



Director of Counselling and Operations

Compass Counselling is an established provider of affordable counselling and counselling training to adults throughout Merseyside. We are a vibrant counselling community of qualified and trainee volunteer counsellors, supervisors and trainers.

We are recruiting a Director of Counselling and Operations to lead Compass in growing and developing our services. The role will involve the organisation and oversight of current services and management of these in combination with new service development to meet the changing mental health needs of people on Merseyside.

The successful candidate will lead a team of staff and volunteers, being responsible for the operational success and strategic development of services.

All appointments will be subject to a satisfactory enhanced DBS clearance, employment references and a six month probation period. Compass seeks to avoid all forms of discrimination and is an equal opportunities employer. If you require these materials in an alternative format please contact us to arrange this.

Salary - £38,000 p.a. 37.5 hours per week (worked flexibly) with stakeholder pension scheme

Annual leave 25 days increasing to 30 days plus 8 days paid public holidays

Closing Date - 19th March 2021

Interviews - 30th March 2021

To request an Information and Application Pack please:

Email - recruitment@compass-counselling.org.uk

Tel - 0151 237 3993

Compass is a registered charity in England & Wales No700335 and a Company limited by guarantee No 2235061

Registered Office - 151 Dale Street, Liverpool, L2 2AH



Job Title: Director of Counselling and Operations

Location: 151 Dale Street, Liverpool, L2 2AH

Salary: £38,000

Hours: 37.5 hours

Term: Permanent

Our Organisation

Compass Counselling was established in 1978 as a pioneering service to provide low-cost affordable and accessible counselling to adults living in the Merseyside region. We are proud to be offering this service 43 years later, providing a unique service allowing clients access to support with complex issues by providing up to 24 counselling sessions. In addition to its core counselling service, Compass delivers a range of project-based and contracted counselling and training to serve a broader client base and meet a diverse range of needs. Compass is in a strong position to develop its services and is seeking a clinical and operational leader with the drive, vision and commitment to enhance clients' experience and outcomes, develop services and build sustainable revenue streams to underpin our work.

Purpose of the Role

As the Director of Counselling and Operations at Compass, you will embody the organisation's focus on the client experience and your mission will be to develop and provide professional, accessible, affordable counselling. You will provide leadership to maintain and develop a mix of low-cost, project-based and commercial services in order to meet clinical and business needs. You will develop our vision, mission and strategic direction in consultation with the Chair and Board of Trustees. You will deliver annual plans and meet service targets being accountable for their achievement and provide high-quality reporting to enable the Board to monitor progress effectively.

Leading a team of staff and volunteers you will be responsible for the operational management of the organization. You will ensure ethical, professional and efficient services to clients and you will take the leading role in the promotion of Compass Counselling, increasing its profile and developing our fundraising activities.

Main Responsibilities & Duties

Providing Services

You will lead the provision of counselling and counselling training services ensuring the highest ethical and professional standards are met, managing Compass staff and volunteers. You will oversee the work of the Counselling Service Managers, working with them and the supervision team to meet the standards contained in the BACP Ethical Framework for the Counselling Professions and provide robust Quality Assurance in order to demonstrate achievement of the standards our clients and stakeholders expect.

You will champion best practice and examine the effectiveness of current provision, providing analysis and proposals to the Board of Trustees to develop services appropriate to the needs of the local community on Merseyside, broaden access and instigate new projects.

Managing and Developing Resources

Your management and development of the human, physical and financial resources available to Compass will ensure services are appropriately staffed, enabling us to maximise benefit to Compass clients. You will recruit, manage, develop and support staff and volunteers, to provide a good working environment and ensure services are appropriately staffed.

You will promote a culture of learning and development across the organisation, maximising the potential of staff, volunteers and trustees and you will ensure that a long-term strategy is in place which can guide Compass Counselling Services in achieving its objectives. In the creation of strategy and delivery of services you will ensure that ethical and professional, financial, legal and health and safety risks are pro-actively identified and minimised.

Working with Trustees and Stakeholders

You will collaborate effectively with the Chair and Board of Trustees to develop Strategic Plans, transforming strategy into clear business plans and delivering these. You will provide high quality monitoring information and analysis to assist the Board in ensuring service standards and good financial controls. You will assess strengths and weaknesses in Compass's services and adjust these to better meet demand and generate the revenue needed to operate.

Your assessment and analysis of trends and needs for mental health support will inform and guide development of services which broaden the service mix and complement our core counselling provision. You will be comfortable in establishing positive and confidence-inspiring relationships with trustees and stakeholders.

Assessing and Reporting on Activities

You will provide the Board of Trustees with detailed, accurate and timely reports of service provision, financial performance and operational issues within the staff and volunteer team. You will enable the Trustees to discharge their governance responsibilities through good communication of issues to facilitate oversight of performance at the quarterly Trustees' meetings and, in partnership with the Treasurer and Office Manager, be involved in the preparation and presentation of the annual accounts. You will ensure an external evaluation of the organisation is undertaken at least every five years.

You will ensure that a calendar of events is created and published, outlining Board Meetings, the Annual General Meeting, two strategy days per year and Community Meetings.

You will also, in consultation with the Chair, undertake development and review of policies and procedures as needed, including Compass Counselling's Equal Opportunities Policy and Code of Practice taking forward the organisation's commitment to providing a service for the whole community.

Public Engagement, Publicity and Fundraising

You will develop fundraising activities and increase generation of unrestricted funding to support the costs of our affordable counselling services. You will be responsible for broadening the range of funding available to Compass, working with volunteers, businesses and members of the community to champion the value of Compass's services and build relationships which provide the funding needed to grow our services to meet the needs of a greater number of clients.

You will direct and oversee the creation of marketing and fundraising materials, including development of Compass's online and social media presence and ensure that all marketing and other communication methods accurately present the vision, mission and values of the organisation.

Equal Opportunities

Compass is committed to equal opportunities, anti-discrimination and anti-oppressive policy and practice. No one we have contact with may be discriminated against either directly or indirectly on the grounds of gender, race, nationality, religion, cultural group, marital status, sexual orientation, age, or impairment. The policies apply to job applicants, employees, volunteers and users of our services.

Job Description

All jobs are subject to change from time to time and this job description will be reviewed regularly.

This job description is a guide to the work you will be required to undertake and represents a range of responsibilities commensurate with the grade for the post.

Prepared by: Guy Turnbull (Chair of Trustees)

Date: 4/3/2021

If you wish to discuss the post informally prior to submitting your application, please contact Guy Turnbull on 0151 558 1606.

Terms and Conditions of the Post

Starting Salary £38,000 per annum

37.5 hour working week to be worked flexibly

Access to a stakeholder pension scheme

Annual leave 25 days increasing by one day per completed year of service to a maximum of 30 days plus 8 days paid public holidays

Occupational sick pay scheme offering 2 months full pay after 2 years' service increasing to 3 months full and 2 months half pay after 5 years

Paid dependants leave of up to 5 days a year

Person Specification: Director of Counselling and Operations

KEY: E= Essential D= Desirable A= Application I = Interview R= References P= Presentation		
Requirement	Essential/ Desirable	Assess from:
Short listing criteria are listed in bold type		
<u>Qualifications</u>		
Education to degree level or a relevant professional qualification	D	A
Registered with BACP or equivalent professional body.	E	A
Management Qualifications	D	A
Qualification in Supervision	D	A
<u>Expertise</u>		
Thorough understanding of legislative and ethical considerations affecting counselling services including the BACP Ethical Framework for the Counselling Professions	E	A I
Knowledge of the challenges associated with Mental Health issues, NHS IAPT provision and EAP workplace counselling provision.	E	A I
Knowledge of counselling and differing practice models	E	A I
Understanding the practice of supervision and quality assurance	E	A I
Ability to contribute to policy and implementation through enthusiastic and effective collaboration with others	E	A I
Able to manage day-to-day operations within a longer-term strategic context	E	A I
<u>Skills</u>		
Proven ability to develop business strategies	E	A I
Excellent people management and organisational management skills	E	A I
Good interpersonal, written and oral communication skills	E	A I P
Good public speaking and presentation skills	E	A I P R
Proven ability to work collaboratively and flexibly with proven team-leadership qualities	E	A
Strong alignment with the aims and values of COMPASS	E	A
Strong business development skills	D	A I
Ability to liaise well with members, colleagues and agencies	E	A I
Ability to respond to shifting priorities, multi-task and meet deadlines	E	A I
<u>Experience</u>		

3 years experience in a significant leadership position in the health care and/or community sector	E	A I
2 years experience of working in charities or the wider not-for-profit sector	D	A I
Demonstrated experience of project management, programme development and programme evaluation	E	A I
Working knowledge of setting and monitoring key performance indicators	E	A I
Proficiency in MS Office Suite, Internet, Outlook with demonstrated capability in using this software to analyse performance and present relevant information in reports and plans	E	A I
<u>Personal Attributes</u>		
Committed to equal opportunities, anti-discrimination, anti-oppressive policy and practice and social inclusion	E	A I
Open and collaborative problem-solving approach	E	A I
Ability to build and develop strong, productive and pro-active teams	E	A I
Comfortable with networking and promoting services to outside audiences	E	A I
Self-motivated, enthusiastic, personable with a sense of humour	E	A I
Ability to work sensitively with people of differing viewpoints	E	A I
Ability and willingness to work flexibly responding to Organisational needs. This includes evenings and weekends	E	A I
Able to travel in course of carrying out duties	E	A I
<u>Training</u>		
Evidence of continuing professional development.	E	A I

A NOTE ABOUT THIS BACKGROUND DOCUMENT

This document is an edited extract from a Strategic Plan that was being developed when the coronavirus pandemic struck. Since then we have been responding to the pandemic, with the aim of surviving as an organisation. This has included temporary closure of the offices in Dale St. Liverpool and a switch to homeworking. It has also meant the suspension of counselling and training activities, which have more recently been re-established on a reduced, "virtual" basis. Although the following extracts from the Plan predate the pandemic, we believe that they give a picture of the recent history of Compass and our path towards a sustainable future which will be of interest to people interested in applying to become Compass's next Director of Counselling and Operations. In summary, the pandemic has increased the need and urgency to develop the organisation in the ways outlined - and has also increased the essential need for the services Compass provides.

INTRODUCTION

Compass Counselling has an impressive history. For the past 40 years, through our counselling service, we have provided high quality counselling and emotional support for people within the Merseyside region. It is from this strong foundation that we plan to grow.

The scale of the challenges facing us is exceptional, with a rapidly aging population who have challenging needs. In addition, people are also frequently coping with more complex health and social care problems than experienced by previous generations and all this comes at a time when the NHS is facing significant financial pressures.

Established in 1978, Compass has a reputation for the highest quality counselling provision and teaching programmes and a longstanding tradition of serving the community. Compass provides affordable counselling to anyone over the age of eighteen in Merseyside. As well as counselling, we provide: local authority contracts, workplace support services, CPD and counsellor training. All our counselling services are delivered by highly skilled and trained volunteer counsellors.

In 2016 the Liverpool Clinical Commissioning Group notified us that they were to cease funding Compass (and many other charitable organisations). Since then we have sought, and obtained, new work and grants to help cover the resulting financial shortfall, but we experienced a period where we had to deplete our reserves at a rate of about £8,000 per month. To ensure sustainability Compass needs to continue to diversify its sources of funding.

OUR MISSION

Our mission is to develop and provide professional, accessible, affordable counselling and emotional support for adults so that emotional health and wellbeing will be a priority in the lives of everybody.

OUR VALUES

Quality	We strive for excellence through continuous improvement.
Openness	We are committed to a culture of teamwork collaboration.
Inclusiveness	We respect people, value diversity and are committed to equality.
Participation	We value and recognise the contribution of volunteers, staff, clients and other members of our community.

WHAT WE DO

Compass Community Counselling	A self-referral service providing counselling for people over the age of 18. Weekly donation is agreed with the client at the assessment session and clients are given a receipt by the counsellor.
Workplace Support	A service providing counselling for employees of private/public/third sector organisations. The counselling is funded by the organisation for its employees.
Counselling for You	A self-referral service providing counselling for people over the age of 18 who choose to pay for sessions.
Surviving to Thriving	A self-referral service for adult survivors of childhood sexual abuse. This service is funded by the National Lottery Community Fund.
Counselling Training	We provide CPCAB L2 Introduction to Counselling and Certificate in Counselling Skills courses. We have also provided bespoke training for staff working in client-facing roles with other charities.

OUR AMBITION

Compass' key strategic objectives are a framework to guide us as we move forward and help us to measure our success. These objectives are:

- To continue to offer professional support and advice to people in our region and to grow services to meet demand.
- To promote and increase awareness of all our services and achievements in the community, through local, social and printed media, as well as our own website and printed publications.
- To continue improving access to our services.
- To support and develop our staff and volunteers.
- To ensure a sustainable future.
- To build on partnerships with public, private, voluntary and community organisations and deliver a range of professional services to our clients.
- To ensure effective and timely responsive audit of our services.

STRATEGIC APPROACH

The unique feature of Compass's work is the provision of counselling support, regardless of status and income. This will continue and will be our first priority. However, it means that our other activities must be sufficiently financially viable to cover all of our running costs and to subsidise the counselling that clients would otherwise be unable to afford.

Recent experience indicates that grants do remain available, and winnable, and that contract work relevant to us is still being put out to tender. However, we must avoid taking on any work whose funding is so tightly restricted that we cannot recover our full costs, plus a margin to contribute towards the subsidised counselling we provide. Accordingly, we will only submit bids that meet these financial tests, even though this means that sometimes we will be underbid.

We continue to hear of other organisations being obliged to close. Provided we avoid the same fate this presents us with business opportunities, and in due course, we hope, with a less crowded field of competitors when we make bids. If so, there are grounds for a cautious degree of optimism about the future climate within which we will be operating in a few years time. We must wait to see.

We see opportunities to grow group-based services such as training for counsellors, and in techniques for personal resilience. It will be a priority to increase such services.

Realistically, we must increase individual contributions from clients, e.g. to at least £5 per session; and invite former clients to continue to donate.

We have seen some success in getting unrestricted grants. Similar to this, but something we have not so far explored, will be to identify local organisations that wish to be associated with what Compass does by sponsoring us. Having explored this idea we will set a sponsorship target for 2021 and beyond.

While charitable activities such as the Wirral Walk do raise money, we think that the increased public profile they provide is also valuable and we will continue to take part in a small number of such activities each year.

By contrast, we see less scope to make major reductions to our costs. We need to be able to demonstrate the highest standards in the services we provide, in the staff we employ and in the premises that we operate from. Realistically, this means that sustainable finances depend on the extra funding and income that we can secure, not on a programme of cost reduction.