

# Candidate Brief

Director of Clinical Services

September 2021



# Background

Tavistock Relationships (TR) was founded in 1948 after the Second World War had led to huge need and demand for couple counselling and psychotherapy services.

Today it is a dynamic national charity that trains new practitioners, trains allied health and social care professionals, and delivers a clinical service to those in need.

TR aims to improve the quality of adult couple relationships, prevent family breakdown and enhance the lives of children. It is a national organisation, with an international reputation for:

- providing training and consultancy on delivering and developing services for couples, parents and families
- supplying specialist therapeutic services to couples, parents and individuals experiencing difficulties in their relationships (last year TR delivered nearly 21,000 sessions of therapy);
- undertaking service development and research that aims to improve and refine our capacity to deliver relevant, accessible services;
- reflective practice and publications that contribute to the understanding of couple and family relationships and how best they might be improved;
- developing therapeutic practice, training policy development and research as interdependent and interlinked activities.

TR's working philosophy is derived from the knowledge and insights generated by psycho-analytically oriented clinical practice and research. It has grown up in the 'Tavistock' tradition, which embodies this philosophy in the United Kingdom and over nearly 70 years has led the development of the theory and practice of couple psychoanalysis. More recently, using this theoretical base, TR has developed a range of intervention projects to address the inter-linked areas of couple relationships, parenting and mental health. New projects in the areas of parenting, support to couples with dementia and post separation conflict, compliment the core service delivery of practitioner training, counselling and psychotherapy services provided directly to clients.

TR is recognised nationally and internationally as a leading authority. All of its projects aim to research and develop new understanding about the ways in which couples and families can be effectively supported. Through careful evaluation of new innovations and development, R can capitalise on its expertise and reputation to influence social policy. Good quality couple relationships are fundamental to the health and wellbeing of adults; they are also of profound importance to children, and to society as a whole. TR seeks to bring about change in these areas in a number of ways, for example through influencing politicians and policy-makers, making the case to commissioners for the wider provision of couple relationship support, responding to Government consultations, and producing reports. TR also produces a range of Policy Briefings. Furthermore, the TR is a member of the Relationships Alliance, a consortium comprising Relate, Marriage Care, and One Plus One

TR operates from two centres in central London but delivers training across the country and abroad. It is funded through a combination of fees charged for training allied health and social care professionals, fees for providing clinical services to clients, central government contracts and some project related grant revenue. In total, TR generates approximately half its income from fees charged for clinical services and training courses (total clinical service income in FY2021 was £1.75m).

TR currently has around 14 faculty staff, 15 project and clinical staff and a team of around 28 administrative, development and financial staff. Around 70 additional colleagues assist the Centre in providing services as visiting lecturers, clinicians, researchers and consultants, either on a paid or unpaid basis. More than 120 students are currently engaged in ongoing programmes. Approximately 40 students are engaged in clinical training activity through the TR clinical service.

The Director of Clinical Services leads, and is assisted by Clinical Heads of Dept, and works closely with other members of the senior management team, in particular, the Director of Studies.

## The Context for the Appointment

TR's existing Director of Clinical Service has held the role since 2015. Following a period of extended leave due to personal reasons, they are unable to continue in the role.

The Director of Clinical Services will need to be a credible leader for both the faculty and administrative staff, safeguarding and enhancing TR's clinical reputation whilst offering and delivering the strategic vision that ensures the continued growth and development of the service. The Director will be the custodian of the development of our therapists, ensuring we are continuing to disseminate knowledge and new ways of working and developing therapists to provide a range of services to a diverse community.

TR's growth, pandemic related change and continued drive toward a sustainable clinical service, means there is continuing work to be achieved alongside the senior management team in order to ensure that the continued success of the service and delivery of on our charitable mission.

The organisational strategy has identified a growing need for strong business development and diversification of income streams. It will be vital for TR to find viable ways via partnerships and new funding, to support its charitable activity

Further information about Tavistock Relationships is available at:

[www.tavistockrelationships.org](http://www.tavistockrelationships.org)

### **Appended:**

Organisational Structure Chart

Current Strategic Plan

# Job Description

<b>Job Title</b>	Director of Clinical Services
<b>Department</b>	Clinical Services
<b>Line manager</b>	CEO
<b>Direct Reports</b>	Clinical Heads of Department (5)
<b>Indirect Reports</b>	Clinical Admin team (6)
<b>Role Level</b>	Executive
<b>Remuneration Band</b>	£66,832 – £79,187
<b>Appointment term</b>	Permanent
<b>Hours of work</b>	Full time or possible job share opportunity
<b>Location</b>	Central London and/or remote (home based) working

## About us

Tavistock Relationships has been improving lives for generations. We believe that strong relationships improve our lives, families, and mental health.

## Our values

- A belief in the importance of family stability and emotional security.
- A commitment to social justice, inclusivity, and diversity in every area of our work.
- A belief in the importance of intellectual curiosity and rigour.
- An aspiration to be a learning community – growing understanding and being open to new ideas, developing new ways of working.
- A commitment to promoting excellence in the delivery of our services

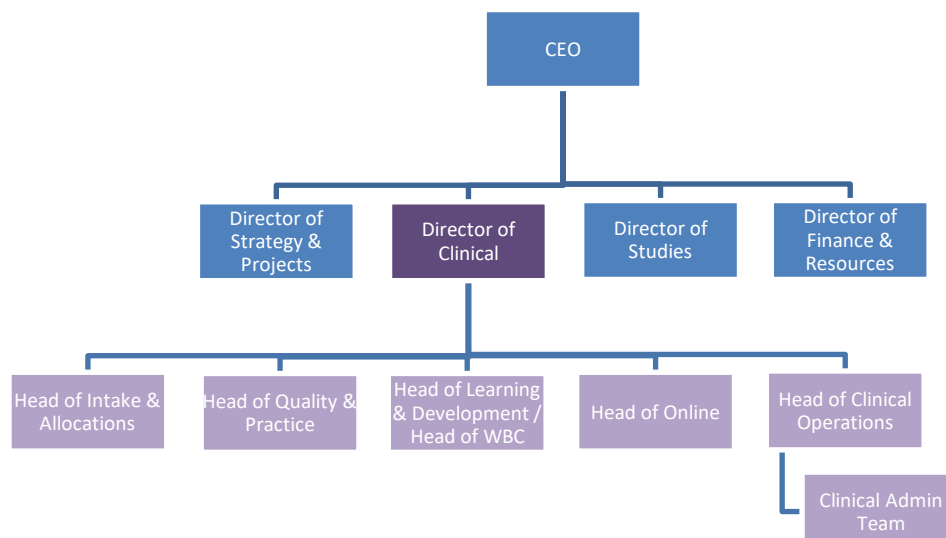
## Purpose of the role

Contribute to the development and growth of the organisation as a member of the executive board, holding primary accountability for the leadership and delivery of our clinical services.

To oversee the delivery of clinical services across the following key service lines:

- Commercial service delivery
- Trainee service delivery
- Externally funded and subsidised service delivery
- International on-line service delivery

## Position within the organisation



## Responsibilities

Accountability	Task
<b>Commercial &amp; charitable service development</b>	<ul style="list-style-type: none"> <li>• Develop and maintain a financially viable clinical service business model, working closely with the Head of Clinical Admin and Finance Team to ensure data is collected, analysed, and reported in a way that supports effective management decision making</li> </ul>
<b>Ensure resourcing for delivery, (core staff, visiting clinicians, supervisors and volunteers)</b>	<ul style="list-style-type: none"> <li>• Work closely alongside the Director of Studies to support the successful transition of clinical trainees into ongoing roles within TR clinical services</li> <li>• Ensure a programme of continuing professional development is in place for all clinical staff including year one post graduate mentoring support, compulsory compliance knowledge and clinical practice elements.</li> <li>• Ensure the clinical staff (visiting and core) are effectively engaged with the organisation, understand our vision and mission, embody our values and support the achievement of our objectives.</li> <li>• To monitor and make provision for the oversight of core staff, visiting clinicians and volunteers engaged in supervising or delivering clinical services, ensuring performance monitoring processes are in place and development opportunities are provided consistently and equitably.</li> </ul>
<b>Operational management</b>	<ul style="list-style-type: none"> <li>• To provide clinical oversight for all therapy services including ensuring appropriate governance of clinical work aspects of project design and delivery and integration of this into established clinical management systems.</li> <li>• To provide leadership around the management of complaints, ensuring robust and reflective processes, liaising with the CEO and the Chair of the Ethics Committee around formal processes.</li> <li>• To ensure development of and adherence to clinical policies and processes, ensuring strong and robust practice with regard to clinical delivery across the range of TR's activities.</li> <li>• To manage the boundary of the organisation in response to clinical referrals, and to promote learning about threshold dynamics and the process of assessment.</li> </ul>
<b>Service Delivery</b>	<ul style="list-style-type: none"> <li>• To provide services from TR in one or more of its main fields of activity.</li> </ul>
<b>Research &amp; IP development</b>	<ul style="list-style-type: none"> <li>• To work alongside the Head of Research to audit and evaluate our clinical services, encouraging a research culture within the organisation.</li> </ul>
<b>Business Development, Stakeholder</b>	<ul style="list-style-type: none"> <li>• To ensure the clinical service operates in a financially viable way, bringing an entrepreneurial capacity to new business development.</li> </ul>

<b>Engagement &amp; Communication</b>	<ul style="list-style-type: none"> <li>• Own the communications messaging for TR clinical services</li> <li>• To work with the marketing team and others to promote TR's clinical services.</li> <li>• To liaise with the Director of Studies to ensure the clinical needs of trainees are met and to support the development and expansion of our clinical training programmes.</li> <li>• Maintain and develop key external relationships</li> </ul>
<b>Leadership, collaboration &amp; team development</b>	<ul style="list-style-type: none"> <li>• To lead, manage and develop TR's clinical services and contribute to the overall strategic development and management of TR as part of the SMT</li> <li>• Proactively participate in the TR management matrix by contributing expertise and resources to projects as identified by the TR strategic plan</li> </ul>
<b>Performance reporting and financial management</b>	<ul style="list-style-type: none"> <li>• To oversee and develop reporting processes, monitoring outputs, outcomes and financial targets providing routine management information for the SMT, the Quality sub-committee and Board of Trustees.</li> <li>• Develop the annual budget for clinical services (commercial and low fee service) with support from the TR Finance Team</li> <li>• Monitor revenue and costs against budget, providing periodic variance reporting to SMT with support from the TR Finance Team</li> </ul>
<b>Corporate responsibility</b>	<ul style="list-style-type: none"> <li>• To contribute to staff selection processes as required.</li> <li>• Maintain a social media profile and presence that is aligned to the TR profile as a credible and professional organisation.</li> <li>• Proactive participation in organisational internal communication activity</li> <li>• Manage all personal data and information in accordance with the provisions of the TR data protection handbook.</li> <li>• Adhere to the requirements of the TR digital security policy</li> <li>• Act in accordance with the provisions of the TR Health &amp; Safety policy, always ensuring safety of colleagues and students.</li> <li>• Act in accordance with the provisions of the TR delegated authority matrix.</li> </ul>

## Person Specification

<b>Factor</b>	<b>Essential Requirements</b>	<b>Desirable Requirements</b>
<b>Qualification</b>	<p>A relevant advanced level professional clinical qualification in psychoanalytic or psychodynamic practice</p> <p>Willingness to undertake advanced training in couple psychoanalytic psychotherapy (if not already completed)</p>	<p>First degree or equivalent from a recognised academic institution</p> <p>Qualification in couple psychoanalytic psychotherapy</p> <p>And/or</p> <p>Professional qualification and experience in a core mental health discipline, such as psychiatry, psychology, social work or nursing.</p>
<b>Skills &amp; experience</b>	<p>Clinical and supervisory experience of work with couples, families, or individuals</p> <p>Experience of leading and managing individuals and teams</p> <p>Understanding of financial and business processes, including budget-setting and financial control processes</p> <p>Strategic vision and creative thinking</p> <p>Excellent communication skills (both written and verbal)</p>	<p>Operational management experience in a non-profit environment</p> <p>An interest in the development of digital approaches to service delivery</p>
<b>Personal attributes</b>	<p>Commitment to advancing new approaches to supporting couples alongside training and research with a flexible but rigorous approach</p> <p>Ability to promote TR services in a socially inclusive way amongst relevant networks</p> <p>A stable temperament and a capacity to work with powerful feelings that can arise in the course of carrying out the work</p> <p>A team player, able to work well with and command the respect of others</p>	

# Timetable

Date	Process
6 October 2021	Closing date
Week commencing 11 October	Initial interviews
Week commencing 18 October	Meeting with other members of executive team
Week commencing 22 October	Second interviews

## How to apply

Application is by CV and a cover letter to [hr@tavistockrelationships.org](mailto:hr@tavistockrelationships.org)

REF: CSD 2021

## Further information

If you would like to have an informal conversation before submitting your application, please contact Andrew Balfour by email to [katiatorres@tavistockrelationships.org](mailto:katiatorres@tavistockrelationships.org).