

# Share

**Excellence in Psychotherapy**

Annual Report

1<sup>st</sup> April 2022 to 31st March 2023

Share Psychotherapy  
(Company Limited By Guarantee)  
Company No: 06757798  
Charity Number: 1130400)

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## ***Our Mission Statement***

**To offer psychotherapy at as low a cost as possible to those who are economically disadvantaged or for other reasons cannot obtain such help elsewhere.**

## **Share Board of Trustees 2022-23**

Lynn Keirs—Co-Chair [2021-Present, Trustee since 2016]  
Astrid Walker Bourne— Co-chair [2021-Present, Trustee since 2019]  
Vanessa Boddy—Trustee [2019-present]  
Jim Millns—Trustee [2021-Nov 2022]  
Steve Wood—Trustee [2022-present]  
Bethany Rodgers Trustee [2022—present]

## **Share Staff 2022-23**

Jonathan Martyn—Clinical Lead  
Mike Taylor—Business Manager [left Aug 2022]  
Emma Gray—Senior Therapist  
Catherine Millross - Operations Manager [joined Nov 2022]  
Laura —Receptionist/Administrator  
Isabel Wilson—Receptionist/Administrator  
Jenny Grant—Cleaner

## **Associate Therapists 2022-23**

Jill Double  
Sharon Herriot  
Clare Turner  
Hazel Meakin  
Eleanor McMillan

## **Share's Funders 2022-23**

The Harry Bottom Charitable Trust  
The JG Graves Charitable Trust  
NHS Clinical Commissioning Group  
Sheffield Church Burgesses Trust  
Sheffield Town Trust  
The Zachary Merton and George Woofindin Convalescent Trust  
Sheffield City Council

## Trustees' Review of the Year 2022-23

### **Objectives, activities and public benefit**

The objective of the charity is to promote good mental health for the public benefit by the provision of psychotherapy and counselling for those who are unable to afford it through lack of means or who are otherwise in need. A substantial proportion of our clients endure severe and complex mental health difficulties, needing therapy for up to two years. Clients ability to pay is extremely low. Out of 144 clients who were receiving therapy throughout 2022-23 (as of Feb 2023) 30% paid £10 per session and 39% paid £15 per session. Only 4% paid £40 and 1.4% paid £50 per session.

During this time of ongoing economic uncertainty, rising costs and the prolonged after-effects of the pandemic, the importance of Share's work within the Sheffield community is increasingly evident in the continued rise in demand for medium to long-term therapy.

In defining our aims and carrying them out, the Trustees have full regard to the guidance published by the Charities Commission on public benefit, and in particular with regards to fee charging.

We will address below the work undertaken in the last twelve months on these areas, along with a general overview of Share's performance in 2022/23.

### **Achievements and Performance**

Share returned to providing a full face-to-face service during 22/23, providing some 3730 hours of therapy, compared with 4764 hours in the previous year. Share's fees range from £5 to £50 and each client is assessed based on a their individual circumstances. A low average fee suggests we are meeting our goal of providing therapy to those who could not afford it privately. Due to the cost-of-living crisis severely impacting people's expenditures, we have had to reintroduce fee reductions and agree to lowering fees of existing clients.

The decrease in client hours compared to the previous year was mainly due to the absence of a clinical lead in post for nearly four months during the crucial period of autumn 2021 when students were looking for placements. This meant that our main recruitment drive was delayed until September 22. This directly impacted the number of therapy sessions we could offer, as well as on our ability to take on new clients.

The appointment of a new Clinical Lead, Jonathan Martyn, in January 2022, has made a substantive impact on the recruitment of both trainee and qualified volunteer therapists and we ended the year with thirty-nine therapists: 16 qualified therapists and 23 trainee therapists. This enabled us to return to normal activity levels towards the end of the year. At the end of March 2023, we had 101 clients in therapy and 69 on the waiting list.

One of our key achievements this year was to complete a research project capturing client voices, to evidence that the work we are doing at Share is effective and is creating real change for our clients. Through analysing quantitative data from CORE scores and qualitative feedback through a client survey, over 94% of respondents said that their therapy at Share had a 'very positive' or 'positive' effect on their life and mental health.

Furthermore, Share has been proactive as to how we can scale our services to meeting the needs of the communities that we serve in Sheffield. As an organisation that works at the interface between poverty and mental health, we want to ensure that we are reaching the people who most need and can most benefit from our service. For example, we are exploring the possibility of partnering with the Primary Care Trusts, to expand our work to better target the needs of communities who may not be reached by our current service.

## Trustees Review of the Year 2022-23 continued...

A big impact on Share's performance 22/23 were the costs and activities necessary to keep the building safe, negotiate better terms with landlords and ultimately seek new premises. In addition, the resignation of the full-time business manager in August 22 resulted in a 3-month gap, during which our two administrators increased their hours and support to provide a continuously excellent service to clients and therapists. The co-chairs took on additional tasks during this period.

### 1. Stabilising our Financial Position

The annual deficit has been very disappointing. Whilst a small deficit was anticipated and agreed, other costs could not be foreseen. These include reduced client income due to cost-of living crisis, static ICB grant (a de-facto reduction in light of inflation) as well as gaps in staffing leading to missed trust funding applications. Also, the urgent building work on 73 Wilkinson Street was unavoidable and unplanned (see section 3 for further detail).

We were successful in securing a restricted grant of £27,762 from Sheffield City Council, which helped to reduce our client waiting list and hire additional senior therapy capacity to support complex clients. The income was received at the end of 21/22 but all expenditure and activity occurred in 22/23.

Our regular trust donors also continued their much-needed and appreciated support.

The Clinical Commissioning Group (CCG) funding was in its third-year cycle, so remained static for 22/23. The CCG was beginning its transition into an Integrated Care Board (ICB).

In March 2023 we welcomed staff of the ICB to Share who confirmed their continued support for the work Share undertakes and its contribution to the mental health provision in Sheffield. We were advised that the ICB will continue to fund Share for another three years following the end of the current grant in 23/24.

### 2. Becoming a Centre of Excellence in Psychotherapy and Developing a Strong Learning and Therapeutic Culture

Share remained closed to new referrals until July 22 to enable us to reduce the waiting list to a manageable and safe level. The huge task of overseeing the client waiting list of over 100 people in April 22 has been diligently overseen by our office manager.

The grant from Sheffield City Council enabled Share to pay qualified therapists for assessments, allowing a greater number of assessments to be undertaken. This shortened waiting times for clients, led to faster client income for the organisation and allowed capacity for the Clinical Lead and Senior Therapist to undertake other pressing duties.

The clinical risk register collates clients we consider in need of monitoring, signifying the clients that are at risk of dangerously acting upon their distress. This does not give a true reflection of distress however, as so many of our clients are learning to hold onto and live with it, within the bounds of the therapeutic relationship.

While therapists are limited to the weekly hours (on average each therapist sees 3 clients per week) that they offer their clients, the roles of associates, senior therapist and clinical lead give Share the opportunity to provide psychological holding to clients who fall into crisis.

## Trustees Review of the Year 2022-23 continued...

For the most part, this takes the form of ad-hoc conversations with therapists, to help them to hold and contain their client's distress, but there are times when further actions are required. We continued to see a rise in complex mental health referrals and 11 clients were placed on our clinical risk register, with these risks being safely held within Share or in conjunction with outside agencies.

Considering these trends, the Clinical Lead has led the team in reviewing Share's assessment procedures and policies and reassessed the limits of therapy. A review of Risk and Safeguarding policies have also been undertaken, ensuring that high standards of clinical governance are maintained.

There has been difficulty recruiting qualified volunteer therapists which, in the context of high demand for their services following the pandemic and the impact of inflation and stagnant wages (aka the cost-of-living crisis), will probably continue to be a barrier to therapists being available to volunteer their time.

As part of our culture of continuous learning and developing, we are supporting the Clinical Lead in his EMDR training so that we can offer this specialist trauma treatment to our clients.

Share also re-established a CPD programme in 22/23, with nine major events being held face-to-face throughout the year, which have been well attended. We prioritise places to our trainees and therapists but also offer spare places to other organisations for a small fee, which generates income to cover room hire etc.

The first phase of our Clients Voices Research Project was a major undertaking by Emma Gray, with the support of Sarah Johnson, one of our Trainee Therapists. As well as providing a qualitative insight into the impact of our therapy provision from a client perspective, we also collated quantitative data from CORE scores. The findings are available on request.

We have presented the findings externally to the ICB and Primary Care and shared the results internally with our Volunteers. Our intention is to expand our client participation and have active involvement with the Board to shape our strategic direction.

### 3. Developing our staffing, systems and infrastructure

It became increasingly apparent that the lease agreement dating back to May 2005 was unsustainable, putting Share at future risk of considerable financial expenditure that could not be recuperated. Although remedial repairs to the roof were undertaken, we were advised that major additional work would soon be required.

Whilst trying to negotiate cost sharing with landlords as well as better terms on the lease, we also began to seek alternative premises. It emerged that we were unable to negotiate a fairer and sustainable lease with landlords.

Having explored various options across the city, an appropriate and affordable opportunity presented itself in late February/ early March at 19 Paradise Square. Negotiations with the landlord started and heads of terms began to be negotiated in the final weeks of 22/23. There were however delays in agreeing the new lease, which meant that we had to extend our existing lease to end of May 23. Following renovations at the new office, Share moved premises in June 2023.



## Trustees Review of the Year 2022—23 continued...

### 4. Working closely with the statutory and VCF sectors

We contributed for the first time to Sheffield's Workforce Planning submission, and would like to thank Jess Anderson, Workforce Planning Lead for South Yorkshire, NHS England, for her assistance in completing our submission. It is imperative that the Voluntary Sector (VS) is included in this data collection due to the increasing need for therapists in Sheffield and to have the opportunity to highlight the difficulties the VS has in competing against the statutory sector to fill therapy posts.

A Co-Chair attends the monthly Sheffield Psychology Board, on which both VCF & Statutory services are represented, to ensure that Share is well informed and can contribute to a district wide approach to the provision of psychotherapy services across Sheffield.

Our Senior Therapist and Operations Manager attended meetings held by the Rethink Alliance, as well as explored partnership with Primary Care Transformation Groups. Also, meetings were held with various agencies to identify areas for collaboration, such as developing a referral process between organisations and, explore progressive and culturally diverse organisations and discussing intercultural working and the barriers for disadvantaged people in training to become therapists.

Moreover, [SOAR](#) approached Share to fund a quarterly staff support group for their complex community work in Parsons Cross which our Clinical Lead runs on a quarterly basis and this worked started in early 23/24. Also, one of Share's Associates provides monthly staff supervision group at Cavendish House. Both supervision services bring in a small amount of income.

### 5. Cross-cutting: Strategy development

Share secured pro-bono support from an experienced senior NHS Programme Manager to facilitate a process of strategy development for Share, following the end of the previous strategic framework (2017-2022).

We have produced an engagement framework for internal and external stakeholders which due to pressing operational and clinical engagement of the co-chairs as well as extremely high workloads of the management team we were unable to continue. However, the conversations undertaken during that time clearly established Share's niche and focus as

- Providing highly cost-effective, excellent quality, medium to long-term psychotherapy for disadvantaged groups and people who struggle to access statutory services.
- Being a training provider for up to 10 therapeutic training institutes/universities, offering placements for an average of 25 to 30 trainee volunteers per annum.

Following discussions as to extending the offer of short-term therapy during and post-Covid, it was concluded that Share is not, and will not become, a crisis service nor include short-term therapy as a core offer. Furthermore, the following more detailed non-negotiables were agreed:

- Retaining our core function of making medium to long-term therapy accessible to disadvantaged groups at the lowest cost possible
- Being a placement provider, that trainees and education providers want to come to
- Delivering 1:1 psychotherapy in a range of modalities
- Providing compassionate, people-centred, empathic service
- Offering an accessible service, expanding the range of delivery options.

## Trustees Review of the Year 2022—23 continued...

### Business Plan 2023/24

1. Settling into the new premises with minimal disruption to the service and continue to provide excellence in and evidence impact of medium to long term psychotherapy
2. Increase capacity clinically, managerially and at the board level
3. Strengthen the financial position
  - A) Implement a Financial Recovery Plan to get reserves to the appropriate level
  - B) Diversify funding, seeking new medium to long-term funders
  - C) Ensure continued negotiation of an increase in the financial grant from the SYICB to reflect increase in core costs, reduced client income and the need to increase clinical and operational staff levels
4. Continue to engage with relevant partners, in both statutory and voluntary sectors, to improve mental health provision in Sheffield

In light of the annual deficit the following priorities have been identified and an implementation plan with clear priorities is being developed and led by the board.

- Engagement with existing and additional trusts for ongoing unrestricted support as well as one-off support to help with recovery
- LAC City Ward Sheffield
- National Lottery – new 20K core grant available from mid Nov 23
- Seek centre volunteers to aid with reception / basic admin to reduce staff admin costs
- Strengthen board capacity to support fundraising and financial management

The ICB confirmed the same level of funding for a further 3 years from 24/25 to 27/28 and discussions on increasing the grant are scheduled for February 2024.

We will seek to diversify our funding streams and the completion of our Client Voices project in 22/23 will enable us to develop new National Lottery bids in 23/24, having evidence of the efficacy of providing medium to long-term therapy and of our stakeholder engagement and consultation.

## Clinical Lead Report

### Clinical Staff

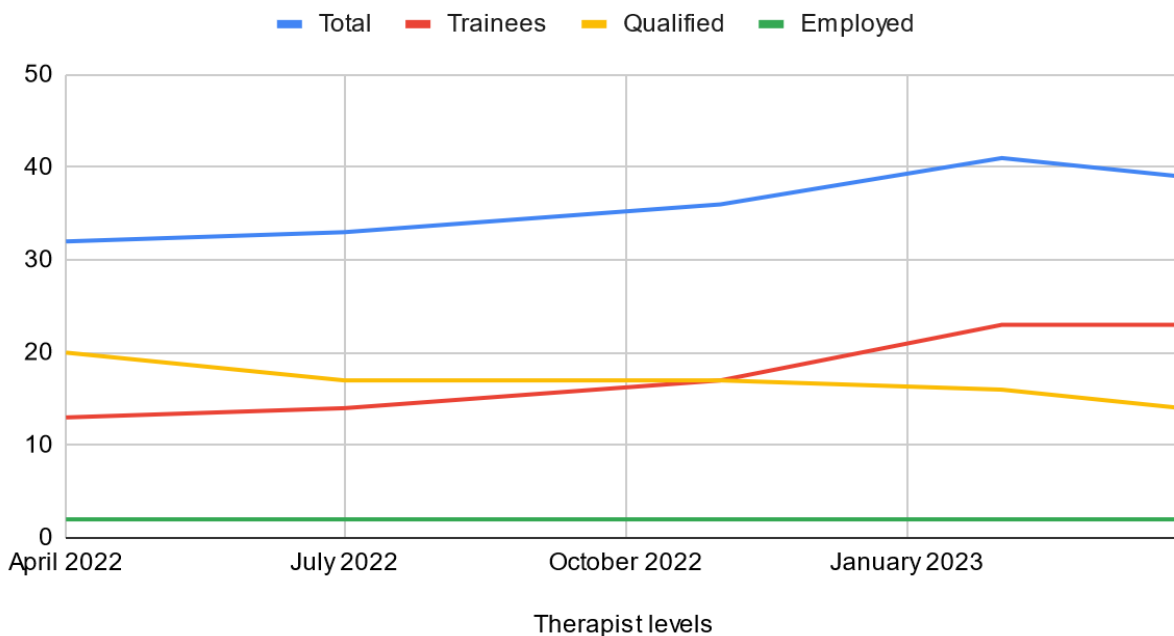
We were sad to say goodbye to our Associate Therapist Sharon Herriott, who left her role to take up employment as an art psychotherapist in her locality of Nottinghamshire. Sharon continues to provide CPD at Share and we are thankful to continue benefitting from her expertise. Replacing Sharon was a tall order but we were fortunate to find our new Associate therapist Sarah Morley, a person-centred psychotherapist and supervisor who works with individuals and groups, and who has 10 years of experience at Sheffield Rape and Sexual Abuse Centre (SRASAC).

The role of senior therapist, currently occupied by Emma Gray, has been a very effective addition to our staff team and we were pleased to be able to extend the role for a further six-months. The role will be reviewed again during the coming financial year with the aim to make it permanent should funding allow.

### Clinical matters.

### Number of therapists

#### Therapist levels



Our large team of dedicated volunteer therapists, both trainee and qualified, are crucial in delivering Share's service and we are continually thankful for their commitment and dedication. Unfortunately we have had a lower than usual number of fully qualified therapists volunteer with us this year, due to some delays in recruiting.

We hope that with a new volunteer expenses policy and a focus on recruitment this year we will be able to increase the number of more experienced therapists in our volunteer pool. As always we also need to take into account the larger economic issues and ensure we are working with our volunteers to make the experience beneficial for them as well as for our service.

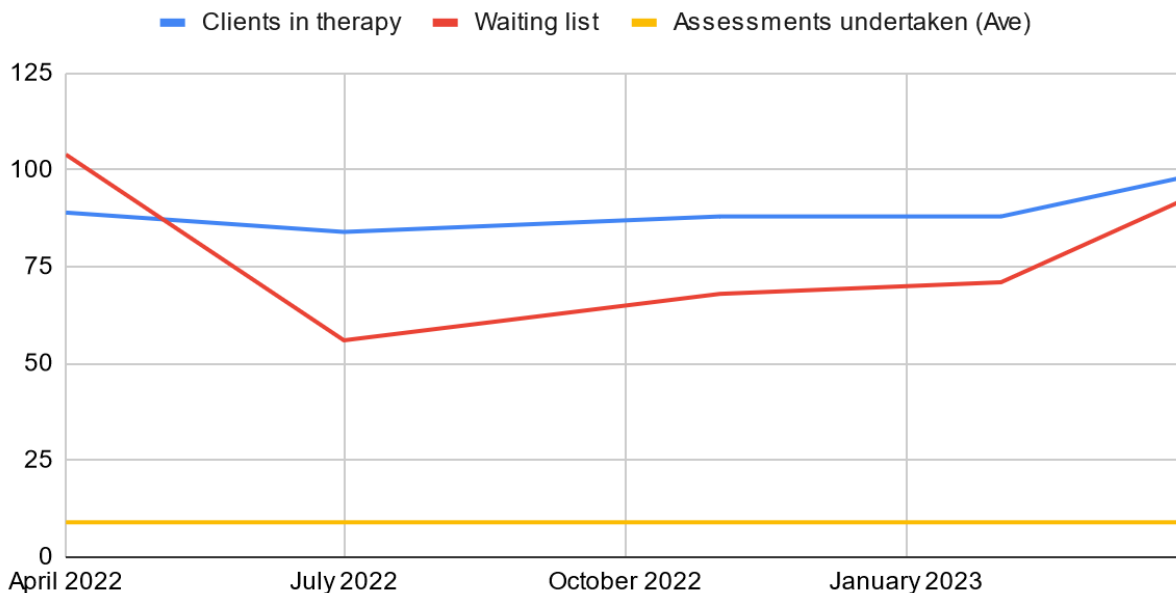
Having a larger than usual number of trainee therapists in our volunteer pool has had a knock-on

## Clinical Manager's Report cont...

impact upon the complexity of needs Share is able support for our clients, and an increase in the support required by the pool of therapists.

### Clients in therapy and waiting list.

#### Clients in therapy, Waiting list and Assessments undertaken (Ave)



The huge task of overseeing the client waiting list has been diligently overseen by our Office Manager. The SCC grant enabled Share to pay therapists for assessments thus enabling us to undertake a greater number of assessments, shortening waiting times for clients, leading to faster client income for the organisation, and allowing capacity for the Clinical Lead and Senior Therapist to undertake other pressing duties.

### New approach at Share: EMDR

With financial support from Share we have been able to begin offering supervision of EMDR, a specialist trauma treatment, which we believe will aid the development of the service.

### Serious risk/safeguarding:

The clinical risk register collates clients we consider in need of monitoring, signifying the clients that are at risk of dangerously acting upon their distress. This does not give a true reflection of the distress held by the organization. So many of our clients are learning to hold onto and live with their distress within the bounds of the therapeutic relationship.

While therapists are limited to the weekly hour that they offer their clients, the roles of associates, senior therapist and clinical lead gives Share the opportunity to provide psychological holding to clients who fall into crisis. For the most part, this takes the form of ad-hoc conversations with therapists, to help them to hold and contain their clients distress. But there are times when other actions are required.

During this period 11 clients were placed on the clinical risk register and the majority of these

## Clinical Lead Report continued

risks were safely held within the boundaries of weekly therapy.

There were four clients who required responses outside of the therapeutic boundaries. Incidents included:

1. One client was taken to a place of safety, following a conversation between the Clinical Lead and the client's partner, in order to mitigate risk.
2. One client was given bi-weekly holding sessions by the Senior Therapist due to the sudden departure of their regular therapist.
3. Two incidents of risk were of serious concern and involved much interagency work, and discussion within the organisation.
4. Revelation of serious risk of self-injury during a telephone session. The therapist with support of our Senior Therapist Emma Gray and Associate Sharon Herriott were able to support the client, coordinate family members and contact emergency services, to ensure the client was taken to a place of safety.
5. The risks associated with a client were assessed to be deteriorating, to the extent that therapy was considered to be causing harm. This matter was escalated to the co-chairs, and the decision was made to discharge this client from Share. Great care was taken to ensure the client's GP was consulted about this decision. Following discharge the client began making accusations against the Clinical Lead, and the matter was taken on by trustee co-chair, Lynn.

In response to these last two incidents the team reviewed procedures, revised Share's 'remote working' policy, our assessment procedures and refocused the limits of therapy at Share.

### Core audit & user engagement.

Our Senior Therapist Emma Gray, in collaboration with trainee therapist Sarah Johnson, undertook a 'client voice project' to develop our understanding of client experience at Share. Emma has developed the research project, to complement the quantitative data collected from CORE forms.

In Emma's words; *"We want to be able to evidence that the work that we are doing at Share is effective and that it is creating real change for our clients; to find out what difference (if any) therapy has made to their lives. We also want to make sure that as an organisation we are listening to our clients and trying to put what they need at the heart of what we do. We have done interviews with ex-clients or offered people the chance to answer questions online."* So far, a third of the people that we contacted have taken the time to do this and the results have been overwhelmingly positive. Sarah and Emma will be working on collating the results and we look forward to sharing what we have found at the beginning of next year. As a sneak preview 94% of respondents said that their therapy at Share had had a very positive or positive effect on their life and mental health.

Share are looking at how to be more proactive in meeting the needs of the communities that we serve in Sheffield. As an organisation that works at the interface between poverty and mental health, we want to ensure that we are reaching the people who most need and can most benefit from our service. We are exploring the possibility of applying for funds to expand our work in order to better target the needs of communities who may not be reached by our current service.

Findings of the project have been reported fully in the document 'Feedback From ex-Clients', a report on the methods and outcomes of the research. We have incorporated some of the quotes obtained from clients during that work in this report.

## Clinical Lead Report continued

### The learning environment.

A strong offer of free CPD has been reestablished at Share, with the majority of events being face-to-face. With this there has been a notable increase in attendance for events. While we prioritise places to our trainees and therapists, we now sell tickets to CPD events externally.

The move to Paradise square gives us the opportunity to offer face-to-face CPD on our own premises, a wonderful way to welcome new people into the organisation's building and saving on room hire rates incurred for previous events.

Total attendees: 174 over 9 CPD events.

Average attendees per event: 19 (up from an average of 14 in 2021-22)

The CPD programme was as follows:

April 2022: Syeda & eating disorders: 18 attendees.

May 2022: Autism and Neurodivergence: 16 attendees.

June 2022: Creative connections - an introduction to art therapy: 10 attendees.

September 2022: Grief in the therapy room: 27 attendees.

November 2022: Working with Trauma: 16 attendees.

November 2022: Risk and dangerous feelings. (internal training/online): 19 attendees.

December 2022 Notes and money in therapy (internal training/online): 11 attendees.

January 2023 The Power Threat Meaning Framework: 32 attendees.

February 2023: Feedback from the Client Voice Project: 25 attendees.

In addition to this, we ran two social events, giving our trainees, therapists and staff opportunity to meet and celebrate our collective endeavours - with a total of 60 attendees over the Summer and Christmas gatherings.

### *Library*

Given the new building will be able to provide much better access to our library, we have decided to end our use of the online 'libib' system and return to an analogue system of book borrowing. This in turn reduces the requirement for library administration.

### Accessibility, inclusion and diversity.

While the team have ambitions to develop a strategy for improving Share's ability to reach marginalised, racialised and disadvantaged people, we have unfortunately been unable to prioritise this development in the current year. Now that the premises move is complete we hope to take this forward soon. We also acknowledge the urgent need for a strategy on providing a wheelchair accessible service and will look to develop this as soon as resource allows.

### Conclusion. Next year.

In the coming year we aim to continue the next phase of our Client Voice project and integrate this into our pre-existing feedback processes to create a high quality sustainable feedback mechanism for the future.

We will introduce EMDR to the service, progress work on the accessibility of the service and continue to grow our popular CPD programme.

A key focus of the next 12 months also needs to be the ongoing work around recruitment and retention of both trainee and qualified therapist volunteers, aiming for an average of 40 therapists working with Share at any one time.

## Operations Manager's Report

2022-23 was a period of much change for Share, including the resignation of our Business Manager in August. After a period of recruitment Catherine joined to take up the new Operations Manager role in November 2022, after a three-month gap. During this period Share was facing unprecedented and sustained demand for therapy services and the staff team and trustees worked tirelessly together to maintain operations.

The operating context was very challenging, with the residual effects from the Covid-19 pandemic, increased cuts to statutory services and the national cost-of-living crisis impacting on the stability of our service. We have worked hard to ensure that despite this context Share stays true to our ethos of offering long-term, low cost, psychotherapy. This could not have been achieved without our everyone who gives their time and skill to share in both paid and voluntary roles, especially our pool of dedicated and talented therapists and our Associate therapists.

Nationally the funding landscape has been challenging, and more locally with the restructuring of the CCG and NHS Mental Health provision our funding streams have been especially unpredictable. However, we have been extremely thankful to retain the support of our regular funders and the trusts who support the organisation to deliver.

Unfortunately the cost of living crisis has hit our clients particularly hard, and Share's income from client fees has dipped due to the need to offer further reductions to many clients. With some of the lowest fees in the city's sector, we stand by our mission to make psychotherapy affordable to all, however in the current economic climate this has been a financial challenge for the running of the service. We have worked collaboratively, empathetically and effectively with our clients, and therapists, and from December 2022, to March 2023, we have seen an encouraging reduction in fee arrears.

Share's profile within the sector has also been a focus this year, with our Senior Therapist spearheading our efforts to engage, collaborate and network with other organisations in the sector and across the city. We attended meetings and conferences held by the Rethink Alliance and Primary Mental Health Care Transformation groups, and our Clinical Lead regularly attends meetings with the Mental Health Partnership Network. We look forward to working closely with Rethink and to contributing to the ongoing formation of Sheffield's mental health care landscape.

As always Share faces various pressures on securing the required budget to continue our service delivery, not least with a costly premises move on the horizon. However, we are grateful for the first time in a long time to have each role in our staff team filled, and steered by our brilliant Board, we look forward to achieving our strategic and clinical aims in the coming year.



## Quotes from our Client Voice project

"It is amazing that Share makes therapy financially accessible. Without it I wouldn't have been able to get support. It is good that Share allows clients to pay what they can for quality therapy."

"I believe long term therapy works better than what the NHS offers. Share is essential for those of us that can't afford a full price therapist."

"My Therapist was the best thing to happen to me. I went in unable to sleep, eat or exercise properly. I was struggling to concentrate...but she gave me my life back."

"It also helped me learn how to cope with my mental health issues in a way that CBT never did, because we worked on the root of the problems as well as how I felt."

"It took a while, which is why I'm glad I was able to work with my therapist for so long, but now when I do experience life's difficulties, I feel confident that I can cope with them, and I will not go into crisis."

"It gave me more self-esteem and made me able to believe in myself."