to achieve our mission to provide affordable counselling to all who need it.

Location – serving a community It has long been **part of our vision** to be an active part of a local community and to serve the community in which we are based. The move to Filton will see Network located in a community which is one of the more deprived areas of South Gloucestershire and on the fringes of Bristol close by a number of large housing estates. We will also be directly on a corridor bus route in and out of the Centre of the City and easily accessible on public transport from a number of other areas. One of our long term visions has been to be able to open a **“drop in” facility** where people who are seeking company and a listening ear, rather than counselling; or people who are on the waiting list for counselling, can come once, or twice a week for a coffee and a chat. This will be **run by volunteers** and supportive listening could be provided by some of the certificate students as part of their listening placement. There is scope for this to be done in conjunction with existing outreach services already active in the area.

Satellite provision: Travel distances and accessibility have often been highlighted as issues for some clients and volunteer counsellors. Network currently has a satellite counselling provision in St Luke’s in Bath and also has a relationship with Filwood Hope in Knowle West. There is an opportunity to consider further satellite provisions once the integrated Counselling and Training services are established on the new site. It may be that satellite locations could be achieved by retaining a small presence at Trinity College in Stoke Bishop and an option nearer to Thornbury/Yate in South Gloucestershire. The development of satellites needs to be carefully considered in relation to the community focus that the centralised counselling provides for the volunteer counsellors.

Waiting times Network has a very good record of offering an initial interview to a client within a couple of weeks of them first contacting the service. However, there is a **huge variation** in the length of time for which individuals have to wait to be allocated to a counsellor. This can vary from 1-2 weeks in some cases where issues appear to be fairly straightforward and clients are willing to be seen by a counsellor in training, to 6 months or longer in some cases, where there is limited availability on the part of the client, or a need/preference for a counsellor is quite specific. Over the next three years we will review our procedures for managing the demand for the service and the referrals process in order to ensure that waiting times are kept to a minimum and that all clients are offered an appointment with a permanent counsellor, **four to six weeks** after the Initial Assessment.

*“Thanks for your help.
I feel not only a better person,
but one that can go forward
with self-awareness and understanding
to not make the same mistakes again.”*

Plans for the Counselling Department

Over the next five years, Network Counselling is seeking to;

- Consolidate the number of volunteer counsellors closer to 50
- Monitor both the daytime and evening waiting times.
- Develop specialist areas of counselling in conjunction with a training strategy.
- Identify opportunities for appropriate satellite provisions once established in new premises.

Specific aims include:

1. **Waiting Times:** To maintain the target of at least 75% of clients offered permanent counselling within 6 weeks of their Initial Assessment.
2. **'Growing our own' counsellors:** To work in conjunction with the Training Department to develop and increase the availability of qualified counsellors with expertise in specific currently under provided for areas of:
 - a. **Schools Counselling:** To double the provision of schools counselling over the next 5 years. Including developing our own Youth Counselling course with some subsidised places (through specific trusts and sponsorship) for those willing to provide at least 1 year's volunteer youth/schools counselling to Network.
 - b. **Couples Counselling:** To work with the Training Department to provide a new couples counselling course in the next 24-36 months, with some subsidised places (through specific trusts and sponsorship) for those willing to provide at least 1 year's volunteer couples counselling to Network.
 - c. **Counselling for those in Christian leadership:** Over the next 24-36 months to investigate with local church organisations the current provision for counselling of those in various leadership positions within churches and Christian organisations. With a view to re-starting a specific provision that would suit the needs of this group within the next 36 months.
3. **Satellite provision:** Investigate over the next 12 months the options to maintain a small satellite provision at Trinity College after the new site in Filton has been occupied. This would provide a model from which to ascertain the feasibility of future satellites.
4. **Donations:** To further review with the General Manager over the next 6-12 months how similar counselling providers balance donations, affordability and the sustainability of the service and to consider their appropriateness to Network Counselling to bridge the gap between average donation and cost of each session.
5. **Room Use:** Over the next 18 months to increase by 10% the average room use of the counselling rooms through reduced DNA, increased private hire, increased take up of sessions offered at times currently less busy.

**“I have a greater sense of direction in my life.
My experience of Network has been
continuously positive.”**

7. Training Department – Challenges and Development

Network Training has a particular interest in the **integration of faith, spirituality and counselling practice**, and offers a broad range of well-established, innovative part-time courses for those who wish to develop their listening and counselling skills. The current courses offered include;

- Three Introductory Courses, run over 12 evenings. There are two – “Being There” (an introduction to basic listening and counselling skills) and one “A Way of Being” (an introduction to person-centred counselling).
- A one-year part-time Certificate in Counselling Skills, quality-checked by the National Counselling Society.
- A two-year part-time Diploma in Counselling, accredited by the National Counselling Society.
- A lively programme of Continuing Professional Development short courses and workshops for qualified counsellors and supervisors, as well as occasional courses of interest to the wider community.
- Network also provides bespoke off-site training at organisations premises and this has recently included; condensed introductory courses, workshops on self-care for staff in another charity, bereavement weekend workshop for a church organisation.

“This is a powerful learning environment where you are accepted as a person, encouraged, believed in and not compared with others.” (Certificate student)

With a **high staff to student ratio** of 1:8 (the BACP recommendation is 1:12), very high student retention levels of 85%¹ and an **exceptional pass rate** of 97%², Network Training has a strong reputation in the South West region for the high standard of its training. Its training is also sought after because of its **unique focus on the spiritual dimension** of personhood, with courses attracting students from as far afield as North Devon, Wales, Wiltshire and Gloucestershire.

Why students choose Network Training.

Students choose to train with Network for a combination of reasons:

The focus on the spiritual dimension: the core theoretical model, which includes a focus on the spiritual dimension of personhood, is unique.

High level of tutor support: we have a maximum intake of 16 students in each training cohort, giving a staff:student ratio of 1:8 (which is significantly better than other comparable courses), lending the training programme a very personal, nurturing quality. We provide our students strong support through their academic, practical and personal development, both during the training day itself and through a robust tutorial system.

¹ This is the average student retention rate for the Certificate and Diploma courses. It is significantly higher than average for counselling courses of this nature (nationally, retention rates average around 65% of students for counselling courses).

² This is the average pass rate for the Certificate and Diploma course students.

A guaranteed counselling placement: counselling placements are difficult to find and the fact that Network Counselling can offer a placement (with free supervision) to any Network Diploma student, once assessed as ready, makes the course attractive.

Course accreditation: our Diploma course is accredited by the National Counselling Society, who also quality-check our Certificate course, which is an assurance that both courses meet nationally-agreed professional standards. It also means that students who successfully complete our three-year counselling training programme automatically qualify for NCS counsellor accreditation and membership of the NCS voluntary register, which is in turn accredited by the Professional Standards Authority.

Structure of the three-year training programme: throughout the Certificate and Diploma courses there is an equal emphasis on counselling theory, practical counselling skills and personal development work. It is rare for substantial personal development work to form an integral part of a counselling training to the same degree.

Learning resources: we have a library of key texts, journals and training DVDs to support our students' learning.

NUS Extra student discount card: Certificate and Diploma students are eligible to apply for an NUS Extra student discount card.

“I ... have found this course life-changing. My personal growth has surprised me as I develop as a counsellor. A strength of the course is the quality of the notes and resources. I particularly enjoyed exploring my beliefs and faith. The tutors treat every student as an individual and are very supportive and encouraging.”

(Diploma Student)

Challenges facing the Training Department

The main challenge confronting the Training Department is the consistent recruitment of students to its core training programme (ie the introductory courses, which feed into the Certificate course, which then feeds into the Diploma course). The usual maximum number of students on each course is 16 but the average over 2014-16 has dropped to 11. Intake for 2016 has improved.

Research into the factors affecting 2014-16 has suggested that this may, in part, be due to:

- A relatively low-key marketing strategy.
- Limited options to support student finance.
- The Diploma programme not being accredited by the BACP, the leading professional counselling body in the UK.

In 2016 much work took place to address these issues and revised marketing media and strategy was completed, BACP accreditation of the Diploma and PCDL student finance support were both achieved.

Development of the Training Department

Over the next five years, Network Training is seeking to build on its success by

- Consolidating the provision and take up of its core training and CPD courses.
- Developing the ability to provide more condensed/flexible Introductory Courses including off-site provision at a church/school/organisations own premises, and
- Sustainably expanding provision of courses and workshops.

“This is an excellent course. It is stretching and challenging me far beyond my expectations and I have learnt more than I ever imagined.” (Diploma student)

The intention is to widen access to training through offering new courses and diversifying their mode of delivery, gaining additional **national recognition** of its standards and enhancing even further the quality of training. Specific aims include:

- 1. Course Accreditation:** Accreditation of the Diploma course with the British Association for Counselling and Psychotherapy (BACP) has been achieved in April 2016 and needs to be maintained each academic year.
- 2. Introductory Courses** Developing and expanding the introductory level programme to meet the specific needs of local organisations, in order to deliver bespoke “in-house” training in listening skills and related topics. (over the next 12-18 months)
- 3. Continuing Professional Development:** Extending the CPD programme (from the current average of four events a year to an average of six, plus the occasional large conference-style even) and ensuring that at least 2 courses of CPD a year are suitable for relevant non-counsellor staff as well as counsellors. (within current academic year)
- 4. Balanced Budget:** Achieving and maintaining a balanced income and expenditure for the Training Department by the start of the 2016-17 Academic year, through;
 - a. Reduction in Property costs/overheads through the move to Trinity College in August 2016 and subsequently new premises.
 - b. Planning, Developing and refining the Training Departments marketing strategy in order to improve recruitment.
 - c. Developing links with local counselling training providers to promote some collaboration.

Through these plans, Network Training hopes to meet the growing demand of the local/regional community for high quality, accessible training through the provision of an exciting, inspirational suite of courses, delivered by highly trained, creative staff and through this to enable sustained and viable growth of the Training Department that will also allow for a staff development programme specifically designed for the training team and appropriate expansion of the current training team in order to support growth.

8. Financial Projections 2016-2020

Financial revenue projections refer to separate appendix available by request.

Capital Project

The capital funding of the building project is expected to cost £700-750,000 in total. £250,000 of specific funds are already held in a high interest restricted account. A further £140,000 is expected to be raised through a secured loan over a 15 year period, that will be funded in large part by the a proportion of the significant savings made in rent and associated costs at the current 2 sites.

The remaining £310-360,000 is expected to be raised from 4 separate sources;

- **Trusts.** This is expected to include from some trusts that currently/historically have supported us. There will also be expected support from specific trusts that have a history of giving to similar capital projects.
- **Churches**
- **Individual Gifts**
- **Specific Fundraising Events** Specific to the building project and also linked to the 30th Birthday celebrations for Network during 2016.
- **Corporate organisations** throughout the southwest/Bristol and in particular some nearby the new site.

9. Cash flow forecast 2016-2020

Cash flow forecast for the period 2016-2020 is available as a separate appendix available by request.

10. Board Members and Management Team

Eileen Cahill/Dr Eileen O'Sullivan (Chair of Trustees): Consultant Psychiatrist, MRCPsych

As Dr O'Sullivan, Eileen works as a Consultant Psychiatrist with Avon and Wiltshire Partnership Mental Health NHS Trust. In her working practice, she seeks to make access to her as easy as possible, and to demystify the nature of and treatment of mental health problems. Eileen is a member of Cairns Road Baptist Church in Bristol and is married with three adult children.

Phillip Corbin (Treasurer): Chartered Accountant, Chartered Tax advisor (FCA, CTA)

Phillip is an experienced tax advisor and accountant, who left a top twenty firm from a desire to give a more personal and effective service directly to clients – at a reasonable cost. He was a tax specialist for a major independent firm almost 20 years, qualifying as a Chartered Tax Advisor in 1991, and has run his current practice in Westbury-On-Trym near Bristol for the last eight years. Phillip is also Treasurer of the church he attends.

Elizabeth Mumford (Trustee): Senior Associate Teacher, BA(Stanford), LLB(Tor), LLM(Cantab)

Elizabeth is a part-time Teaching Fellow at the School of Law, University of Bristol and full-time mother of two school-aged children. She has been an academic lawyer for more than 25 years. Her primary specialty is in Medical Law and Ethics but she has also taught Family Law and Criminal Law. Elizabeth is particularly interested in the pastoral aspects of her work and in student welfare. At her church, she

is responsible for the Sunday School and occasionally leads family services and dramatic performances. She has played an active part in the parent associations of her children's schools.

Vicky Elliott (Trustee): Strategic Practice Manager - GP Practice, BSc, Cert in Counselling, Diploma Practice Management, Diploma Direct Marketing, Part qualified Chartered Accountant.

Vicky is currently the Strategic Practice Manager of a large GP Practice in the Bristol area. She has also worked as a senior manager in a wide range of industries over the previous 30 years. Her areas of expertise include; strategy, project and change management, finance, HR, marketing and IT.

Geraldine Taylor (Trustee): Senior Accredited Counsellor and Supervisor, MA, MBACP(Accred)

Geraldine is a Senior Counsellor and Counselling Supervisor at the University of Bristol. She is also a Supervisor at Network. Her interests include how we can express ourselves through various forms of art and she has also written a number of books inspired by the flora and fauna of Bristol.

Nick Ruff: General Manager and Company Secretary: MSc, BArch, BSc, Cert in Counselling Skills

As General Manager at Network, Nick brings 30 years of experience in the Construction industry including Project and Business Management skills. He was particularly interested in stakeholder engagement in the design of building projects and first came across Network through completing an Introductory course and then the Certificate in Counselling Skills. Nick has also been involved in Church leadership and pastoral work including with Young People.

Louise Mill : Head of Counselling, BSc (Hons); Dip Counselling ; Advanced Dip Counselling Supervision; MBACP (Reg); MNCS (Accred)

Louise has worked at Network since 2005, initially as a volunteer counsellor and later in a paid capacity as Counselling Co-ordinator and more recently as Head of Counselling. Louise is also Course Leader on Network's Certificate in Counselling Skills. She has a thorough knowledge of the course having graduated from the Network Diploma programme herself and has been working with the training team since 2008. Louise also holds an Advanced Diploma in Counselling Supervision. Louise is a registered member of the BACP and an accredited member of the National Counselling Society.

Head of Training, This post is currently vacant.



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