



# **Candidate Pack**

## **Chief Executive Officer**

August 2020

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# Introduction from the Chair

Dear Applicant,

Thank you for your interest in this exciting new role with the British Psychotherapy Foundation. The BPF is a national charity, established in 2013 from a merger with three other training bodies, and is one of the UK's leading training providers and membership bodies for people working in intensive psychoanalytical psychotherapy, Jungian analysis and child and adolescent psychotherapy. We have 400 qualified members and 150 trainee members. The organisation is a member of the British Psychoanalytic Council, through which our members are registered to practice.

Based in London, with a dedicated and experienced staff team, the charity has an excellent reputation and offers an impressive range of educational, training and professional support programmes and benefits for aspiring and experienced psychotherapists wanting to specialise in intensive analytic therapies.

The BPF today is operating in an environment, of course, where demand from the NHS and the general public for assistance with mental health issues – not least caused by the current Coronavirus pandemic – is acute. Our highly qualified and experienced membership are proud to be doing everything they can to help serve this demand, working closely with different health, social care, community and other professionals across many different settings.

Looking to the future, the BPF's ambition is to grow and develop the organisation as both a training provider and professional membership body but – crucially at the same time – addressing further the organisation's pattern of operational losses each year inherited from the original merged organisations (although reduced somewhat over the last year or so). Other challenges include the need to further widen and extend our current range of education and training courses to appeal to larger numbers of trainees; further improvement in our membership benefits package; diversification of our income base; and the opportunity to boost the charity's professional profile and external impact.

Our new CEO will be taking over from and advancing the work of our current interim CEO, in post since summer 2018. It is a critical appointment for us to help secure and drive the next stage of our development. We are looking particularly for someone who can bring a combination of strong commercial acumen and change leadership skill, together with the ability and interpersonal skills to relate to the ethos of both a membership body and charity. The successful candidate will certainly be supported and assisted every step of the way by passionate and dedicated staff, members, the Board of Trustees, and partners, as they look to innovate, improve and develop the invaluable work we do.

It's an exciting challenge. I hope you will feel inspired to apply!

Jean Carr  
Chair of BPF Board of Trustees

<https://www.britishpsychotherapyfoundation.org.uk/>

# Background Information

## 1) History & organisation

The British Psychotherapy Foundation was set up in 2013 through the merger with three former, small psychotherapy training bodies: British Association of Psychotherapists, Lincoln Clinic and Centre for Psychotherapy and the London Centre for Psychotherapy.

The merger presented a rare opportunity to consolidate the strengths and resources of the different organisations but, equally, to create a unique, single professional body able to offer training in four psychotherapy disciplines: psychoanalysis, psychoanalytic psychotherapy, Jungian analysis, and child and adolescent psychotherapy.

Reflecting this unique mix of disciplines, the BPF itself today consists of three associations: the Independent Psychoanalytical Child & Adolescent Psychotherapy Association (IPCAPA); British Jungian Analytic Association (BJAA); and the Psychoanalytical Psychotherapy Association (PPA).

The BPF overall is led by a Board of Trustees who are largely elected by the body's membership, including the Chair of each of the associations. The Board also provides for a small number of lay/external trustees to be appointed. These provisions were enabled in a revision to the charity's original Articles carried out in 2019.

Today the organisation is one of the UK's leading training providers and membership bodies for people working in intensive psychoanalytic psychotherapy, Jungian analysis, and child and adolescent psychotherapy. It has about 550 members, comprising 400 qualified members and about 150 trainee members. It is a member of the British Psychoanalytic Council, through which individual members are registered to practice.



## 2) Vision & objects

The BPF's vision is a society in which psychotherapy is available to everyone who needs it to promote their emotional well-being and mental health. The charity serves its public benefit by:

- Advancing the education, training, study and practice of analytic therapies
- Promoting the public knowledge of these therapies
- Advancing the practice of these therapies as a profession
- Promoting and enabling easier and affordable access to these therapies by the general public.

The BPF's mission, in summary, is to be a vibrant professional home and community, providing access to psychotherapy information and treatment to the general public, comprehensive support to its members, and education and training to the next generation of psychotherapists.

## 3) Summary of BPF's main education/training programmes

### a) Pre-training / introductory courses

- **Psychotherapy Today:** a course over 10 Saturday sessions, giving an introduction to psychoanalytic and Jungian ideas in a challenging world
- **BPF work discussion group:** a short series of informal meetings for individuals to discuss confidentially aspects of their work situation, with the opportunity to draw upon ideas/concepts from psychoanalytic and Jungian thought

### b) Academic degrees:

- \* MSc Psychodynamics of Human Development – A pre-clinical course run in conjunction with Birkbeck College, University of London, providing preparation for training as a child/adolescent psychotherapist, psychoanalytic psychotherapist, or Jungian analyst.
- \* MSc Psychological Therapies - practice and research - A programme run with Exeter University, offering qualifying training to be a psychodynamic psychotherapist or psychoanalytic psychotherapist

### c) Advanced Clinical Programmes

- \* Doctorate in Child & Adolescent Psychotherapy (DPsych). A four-year, full-time programme run in conjunction with the Anna Freud Centre / UCL.
- \* Jungian analytic training programme for working with adults, offered by the BJAA.
- \* Psychoanalytical psychotherapy training for adults, offered by the PPA.

### d) Professional development courses. Examples include:

- \* Infant Observation – provides an opportunity to develop understanding of human development through direct observation of an infant during its early life
- Jung Reading Group - aims to carry out systematic reading of C.G. Jung's original works in monthly facilitated discussions over 10 months
- Supervision Skills – a course for members wishing to explore/develop their supervision practice. Contains a mix of lectures/discussions and clinical presentation groups.

Full details of all BPF's education and training courses can found on the charity's website [www.britishpsychotherapyfoundation.org.uk](http://www.britishpsychotherapyfoundation.org.uk). Or take a look at our "Training and Courses 2020-2021" leaflet prospectus (also available on the BPF website).

#### 4) Summary of benefits of BPF membership

- Unique cross-disciplinary professional community
- Free subscription to our prestigious journal *British Journal of Psychotherapy*
- Access to various online academic reference resources and lending library
- Varied programme of professional, networking and social events
- Online member networking forum and large BPF *LinkedIn* group (nearly 30k subscribers)
- Monthly BPF newsletter
- Professional advice and support e.g. ethics, standards
- Access to range of CPD courses and discussion groups
- 'Find a therapist' online directory giving opportunities for patient referrals
- Consulting room hire
- Opportunity for experience to be recognised as a 'senior member'
- Opportunities to assist in BPF training courses e.g. tutor, seminar leader and in various BPF interest groups/committees
- Professional representation amongst regulators and other stakeholder groups
- Provision by our Clinical Services department of low-fee therapy provides clinical experience opportunities for trainee members

#### 5) BPF's recent challenges & priorities ahead

Since it was created, the BPF has been on a difficult but progressive journey to merge three former bodies and establish a leading cross-modality professional training and membership body focused in the disciplines of psychoanalysis and analytical therapies. Today, as one combined charity, the BPF is one of the largest membership bodies in the field of intensive psychotherapy, has an excellent reputation, offers a range of high-quality training programmes, and has significant reserves (including a building which it owns outright).

However, the organisation faces a set of pressing strategic challenges. These include: a recurring pattern of operational losses each year inherited from the three, merged organisations (although reduced somewhat over the last year or so); a narrow educational/training offer with very small numbers of trainees; a limited-value membership benefits package and a falling member base; an underdeveloped professional profile and external impact; a flat staff structure that puts too much operational pressure on the Board and part-time CEO; and the need to further evolve the culture of the organisation so all parts work fully together.

The Board has set itself the strategic ambition of *growing and developing* the BPF as both a training provider and professional membership body, but – crucially – at the same time transforming the organisation's historic financial performance. Almost all the BPF's rival organisations also have a history of loss-making, but there is a determination by the BPF's Board for the BPF to be different, particularly by being readier to think more commercially whilst at the same time keeping the core ethos of being a membership body and charity. Given the large number of psychotherapy trainings available in the UK, particularly for less intensive therapy, this presents quite a challenge for the BPF.

In furtherance of its strategic ambition, the BPF Board has defined a set of immediate/short-term priorities around five areas for the *next 18 months* (ahead of a fuller 2-3 strategic plan for the new CEO to lead on with the Board). Here's a summary with an indication of some associated actions:

- i) **Education & training:** develop a more complete, more integrated, and more flexible 'core' education/training 'pathway' from introductory up to advanced clinical level – particularly offering more at intermediate-level, offering a greater choice of different levels of qualification, and catering for lower-frequency as well as higher-frequency therapy. Also, improving the accessibility of programmes via more online and shorter formats and operating more in partnership with other institutions.
- ii) **Membership & professional life:** improve the appeal of BPF membership and its level/offer of professional activity. Actions to include: a clearer, progressive structure of member categories (from associate to fellow); better online and face-to-face activity and support; growth of a wider-interest online 'community' for people generally interested in psychotherapy (including potential trainees); boost the professional ethics/standards/advice support available to members; a greater level of external PR and media activity; develop more the BPF's journal/publishing/thought leadership activity; closer working with other professional bodies around London and nationally; targeting individuals in allied health/care professions; and reaching out into social communities/developing links/joint projects.
- iii) **Wider income & cutting costs:** On the revenue side, areas to be looked at include: an expanded range of general and targeted CPD/short courses; a wider range of events and conference activity; expansion of the BPF's online (and possibly physical) clinic facilities; partnerships with other universities/institutions; and training/consulting aimed at organisations. Examples of possible, wider commercial ideas: self-help products or resources for consumers/patients; employer well-being endorsement.

On the cost and cash management side: further improvement in operational models and processes for all activities to boost gross margins; further review/assessment of how to cut back central overheads; investigation of more use of outsourcing for central services as well as greater use of online; and more active/professional management of investment funds and cash reserves.

- iv) **Structure & culture:** evolve the Board to focus on being more of a strategic and oversight governing body, with more external/lay members; create a management team which allocates dedicated responsibility between revenue-earning activities and central support functions; strengthen effective working relations across the organisation; boost the level of training and development of staff members; and foster a more business minded/cost-awareness culture together with stronger performance management practices.
- v) **Premises & support systems:** progress action to sell current HQ premises and move to a combination of smaller premises and more home-working and online service delivery; invest in/upgrade ITC systems to ensure the organisation is optimally positioned in respect of digital technologies, particularly for seizing e-learning opportunities for training; develop and improve use of latest marketing, social media and digital techniques for better communications; and review/ensure cost-effective provision of other services like legal, HR support and facilities.

## 6) BPF's planned, new structure

The appointment of our new CEO will be a key part of a wider re-structuring of the overall staff team, in parallel with a re-focusing of the charity's Board of Trustees. The successful candidate will play a vital role in honing the final detail of these changes and making the new arrangements work to help underpin the future development of the organisation.

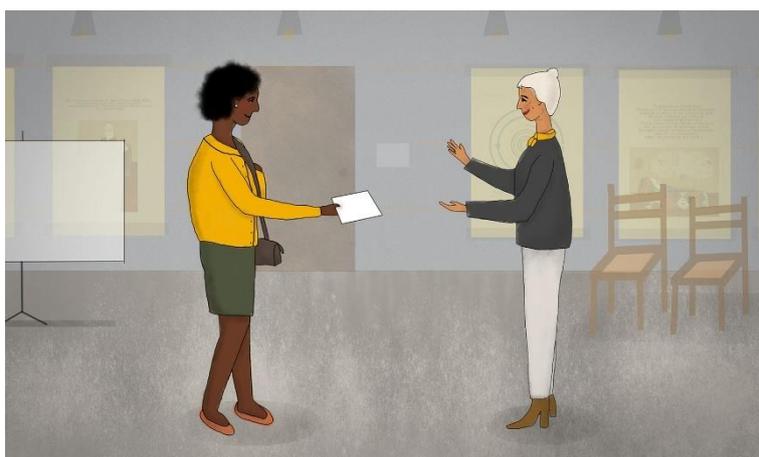
The diagram on the next page shows the *current* staff structure. It shows that most staff report directly to the CEO role, it is quite complicated, and lacks a definite 'management team' around the CEO role. The second diagram - on the following page - illustrates the outline core of the planned, *new* staff structure. It can be seen that the structure is much more streamlined with a clearer management structure to support the CEO.

Three key roles will be included in the new management team:

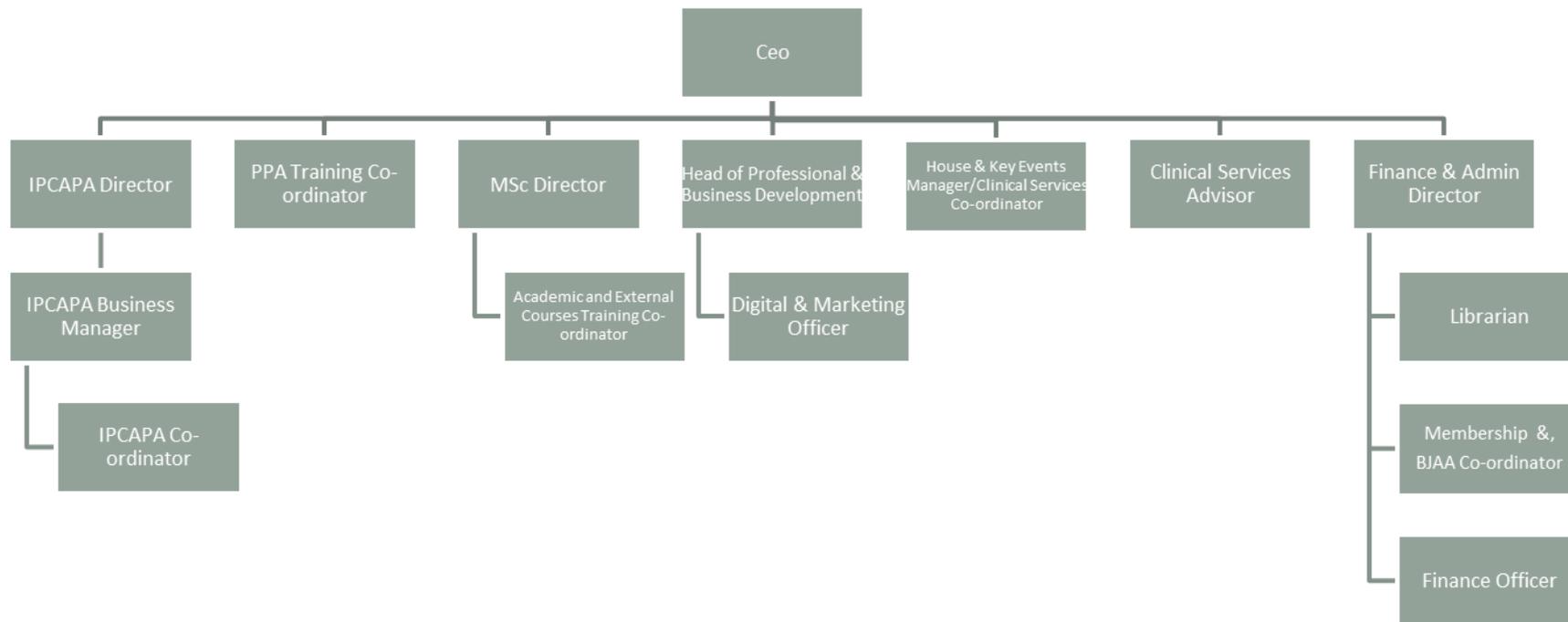
- a Finance, Membership & Support Services Director;
- a Director dedicated to managing IPCAPA (the BPF association that brings in 40% of overall BPF revenue)
- and the (new) role of Training & Development Director (to oversee other training operations and plan/manage *new* education/training development projects)

The full and exact make-up of the management team will, of course, be a decision for the new CEO, in consultation with the Board. The diagram provisionally shows, for example, a fourth leg of activities dealing with 'member and external communications/relations'.

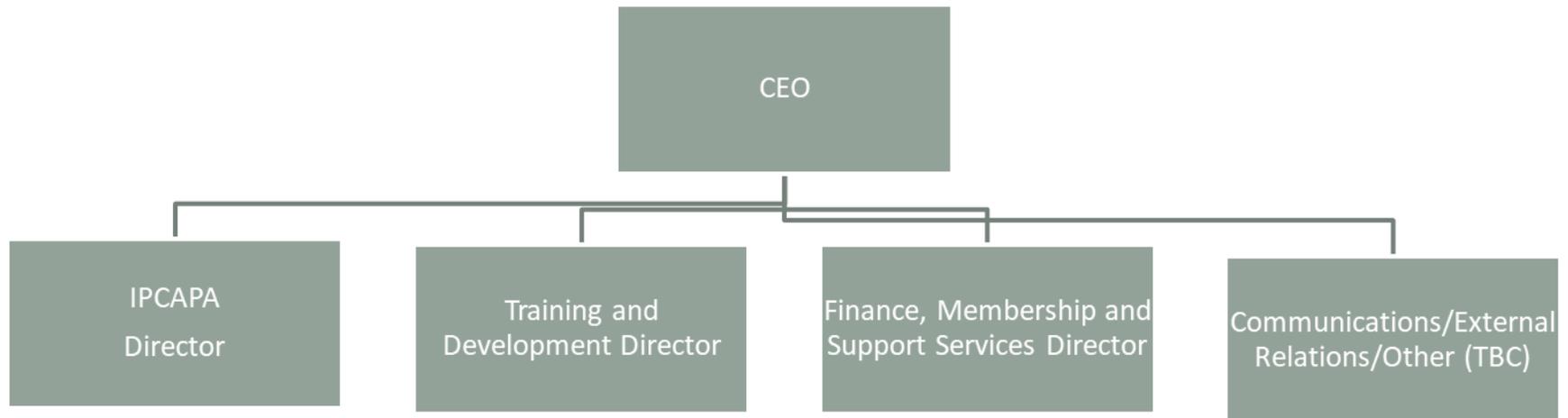
The creation of a new management team, with the accompanying approach of allocating dedicated responsibility for managing distinct parts of the organisation, will free the BPF Board of its current need to deal with a lot of operational/day-to-day issues. Instead, in future it will be able to focus more on fulfilling its role as a *strategic* and *oversight* governing body.



# Current *bpf* staff structure



# Planned new *bpf* (core) management structure



# Job Description

## Key purpose of the role

- Work with and support the charity's Board to ensure the sound planning, development, and governance of the charity, including oversight of its assets and resources.
- Lead and drive the achievement of membership and income growth and transformation to a regular, financial surplus for the organisation.
- Provide overall leadership and co-ordination of the charity's staff and day-to-day operations
- Lead and develop the charity's external communications, profile, impact and relationships with key stakeholders

**Reporting to:** Responsible to the Board of Trustees, but line-managed by the Board Chair.  
**Hours of work:** Part-time/flexible, up to 24 hours a week (= circa 3 days).  
**Location:** The role is based at BPF's London office, but some flexibility with home-working.  
**Basis of role:** Permanent (or fixed-term) employee contract. 6 months' probation.

## Managers directly reporting in:

- Finance, Membership & Support Services Director; Training & Development Director; and IPCAPA Course Director
- Digital & Marketing Manager or other (TBC)

## Areas of key responsibility:

### i) Strategy & business planning

- Develop and define, with the Board, the long-term vision, mission, values and strategic goals for the organisation.
- Develop and propose to the Board business/operating plans and budgets to achieve a financial surplus on an annual basis
- Ensure the views of BPF's members and other key stakeholders are taken into consideration in future strategies and plans
- Monitor implementation and performance of developed plans, providing appropriate reports and information to the Board
- Monitor the external operating environment and work with the Board to ensure that business strategy is aligned with key trends.

### ii) Board support and organisational governance

- With the Finance Director, support and advise the Board in executing its responsibilities for the sound governance of the charity, including ensuring appropriate systems and policies for compliance with external laws, regulations and standards.
- Ensure effective arrangements and procedures for implementation and follow-up of decisions made by the Board
- Ensure effective working relationships between the Board and senior staff
- Ensure ongoing integration and cohesion between the Board and the charity's various Board/member committees and the different parts of the organisation, balancing the ethos of a membership body with the need to run operations in a more 'business-like' way.

**iii) Finance, risk and performance management**

- Oversee, on behalf of the Board, the overall financial health and performance of the charity
- Oversee the work of the Finance Director in terms of ensuring use of appropriate financial policies, procedures and controls for income, investment and expenditure
- With the Finance Director, monitor the overall performance of the charity against agreed performance indicators and milestones and provide effective/timely reporting to the Board
- With the Finance Director, oversee and manage overall risk management and due diligence processes in the charity, including maintenance of a Risk Register, and ensuring appropriate attention to and resolution of major risks and issues identified

**iv) Leadership & management of staff**

- Ensure the charity has an appropriate and effective senior management structure and overall organisation of staff
- Through the senior management team, ensure the effective recruitment, deployment, motivation, training and development of staff needed to achieve the organisation's objectives
- Develop and maintain an organisational environment and culture that supports high levels of staff motivation and engagement
- Provide personal leadership and coaching which motivates and inspires senior staff and fosters a strong, cohesive management team
- Ensure appropriate and efficient systems and processes for the delivery of operations with suitable quality controls and regular reviews for identifying ways of improving effectiveness
- Ensure robust processes are in place for the effective performance management of all staff

**v) Business & income development**

- Drive and co-ordinate overall income/market/business development strategy for the charity
- Work with, guide and co-ordinate the work of the Training & Development Director and the Finance Director in the identification, assessment and planning of ideas and opportunities for new educational, training, membership, fundraising or wider commercial opportunities, including preparation of recommendations / business cases, as needed, for the Board.
- Develop and manage effective relationships with key commercial partners or joint ventures

**vi) Communications & external relations**

- Ensure strong communications with the BPF's members
- Develop the external/public profile and influence of the charity and ensure strong external marketing and promotion of its aims, services, activities, and positions on professional issues
- Oversee and foster good relationships with all key stakeholder groups and bodies, including educational partners, regulators, and other cognate societies.
- Oversee, co-ordinate and develop the professional thought leadership, PR, public affairs and publishing activities of the charity
- Act as an ambassador and spokesperson for the charity, including representing the organisation on sector groups, committees or working parties, working in conjunction with Board trustees or appropriate members or committees

# Person Specification

## Qualifications / Knowledge

- Degree level or equivalent, ideally in a relevant subject e.g. business, psychology, health
- Strong financial acumen (including P & L analysis)
- Strong commercial acumen (including preparation of business cases)
- Broad knowledge of UK healthcare or related sectors and, ideally, the place of psychotherapy
- Good understanding of the legal and constitutional/governance features of a UK charity
- Good knowledge of modern marketing, PR/influencing, and social media techniques
- Good core knowledge of current developments in IT/communications technology e.g. cloud-based working
- Reasonable knowledge of property and facilities management

## Skills / Experience

- 5+ years' relevant experience at a senior level in a similar organisation or similar field
- Strong experience of leading and getting results through a senior management team
- Experience of working with and reporting to a board of directors
- Strong experience of identifying new business/income opportunities and successful pursuit and exploitation of such opportunities
- Strong experience of leading and delivering organisational/operational change with IT playing a major role
- Developing and sustaining effective relationships at senior levels and with a variety of stakeholders
- Acting as external spokesperson and working with media
- Promoting equality and diversity in management practice and/or service delivery
- Strong presentational & influencing skills

## Personal style & behaviours (all desirable)

- Strategic thinker but equally focused on getting things done
- Diplomacy, tact and sensitivity to suit working in a member-based body
- Confident but empathetic style
- High level of personal drive, self-confidence and energy
- Willingness to work sometimes in evening and weekends and to travel
- Flexible / adaptable
- Creative/innovative/change –minded
- Results/target-driven

# Terms and Benefits of Employment

<b>Job title:</b>	Chief Executive Officer
<b>Accountable to:</b>	Board of Directors
<b>Reports to:</b>	Chair of the Board
<b>Salary:</b>	Circa £50k p.a (FTE £73K), based on a 35 hour working week
<b>Hours of work</b>	Up to 24 hours a week on a flexible basis (circa 3 days a week)
<b>Probationary period:</b>	6 months
<b>Notice period thereafter:</b>	3 months
<b>Location of work:</b>	BPF's London office
<b>Annual leave:</b>	20 days + Bank Holidays
<b>Pension:</b>	Contributory pension scheme (employer at 3%)
<b>Flexible working:</b>	A degree of home/remote-working available



# How to Apply

The British Psychotherapy Foundation is working exclusively with Charisma Charity Recruitment and to apply, please email [info@charismarecruitment.co.uk](mailto:info@charismarecruitment.co.uk), quoting reference JO2773, with the following:

- A comprehensive CV
- A supporting statement, explaining how you believe your skills and experience match the requirements of the role, directly addressing the person specification

For an informal and confidential discussion about the role, please contact:

Jenny Warner, Managing Director of Charisma Charity Recruitment  
0207 998 8888 / 01962 813300

## Timetable

Closing date for applications:	5pm on Friday 25 September 2020
1 <sup>st</sup> Interview Date:	mid October 2020, TBC

