

# Growth & Resilience- can you have one without the other?

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# Who are we?



# What do we do and why?

FACE-TO-FACE  
ONLINE  
TELEPHONE  
VIDEO

tic+chat  
ANONYMOUS  
1-2-1 HELPLINE

InTER-ACT  
PSYCHO-  
EDUCATIONAL  
WORKSHOPS

PARENT  
SUPPORT &  
ADVICE LINE  
PARENT  
SUPPORT  
GROUPS

TRAINING FOR  
PRE AND POST  
QUALIFICATION  
COUNSELLING

Our mission is to **improve, preserve & promote** good mental health & well-being among children, young people & families.

TIC+ has been doing this in Gloucestershire since 1993.

# Our Growth Journey

- Major growth over last five years
- Today we are going to cover:
  - What that looked like in financial and head count terms
  - Factors affecting the growth
  - Infrastructure that supported growth
- Resilience
- What else and what next?

# How did we grow - incoming situation

Nov 2017- new post

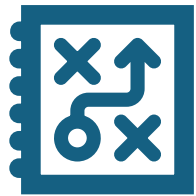
- Small team
- T/O c £670k

Issues:

- Spreadsheet finances
- Many, many pots of restricted funding
- Year-end not aligned to majority of contracts
- Financial Governance

# 3 Key appointments that supported growth journey

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IT



HR



Finance

# IT

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In 2018 delivering online counselling using encrypted messaging and online logins

Digitally mature reporting

Sophisticated and bespoke database

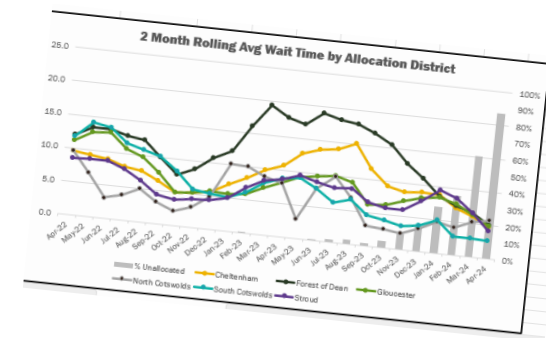
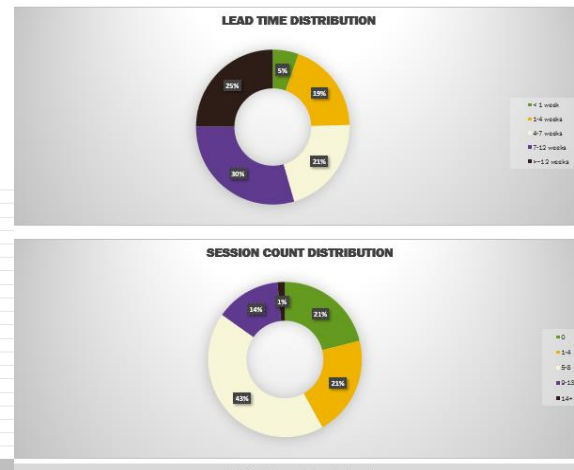
No internal IT support- Potential single point of failure with outsource

**First support; IT volunteer; employed – had helped lead and develop digital transformation (databases, MHSDS, coding, anonymous services, DPO)**

# IT team - growth and resilience added

## •Milestones:

- August 18- Gloucestershire is awarded Trailblazer funding- value £5m- of which we can secure up to £500k *if* TIC+ can flow data to the NHS Mental Health Services Data Set by October 2018
- October 2018- we launch the Online Referral form, encrypted, self-referral – see immediate increase in user experience and access
- Appointment of Data & Statistics Analyst, allows us to respond to increased request for dataflows and reporting from commissioned services -





# IT team - growth and resilience added

- Milestones:

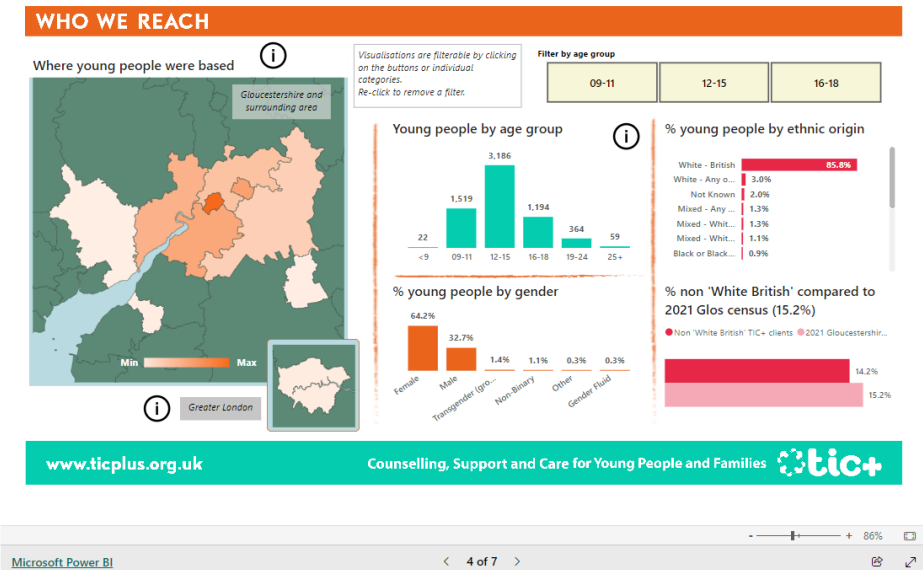
- March 2020- lockdown. TIC+ Chat launched

- May 21- server

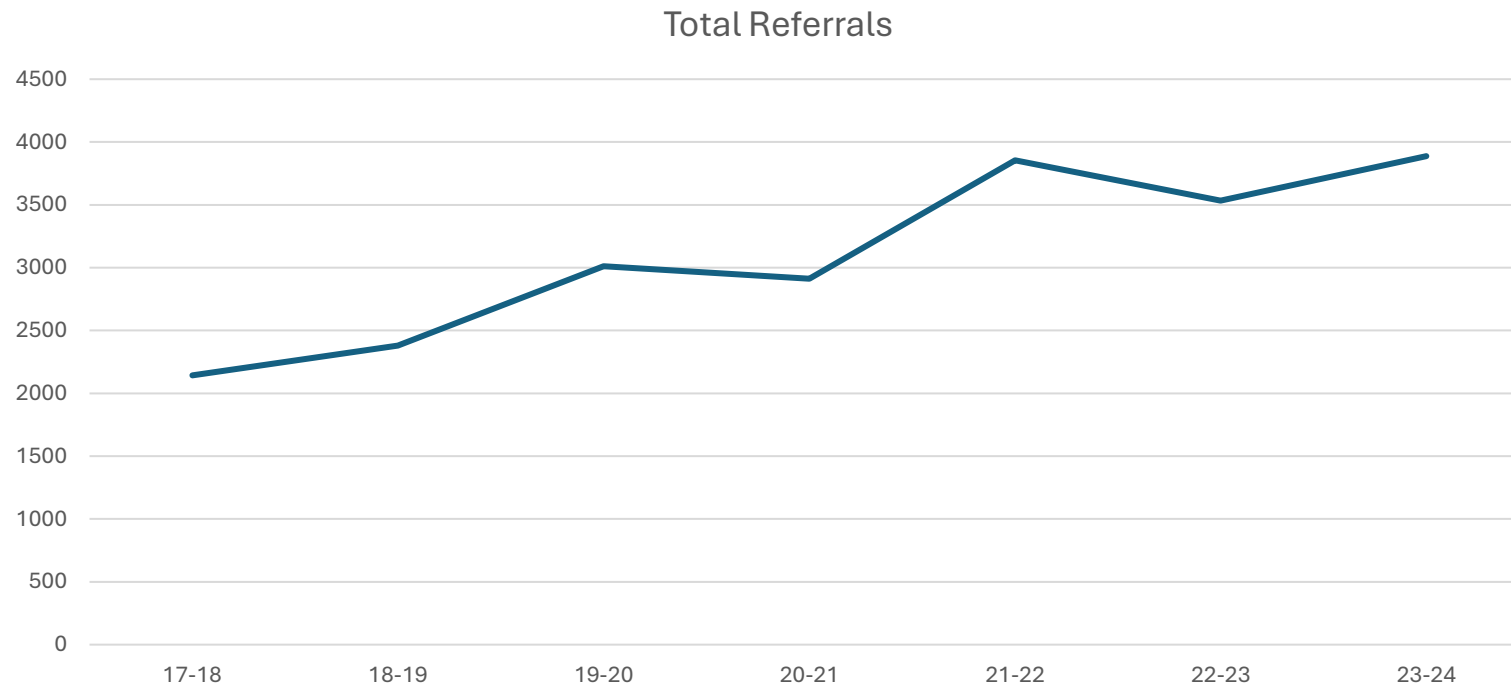
- April 22- launch of Live Impact Dashboard

- June 22 CRM scoping to move our client database to a more robust system

- January 24- with a new system due to launch, 94 team need equipping and training on new CRM- goes live July



# IT team - growth and resilience impact



# HR

At appointment, HR manual (paper) process for all staff

- IT creates staff database. Merging 4 different systems
- Increasingly digitised but all managed by Director of Ops role until summer 2021 when 0.5 hrs. dedicated resource .
- Increasing support given to internal managers and to embed standardized processes
- External pay and reward review (Oct 2022, completed April 24)
- Increase in team October 23
- HR manager recruitment- essential resource
- Stated ambition to become ‘ Employers of Excellence’



# HR team - growth and resilience

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## Contract Efficiencies

- Time spent to administer contract same for three hours as for full time.
- Many small /zero hours contracts at request of counsellors-
- Sept 23 Introduced a minimum of 3 days a week (22.5 Hours) - cost/benefit looks at line management, supervision, CPD, IT hardware costs (laptop & phones for new CRM) as well as HR, payroll, governance support costs.
- Need to consider this for all posts.

# Infrastructure to support growth- 3 key appointments

## Finance

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In 2019 undertook first audit with Burton Sweet- they supported proposal for finance manager and accounting system. Trustee had previously agreed a system which was implemented



Lessons learnt.

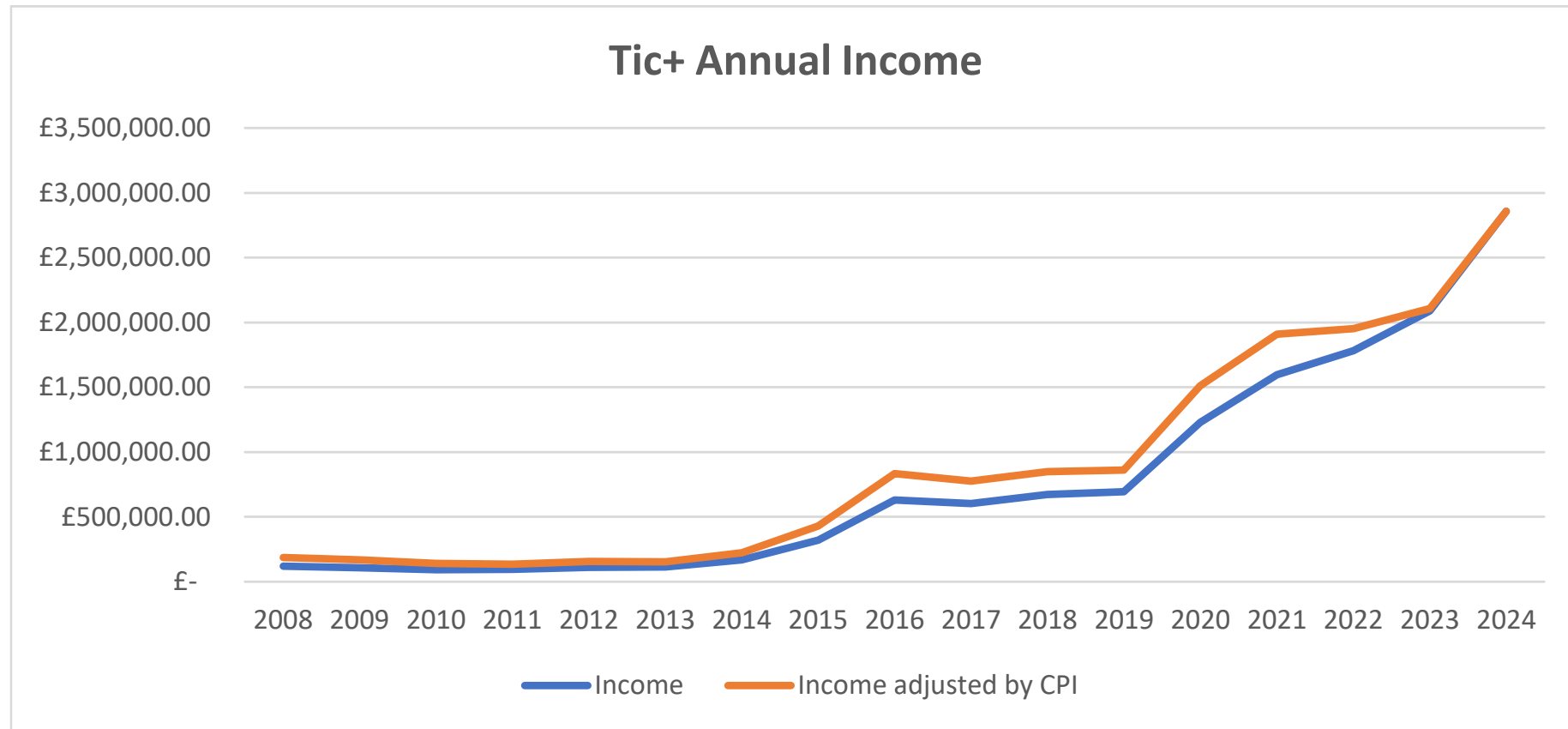


Appointment of Finance Manager- now CFO



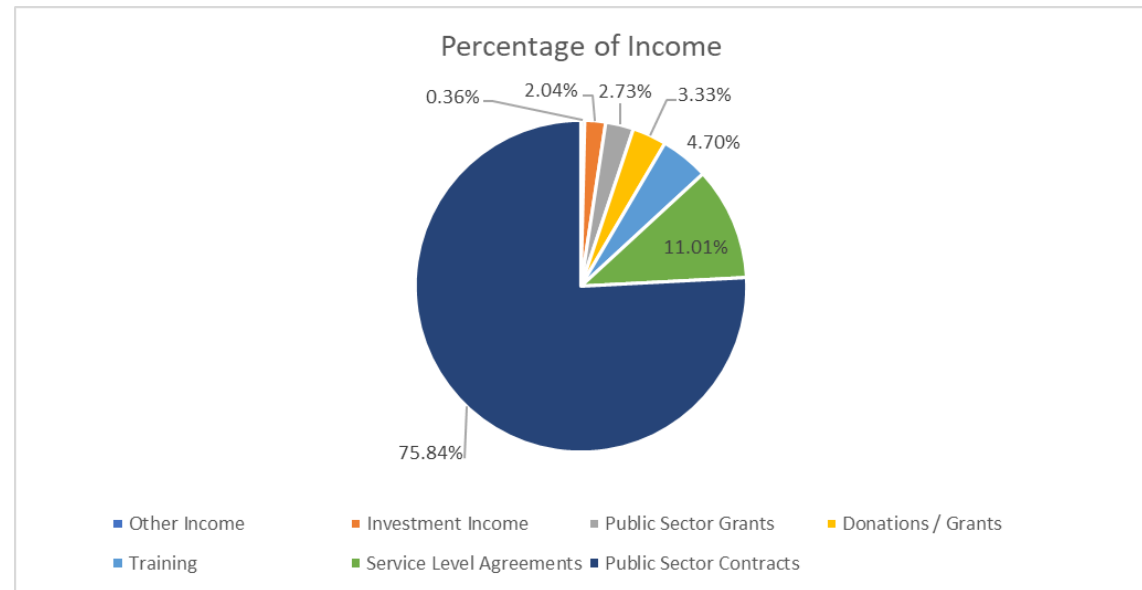
Statutory audit embraced as learning opportunity.

# Growth Journey



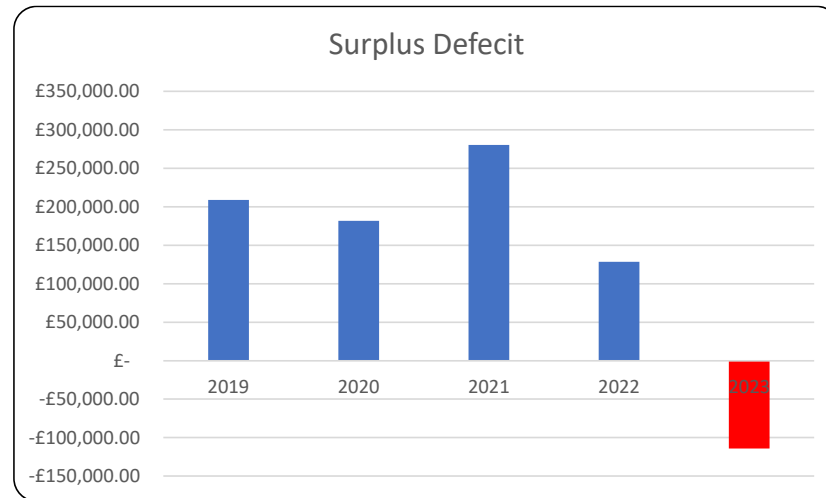
# Current Year Income breakdown

			Percentage
Other Income	£	10,285.65	0.36%
Investment Income	£	58,220.68	2.04%
Public Sector Grants	£	77,866.98	2.73%
Donations / Grants	£	95,092.65	3.33%
Training	£	134,388.86	4.70%
Service Level Agreements	£	314,503.59	11.01%
Public Sector Contracts	£	2,166,848.24	75.84%
	£	2,857,206.65	100.00%



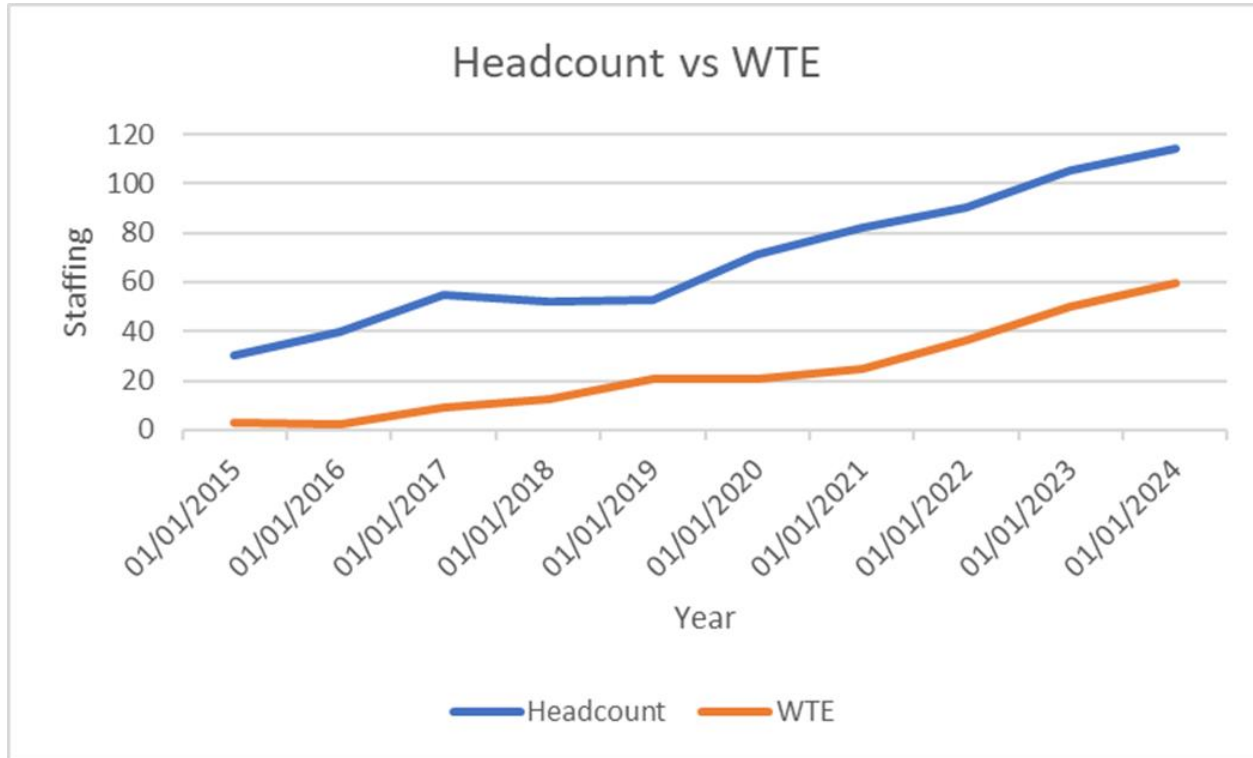
# Surplus / Deficit & Expenditure on Staff

Payroll costs as a percentage of Expenditure	
2019	79.02%
2020	82.14%
2021	83.60%
2022	81.85%
2023	81.26%
2024	81.26%





# Staffing growth



## Staff numbers May 24

120 staff on payroll plus student counsellors (16-20+)  
Supported by:

**HR**- 2 staff

Total 59 hrs. (1.6 WTE) + external consultancy

**Finance** – 3 staff

Total 2 WTE+ 15 hrs. = 2.4 WTE

**IT** – 2 staff

Total 2WTE + 22.5 hrs. = 2.6 WTE

**6.6 FTE supporting 120 + headcount**

# Finance team - growth and resilience added

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- 2019- first audit, non-statutory to highlight areas for improvement
- Jan 2020- first Finance Manager appointed- start of monthly cashflow and forecasting
- January 21- new Finance Manager , now CFO appointed. Knowledge add- new accounting system, oversight into F&D subcommittee
- 2021 / 2022 Introduction of new accounting system – Parallel running of 2 systems
- January 22- Financial modelling- additional leave
- April 23 - Monthly detailed Management Accounts to Trustee Finance Sub-Committee

# Finance- Income Recognition

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Y/E March 19

- Change of Accountants / appointment of Auditors
- Understanding of SORP with regard to cash v accruals basis.

Y/E March 21

- NHS Income recognition Change from Restricted Fund to general service delivery
- Change in Training Income allocation
- Deferred Contractual Income – introduction
- BUT
- Confusion on what constituted 'Contract Delivery', with contract stating : length of contract, number of commissioned sessions, and number of children & young people to be seen.

# Finance- Income Recognition

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## Y/E March 22

- Change of Accounts package
- Setup with same Nominal code and Fund structure as previous accounting package.
- Parallel run for 7 months - then mid year change!

## Y/E March 23

- We started to regularly report on Deferred Contractual Income to Trustees - this showed a 'truer picture' of our actual financial position.
- We identified an issue caused by late delivery of sessions and agreed session cost change for the following year. Potential loss of £66,000 income.

# Finance- Income Recognition

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## Y/E March 24

- Change to NHS contract to allow for Current year 'sessional cost' to be used from 1st April 2023 despite delivering against previous years contract.
- Recognition that we were doing work that couldn't be charged for and fixed costs not being covered.
- Approached ICB regarding a monthly 'fixed cost drawdown - Standing Charge'

## Y/E March 25

- Approached ICB regarding a monthly 'fixed cost drawdown - Standing Charge'
- Potential 3 Year Contract – not annual (although nothing yet signed for this year! Even though we are delivering services!).

# Other essential resilience ‘vertebrae’

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## **Risk- Clinical**

Safeguarding & Allocations team- growth to ensure safety of team and service users

Ensuring all policies and processes are tight and well embedded

## **Fundraising**

Rocky road- difficult climate

Targeted towards BAU and not require creation of new projects

## **Service Delivery**

Fidelity to model and quality – know what we do and do it well

## **Employer of Excellence**

Standardising approach to recruitment, pay and reward based on new structures and framework.

# Governance and strategy

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Trustees :

Changes in board including trustees who have been short term

External recruitment

Need for a documented five-year plan

Rebrand

M & A