



Strategy Document

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Contents

1) Vision	3
2) Mission.....	3
3) Constitutional Aims and Objectives	3
4) Where are we now	4
5) Proposed strategy	5
6) 2015 Objectives.....	7
7) How will we do this? (actions requiring committed and enthusiastic resources).....	8
8) Financials	9
9) Measures of success for year ended 2015	10
10) Appendices	11
a) Suggested work groups	11
b) Conference Organising Group Proposal	12
c) James' Marketing Aims.....	13
d) Additional ideas.....	14

1) Vision

UKAGP the place where:

I meet with other people who love Gestalt across the country and even Europe, where I feel part of a community, where clients can find me, where I can find out useful information, where I can easily engage with my community on line to ask questions, learn about workshops both delivery or taking part, where I can feel part of a wider psychotherapeutic community other than just my training organisation, where I live or work.

It's my Gestalt home a place I can hold on to...

2) Mission

UKAGP is the UK's national organisation for Gestalt practitioners, practitioners in training. It is the key resource centre for Gestalt practitioners, practitioners in training and people investigating accessing Gestalt Psychological Therapies

3) Constitutional Aims and Objectives

- a) To support and voice the interests of the UK Gestalt Community in UK and the wider field
- b) To represent the interests of the UK Gestalt Community in EAGT and in the wider field and represent the interests of EAGT with the UK
- c) To act as a Gateway for EAGT Membership
- d) To support education, research and clinical expertise in the field of practice in the UK
- e) To promote training and co-operative exchange between Gestalt practitioners and Institutions in the UK and the wider field
- f) To support the professional development of the members of the Association

4) Where are we now

- ✓ The Association was inaugurated in 2008
 - ✓ Is recognized by EAGT and is the gateway for membership
 - ✓ Has the support of the Training Institutes via student membership fees
 - ✓ Had 68 full members, 112 student members, 4 Associate Members and Friends of UKAGP as at end 2013
 - ✓ Has delivered 7 conferences since inauguration (including this one)
 - ✓ Had £12897 in the bank at year end 31/12/2013
 - ✓ Pays an administrator for support on a part time basis
 - ✓ Has a voluntary committee that is committed to grow and develop the organisation
 - ✓ Has a web presence – offering find a therapist, forum discussion group, links to other organizations and advertising space – although requires improvement
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- Has insufficient web content to make it the “go to” place for resources
 - Does not have sufficient “Brand Awareness”
 - Has a membership system/database but requires investment to ensure ease of use and continued engagement with the membership
 - Has insufficient resources (people) to achieve all objectives to continue to grow and develop its presence and value
 - Has insufficient income to be sustainable or enable it to fund growth and development

5) Proposed strategy

To achieve the mission and aims set out in the constitution and continue to be sustainable the organisation requires funds. There are two main ways that the organisation currently gets income via Membership fees and Conference profits

Increasing income therefore requires increases in these two income streams.

Membership income can be enhanced by increasing the fee and/or by attracting more members.

It is understood that the members have not been convinced in a fee increase in previous years and it has felt difficult to justify to date. However just as it is difficult to justify putting fees up it is also not easy to encourage new members without investment in both infrastructure (web and membership database) and marketing – both content and advertising.

The recommendation in this document is that the organisation in the first instance use part of the reserves to invest in a more robust and fit for purpose web site. Once this has been achieved it will be used to drive an increase in membership numbers in 2015.

It is anticipated that part of the attraction of bringing on new members will be by the implementation of a marketing and communication plan, supported by the new web site which will be more attractive to members.

It is anticipated that the growth in members and the subsequent website traffic will happen gradually but it is hoped that there will be a general swelling of interest in the organisation at the conference in 2014, followed by the introduction of the new website and the next conference in 2015.

In order to carry on investing in the organisation and benefits to members it is anticipated that there will be a fee rise in 2016. This would need to be proposed in time for 2015 conference and implemented from January 1st 2016. The figures in the financials have assumed an increase to £30 for full members. Practitioners in training will be capped at £10, however it is suggested that an interim fee be levied for practitioners not accredited and not in formal training – this is to recognise that post training the value gained will be more implicit and the costs incurred through training reduced dramatically. This has not been assumed in the financials as it requires further committee discussion.

Conference income can be derived similarly by increasing the number of participants rather than increasing the amount charged and this is the preference of this committee. Nevertheless it is a fine balancing act between investing in achieving high numbers of participants and then falling short on numbers such that the conference makes a loss. Over the last few years a lot of voluntary effort has gone into organising the conferences by a few people and it is suggested that this load should be spread. There is a model used by AAGT that proposes a methodology and this committee support this proposal. The detailed process is in the appendices. The financials have assumed that attendee numbers will swell and that a 25% operating profit ought to be possible if the participant numbers are achieved. This is an area of risk since the organisation requires the income to continue to maintain reserves and continue to invest, but also a low attendance would be costly.

This strategy is laid out via annual objectives and tasks required in addition to the financials past, forecast and future budgets in subsequent pages.

The organisation is still relatively new however is going through a transformation. The work that previous committees have done is starting to pay off and is enabling this group to invest in further improvements and enhancements for the membership as well as ensuring a more robust organisation for the future.

6) 2015 Objectives

- a) To increase full membership to 150 full members by year ended 2015
- b) To ensure all training institutes are engaged by organising membership for trainees
- c) To ensure continued engagement of practitioners in training into continued membership and support them into professional practice
- d) To implement a new web site and membership and subscription system
- e) To have increased brand awareness across UK, measured by increases to membership and hits to web site
- f) For the organisation to be less dependent upon a few people by engaging with the membership to enable building on the vision and achieving the long term aims of the organisation
- g) To professionalise the organisation, its systems and processes

7) How will we do this? (actions requiring committed and enthusiastic resources)

- a) Engagement from the community, getting other people involved to spread the load in order that the committee can become more of a facilitating function rather than just doers!
- b) Deliver a successful residential conference in 2015 by encouraging more of the membership to get involved in the delivery and measured by attendance of 80+
- c) Invest in professional resources where necessary to professionalise the organisation (whilst this is inherently a voluntary organisation, this should not stop it from investing in professional services where appropriate)
- d) Create a marketing and communication plan and find resources to help deliver to include
 - i) Create web content – initial and on-going
 - ii) CPD information
 - iii) social networking
 - iv) Expert Q&A
 - v) Discussion forums
 - vi) Find a therapist
 - vii) Peer support groups – locally
 - viii) Post training information
- e) Investment in the Web site to ensure it is capable of delivering a membership administrative system which is also able to deliver a communication plan more easily and more effectively
- f) Research and evaluate the cost benefit of investing in part time paid marketing assistant/Web site content management?
- g) Improving income opportunities by increasing awareness of the advertising opportunities to non members eg rooms etc.
- h) Supporting practitioners in training and ensuring their continued engagement post training and supporting their transition into private practice/work/registration
 - i) Engaging liaison officers from practitioners in training across all UK institutes
 - ii) Web space for post training (see James document) include case studies of personal experiences?
- i) Engaging and supporting the membership to value Gestalt by offering evidence based support for the modality through the founding of a Research sub-group
- j) Research and evaluate the process and benefit of setting up a bursary/scholarship system by setting up a sub group
- k) Create a robust disaster and recovery plan for UKAGP
- l) Provide access to information and resources from EAGT

8) Financials

	Actual	Forecast	Budget	Budget	Budget
	2013	2014	2015	2016	2017
Opening cash balances	£ 18,235.26	£ 12,897.55	£ 5,147.55	£ 6,247.55	£ 5,277.55
Income:					
Membership	£ 2,620.00	£ 2,600.00	£ 4,000.00	£ 7,000.00	£ 10,000.00
EAGT refund	£ 246.28	£ 250.00	£ 250.00	£ 250.00	£ 250.00
Bank Interest	£ 1.56				
Conference income	£ 11,345.00	£ 6,000.00	£ 24,000.00	£ 8,000.00	£ 30,000.00
Total income	£ 14,212.84	£ 8,850.00	£ 28,250.00	£ 15,250.00	£ 40,250.00
Costs:					
EAGT Costs	-£ 1,476.22	-£ 1,000.00	-£ 1,500.00	-£ 1,500.00	-£ 1,500.00
Committee costs	-£ 2,356.15	-£ 1,500.00	-£ 2,000.00	-£ 2,000.00	-£ 2,500.00
Conference expenses	-£ 13,185.47	-£ 5,000.00	-£ 18,000.00	-£ 6,000.00	-£ 22,500.00
Administration costs	-£ 1,597.50	-£ 5,500.00	-£ 2,400.00	-£ 3,000.00	-£ 3,600.00
Audit cost		-£ 100.00	-£ 100.00	-£ 100.00	-£ 150.00
Marketing costs		-£ 110.00	-£ 2,400.00	-£ 3,000.00	-£ 4,800.00
Advertising	-£ 490.00	-£ 90.00	-£ 200.00	-£ 220.00	-£ 240.00
Web costs	-£ 175.26	-£ 3,200.00	-£ 250.00	-£ 250.00	-£ 250.00
Bank/Paypal charges	-£ 269.95	-£ 100.00	-£ 300.00	-£ 150.00	-£ 150.00
Total costs	-£ 19,550.55	-£ 16,600.00	-£ 27,150.00	-£ 16,220.00	-£ 35,690.00
Total profit /loss in year	-£ 5,337.71	-£ 7,750.00	£ 1,100.00	-£ 970.00	£ 4,560.00
Reserves	£ 12,897.55	£ 5,147.55	£ 6,247.55	£ 5,277.55	£ 9,837.55

NB Membership fees from 2016 assume a proposed increase from £20 to £30 for full members

9) Measures of success for year ended 2015

- Organisational growth producing improved benefits for members
- Total Membership numbers hitting 250
- A National and European profile built
- Delivering interesting and quality web content/resources
- An organisation that is less reliant on individuals but on a genuine community

10) Appendices

a) Suggested work groups

Marketing

- Membership communications

- External communications

COG 2015

- Research work group

- Bursary and scholarship work group

- EAGT work group?

- Training Institute Liaison group

- From training into accreditation?

- BGJ liaison

Some of these lead roles may be covered by committee members but not necessarily. They will all require leadership.

b) Conference Organising Group Proposal

At least 2 conference convenors are appointed to oversee and coordinate the conference starting at the AGM of the previous conference. One of these needs to be a member of the UKAGP committee, and one needs to be living in the conference location. Both should have some experience of running previous conferences/similar skills, etc. They lead the organising committee which is made up of the leaders of sub-groups in areas we have identified as needing attending to, ie. Programme, opening event, workshop proposals, process groups, bookings, marketing, finances, social evening/dance event etc. A key point here is that there can be as many people as needed on the sub-groups, to share the load. AAGT have found that the most efficient method is to take minimal tasks and spread to maximum number of people, i.e. One person on the marketing group can be responsible for social media advertising and nothing else.

At each conference (starting in September):

- 1) Clearly display chart with details of the posts needed to be filled in order to run next conference asking people to sign up in any box where they have an interest/skills, as a resource and information gathering exercise (not committing at this point). It should be stressed that this is a great CPD and personal development opportunity. There should be:
 - a. Brief descriptions of responsibilities of these posts
 - b. A space to write your name & contact details in if you have any interest or skills in the area.
- 2) Committee members talk to people during the breaks and lunch and try to encourage people to sign up.
- 3) On AGM Agenda, ask for nominations/recommendations/volunteers specifically for convenors, and hopefully for sub-group leaders.
 - a. Recommendation from committee to take note of location of this and previous conferences and to look for variety (ie last year we committed that next year would be further north).
- 4) Convenors are responsible for ensuring that all sub-group posts are filled and for scheduling meetings for the organising committee.
- 5) Sub-group leaders are responsible for identifying the initial tasks and finding people to join the group to do them. These groups would be expected to mostly organise through emails/online tools/skype to keep costs down.
- 6) The leaders would have regular contact with the rest of the organising committee via email, skype and face to face meetings as appropriate.

c) James' Marketing Aims

- I. To provide clear and easily digestible guidance on accessing Gestalt Psychological Therapies
- II. To offer clear sign posting for people interested in accessing Gestalt Psychological Therapies
- III. To support Education, research and clinical expertise in the field of Gestalt Practice in the UK
- IV. To promote training and co-operative exchange between Gestalt Practitioners and Institutions in the UK and the wider field
- V. To support the development of the members of the Association
- VI. To be the gateway for EAGT membership

d) Additional ideas

- I. UKAGP information sheet for every new student – sent by email within first month of starting...
- II. Getting people to sign up -
- III. E bulletins
- IV. Annual news letters...
- V. Work Groups – sign up sheets
- VI. Student group
- VII. Post training moving into business group
- VIII. Accreditation email congrats....
- IX. Transition process to capture trainees leaving training and maintaining membership

I. Thoughts

I want to meet with Gestaltists across the country

I want to feel part of a community

I want a directory where clients can find me

I want a place where I can find out useful information

I want to be able to engage easily with my community on line – eg questions, workshops both delivery or taking part in

I want to feel part of a wider psychotherapeutic community to include other modalities

Finding places to do CPD – maintain accreditation