THE TAVISTOCK INSTITUTE OF HUMAN RELATIONS

England & Wales · Charity number 209706

Details

Other names	TAVISTOCK INSTITUTE, THE TAVISTOCK INSTITUTE
Status	Registered
Legal form	Charitable company
Company number	00442517
Registered	1963-08-16
Register	View on the Charity Commission register

Contact

Address	63 Gee Street London EC1V 3RS
Phone	020 7417 0407
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Website	www.tavinstitute.org

Activities

Objects: TO ADVANCE THE STUDY OF THE PSYCHOLOGY OF RELATIONS (IN THE WIDEST POSSIBLE SENSE OF THE WORD) BETWEEN HUMAN BEINGS AND GROUPS OR CLASSES OR CATEGORIES OF HUMAN BEINGS, AND OF THE INFLUENCE OF ENVIRONMENT IN ALL ITS ASPECTS ON THE FORMATION OR DEVELOPMENT OF HUMAN CHARACTER OR CAPACITY, TO CONDUCT RESEARCH AND EXPERIMENT FOR THIS PURPOSE, AND TO PUBLISH THE RESULTS OF SUCH STUDY, RESEARCH AND EXPERIMENT, AND TO TRAIN STUDENTS IN OR FOR ANY BRANCHES OF THE SAID STUDY. (FOR FURTHER DETAILS SEE MEMORANDUM AND ARTICLES OF ASSOCIATION).

Activities: We have been at the forefront of social science research and development for over 70 years, applying ideas and providing practical support to individuals and organisations dealing with issues of change, innovation and policy delivery. We work with government, voluntary and private sectors at local, national and international level, combining research, consultancy and professional development.

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Classification

- **How:** Provides Services, Sponsors Or Undertakes Research, Acts As An Umbrella Or Resource Body, Other Charitable Activities
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, Arts/culture/heritage/science, Environment/conservation/heritage, Economic/community Development/employment, Human Rights/religious Or Racial Harmony/equality Or Diversity, Other Charitable Purposes
- **Who:** The General Public/mankind

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Geography

- **Area of benefit:** NATIONAL
- Argentina
- Australia
- Austria
- Belgium
- Brazil
- Chile
- China
- Denmark
- Faroe Islands
- Finland
- France
- Germany
- India
- Ireland
- Israel
- Italy
- Kazakhstan
- Lithuania
- Netherlands
- Northern Ireland
- Norway
- Peru
- Portugal
- Romania
- Saudi Arabia
- Scotland
- Singapore
- South Africa
- Spain
- Sweden
- Switzerland
- Taiwan
- Trinidad And Tobago

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- Turkey
- United Arab Emirates
- United States
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2024-09-30	£2,225,551	£2,585,281	£-175,166	24
2023-09-30	£3,175,513	£2,927,521	£-211,436	27
2022-09-30	£2,748,298	£2,461,738	£-893,428	28
2021-09-30	£2,690,785	£2,439,211	£-3,448,680	28
2020-09-30	£2,545,479	£2,417,377	£-5,150,562	27

Trustees

Name	Role	Appointed
LUCIAN HUDSON	Chair	2021-07-14
Alexandros Argyropoulos		2023-06-01
Antonio Sama		2023-01-11
Dr ELIAT ARAM		2011-07-29
Dr Martin Brigham		2023-06-01
Dr Maurice Sher		2023-01-11
Dr Monica Rocio Velarde Lazarte		2025-09-10
Hilary Frazer		2023-06-01
Katharina Mueller		2020-07-22
Professor Eenasul Fateh		2023-06-01
steve Hearsum		2021-10-01

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THE TAVISTOCK INSTITUTE OF HUMAN RELATIONS

England & Wales - Charity number 209706

Accounts

THE TAVISTOCK INSTITUTE OF HUMAN RELATIONS

Tavistock Institute of Human Relations (THE)
Trustees' Annual Report

1 October 2023 — 30 September 2024

Company registration number: 442517

Charity registration number: 209706

Contents

Who we are ... 3
Letter from Dr Eliat Aram, Chief Executive Officer ... 6
Letter from Lucian Hudson, Chair of Trustees ... 7
Create the future: arts and organisations programme ... 8
Nurturing the future through an activist organisation's legacy ... 8
Sustain society and the planet: research and consultancy ... 9
Research on neurodiversity in the tech sector ... 9
Omved Gardens: Human Centred Ecology ... 10
Strengthen me, my group, my organisation: research and consultancy ... 11
Supporting social care practitioners ... 11
A sojourn with the University of Westminster ... 11
Enabling transformation in a European bank ... 12
Joining the dots in local networks: reducing problem gambling ... 12
FOCUS: Reflective practice in the NHS ... 13
Tavistock Institute Germany (TIG) ... 14
Group Relations ... 16
International Group Relations Programme ... 16
FOCUS: The Leicester Conference 2024 ... 16
Professional development, learning and coaching ... 19
Knowledge sharing and community building ... 21
***Human Relations* Journal ... 21**
Organisational Aesthetics Journal ... 21
Lunchtime talks ... 22
Tavistock Community ... 22
Communications and engagement ... 23
Organisational structure of the Institute and decision- making process ... 25
Financial Review ... 26
Independent auditors' report to the members of the Association of the Tavistock Institute for year ended 30 September 2024 ... 29
Consolidated statement of financial activities (incorporating income and expenditure) ... 34
Balance sheet ... 35
Consolidated cash flow statement ... 36
Notes to the financial statements ... 37

Who we are

Council of trustees
Professor Lucian J Hudson, *Chair*
Dr Eliat Aram, *ex officio*
Alexandros Argyropoulos
Dr Martin Brigham
Professor Eenasul Fateh
Hilary Frazer, Honorary Treasurer
Georgina Gray
Kari Hadjivassiliou (staff)
Steve Hearsum
Rachel Kelly (staff)
Katharina Müeller
Antonio Sama, Chair of HRMC
Dr Mannie Sher (staff)

CEO
Dr Eliat Aram PhD, MSc Occup Psych, MSc G Psych, CBAM, CDir IoD

Company Secretary
Camilla Child, BA (Hons) Political Science and French; MSc Social Policy; MA Advanced Organisational Consultation; Certificate in Conflict Resolution (acc. Bar Council)

Registered office
63 Gee Street, London EC1V 3RS T: +44 (0)20 7417 0407
E: hello@tavinstitute.org W: www.tavinstitute.org

Company registration number: 00442517

Charity registration number: 209706

Auditor: Goldwins Limited, 75 Maygrove Road, London NW6 2EG

Bank: NatWest, 440 Strand, London WC2R 0QS

Solicitor: Wedlake Bell LLP, 71 Queen Victoria St, London EC4V 4AY

Mission

We study how humans relate to each other in groups and organisations around the world, to help individuals and organisations navigate complexity, change, and human dynamics.

Professional development | Research and evaluation | Consulting services | Coaching | Arts & Organisation

We consider the whole system, applying social science methods to address research questions and creative, psychoanalytic and systems approaches to respond to organisational challenges.

Status

We are a UK-based not for profit organisation established with charitable purpose in 1947, with sister organisations in Germany and China and a global programme of work.

We are governed by our Articles of Association dated 20 September 1947 as amended on 25 June 1963, 20 March 1991 and 22 July 2010.

Ultimately accountable to the Association members, a Council of Management act as the board of trustees and work with the CEO and Management team to deliver against the mission and objectives.

Values

Our values explain *how* we work. We focus on how humans relate to each other and non-human systems, how we grow in character and how we embrace learning, creativity and change.

We work across and between boundaries

We work across disciplines and draw on a rich mix of expertise and thinking.

We create safe spaces for difficult conversations

We listen, observe and engage in dialogue. We work with and for people in everything we do.

We work with hidden and sometimes unconscious factors

…whilst staying grounded in the context and in what might be under the surface.

We put theory and knowledge into practice

Our practice is evidence-based and we depend on data - both that which is derived from rational research methods and that which is derived from explorations of the mind. We are able to play with ideas, myths and stories to deepen the meaning and application of our research outcomes.

We bring rigour, reflection and care to our work

We partner with our clients to achieve the best outcome, journeying with them to access and apply their own resources.

We work with the unexpected

Our expertise is in stepping into the unknown whilst navigating anxieties and uncertainties and all that these bring to the fore. We can take helpful risks for clients to reach the goals of our work together.

Letter from Dr Eliat Aram, Chief Executive Officer

Reflections on a year of challenge and transformation

This year has been tough—financially, structurally, and emotionally. Leading an independent not-for-profit in times of uncertainty is no easy task, and I find myself reflecting deeply on what sustains us. The answer, as always, lies in the relationships we nurture—with each other, with our partners, and with the wider world we seek to understand and support.

Across our international programmes, from Berlin to Beijing, from research on climate, neurodiversity, and social care to our work with GambleAware in tackling gambling-related harms, supporting young people in learning and activism through projects like PARCS, and strengthening education and training pathways through CVET and Westminster, we continue to hold space for the complexities of human experience.

Our Arts and Organisation work, our Professional Development and Group Relations programmes have invited us to sit with the unspoken - shame, power, belonging - and to find meaning and authority in what is often hidden beneath the surface.

This year, the Leicester Conference held a mirror to the dynamics of leadership and care, surfacing a striking discourse on mothers, mothering, and the unseen labour of holding things together.

It is a theme that resonates far beyond the conference boundaries. In many ways, our work—whether in organisations, communities, or within ourselves—is about navigating the tensions between holding and letting go, between tradition and change.

I do not take for granted the commitment, generosity, and sheer perseverance of those who make this work possible. In a year of challenge, I am reminded that leadership is not about having all the answers—it is about staying with the questions, together. Thank you to all who continue to walk this path with us.

6 February 2025

Letter from Lucian Hudson, Chair of Trustees

This Annual Report shines a light on the breadth and depth of the work of The Tavistock Institute of Human Relations, its quality of leadership and teamwork, and unstinting commitment to adding value to every field where it operates.

We live in troubled times which we ourselves are experiencing. We know how easily unsettled people can be under pressure and stress. We know how important it is not to lose sight of the human factor. We strive to give close attention to what is really going on in systems and groups. In so doing, we draw inspiration and energy from the challenges that face the organisations and groups we support. Our creative response can take many forms as this report demonstrates.

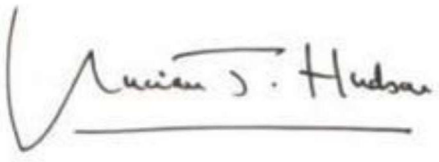
What distinguishes us as Tavistockians is an enduring love of human challenge. The way we use Tavistock Institute approaches and methodologies helps to turn tension and conflict into opportunity, avoiding the temptation that modern life brings- a rush to judgment and rush to action.

Over the years, I have seen how international the Institute has become. We draw on different backgrounds and develop more meaningful and productive relationships, thereby realising potential that can be an influence for good.

What resonates most to me in all the pages of this report is that exceptional combination of creativity, compassion and courage that defines our approach to our work.

Unlike many of our consultants and researchers, I do not travel as much as I did. But one visit this year lifted my spirits no end. In working with business leaders in Finland, I found out more what the Finnish concept of *sisu* means to its people. *Sisu* can be understood as strength of will, determination and perseverance. It is about acting in the face of adversity. *Sisu* is indeed about courage, but crucially it is the ability to sustain that courage.

As we conclude one year and embark on another, I am led to hope that we can continue to harness that indefatigable spirit that sustains our Institute, and we work together, more mindful than ever to make that difference that we are renowned for.



6 February 2025

Create the future: arts and organisations programme

The Arts and Organisation programme of work remains concerned with action research questions: 'What do we learn when we rigorously integrate artistic, sensory and embodied approaches into Tavistock traditions? How might practices concerned with social change evolve to create the future?'

This year has seen several developments in this area of work:

- The completion of projects (PARCs Grows Everybody) elaborated below;
- The third exhibiting season of Deepening Creative Practice with Organisations offered a mokumentary called Kurat, written and performed by participants and faculty;
- Juliet Scott became editor-in-chief of the Organizational Aesthetics journal with a reflective opening editorial on ritual, spirals, objects and the chair;
- The stream 'Art and Re-evaluation' was convened at the Art of Management & Organisation conference, Nancy, France, August 2024;
- The Creative Digital Futures Lab, launched to imagine, practice and sustain digital futures through participative action research and artistic interventions;
- Doctoral research in 'Relational Practices and the TIHR Archive', also nurturing a creative partnership with the Centre for Dance Research at Coventry University.

Nurturing the future through an activist organisation's legacy

2024 saw the successful completion of the oral history project, PARCS Grows Everybody, funded by the National Lottery Heritage Fund in 2022.

The aim of the project was to celebrate the history and legacy of the Portsmouth Abuse and Rape Counselling Service (PARCS) whilst developing skills in a new generation of activists challenging violence against women and girls (VAWG) and awareness raising in the sector.

The project was a partnership with Portsmouth History Centre, Aspex Gallery and filmmaking CIC Form and Function.

PARCS Grows Everybody pioneered new methods of relational oral history practice with the Young Feminist Collective at the centre of the work. These included trauma informed practices recorded in the History Safe Toolkit, such as working with consent, time as a safe container and awareness of the field. Other manifestations from the work included a Documentary Film, a launch event, co-curated exhibition and learning programme at Aspex Gallery.

The oral histories are now held at Portsmouth History Centre and learning has also been shared with the National Heritage Lottery Fund policy and implementation team, offering new and best practices for collaborative intangible heritage projects.

Sustain society and the planet: research and consultancy

This year we took purposeful steps towards reducing our environmental impact, growing our portfolio of projects in the climate space, and engaging staff and board members in collective decision making about the priorities, targets, and actions.

Following our well-established environment policy and our ongoing improvements efforts managed through the ISO 14001 we have taken several key steps towards our environmental goals.

Through a series of whole staff events, we agreed our net zero target of 2035, undertook our baseline carbon footprint assessment, and became early signatories of the Concordat for the Environmental Sustainability of Research and Innovation Practice https://wellcome.org/who-we-are/positions-and-statements/environmental-sustainability-concordat.

Meanwhile we embarked on a series of commissioned projects related to human dimensions of the environment and climate change, for example. The Scottish government commissioned us to undertake an evidence review of the connection between climate change and mental health and wellbeing. We have been exploring the direct effects of, for example, extreme weather as well as the psycho-social responses to awareness of climate change itself – sometimes described as eco-distress.

In addition, the Scottish government commissioned us, along with partners at the University of Edinburgh, to support their efforts to conceptualise and evaluate their Just Transition policy. The goal is to avoid the social and economic damage experienced during de-industrialisation in the 20th century and promote just outcomes as the country decarbonises. We have worked with a wide range of stakeholders to develop a national level theory of change and have begun to identify possible indicators and data-sources for future tracking of progress.

Research on neurodiversity in the tech sector

In parallel to our work on the human dimensions of climate change, we continue to explore how the social and organisational contexts in which we work and live can enable us to thrive.

The #ChangeTheFace Alliance commissioned us to conduct a global study on neurodiversity in the tech industry, which was completed in 2023. #ChangeTheFace is a collaborative initiative uniting leading global tech companies, since 2021, to champion diversity, equality/equity, and inclusion within the tech industry. Four companies from the Alliance took part in the study: Colt, Nokia, Samsung, and Vodafone.

Working with global leaders of the tech industry, the study explored the intricate

social dynamics within company culture and workplace systems that impact neurodivergent individuals' experiences.

The research incorporates findings from the largest global workplace survey on neurodiversity to date in the tech sector. This revealed that nearly half of neurodivergent employees feel impacted by their neurodivergent conditions on most days in the workplace. The study highlights key challenges for neurodivergent employees and improvements in the workplace environment, culture and systems that would make workplaces more accessible and inclusive.

Since we published the study with #ChangeTheFace, Vodafone have publicly announced accessibility measures for neurodivergent applicants to make their "hiring process more inclusive."

Omved Gardens: Human Centred Ecology

Omved is a garden, exhibition and educational space in North London exploring food, creativity and ecology for health and climate resilience. Towards the end of 2023 TIHR organisational consultants were approached by Omved to facilitate their end of year review process and provide support as the team work towards significant organisational change and a journey of transformation.

The interest in the Tavistock Institute was two-fold:

- to build on a formative experience attending Leicester Conference which challenged Omved's founder to reconsider their role and leadership of the garden space;
- an intrigue from one of Omved's gardeners in the ecological relevance of social dreaming, the unconscious and group relations and an enquiry around the garden repurposing into a more community and educational context.

The terrain: how to successfully navigate leadership through internal and external ideals.

The work began by exploring rhythm and task in relation to seasonal cycles which then led to dynamic intergroup work on the nature of relations between different parts of the organisation and some individual role analysis work.

With a major building project in process and ambitions to make space for a seedbank and more public involvement in the garden, the organisational development work will continue forward. One aim is to develop more capacity to inclusively manage the boundaries between the garden space and the wider community.

Strengthen me, my group, my organisation: research and consultancy

Supporting social care practitioners

To enable leadership development and productive systems change in the UK's social care sector, we began a programme of work with children's services departments across the country, with partner Frontline, England's largest social work charity, to improve the practice skills of social care practitioners in a range of settings.

With Oldham Children's Services, for example, we began a redesign of their induction for all staff for systemic family therapy approaches in social work. This involved a refreshed package of training and *train the trainer* sessions to ensure the new approach is embedded in the organisation.

With Sandwell Children's Trust, we are focused on the development of motivational interviewing skills across the workforce. We started a programme of training for 300 practitioners in motivational interviewing techniques, and a *train the trainer* work package to ensure the new ways of working are established moving forward.

A sojourn with the University of Westminster

Our work with organisations is at its heart is a partnership. We consider ourselves sojourners, which the Cambridge dictionary describes as a temporary resident who accompanies through various stages of work, progression and challenges.

Within that frame, we have been working with our colleagues at Westminster University. Over several years, there have been many iterations to our partnership.

Our Supervision for Coaches and Consultants was the first interaction as two members of staff joined the programme, which led to a request for supervision for a series of internal complex action learning sets that were to be offered. It was a rich and developmental partnership resulting in the publication of the book Towards the Compassionate University, including an article from one of the Tavistock Institute staff members.

Other work in the University includes delivery of the Self Leadership programme, designed to support young people to explore their identity and how they enter the world of work. In addition, we have accompanied one of the departments in transition and offered supervision for a key support function of the university. It has been a rich and rewarding relationship.

Our work with the University continues to emerge.

Enabling transformation in a European bank

Following the merger of four government agencies in this north European country, a national development bank sought our input to update its strategy and values.

The first and most important step was to explore the bank's change perspective over time. We encouraged the client to think ahead at least 18 months, beyond our involvement, to enable the high level of alignment and tight cooperation that is crucial in culture change projects.

The bank planned to invest seriously in exploring the current culture, looking at the whole and at the four subcultures brought in by the four different agencies. We facilitated diverse groups of employees at every level to discuss current culture strengths and challenges, revealing hidden roadblocks as well as assets. For example, high levels of professionalism emerged as a strength but also a barrier to effective collaboration across different sectors within the bank.

Working across the organisation, we were able to articulate new values and behaviours, subsequently approved by the Board. There was a high level of energy in the search for values and much curiosity in the final result, reflecting the involvement of people from different levels and places in the organisation. They felt the new values expressed what they were voicing.

In the implementation stage, we created a change methodology and delivered training for Culture Ambassadors, who will help to discuss and make sense of the new values in different parts of the organisation.

We will continue to encourage free flowing conversations and sense-making at quarterly reflections in community meetings with Values Ambassadors and the Board, where they will reflect on change, voice the difficulties and celebrate the wanted changes. We are very lucky to work with clients like this – persistent, daring, brave – while diving into the unknown and trusting the wisdom they have inside their organisations.

Joining the dots in local networks: reducing problem gambling

The national charity GambleAware is working with us to reduce harm through problem gambling. The overall goal is to strengthen local and regional support for people at risk of gambling-related harms. As learning and evaluation partner, the Institute is engaged in promoting multi-agency collaboration between national, local, and regional stakeholders across nine regional and national boards, through:

- **Conversation:** we connect the National Gambling Support Network (NGSN) and voluntary community services, local authorities, primary care services, Citizens Advice, and grassroots organisations.
- **Participation and creativity:** we are creating action-learning-guided events to build cross-board relationships, exchange insights, and cultivate a supportive learning community for the duration of the programme and beyond.

- **Multi-disciplinary and evidence-led team working:** we offer expertise in research/evaluation methods, leadership and organisation development, social care, lived experience, and systems change, enabling us to co-produce knowledge alongside local partners working in complex local, regional, and national economies.

FOCUS: Reflective practice in the NHS

Camilla Child has worked with perinatal parent infant mental health teams since July 2018. She currently runs five monthly reflective practice groups for multidisciplinary teams in the community mental health sector across three different NHS Trusts.

Q: Why do you see reflective practice as important?
A: These specialist community teams focus on supporting people who experience mental health difficulties and cases are complex. Reflective practice provides multidisciplinary team members the space to reflect on and share the impact their work has on themselves and on their teams and how they work together across the boundaries of their team disciplines, with acute services, and in some cases across geographical boundaries.

Q: What form do the sessions take?
A: We meet for an hour, or just over, depending on the team, once a month, either always online, always face-to-face or a mixture of these, in turn. Numbers attending range from 25 to three.

Q: What can be achieved in such a short time, often with so many people present?
A: Often different people come each time and I sometimes think: can we go beyond 'connecting with each other' conversations, essential as they are for teams that rarely see each other together (except in business meetings)? We do manage it though, through the courage of the individuals to bring their experiences to the session and the curiosity and empathy of their colleagues.

Q: What are the sessions like?
A: They aren't always comfortable! But they can be variously moving, frustrating, and challenging for us all, with issues raised that relate to uncomfortable team or management dynamics.

Q: Camilla, what is your part in the success of these sessions?
A: I've worked hard over many years to develop 'safe enough' environments, where my understanding of unconscious group dynamics, of organisations and systems all come together with my facilitation skills to run these sessions with compassion and challenge.

Tavistock Institute Germany (TIG)

Research and organisational development in Europe

Since moving Tavistock Institute Germany to Berlin in 2023, we have connected with local organisations and key stakeholders to build a solid presence in Berlin and foster potential collaborations for future projects.

Looking ahead, we secured funds from Horizon Europe to focus on how artificial intelligence (AI) tools can improve the design and implementation of active labour market policies (ALMPs) across the EU. The new project will kick off in January 2025.

Our primary client this year was the European Union and its bodies, where we have strong, ongoing partnerships through our expert team. Our main work in 2023-24 included vocational education and training initiatives for CEDEFOP (European Centre for the Development of Vocational Training). These two programmes demonstrate TIG's contribution to the understanding of vocational education initiatives across the EU's member states.

Promoting lifelong learning of adults through CVET systems and upskilling pathways

In the past year, we successfully completed this Cedefop project which focused on the identification of approaches and strategies across the EU that can inform more effective future continuing vocational education and training (CVET) systems across the EU.

Adopting a lifelong learning approach, these are expected to contribute towards building responsive, sustainable and inclusive European labour markets.

TIG led the Work Assignment focused on scenario building as regards desired future(s) for CVET, especially in view of the EU's green and digital transitions.

On 8th November 2023, under the auspices of Cedefop, TIG organised a major conference in Brussels where both TIG and Cedefop staff presented the results of the project to key EU level stakeholders, such as the European Commission, European Parliament, EU social partners (employer associations and trade unions), EU sectoral social partners and EU level associations.

Ensuring transparency and facilitating transferability of learning outcomes; analysing and assessing two decades of European and national initiatives

This Cedefop project aims to analyse and evaluate policy efforts to increase the flexibility of European education, training and learning systems, in the last 20 years at both EU and national levels.

Over the past year, we focused in particular on changes in lifelong learning for individuals, comparing the situation in 2000 with that in 2020. We carried out three in-depth national case studies in Germany, Ireland and France respectively, and contributed to the finalisation and quality assurance of the Cedefop final report.

Meanwhile we used scenario-building techniques to inform future policy options. The key question we are addressing is whether European and national initiatives on transparency and transferability of learning outcomes over the past 20 years have been successful in improving the flexibility and permeability of education, training and learning systems.

On 21st February 2024, we presented findings at a Cedefop-organised workshop with 200 stakeholders from across the EU, European Commission, UNESCO and the ILO.

Group Relations

The Group Relations programme continues to thrive globally. With the Leicester Conference at the helm, we are supporting organisations and initiatives across the world applying the Group Relations methodology.

People attend Group Relations Conferences (GRCs) to deepen their understanding – through experiential learning – of the forces and factors that influence and shape groups, organisational and social dynamics both consciously and unconsciously. This method is now well established globally, and Institute staff continue to contribute and innovate it.

International Group Relations Programme

We co-sponsored and staffed these Group Relations Conferences (GRCs)

In-person GRCs

Trinidad and Tobago, October 2023 with Caribbean Group Consulting
New York, November 2023 with Teachers College, Columbia University
Kazakhstan, April 2024 with Group Relations Kazakhstan
Italy, Crotone, March 2024 with Il Nodo Group
Greece, Thessaloniki, May 2024 with the International Psychoanalytic Association
Italy, Lake Como, June 2024 with Il Nodo Group
Lithuania, Vilnius, August 2024 with Lithuanian Group Relations Society and Vilnius University

Online GRCs

February 2024 with The New York Centre for the Study of Groups, Organizations, and Social Systems with the A.K. Rice Institute
April 2024 with SIOPSA in South Africa
September 2024 with Partners in Confronting Collective Atrocities

FOCUS: The Leicester Conference 2024

Task Authority Organisation: Studying Stuckness, Movement and Hope

This year, the 78th Leicester Conference returned to Moor Hall in Sussex for the second time. The conference had 11 staff and 49 members, with six of those in the Deepening Praxis Training Group, and 43 members in the Emerging sub-conference.

Each point of transition during this conference was characterised by a deep, existential challenge at either the level of the individual, the group or the wider system – and at whichever level it had reverberated throughout the conference.

These transitions were all marked by much potential and sometimes manifested

anxiety, a need to think on the feet and be able to negotiate with various systems.

All had elements of urgency to them, requiring the capacity to work across boundaries in role, staying sympathetic and alert to the impact on members, staff, and venue staff.

Throughout, we navigated the wider UK and global context's inflexible – sometimes bureaucratic – systems, whilst bearing in mind the context of a GRC which is experiential, here-and-now, and deals with the projective and introjective field where myths, fantasies and the potential to act out are rife.

Robust leadership and collective management were evident alongside the challenges and unconscious responses to what was largely a female-led enterprise.

Throughout the conference the discourse evolved around female leadership because of these challenges, and prompted by the introduction in the brochure, which was about mothers, mothering and wearing 'rose-tinted' glasses. However, eventually it was acknowledged that the conference was well-led – regardless of the gender or sex of the staff, and that speaking in terms of female or woman leadership might be reductive.

The impact and contribution of the conference design

The classic GRC structure remains important for the conference directorate: the here-and-now events of Small Study Groups, Large Study Groups, different 'types' of Inter-group events and Review & Application Groups were all used.

During the first week we held the inter-group event TAO, named after the first part of the conference's title, Task Authority Organisation. Here, members of the Deepening Praxis Training Group were offered opportunities to pair up with a staff consultant and join them in consulting to the membership during the rest of the event.

During the second week, the afternoons were dedicated to a system-wide event which we named this year SHAME. The acronym was based (initially unconsciously) on the second part of the conference's title: (**S**tudying) **S**tuckness, **H**ope **a**nd **M**ovement **E**vent. The event, like the rest of the conference, was intense and full of learning.

Groups created based on the Primary Task and in relation to the title to explore within themselves and in relation to other groups: 'envy', 'shame', 'power', 'risk in belonging', 'conflict & difference', 'working loose' and 'invisible no more'. The group names are always fascinating as they echo and reflect the experiences within the groups as well as the fantasies (relatedness) or experiences (relationships) to the conference management as well as to the event management.

The staff divided into two arms in the SHAME: management and consultancy. The management of the event consisted of the conference directorate, a seat for the manager of the consultants (when she wasn't in the consultants' room) and two chairs for members which were available on a first-come-first-serve basis for one session per person.

We had another event called BODE (bear-or-dare-event) with 4 sessions (twice in the first and twice in the second week) which was an invitation to offer sessions related to body, mind and spirit – exploring other ways of learning and accessing wisdom through the whole self, rather than the usual talking.

The staff were asked to provide a 'skeleton' so there was always something to go to: 'yoga and yoga Nidra'; '5 rhythms dance'; 'social dreaming matrix'; 'social photo matrix' and 'meditation'. In addition, the members offered 'dancing in the rain', 'walks to the river and a hill', and a series of 'drama workshops'. This event has historically been known for people absenting themselves, as it progresses – this did happen to a certain extent, but rather less than previously.

We thought this might have been due to the design which encouraged, and role-modelled, responsibility and ownership of initiatives. Each session facilitator was enthusiastic about their session, spent much time preparing for it, and made sure to have colleagues sharing in the load of delivering it.

Professional development, learning and coaching

During the year reported, our Professional Development offer has included our modular programmes, shorter workshops and ad-hoc courses, all based on core Tavistock philosophies, theories and methodologies and adapted to what is being called forth from the field: our participants, communities and wider society.

The programmes are about delivering fundamental lasting change for participants and by extension their organisations, rather than quick fixes; bringing cohorts together to discuss what it means to work in today's ever-changing world. To this end we continued to deliver programmes in many different modes – wholly online, wholly in-person and in hybrid, making best use of our technology to allow participants to connect across the globe.

Our cohorts were truly international in this reporting period, with participants from over 30+ countries joining us in our London office and online. Our office continues to provide a flexible and bright space that encourages learning but also supports informal conversations and networking – a core part of the Tavistock Institute programme.

In 2024 we made changes to some of our suppliers to greener, more environmentally friendly providers in keeping with our mission to reduce our carbon footprint and be kinder to the planet.

New short programmes

We have launched two new short-form programmes – our **Spring Workshop Series: Writing with the Poetic Lens** and **Strategic Leadership Circles**. Our Spring Workshop Series – a three-session series designed for professionals who seek new ways of writing about their work and practice took place with nine participants who used sample texts and peer review to expand their professional (and personal) writing practice.

"*The programme was great and facilitated skillfully. I appreciated the range of materials with which we engaged and the exercises helped me stimulate my thinking around my own projects.*"
Programme Participant, 2024

Strategic Leadership Circles provided a safe space for healthcare professionals to discuss and explore questions around leadership, personal strengths and career planning with fellow peers who understand the pressure of the healthcare environment.

Both programmes were delivered in conjunction with our Associates and we're pleased the programmes will continue into 2025.

Tavistock Institute China

We were very pleased to return in-person to China in 2024, after a long break since the pandemic hit us in 2020, and together with Tavistock Institute China colleagues, we launched cohort 3 of the Green programme which had an enthusiastic group becoming Group Dynamicians on this re-designed modular programme during 2024.

Online learning

In mid-2024, our online learning course ***Team Working: How to succeed*** passed 1,000 joiners on the FutureLearn platform. This 5* rated course introduces Tavistock methodologies, including BART, group dynamics and systems thinking. For some of our joiners, we hope the next step is experiencing our programmes in-person.

Knowledge sharing and community building

Human Relations Journal

This was another great year for our journal, *Human Relations.*

The 'Journal Citations Report' (JCR) which ranks all journals within a specific specialism, lists *Human Relations* in the top quarter of both the Management JCR and the Social Sciences JCR for the first time in the journal's long history.

2023/24 also saw the largest number of submissions we've ever had at 1,415 submissions – we accepted 3% of these articles. We continue to be healthily read by our audience with over one million downloads, making us one of the top downloaded journals that Sage publishes.

In 2024 a new Co Editor-in-Chief joined our team, Professor Penny Dick of Sheffield University Management School – welcome to the team, Penny! On behalf of everyone at *Human Relations* we give thanks to our other Co- Editor-in-Chief, Professor Smriti Anand, our international Associate Editor team, our Editorial Board, our Editorial Assistant team at Editorial Office and our publishers, Sage Publishing.

We'd also like to acknowledge our reviewers, without whom we could not run such a successful journal. A special thanks to our Reviewer of the Year 2024, Dr Melika Shirmohammadi. You can find out more about the journal by visiting our webpage, https://www.humanrelationsjournal.org/

Interesting articles published in 2024 include topics around power, inclusivity, oppression, transparency, gender and many more – all in and around the workplace. All our published issues and online first articles can be found online and many are open access or free to download.

Organisational Aesthetics Journal

The Institute, with Juliet Scott as the incoming editor-in-chief, became a publishing partner with the Art of Management and Organisation in hosting and editing the Organisational Aesthetics journal. The aim is to bring more of a practitioner focus to the journal and to complement the TIHR arts and organisation programme through publishing new artistic practices and research as well as collaborating with new communities of practice through the AOMO network.

Lunchtime talks

The Institute continues to run our 'Food for Thought Lunchtime Talks' series - a vibrant, interactive series of events taking place online, in-person and in hybrid form.

These monthly talks are a platform for engagement with a varied and wide public audience, giving opportunities for knowledge sharing, gathering of feedback, and network building. Each talk has an average audience of 50, with a mix of online and in-person attendees.

The talks are free to attend, with an option to make a donation towards our Professional Development Bursary Fund.

Speakers this year

- Institute staff Elyce Cole, Dave Drabble and Anna-Sophie Hahne, speaking about their 'Neurodiversity at work' study for #Changetheface alliance;
- Professional partners Franca Fubini and Susan Long from the Social Dreaming International Network (SDiN);
- The Institute's collaborative doctoral artist-researcher Heni Hale, sharing some of her embodied work with the Institute's archive.
- Graduating students from the Tavistock & Portman NHS Foundation Trust's D10D programme in 'Advanced practice and research: consultation and the organisation'.

Tavistock Community

The Tavistock Community is a self-organising trans-cultural community network for Tavistock thinking. The primary task of the Community is to connect with others, exchange ideas, develop practice, expand learning and think together, all underpinned by Tavistock methodologies. It is like a Garden, where initiatives are self-led and followed, launching from different parts of the world.

The period from 1 October 2023 to 30 September 2024 marked a time of fallow, rest, sabbatical and mourning for the departure of one of our members. The Seventh Year of The Tavistock Community was like a Seventh Day, but also a year of shock and grief, caused by the unfolding tragedies in lands around the world. Our response, *Many wars, One Peace – Many lands, One Home*, a series of meetings around current conflicts, culminated in an experiential online event with the same title on 19 February 2024, followed by an article published in *Kav OFEK Journal*. Along with *What are we holding for Leicester 2024?* and *Leicester 2014, 10-year RAG*, the mindful journey of Still Together and other projects from previous years, continued to evolve.

Alumni and Friends may apply for membership here.

Communications and engagement

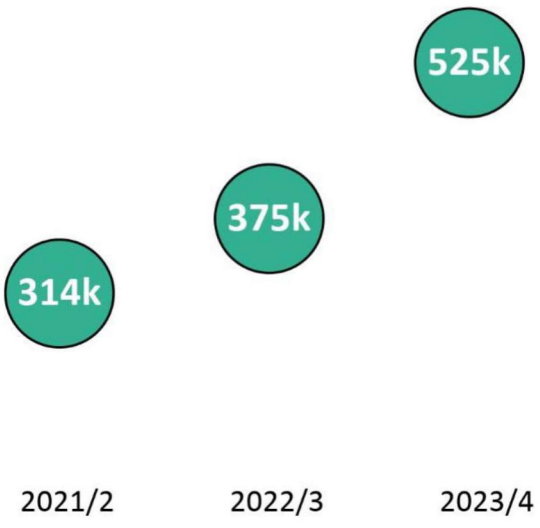
This was a year of consolidation following the introduction of our new website and brand identity in 2022/23 and we developed a new easy to use brand guide for all external communications. We renewed strategic networks with our core audiences and marketed services and events to existing and new audiences and potential partners and clients, primarily via the website, our email subscribers (now at 4,500 in number) and our highly active LinkedIn communities.

Significant new sections were added to the website, covering our methods, publications and podcasts and a selection of insights into current work, in response to user requests ascertained via a summer electronic survey.

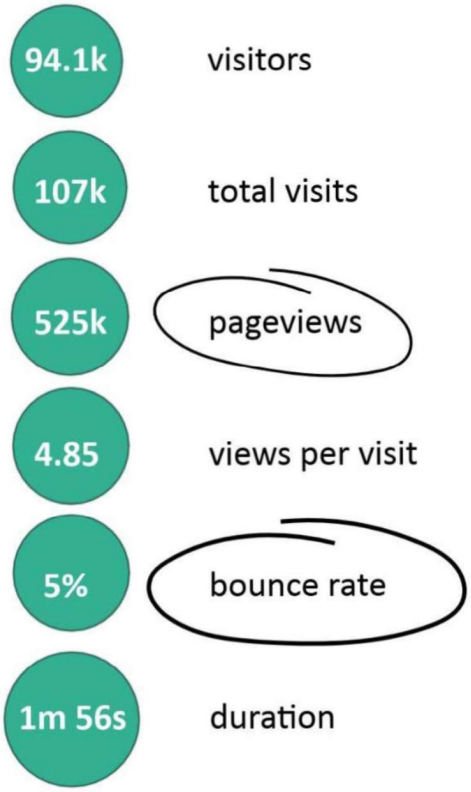
Website

Visitor rates to the website remained stable, and we intend to expand our constituency into new markets and fields in 2024/5. Encouragingly, we have seen dramatically improved pageview rates over this last year. Very low bounce rates indicate that visitors are exploring and finding engaging material on the site once they arrive.

Website pageviews (000s, over three years, Plausible data)



Website data (1 Oct 2023 to 30 Sept 2024, Plausible)



LinkedIn and social media snapshot

Meanwhile we saw follower numbers and engagement rates climb steadily across our social media channels, reflecting interest in our news, comment and updates across LinkedIn, Facebook, Instagram and X and a focus on authenticity, value and engagement as defined in our Communications Framework.

In terms of driving audiences to our services, LinkedIn was by far our most effective channel, with 5.2k visitors to our site. Our monthly news updates via Campaign Monitor, which achieve close to 50% open rates each issue, sent 4.1k visitors to our site, our updated Wikipedia pages sent 2.5k and Facebook 861.

Followerships

2023/4: 11.4k on LinkedIn profile, 8k on LinkedIn business, 7.4k on Facebook, 6.6k on X, 1.1k on Instagram. **2022/3**: 6.9k followers on LinkedIn, 6.6k on Facebook and 6.7k on X.

Organisational structure of the Institute and decision-making process

As of 2024, the Council holds four meetings a year, plus a fifth dedicated to its development, in the form of an away-day. The CEO provides an update to the trustees at each of the Council meetings. This includes a status update on the key projects and other significant events. An update of the financial status of the Institute is also reviewed at each meeting. Further, the Council has a rolling programme which covers the key activities of the Institute over the course of twelve months.

In addition, the following sub-committees are in operation:

- The Legacy Pension Fund trustees meet 2-3 times a year and are responsible to the legacy pension fund. Currently we have two pension fund-nominated pension trustees and two employer-nominated pension trustees.
- The *Human Relations* Management Committee (HRMC) meets twice a year to discuss and review the activities of the HR journal.

Internally, the CEO holds bi-weekly management meetings.

Salary progression reviews are carried out annually and are normally based on the performance of staff members and business context. All staff are positioned organisationally in a range of salary bands which are directly related to their roles and grade. The bands are as follows: R – Researcher, S – Senior and P – Principal. The difference in grade reflects seniority of knowledge, experience and workload. The majority of the principal grade employees are line managed by the CEO. All Line managers make a recommendation to the Chief Executive and Head of Finance of any increase in salary, performance bonus and/or cost of living allowance, following the annual review of their line managees. This is confirmed as both reasonable and affordable by the Head of Finance. The CEO's salary is reviewed independently by the Council either through convening a remuneration committee or the nominations committee acting as the remuneration committee. For 2023/24 all salaries were frozen given the financial challenges as outlined in the Financial Review.

Financial Review

Financial Results for the year 2023/24

The Institute generated an operating deficit of c.-£360k inclusive of FRS102 related pension costs vs a surplus of £248k in 2022/23. This represents a very disappointing year financially given the performance of the Institute over recent years which has generated an annual operating surplus. A number of factors contributed to the deficit including the reduction of income from royalties, a lack of new project work being won impacting billable time and a number of professional development programmes recruiting lower than optimal levels.

However, the Institute benefited from actuarial gains related to the defined benefit pension scheme of £396k which helped offset the operational deficit and resulted with the overall movement in funds at £36k (2022/23: £682k). The previous year's surpluses that contributed to the unrestricted fund in the balance sheet have been eroded as result of the operating deficit achieved in 2023/24. The Institute's challenge going forward is to rebuild its unrestricted reserves through operational and strategic goals as set out by the Chief Executive Officer.

The accounts for 2023/24 included a deficit by the Institute's subsidiary, Tavistock Institut gGmbH, which continues to look to increase its portfolio of project work with research and evaluation as well as consultancy.

The Institute's income from project activities income for the year was significantly lower than last year's performance. However, the Institute did see a rise in Professional Development income, although this was lower than forecasted. Royalties' income from *Human Relations* were as expected reflecting the continued challenges of Open Access on academic journals.

The Institute managed to minimise the level of deficit by reducing costs where possible through cost savings and tight controls on expenditure. Cashflow was also impacted by the lower levels of income but has been actively managed to ensure payment obligations were met.

The Institute continues to hold a provision of £117,585 at the end of September 2024 for potential costs related to its membership of the Menon Network EEIG following the bankruptcy of a fellow member of the EEIG and which will impact the EEIG and its members.

The Institute, to be prudent, is retaining the provision to cover any further payment settlements related to EEIG projects.

Reserves policy

The Trustees recognise the need to hold reserves both to enable the Institute to progress its long-term projects and to protect its current activities. The Institute believes that a reserves level of three months' income is appropriate for the ongoing operations of the organisation.

Of the accumulated reserves on 30 September 2024 of £44,834 (excluding the pension fund liability), an amount of £63,076 is invested in operational assets. This resulted in the unrestricted free reserves at -£18,245 and therefore below the three months level of reserve required. The Institute believes this will return to normal levels subject to the Institute returning to normal levels of operating surpluses.

The Institute continues to fulfil its agreement as per the revised pension recovery plan agreed in early 2024 with the pension trustees (approved by the pensions regulator) whereby the deficit will be paid within 8 years. During the year ended 30 September 2024 the Institute paid £348k in accordance with this plan. The actuarial valuation of the Tavistock Institute of Human Relations Retirements Benefit Scheme at 30 September 2024 for the purposes of FRS102 showed a decreased funding deficit of £220k (2022/23: £924k). This represents a further reduction that the Institute has seen over last few years driven by various market conditions and underlying assumptions.

Risk management and internal control

The Trustees have a duty to identify and review the strategic, business and operational risks that the Institute is exposed to, and to ensure that appropriate controls are in place to provide reasonable assurance against fraud and error.

In order to achieve this, the Trustees and management team have undertaken an assessment of the risks that the organisation is exposed to and have produced a risk register which assigns management of these risks to specific individuals and recommends actions to be taken, where necessary, in order to manage the likelihood and impact of these risks. The risk assessment and resulting risk register are reviewed and updated on a regular basis.

The most up to date review, in May 2024, confirmed the current primary risks included depletion of the Institute's reserves and cashflow due to operating deficit risks partly driven by challenging markets conditions due to ongoing economic uncertainty and volatility impacting opportunities in the UK, Europe and the rest of the world. We continue to monitor staff numbers to ensure capacity is maintained and scalable to support current and future activities and opportunities.

Appointment of Auditor

Goldwins Limited, Chartered Accountants, have agreed to continue their appointment as external auditor.

Audit Information

Each of the directors has confirmed that so far as they are aware, there is no relevant audit information of which the company's auditor is unaware, and that they have taken all the

steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

Statement of trustees' responsibilities for an incorporated Charity

The trustees (who are also directors of the Tavistock Institute of Human Relations for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements, and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company [and the group] and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

BY ORDER OF THE COUNCIL

Opinion

We have audited the financial statements of Tavistock Institute of Human Relations (the 'Charity') for the year ended 30 September 2024 which comprise the consolidated Statement of Financial Activities, the group and parent Charity's Balance Sheets, group's statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and Charity's affairs as at 30 September 2024 and of its income and expenditure for the year then ended:
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report (incorporating the directors' report) has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of the trustees

As explained more fully in the Trustees' Responsibilities Statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
    - identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
    - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
    - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities]. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Anthony Epton

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12 February 2025

Anthony Epton (Senior Statutory Auditor)
for and on behalf of
Goldwins Limited
Statutory Auditor
Chartered Accountants
75 Maygrove Road
West Hampstead,
London NW6 2EG

The Tavistock Institute Of Human Relations

Consolidated Statement of financial activities (incorporating an income and expenditure account)

For the year ended 30 September 2024

	Note	Unrestricted £	2024 Total £	Unrestricted £	2023 Total £
Income from:					
Charitable activities	2				
-Research evaluation and organisational development		678,949	**678,949**	1,503,721	1,503,721
-Strategic growth		8,742	**8,742**	874	874
-Professional development		656,498	**656,498**	586,517	586,517
-Royalties from publications		638,595	**638,595**	819,269	819,269
		1,982,784	**1,982,784**	2,910,381	2,910,381
Tavistock Institut gGmbH income	13	226,600	**226,600**	254,191	254,191
Investments	3	12,050	**12,050**	10,568	10,568
Other	4	4,117	**4,117**	373	373
Total income		2,225,551	**2,225,551**	3,175,513	3,175,513
Expenditure on:					
Charitable activities	5				
-Research evaluation and organisational development		1,873,945	**1,873,945**	2,109,182	2,109,182
-Strategic Initiatives		8,664	**8,664**	14,610	14,610
-Professional development		301,187	**301,187**	345,270	345,270
-Royalties from publications		139,425	**139,425**	178,759	178,759
Tavistock Institut gGmbH expenditure	13	262,060	**262,060**	279,700	279,700
Total expenditure		2,585,281	**2,585,281**	2,927,521	2,927,521
Net income / (expenditure) before net gains / (losses) on investments		(359,730)	**(359,730)**	247,992	247,992
Net gains / (losses) on investments		-	-	-	-
Net income / (expenditure) for the year	6	(359,730)	**(359,730)**	247,992	247,992
Transfers between funds		-	-	-	-
Net income / (expenditure) before other recognised gains and losses		(359,730)	**(359,730)**	247,992	247,992
Actuarial gains / (losses) on defined benefit pension schemes		396,000	**396,000**	434,000	434,000
Net movement in funds		36,270	**36,270**	681,992	681,992
Reconciliation of funds:					
Total funds brought forward		(211,436)	**(211,436)**	(893,428)	(893,428)
Total funds carried forward		(175,166)	**(175,166)**	(211,436)	(211,436)

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 19 to the financial statements.

The Tavistock Institute Of Human Relations
Balance sheet

Company no. 442517

As at 30 September 2024

	Note	The Group		The Charity	
		2024	2023	**2024**	2023
		£	£	£	£
Fixed assets:					
Intangible assets	11	**45,729**	58,816	**45,729**	58,816
Tangible assets	12	**17,350**	24,328	**17,350**	24,328
Investment	13	**-**	-	**21,535**	21,535
		63,079	83,144	**84,614**	104,679
Current assets:					
Debtors	14	**491,794**	648,431	**491,794**	648,431
Cash at bank and in hand		**722,484**	1,395,408	**552,154**	1,128,262
		1,214,278	2,043,839	**1,043,948**	1,776,693
Liabilities:					
Creditors: amounts falling due within one year	15	**(1,232,523)**	(1,414,419)	**(1,105,785)**	(1,226,322)
Net current assets / (liabilities)		**(18,245)**	629,420	**(61,837)**	550,371
Total assets less current liabilities		**44,834**	712,564	**22,777**	655,050
Creditors: amounts falling due after one year		**-**	-	**-**	-
Net assets excluding pension asset / (liability)		**44,834**	712,564	**22,777**	655,050
Defined benefit pension scheme asset / (liability)	17	**(220,000)**	(924,000)	**(220,000)**	(924,000)
Total net assets / (liabilities)		**(175,166)**	(211,436)	**(197,223)**	(268,950)
The funds of the charity:	19				
Unrestricted income funds:					
General funds		**(175,166)**	(211,436)	**(197,223)**	(268,950)
Total unrestricted funds		**(175,166)**	(211,436)	**(197,223)**	(268,950)
Total charity funds		**(175,166)**	(211,436)	**(197,223)**	(268,950)

The financial statements have been prepared in accordance with the special provisions for small companies under Part15 of the Companies Act 2006.

Approved by the trustees on 6th February 2025 and signed on their behalf by

Lucian J Hudson, Chair

Eliat Aram, Ex-Officio Member

The Tavistock Institute Of Human Relations
Consolidated Statement of cash flows

For the year ended 30 September 2024

	Note	2024		2023	
		£	£	£	£
Cash flows from operating activities	20				
Net cash provided by / (used in) operating activities			**(672,974)**		(298,755)
Cash flows from investing activities:					
Dividends, interest and rents from investments		**12,050**		10,568	
Proceeds from the sale of fixed assets		**-**		-	
Website cost		**-**		(43,280)	
Purchase of fixed assets		**(12,000)**		(4,464)	
Proceeds from sale of investments		**-**		-	
Purchase of investments		**-**		-	
Net cash provided by / (used in) investing activities			**50**		(37,176)
Change in cash and cash equivalents in the year			**(672,924)**		(335,931)
Cash and cash equivalents at the beginning of the year			**1,395,408**		1,731,339
Change in cash and cash equivalents due to exchange rate movements			**-**		-
Cash and cash equivalents at the end of the year	21		**722,484**		1,395,408

1 Accounting policies

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102 - effective 1 January 2015) - (Charities SORP FRS 102) and the Companies Act 2006.

The charitable company meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

b) Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is a treated as a contingent asset and disclosed if material.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

d) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

e) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

f) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

1 Accounting policies (continued)

g) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering services, undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

h) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the basis which are an estimate, based on staff time, of the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.
Where such information about the aims, objectives and projects of the charity is also provided to potential donors, activity costs are apportioned between fundraising and charitable activities on the basis of area of literature occupied by each activity.

i) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

j) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Leasehold improvements	20% pa on cost
Computer equipment	33% pa on cost
Furniture and equipment	20% pa on cost
Website development	20% pa on cost

k) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

l) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

m) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

n) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

o) Pensions

The charity operates a stakeholders pension scheme.

2 Income from charitable activities

	Unrestricted	2024 Total	2023 Total
	£	£	£
Contracts and fees receivable:			
Sage Publications - Royalties	638,595	**638,595**	819,269
Conference fee attendance	656,498	**656,498**	586,517
Consultancy	456,108	**456,108**	353,212
Research & Evaluation	522,535	**522,535**	571,723
Project funds surplus/(deficit)	(299,694)	**(299,694)**	578,786
Strategic growth	8,742	**8,742**	874
Total income from charitable activities	1,982,784	**1,982,784**	2,910,381

3 Income from investments

	Unrestricted	2024 Total	2023 Total
	£	£	£
Investment income	12,050	**12,050**	10,568
	12,050	**12,050**	10,568

4 Other incomes

	Unrestricted	2024 Total	2023 Total
	£	£	£
Others	4,117	**4,117**	373
	4,117	**4,117**	373

5 a. Analysis of expenditure

	Charitable activities						
	Research Evaluation and Organisational Development	Strategic Initiatives	Professional development	Royalties from publications	Support costs	**2024 Total**	2023 Total
	£	£	£	£	£	**£**	£
Staff costs (Note 7)	1,085,727	495	58,250	7,562	329,467	**1,481,501**	1,610,689
Direct cost							
Other direct cost	-	–	–	85	–	**85**	11,641
Conference fees and expenses	6,768	–	9,818	1,434	3,431	**21,451**	51,166
Consultancy fees	80,956	6,517	81,609	119,863	29,319	**318,264**	459,716
Travelling and meeting expenses	30,783	897	111,807	1,903	1,842	**147,232**	182,781
Support cost							
Other staff costs	91	–	–	278	18,130	**18,499**	42,905
Rent, rate & service charge	–	–	–	–	114,799	**114,799**	111,054
Books and subscription	784	–	6	–	3,345	**4,135**	2,189
Marketing	–	–	–	–	5,776	**5,776**	5,335
Insurance	–	–	–	–	13,441	**13,441**	12,954
Printing, postage and stationery	2,069	488	2,065	13	3,050	**7,685**	9,019
Website and computer expenses	33,500	267	192	69	79,236	**113,264**	72,408
Telephone and internet	4,076	–	287	194	8,038	**12,595**	18,410
Office expenses	37	–	147	–	19,401	**19,585**	16,081
Sundry	–	–	–	–	55	**55**	–
Depreciation & disposal of fixed assets	–	–	–	–	18,978	**18,978**	19,691
Profit and loss on exchange	–	–	–	–	5,579	**5,579**	11,849
Legal and professional	575	–	–	589	2,218	**3,382**	335
Audit fees	–	–	–	–	5,765	**5,765**	(1,661)
Bank charges	237	–	3,583	750	6,580	**11,150**	11,259
	1,245,603	8,664	267,764	132,740	668,450	**2,323,221**	2,647,821
Support costs	628,342	–	33,423	6,685	(668,450)	**–**	–
Total expenditure 2024	**1,873,945**	**8,664**	**301,187**	**139,425**	**–**	**2,323,221**	**2,647,821**
Total expenditure 2023	**2,109,182**	**14,610**	**345,270**	**178,759**	**–**	**2,647,821**	

The total expenditure £2,323,221 was unrestricted (2023: £2,647,821).

b. Analysis of expenditure (prior year)

	Charitable activities					
	Research Evaluation and Organisational Development	Strategic Initiatives	Professional development	Royalties from publications	Support costs	**2023**
	£	£	£	£	£	**£**
Staff costs (Note 7)	1,097,359	3,123	62,835	9,313	438,059	**1,610,689**
Direct cost						
Other direct cost	11,350	–	–	90	201	**11,641**
Conference fees and expenses	6,686	33	9,683	32,086	2,678	**51,166**
Consultancy fees	223,060	4,574	93,231	106,726	32,125	**459,716**
Travelling and meeting expenses	23,358	1,944	136,938	17,079	3,462	**182,781**
Support cost						
Other staff costs	8,782	–	120	189	33,814	**42,905**
Rent, rate & service charge	–	–	–	–	111,054	**111,054**
Books and subscription	20	–	(339)	–	2,508	**2,189**
Marketing	2,404	–	529	2,402	–	**5,335**
Insurance	–	–	–	334	12,620	**12,954**
Printing, postage and stationery	2,939	–	2,304	859	2,917	**9,019**
Website and computer expenses	29,154	374	96	546	42,238	**72,408**
Telephone and internet	6,361	–	368	288	11,393	**18,410**
Office expenses	161	–	143	344	15,433	**16,081**
Depreciation & disposal of fixed assets	–	–	–	–	19,691	**19,691**
Profit and loss on exchange	–	–	–	–	11,849	**11,849**
Legal and professional	–	4,562	–	485	(4,712)	**335**
Audit fees	–	–	–	–	(1,661)	**(1,661)**
Bank charges	201	–	2,269	597	8,192	**11,259**
	1,411,835	14,610	308,177	171,338	741,861	**2,647,821**
Support costs	697,347	–	37,093	7,421	(741,861)	**–**
Total expenditure 2023	**2,109,182**	**14,610**	**345,270**	**178,759**	**–**	**2,647,821**

6 Net incoming resources for the year

This is stated after charging / crediting:

	2024	2023
	£	£
Depreciation	32,065	26,310
Operating lease rentals:		
Property	93,529	82,310
Auditors' remuneration (excluding VAT):		
Audit	5,400	5,400

7 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2024	2023
	£	£
Salaries and wages	1,147,912	1,198,923
Social security costs	123,806	132,990
Employer's contribution to defined contribution pension schemes	209,783	278,776
	1,481,501	1,610,689

The following number of employees received employee benefits (excluding employer pension) during the year between:

	2024	2023
	No.	No.
£120,000 - £130,000	1	1

The total employee benefits including pension and national insurance contributions of the key management personnel were £147,282 (2023: £143,963).

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2023: £nil). No charity trustee received payment for professional or other services supplied to the charity (2023: £nil).

Trustees' indemnity insurance was taken out in the year at a cost to the Charity of £2,320 (2023: £2,320).

8 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2024	2023
	No.	No.
Raising funds	-	-
Scientific Staff	17.7	20.2
Support	6.3	6.4
	24.0	26.6

9 Related party transactions

There are no related party transactions to disclose for 2024 (2023: none).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

10 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

11 Intangible fixed assets- Group/Charity

	Website development £	Total £
Cost		
At the start of the year	65,435	**65,435**
Additions in year	-	**-**
Disposals in year	-	**-**
At the end of the year	65,435	**65,435**
Depreciation		
At the start of the year	6,619	**6,619**
Charge for the year	13,087	**13,087**
Eliminated on disposal	-	**-**
At the end of the year	19,706	**19,706**
Net book value		
At the end of the year	45,729	**45,729**
At the start of the year	58,816	58,816

12 Tangible fixed assets- Group/Charity

	Leasehold Improvements £	Computer Equipment £	Fixtures, fittings and Equipment £	Total £
Cost				
At the start of the year	191,562	166,771	34,501	**392,834**
Additions in year		11,147	853	**12,000**
Disposals in year	-	-	-	**-**
At the end of the year	191,562	177,918	35,354	**404,834**
Depreciation				
At the start of the year	189,736	151,344	27,426	**368,506**
Charge for the year	-	16,054	2,924	**18,978**
Eliminated on disposal	-	-	-	**-**
At the end of the year	189,736	167,398	30,350	**387,484**
Net book value				
At the end of the year	1,826	10,520	5,004	**17,350**
At the start of the year	1,826	15,427	7,075	24,328

All of the above assets are used for charitable purposes.

13 Investments- Charity

	2024 £	2023 £
Investment in subsidiary undertakings	**21,535**	21,535
	21,535	21,535

Investments- Charity (CONT.)

Subsidiaries

Details of the charity's subsidiaries at 30 September 2024 are as follows:

Name of undertaking	Registered office	Nature	Shares held
Tavistock Institut gGmbH	Germany	A not for profit company (gGmbH)	100%

The aggregate reserves and the result for the year of the subsidiaries noted above was as follows:

	2024 £	2023 £
Incoming resources:		
Research	44,240	52,633
EU Grant income	181,997	201,558
Other	363	0
	226,600	254,191
Outgoing resources:		
Project partners	(132,888)	(58,951)
Other project costs	(95,391)	(183,775)
Staff costs	(30,802)	(25,821)
Legal and professional	-	(9,695)
Bank charges	(601)	(513)
Accountancy	(710)	(2,140)
Exchange (loss)/gain	(1,668)	1,195
Net income / (expenditure)	(35,460)	(25,509)
Funds brought forward	57,513	83,022
Reserves	22,053	57,513

The subsidiary is exempt from the audit in accordance with German Companies Act and the results of Tavistock Institut gGmbH have been consolidated on a line by line basis and included under charitable activities of both under income and expenditure.

14 Debtors

	The Group		The Charity	
	2024	2023	**2024**	2023
	£	£	**£**	£
Amounts recoverable on contracts	**298,941**	564,692	**298,941**	564,692
Prepayments	**69,091**	38,980	**69,091**	38,980
Accrued income	**123,762**	44,759	**123,762**	44,759
	491,794	648,431	**491,794**	648,431

15 Creditors: amounts falling due within one year

	The Group		The Charity	
	2024	2023	**2024**	2023
	£	£	**£**	£
Trade creditors	**213,359**	250,470	**79,072**	54,875
Taxation and social security	**63,155**	52,148	**63,155**	52,148
Amounts due to group undertaking	**-**	-	**9,637**	9,637
Accruals	**297,940**	403,848	**295,852**	401,709
Deferred income	**658,069**	707,953	**658,069**	707,953
	1,232,523	1,414,419	**1,105,785**	1,226,322

16 Deferred income

Deferred income comprises the payments on account of contracts and fees recevied in advance.

	2024	2023
	£	£
Balance at the beginning of the year	**707,953**	1,161,091
Amount released to income in the year	**(707,953)**	(1,161,091)
Amount deferred in the year	**658,069**	707,953
Balance at the end of the year	**658,069**	707,953

17 Pension scheme

The charity operates a stakeholders pension scheme and has no pension liability as at the year end.

The company also operates a defined benefit scheme in the UK. This is a separate trustee-administered fund holding the pension scheme assets to meet long term pension liabilities.

With effect from 30 November 2010, the scheme was closed to future accruals of current employees.

In 2011 the Institute agreed a revised deficit reduction plan with the pension fund trustees whereby the deficit would be repaid over 14 years 9 months.

Pension Commitments- FRS102 Section 28 Disclosure

Retirement Benefits Plan (1974)

A full actuarial valuation was carried out at 31 March 2016 and updated to 30 September 2019 by a firm of qualified actuaries. The charity currently pays contributions at the rates set out in the Schedule of Contributions prepared following the 31 March 2019 scheme funding valuation. The estimated future contributions to the plan for the year ended 30 September 2024 are £361,821 (2023: £348,743) increasing by 3.75% per annum, payable monthly from 1 April 2017 to 31 July 2033.

Assumptions:

The major assumptions used by the actuary in assessing liabilities on a FRS 102 basis were:

Assumptions as at	30 September 2024	30 September 2023
Discount rate	5.1%	5.4%
Inflation (RPI)	3.4%	3.5%
Rate of increase in pension in payment capped at 5%	3.4%	3.5%
Rate of increase in pension in payment capped at 2.5%	2.5%	2.5%

The average future life expectancies at age 65 are summarised below:

	Males	Females
Retiring today	20.9	23.4
Retring in 20 years	22.6	25.2

The major categories of scheme assets	30 September 2024	30 September 2023
	£'000	£'000
UK Bonds (including LDI)	1,464	1,356
Equities	1,945	1,695
Diversified growth funds (DGFs)	1,946	1,500
Cash	129	16
	5,484	4,567

Net defined benefit pension liability recognised in the balance sheet

	30 September 2024	30 September 2023
	£'000	£'000
Present value of funded obligations	(5,704)	(5,491)
Fair value of scheme assets	5,484	4,567
Net pension liability	(220)	(924)

Changes in the present value of the defined benefit obligation

	30 September 2024	30 September 2023
	£'000	£'000
Opening defined benefit obligation	(5,491)	(6,005)
Current service cost	-	-
Interest cost	(293)	(301)
Employee contributions	-	-
Actuarial (losses) /gains	(59)	615
Benefits paid	139	200
Defined benefit obligation at end of year	(5,704)	(5,491)

Pension Commitments- FRS102 Section 28 Disclosure (CONT.)

Changes in the fair value of the scheme assets

	30 September 2024 £'000	30 September 2023 £'000
Opening fair value of scheme assets	4,567	4,390
Interest income	252	227
Actuarial gains / (losses)	455	(181)
Employer contributions	349	331
Administration expenses	-	-
Benefits paid	(139)	(200)
Fair value of scheme assets at the year end	5,484	4,567

The amounts included within the Statements of Financial Activities

The amounts recognised in P&L /income statement

	30 September 2024 £'000	30 September 2023 £'000
Service cost	-	-
Interest cost	(293)	(301)
Interest income	252	227
Net charges to P&L /income statement	(41)	(74)

Remeasurement gains / (losses) recognised in other comprehensive income

Return on scheme assets (excluding interest)	455	(181)
Actuarial gains / (losses) on defined benefit obligation	(59)	615
Total actuarial gains / (losses)	396	434
Total amount charged to the Statement of Financial Activities	355	360

Amounts for the current and previous 4 years

	Year to 30 September 2024 £'000	Year to 30 September 2023 £'000	Year to 30 September 2022 £'000	Year to 30 September 2021 £'000	Year to 30 September 2020 £'000
Fair value of employer assets	5,484	4,744	4,390	5,676	4,835
Present value defined benefit obligation	(5,704)	(4,977)	(6,005)	(9,745)	(10,598)
Deficit	(220)	(233)	(1,615)	(5,763)	(5,962)
Experience gains / (losses) on liabilities	(59)	615	3,792	918	(111)
Adjustment due to change in assumption:	-	-	-	-	234
Experience gains / (losses) on assets	455	(181)	(1,555)	564	(103)
Actuarial (loss) / gain	396	434	1,482	20	(1,951)

18 Analysis of net assets between funds- Group

	General unrestricted £	Pension fund £	Restricted £	Total funds £
Inangible fixed assets	45,729	-	-	**45,729**
Tangible fixed assets	17,350	-	-	**17,350**
Net current assets / (liability)	(18,245)	-	-	**(18,245)**
Defined benefit pension scheme asset / (liability)	-	(220,000)	-	**(220,000)**
Net assets at the end of the year	**44,834**	**(220,000)**	**-**	**(175,166)**

Analysis of net assets between funds- Charity

	unrestricted £	Pension fund £	Restricted £	Total funds £
Inangible fixed assets	45,729	-	-	**45,729**
Tangible fixed assets	38,885	-	-	**38,885**
Net current assets / (liability)	(61,837)	-	-	**(61,837)**
Defined benefit pension scheme asset / (liability)	-	(220,000)	-	**(220,000)**
Net assets at the end of the year	**22,777**	**(220,000)**	**-**	**(197,223)**

19 Movements in funds

	At the start of the year £	Incoming resources & gains £	Outgoing resources & losses £	Transfers £	At the end of the year £
Unrestricted funds:					
Charity general funds	655,050	1,998,951	(2,323,221)	(308,000)	**22,780**
Subsidiary general funds	57,514	226,600	(262,060)	-	**22,054**
Total unrestricted funds	712,564	2,225,551	(2,585,281)	(308,000)	**44,834**
Pension fund	(924,000)	396,000	-	308,000	**(220,000)**
Total funds	(211,436)	2,621,551	(2,585,281)	-	**(175,166)**

Movements in funds (prior year)

	At the start of the year £	Incoming resources & gains £	Outgoing resources & losses £	Transfers £	At the end of the year £
Unrestricted funds:					
Charity general funds	638,551	2,921,322	(2,647,821)	(257,000)	655,052
Subsidiary general funds	83,021	254,191	(279,700)	-	57,512
Total unrestricted funds	721,572	3,175,513	(2,927,521)	(257,000)	712,564
Pension fund	(1,615,000)	434,000	-	257,000	(924,000)
Total funds	(893,428)	3,609,513	(2,927,521)	-	(211,436)

20 Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2024	2023
	£	£
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	**(359,730)**	247,992
Depreciation charges and disposal	**32,065**	26,310
Interest, rent and dividends from investments	**(12,050)**	(10,568)
FRS102 defined benefit pension scheme adjustment	**(308,000)**	(257,000)
(Increase)/decrease in debtors	**156,637**	(128,086)
Increase/(decrease) in creditors	**(181,896)**	(177,403)
Net cash provided by / (used in) operating activities	**(672,974)**	(298,755)

21 Analysis of cash and cash equivalents

	The Group			
	At 1 October 2023	Cash flows	Other changes	**At 30 September 2024**
	£	£	£	**£**
Cash in hand	1,395,408	(672,924)	-	**722,484**
Total cash and cash equivalents	**1,395,408**	**(672,924)**	**-**	**722,484**

	At 1 October 2022	Cash flows	Other changes	At 30 September 2023
	£	£	£	£
Cash in hand	1,731,339	(335,931)	-	1,395,408
Total cash and cash equivalents	1,731,339	(335,931)	-	1,395,408

22 Operating lease commitments- Group and Charity

Total future minimum lease payments under non-cancellable operating leases are as follows:

	Property	
	2024	2023
	£	£
Less than one year	**80,000**	80,000
One to five years	**54,575**	134,575
	134,575	214,575

At 7th June 2021 the Institute had annual commitments under operating leases in respect of office premises. The rent payable was for the year from 7th June 2021 of £46,666 per annum and thereafter £80,000 per annum until the end of the term. The lease term is 5 years from 7th June 2021 and expiring on 6th June 2026.

23 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

THE TAVISTOCK INSTITUTE OF HUMAN RELATIONS

England & Wales - Charity number 209706

Accounts

THE TAVISTOCK INSTITUTE OF HUMAN RELATIONS

Annual Report
Accounting Year 2022—2023

Company registeration number: 442517

Charity registeration number: 209706

Contents

Contents 2
What we are here for 3
Who we are 4
Letter from Dr Eliat Aram, Chief Executive Officer 5
Letter from Lucian Hudson, Chair of Trustees 6
Research, evaluation and consultancy 7
Leadership development in an integrated care system 7
The strength of women in the European textile industry 8
The strength of women and girls in UK communities 9
Boosting the life chances of care-experienced young people 10
Arts and Organisation 11
Lifelong learning 12
Building our sustainable and international organisation 13
Our sustainable future 13
Tavistock Institut Germany (TIG) 14
Group Relations 15
The Leicester Conference 2023: Task Authority Organisation 15
Global Group Relations 15
Professional development, learning and coaching 17
Core programmes 17
Publishing, knowledge sharing and community building 19
***Human Relations* Journal** 19
Connecting at lunchtime talks 20
The Tavistock Community 21
Website and social media 21
New on our bookshelves 22
Looking ahead 23
Organisational structure of the Institute and decision-making process 24
Financial Review 25
Independent Auditor's Report 28
Financial Statements 32

What we are here for

The Tavistock Institute of Human Relations (TIHR) applies social science to contemporary issues and problems.

The Institute was established as a not for profit organisation with charitable purpose in 1947. We are governed by its Articles of Association dated 20 September 1947 as amended on 25 June 1963, 20 March 1991 and 22 July 2010. Ultimately accountable to the Association members, a Council of Management act as the board of trustees and work with the CEO and Management team to deliver against the mission and objectives.

The Tavistock Institute works to promote these charitable objectives:

- To study human relations in order to improve working life and conditions for people within organisations, communities and broader societies;
- To study the influence of environment in all its aspects on the formation and development of human character and capacity;
- To conduct research and evaluation and provide opportunities for learning through experience for this purpose;
- To publish and share the results of our study and research;
- To further the learning of people in their organisations and as individuals, within the context of our human relations expertise.

What we do
We focus on how humans relate to each other and non-human systems, how we grow in character and how we embrace learning, creativity and change.

This year, we explored systemic questions with organisations and sectors of all shapes and sizes, from grassroots community-based organisations to government agencies and industry around the world.

We engaged in five interlocking streams of activity during this reporting year:

- Research, evaluation and consultancy to support organisational development and change;
- Building our sustainable and international organisation;
- Advancing our global Group Relations programme;
- Professional development, creative practice and coaching programmes for individuals and groups;
- Publishing, knowledge sharing and community building.

Who we are

Council of trustees
Professor Lucian J Hudson, *Chair*
Dr Eliat Aram, *ex officio*
Alexandros Argyropoulos, *appointed March 2023*
Dr Martin Brigham. a*ppointed March 2023*
Professor Eenasul Fateh, *appointed March 2023*
Hilary Frazer, Honorary Treasurer, *appointed March 2023*
Georgina Gray, *appointed March 2023*
Kari Hadjivassiliou (staff), *appointed January 2023*
Steve Hearsum
Dr Philip James*, resigned May 2023*
Dr Martin Powell, *resigned May 2023*
Rachel Kelly (staff), *appointed January 2023*
Katharina Müeller
Antonio Sama, Chair of HRMC, *appointed January 2023*
Dr Mannie Sher (staff), *appointed January 2023*

CEO
Dr Eliat Aram PhD, MSc Occup Psych, MSc G Psych, CBAM, Dip IoD

Company Secretary
Dr Leslie Brissett JP, PhD, MSc (Econ) BSc (Hons), FHM-SA, *resigned Dec 2023*
Camilla Child, BA (Hons) Political Science and French; MSc Social Policy; MA Advanced Organisational Consultation; Certificate in Conflict Resolution (acc. Bar Council), *appointed December 2023*

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W: www.tavinstitute.org

Company registration number: 442517
Charity registration number: 209706

Auditor: Goldwins Limited, 75 Maygrove Road, London NW6 2EG

Bank: NatWest, 440 Strand, London WC2R 0QS

Solicitor: Wedlake Bell LLP, 71 Queen Victoria St, London EC4V 4AY

Letter from Dr Eliat Aram, Chief Executive Officer

Dear Reader

It has been difficult to be a named leader in this year – of an organisation small or large, a community or a country. Staying thoughtful, non-splitting, and able to contain a range of views and emotions is never an easy leadership task, and nowadays with all the pulls and pushes to take sides or to jump ship when things don't go one's way, it makes this task harder and lonelier.

Operating under the backdrop of some of the world's darkest hours so far in the 21st century, questions of trust in authority and in leadership in these times have been poignant. In the UK, these questions have erupted as painful crises in the way our schools are inspected and in the treatment of hundreds of postmasters wrongly accused of stealing.

At the TIHR, our values of freedom, autonomy and independent thinking are the bedrock of our work. We have endeavoured to continue manifesting these values through all our activities and to encourage the provision of safety conditions for difficult conversations.

We continue to maintain flexible working conditions for all, using our beautiful premises at Gee Street for celebrations, learning space and the bringing together of staff, trustees, friends and colleagues for re/connecting, thinking, reflecting, sense-making.

The potential of our new space is allowing us to actively explore the future of the office and reflect on how our work habitat can embody ways of being, promote wellbeing of all its inhabitants, including the psychophysical and psychosocial.

We do our best to enhance understanding of the human struggle and to use our capabilities to work for the bettering of working life and conditions for people within their organisations, communities, and broader societies.

We plan to continue this effort in the year 2023-24 as we navigate through the ripples of world events and engage with people around the world.

This report highlights some of our achievements, and it is with gratitude and appreciation to my colleagues that I invite you to dive into its many interesting pieces.

Wishing our readers a prosperous, healthy and peaceful year 2024.

Dr Eliat Aram, CEO, The Tavistock Institute of Human Relations

Letter from Lucian Hudson, Chair of Trustees

The Tavistock Institute of Human Relations is a vibrant and innovative exemplar of what a small-to-medium sized organisation can achieve.

International in outlook and ever curious about human development, we build on a long and distinguished pioneering history, and respond to and anticipate changes in society. We do so in ways that enable individuals to learn and grow in groups, organisations and systems.

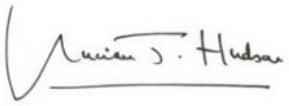
Since the end of the pandemic, with economic, cultural and technological changes ever present and emerging, we have not been alone in having to adapt to and shape a new normal. We do, however, have an original and distinctive approach to understanding human relations, especially in a work context.

This gives us a certain edge in working through with clients, partners and participants in our programmes the impact of a turbulent and conflicted world on people - both in relation to one another and the tasks they address.

The CEO, Eliat Aram, and all her team have amply shown with creativity, gusto and flair that it is possible to make significant strides in a competitive and uncertain global, national and local environment.

As this report illustrates, they have delivered insight and impact, embracing commercial opportunities and providing public benefit.

Most significant, through their wide ranging work, often far-reaching, they continue to inspire us to be creative and resourceful for ourselves and others - above all, to exercise our freedom to think, engage and develop unseen potential.



Lucian Hudson

Chair, Council of Trustees, The Tavistock Institute of Human Relations

Research, evaluation and consultancy

Throughout our research, evaluation and consultancy, we use the human relations lens to explore the whole system and the dynamics between groups.

We apply social science to produce rigorous and meaningful evidence and we often incorporate creative practice and group relations methodologies in our work. We focus on participation and supporting clients, communities and organisations to learn from the work.

Our consultants are there both to hold the space open for profound discussions and ensure that actions are taken, and accountability lines identified.

Leadership development in an integrated care system

Guiding change with health and social care leaders

The Tavistock socio-technical systems tradition demonstrates that an imbalance in effort on tasks at the expense of relationships - or vice versa - can come at a high cost of productivity, staff morale or both.

Health and care staff are under unprecedented pressure, with long waiting lists and staff shortages, and lengthy, intense working hours. Strong, productive relationships, often across organisational boundaries, are critical to tackle complex problems and implement change processes. But we find that staff often feel that focusing on relationships with colleagues is at the expense of 'doing the work' and relations between individuals and teams often deteriorate as a result.

Here we spotlight one of our assignments which demonstrates how we are working at the heart of current challenges in the UK's integrated care system.

We co-designed a **systems and relational leadership development programme** with a local systems leader from the NHS Leadership Academy, an intervention which lasted for six months with initial individual discussions, a 'working note' and regular group meetings across the period.

In the context of ever-increasing delays in the discharge of patients from hospitals back into the community, the programme focused on improving relationships between operational leads from three organisations jointly working on improvements to this pathway and helping them to work on responses to challenges as a system.

On arrival, relationships were at best tense, or individualised, and staff focused on 'their' patients, rather than working together across the boundaries of their organisations (hospital, community therapies and social care support). We also included their

leadership teams in aspects of the programme. Together, we worked on developing relationships whilst also honing specific aspects of the pathway.

What was different – and successful – is that we encouraged the group of participants to shape the content of the programme via their contributions, providing spaces to understand each other and the demands on different parts of the services involved. As Tavistock consultants, we provided a space for challenge and an opportunity to address conflict as it occurred in a non-threatening way.

This was not a traditional leadership development programme. A Tavistock Institute colleague undertook an evaluation which found that participants valued the different approach. Relationships became stronger and more honest, and participants were more able to practice constructive engagement with each other. They experienced the system at work in the room: how individual actions impacted on each other, working through the barriers of professional languages, and developing a better understanding of roles.

Whilst leaders participating in the programme were unanimous in their conviction that the relationship improvements were going to endure, there was also a sense in the system that that sustaining results was likely to require ongoing nurturing, a challenge for their respective leaders as a group, and to other enlightened commissioners in the integrated care system.

The strength of women in the European textile industry

Work with female innovators in sustainable fashion lays foundations for systemic change

The *shemakes* collaboration set out to create an opportunity ecosystem for female innovators of the sustainable fashion industry in Europe, empowering them through inspiration, skills, and networks.

An interdisciplinary collaboration of 11 organisations from seven European countries, *shemakes* was funded for a two-year period by the EU's Horizon 2020 programme.

We created a gender vision for *shemakes* and carried out a process and impact evaluation. We found that the project created an alternative textiles and clothing work system, based on the joint development of an explicit and shared vision for a more gender equal sector. Our work was anchored in a gender responsive and theory based approach and a multi-methodological design.

The project succeeded in raising gender awareness amongst ecosystem members, with some inspired to introduce behaviour and organisational changes which we hope will lay the foundation for wider systemic change in future.

> *'Female innovators (students, early stage entrepreneurs and established businesswomen) participated in the project, gaining confidence, new connections and opportunities they would not otherwise have had. They learned new skills relevant to their work and reported better chances of pursuing their career goals'*
>
> Dr Kerstin Junge

What's next: Since project completion, the *shemakes* community has been integrated into the TCBL Association (of which TIHR is a founding member) to allow work on this important topic to continue.

***Shemakes* final policy brief**

The strength of women and girls in UK communities

Reviewing our 5 year programme of work with women and girls' projects

During 2023 we wrapped up our five year programme of work with the 62 women and girls' projects that were funded by The National Lottery Community Fund's Women and Girls Initiative (WGI).

Alongside our partners DMSS Research and the Centre for Woman and Child Abuse Studies (CWASU) we set out to capture and share learning from grant holders, helping to create a stronger community of services that has greater influence on decision-making structures across the country.

Throughout the life of the programme, over 88 activities, including Theory of Change and evaluation workshops, action learning groups, *Ms*terclasses and webinars, attracted nearly 1500 attendees in total. This work contributed to the production of 35 public outputs, including Where she was to where she is now, an animation film celebrating the work of the WGI, led by Leeds Animation Workshop and involving project staff, volunteers and participants in the process.

Together, the outputs demonstrate what's possible when women and girls are listened to and given the time and space to access support.

The WGI enabled projects to develop their expertise, improve the availability of holistic, specialist support and build stronger evidence of what works well. It supported projects to develop, adapt and grow, whilst ensuring the voice and influence of women and girls remained at the centre of this support.

What's next: We are proud of having been part of the WGI and hope its learning and outputs will help the sector, funders and commissioners decide how best to support women and girls to thrive in the future.

***Learning from Women and Girls*: Final Impact Report**

Boosting the life chances of care-experienced young people

Evaluation of the Barnardo's Care Journey Strategic Partnerships

The Institute was external evaluation and learning partner for Barnardo's Care Journey Strategic Partnerships with Brent Council, Plymouth City Council, and local care-experienced young people, since 2019.

The work aimed to improve outcomes and 'positive destinations' for care-experienced young people, through co-designing improvements to children's social care.

We followed and reported on the partnerships' developments, co-design processes and outcomes. In 2023 we documented the new approach in three learning digests:

- **Collaborating with care-experienced young people**: Identifying key principles of, challenges to and requirements for successful collaborations with care-experienced young people.
- **Partnership working between local government and the third sector in children's social care**: Exploring the benefits of partnerships, and the approaches that can help maximise positive outcomes and address common barriers and challenges.
- **Facilitating System Change in Children's Social Care Settings**: Sharing insights into strategies and actions that can support effective and sustainable structural and cultural change.

The digests are for those involved in Care Journey Strategic Partnerships and are freely available to anyone aiming to improve children's social care.

What's next: The evaluation concludes in summer 2024 and our final reports will explore outcomes, changes achieved and learning from five years of Care Journey Strategic Partnerships.

Arts and Organisation

New socially oriented creative practices for organisations were developed this year, within a growing stream of work at the Institute that expands the disciplinary base that we work from.

New website: The Institute's new website, launched in February 2023, enabled us to explore our creative values, showcasing the work of photographers, artists-in-residence, artist partners and our Deepening Creative Practice learning cohorts. We transformed the charcoal marks of Institute staff into the visual brand for the professional development programmes.

Research partnership: Our Arts and Humanities Research Council Collaborative Doctoral Award student, Henrietta Hale started her research in Autumn 2022. This is a practice-based research partnership with the Centre for Dance Research at Coventry University, looking into Relational Practices and the Tavistock Institute archive held at Wellcome Library. The work will combine choreographic methods and embodied movement as approaches to researching labour and care within the archive.

Deepening Creative Practice: The second cohort of Deepening Creative Practice with Organisations completed in November 2022 with the 'Woman I Festival' a public performance that took place at the Institute transforming the Institute office into a female body and comprising of a series of immersive performances and solo and group performances pieces.

This is the culmination of the journey through the four seasons co-created by the participants and building on collaborations with artists and other creative resources, from actors to activists, to dancers to photographers, to dream matrixes to performers, and everything in between.

> *DCP provided "a hands-on exploration of group dynamics coupled with the freedom and edge of creativity…it has opened my eyes further to the profusion of the people we each are, how multifaceted we can each be".*
>
> Participant Claire Finch

Oral histories: The National Heritage Lottery Funded Oral History project celebrating the history and legacy of the Portsmouth Abuse and Rape Counselling Service (PARCS) known as 'PARCS Grows Everybody' gained momentum this year, collecting 40 oral history interviews to highlight and raise awareness of the innovative and pioneering approaches of radical and inclusive activism and how they have influenced approaches more widely to sexual abuse and violence.

Exhibition in our office/gallery: The 'Social Dreams, Social Matters: Artistic Affluence in Social Dreaming' exhibition was devoted to the artistic practices and responses to Social Dreaming by Bongsu Park, Marie Beauchamps, Juliet Scott.

Focus on Arts and Organisation Project – SOH Together

This series of singing and movement workshops for NHS staff helped participants explore issues arising in their day-to-day working lives, such as the narrowing of 'comfort zones' post-Covid. The workshops led to self-growth and self-development, enabling participants to work through feelings of challenge, anxiety and fear to a sense of pride and renewed identity. Some expressed that the workshops gave them the chance to see their colleagues in a new light and that they built a sense of camaraderie and community.

Lifelong learning

Continuing vocational education and training for adults

This three-year study, commissioned by CEDEFOP, the European Centre for the Development of Vocational Training, aimed to support EU and national policies on lifelong learning of adults. The goal was to identify approaches and strategies which would develop continuing vocational education and training (CVET) systems, as a component of sustainable and inclusive EU labour markets.

The project provided a theoretical analysis, an empirical analysis of CVET policies, strategies and partnerships in three countries (Finland, Ireland and Spain) and a future-oriented conceptual work to build a future scenario for CVET and roadmap to achieve it.

The Institute's sister in Europe, Tavistock Institut Germany, led Work Assignment 3: Future-oriented conceptual work to define a desired future for CVET, especially in the view of the EU's green and digital transitions. It was also responsible for the case study on Ireland.

What's next: Upskilling/reskilling/retraining amongst European populations is key for the EU's ongoing green and digital transition. Research findings from this project are relevant for EU and Member State policymakers working on employability amongst working age populations, in particular for vulnerable groups.

The project also aims to provide strategic foresight in relation to workplace learning, important as anticipatory governance emerges at both EU and national levels.

Final report: *Measures to tackle labour shortages: Lessons for future policy*

Building our sustainable and international organisation

Our sustainable future

Managing our environmental impact and extending our environment-focused portfolio

The Institute committed to reaching **net zero by 2030** following staff consultation. This year we worked on extending our portfolio of research and consultancy with organisations working for a more sustainable future, and we have developed our own internal processes, daily work practices and motivations.

Focus: in-house Environmental Management

In June 2023, we achieved recertification of **ISO 14001** on Environmental Management Systems. This provides a mechanism for us to continuously improve our sustainability and environmental practices as an organisation. We are switching to suppliers with eco credentials and sustainable products/services and our office is powered by 100% renewable electricity. We are providing learning and development for staff around the environment: around 70% of the team attended a Climate Fresk focused on causes and effects of climate change and the systemic nature of the challenges facing humanity.

As part of our ISO commitments, we surveyed staff to understand of the environmental impact of travel for work and travel to work. Our business travel increased following the lifting of lockdown (by 4.5 tonnes of CO_2) but our commuting behaviours are becoming more sustainable with a 0.8 tonne reduction in CO_2 emissions.

Research and consultancy: Our work on pollution reduction in the fashion industry supported a community of stakeholders focused on creating a more sustainable textile and clothing sector.

In February 2023 we joined the Islington Sustainability Network, comprised of organisations throughout the Borough who are committed to collaboratively working towards Net Zero and environmental best practice.

What's next: We commissioned Planet Mark for our first organisation-wide carbon footprint assessment, the basis of our Carbon Reduction Plan, due to be published in February 2024. Our portfolio of environment-focused work is broadening as we position our group relations expertise in organisations at the forefront of environmental activism and change.

Tavistock Institut Germany (TIG)

Daughter organisation to secure research and development work in Europe

We moved the company from Cologne to Berlin, Germany's administrative centre, to focus on international research and development as well as EU projects.

Our main customer is the EU, where we have built very successful relationships and continue our work on vocational education and training for CEDEFOP. We have won/entered a Framework contract for provision of evaluation services for the European Training Foundation (ETF) and Cedefop (April 2023 to April 2027)

Focus: Regulating internships in Azerbaijan

The aim of this study was to provide expert input and technical assistance to the government of Azerbaijan as regards the effective regulation of internships, especially open market internships. The work also involved close co-operation with the International Labour Organization in drafting policy and legal recommendations as well as in identifying good practice examples in this area, all of which will inform the regulations of internships in Azerbaijan.

TIG was the sole contractor providing internship-related expertise, carrying out the research activities and producing the final report for this study.

To grow TIG, this year we began assessing the needs of organizations that manage large projects funded by government grants and private or institutional philanthropy, such as: OSCE, Bertelsmann, Mendelssohn, IKEA Foundation, Siemens Foundation.

In addition, we will examine the expansion of research and evaluation business within civil society organizations and institutions such as the World Economic Forum and United Nations. Another focus will be consulting on organizational and cultural development

What's next: By leveraging our EU successes, we expect to submit six to eight new proposals in 2024, including via the EU's tender website.

Group Relations

The Group Relations programme at the TIHR has had a busy year, contributing to many Group Relations Conferences (GRC) around the world in various leadership and partnership roles (directing, associate directing, staffing and administering) as well as holding another rich-learning two-week event of the 'Leicester Conference'.

The Leicester Conference 2023: Task Authority Organisation

The 2023 Conference was titled: *Studying the Socio-ecological and reticular in organisations* manifesting both the shadow and light sides of the post-pandemic era. The fear of contamination – physical as well as psychological and societal have shown up in xenophobia on the one hand and longing for connection and affection on the other. The LC23 was held at a new venue – CIM Moor Hall, just outside London near Heathrow airport. The 47 members, with seven members in the Deepening Practice Training Group, had a whole range of nationalities, including from countries at war (Russia, Ukraine), and from all continents (the Americas, Europe, Africa, Asia and Australia).

Global Group Relations

Institute staff supported GRC manifestations in various countries, including:

Trinidad & Tobago, October 2022. *Organization Culture Boundaries: Exploring New Leadership in a Networked World* studied how contemporary leadership can adjust its vision, values, boundaries to respond to the demands of stakeholders, as anxieties and fears escalate. This was the final online GRC in the Caribbean. In October 2023 the conference returned to in-person manifestation.

Teachers College GRCs, November 2022 and April 2023: *Authority, role & Boundaries: navigating the unconscious & the complexities of the 'back to normal'*, in November 2022, was directed again by the TIHR CEO. The GRC brought together 46 members and 13 staff to study the un/conscious dynamics of groups

Authority, Relatedness, and the Unconscious in Groups and Social Systems in April 2023, brought together around 60 members and 12 staff, with a TIHR staff on board. This conference explored how advances in technology and AI change our relatedness to and within groups.

Italy, June 2023: The Il Nodo, Italy: *Energy, Creative Collaboration and Wellbeing* online conference followed a sister conference, held by ALI, titled *Restarting from the Vortices,* in person, in Sicily.

Israel, March 2023: The 35th OFEK conference *Reimagining the Now: Authority, Leadership and Purpose* aimed to discover new options; to imagine and to reimagine what might be.

Lithuania, August 2023: GR Lithuania explored desires and fears at its annual international GRC.

Russia, 2023: GR Russia moved its work to Kazakhstan and was supported by TIHR to run the first ever GRC in its capital city, Astana.

The conference itself consisted of 50% 'local' people and 50% people who travelled from Russia or from their current places of residence. Astana is a fascinating city and choice of host for a GRC. Being the youngest capital city in the world, and the second coldest, it is a newly built city (around 20 years old) modelled on the various influences over the generation - a fascinating mix of Soviet culture, Russian as the majority spoken and written language, Mongolian, Turk and nomadic ancestries - a bridge city for the central Asian countries and their huge diversity?

> *'Beautiful Astana with Easter streets and eggs in architecture. An icy meeting at first and a hot farewell. A difficult story and beautiful people. Experience of Group Relations completed. Homework is always with you'*
>
> Astana participant

Professional development, learning and coaching

We continue to deliver unique, multi-disciplinary programmes based around core Tavistock Institute philosophies, theories and methodologies.

Our modular programmes ran throughout the year, with cohorts joining us in our bright and welcoming office, a calm space that facilitates different modes of learning, creativity and movement.

Core programmes

Practitioner Certificate in Consulting and Change

A certificated programme providing advanced theoretical and practical foundations to grow and deepen as an organisational consultant or change agent.

Certificate in Coaching for Leadership: Psychodynamic Approaches

A hybrid, certificated professional development programme in 4 modules, accredited by the Tavistock Institute of Human Relations.

Certificate in Supervision for Coaching & Consultancy

A hybrid, certificated professional development programme in 3 modules, accredited by the Tavistock Institute of Human Relations.

Certificate in Dynamics @ Board Level

A certificated programme comprising 4 × 2-day modules for those sitting on or working with boards.

Deepening Creative Practice with organisations

The arts and social sciences meet in a trans-disciplinary, non-linear programme where participants explore in relation to their organisation or ecosystem.

The Leicester Conference

See our **Professional Development programmes**

> *'From a structured learning perspective, covering the distinct stages of the coaching process was particularly helpful. From an experiential learning perspective, the programme helped me acquire the confidence to try out different concepts and approaches to get to an outcome that is helpful to my coachee'*
>
> Coaching for Leadership Programme Participant, 2023

Alongside our regular portfolio programmes we hosted a plethora of one-off workshops including 'Wresting with Differences', an experiential session looking into feelings and assumptions around diversity and inclusion.

The launch of our new website in early 2023 created a more user-friendly experience for those applying and paying for our programmes.

Focus: Reading Seminars

A highlight of our year was the launch of our Reading Seminars on Organisational Consultancy and Change. The seminars offer deep and holistic learning that focus on principles, links and meaning, and tolerance of uncertainty with the objective of introducing participants to the field of systems psychodynamics, organisational development and change.

These seminars follow on from our highly successful Reading Seminars. They are hugely popular and the second series beginning May 2024 is nearly sold out!

What's next: Two new short-form programmes and a new fully online course will be ongoing.

We will run a Spring Workshop Series: Writing with the Poetic Lens, for professionals who seek new ways of writing about their work and practice. Our Strategic Leadership Circles, an online series of conversations aimed at connecting senior healthcare leaders and offering a space to reflect and grow.

Our first fully online course: *Team Working: How to Succeed* will be accessible at any time via global online training provider FutureLearn. The course builds on the Interreg project – Boosting Human Capital in the 21st Century - which worked with young people who were not in education or employment, the unemployed and people who find it difficult to find and stay in a job, in 3 areas across Europe.

Publishing, knowledge sharing and community building

Human Relations Journal

Human Relations is a highly ranked international peer reviewed journal at the front and centre of our work to publish and share knowledge about group relations.

Key facts

2-year Impact Factor: 5.7
5-year Impact Factor: 6.6
Submissions: 1287
Acceptance rate: 3%

Published authors address social relations in and around work – across the levels of immediate personal relationships, organizations and their processes, and wider political and economic systems. The journal is grounded in critical social science that challenges orthodoxies and questions current organizational structures and practices.

Focus: Human Relations Journal 75th Anniversary Conference

The inaugural Human Relations conference took place at Bayes Business School in the City of London in April 2023. We welcomed over 140 members from across the globe to celebrate the journal's heritage and look towards its future, bringing together a diverse group of scholars sharing an interest in social relations at work. Over 75 papers were presented in 5 streams:

Critique and contestation at Work;

Identities & Employee Relations;

Organizing and social relationships in non-traditional contexts;

Proactivity and job design in employment relations;

Work/ Non-Work Relationships & CSR.

Feedback was provided by conference members and the Editorial Team, with an emphasis on developing and shaping papers to be submitted to the journal.

See more about the conference

Paper of the year for 2023: This is an important paper for the study of social relations at work already having a major impact on the field. It draws attention in a sustained and scholarly way to the systemic disadvantages faced by people of colour within business schools and related institutions.

***Epistemic injustice and hegemonic ordeal in management and organization studies: Advancing Black scholarship* - Penelope Muzanenhamo, Rashedur Chowdhury, 2023**

Research workshops: The co-editor-in-chiefs and several associate editors provided guidance to emerging scholars in countries like India, Pakistan, and Australia to nurture academic research in regions underrepresented in the journal.

What's next: The journal will be strongly represented at the Academy of Management Conference in Chicago, USA, August 2024. Over 10,000 delegates from across the world will attend. Associate editors will also be representing the journal at a number of other major conferences throughout 2024.

Mark Learmonth & Smriti Anand, Co Editors-in-Chief

Connecting at lunchtime talks

Our Food for Thought lunchtime talks provide accessible learning opportunities to our networks and a platform for colleagues and partners to share ideas with each other and the public. They take place monthly and are in-person, hybrid, or online, with time for questions and discussions. Some talks have offered experiential learning and creative activities.

Highlights

Talks from colleagues at the Tavistock and Portman NHS Trust, with three participants of the D10 and D10D programmes;

Learning from the Women and Girls Initiative with Heather Stradling, Camilla Child and other professional partners collaborating on the project;

An interactive exploration of our exhibition 'Artistic Affluence in Social Dreaming' by artists Juliet Scott, Marie Beauchamps and Bongsu Park.

The Tavistock Community

Being and belonging: a self-organising trans-cultural community network

The primary task of the Community is to connect with others, exchange ideas, develop practice, expand learning and think together, all underpinned by Tavistock methodologies. It is like a Garden, where initiatives are self-led and followed, launching from different parts of the world. This flourishing process, cultivated and nurtured by continuous virtual and physical contacts, ideas and feelings shared, is a Life Creation Journey.

For the Community, 2022-23 marked a time of Continuity in projects like Still Together, to encourage 'everyday awareness' as an active compassionate practice in committing to a more mindful life. It also marked a time of Transition for its relations with the World, in projects like GR Virtue Ethics (The TC Compact: Ethical principles for Group Relations praxis), the founding of TC NYC hub (in-person local hubs of the Community) and LOVE (Limitless optimised virtual economy).

The Cultivatorship structure of the Community also mirrored this moment of Transition. After the end of mandate in August 2023, the Community entered the Post-Cultivatorship Era. This is an aspiration to the horizontal and vertical integration of different cultures and roles.

Alumni and Friends may apply for membership here

Website and social media

Our new website aims to provide visitors with a beautifully curated view of what we offer and the chance to dive deeply into past work. The new site was launched in February 2023 following a long, careful development period with our staff and development team at ModernActivity - *'a labor of love and pain'*, as Dr Aram, our CEO, said at the launch.

Website performance, September 30 2022 – October 1 2023

- 95.2k unique visitors arrived at our site (previous year 106k);
- 375k pageviews took place (previous year 314k);
- There was a 39% bounce rate: indicating a majority of visitors looked through additional pages after they landed on the site;
- Visits lasted an average of 1.51 minutes;
- Most visitors arrived via a Google Search (24k) or indeterminate source (19.5k);

LinkedIn was the most effective of our social media channels, driving 3.6k visitors, followed by 1.3k from Campaign Monitor, 882 from Facebook and 533 from X. 488 arrived from Wikipedia, underlining the need for accurate open source material.

Our social media channels continue to grow and provide an active interface with a wide followership: the end of the reporting year saw 6.9k followers on LinkedIn, 6.6k on Facebook and 6.7k on X

We are growing an arts focused followership on Instagram, which reached around 700 people by the end of the period.

New on our bookshelves

Systems Psychodynamics: Theorist and Practitioner Voices from the Field

Third in the series of new books on systems psychodynamics from Dr Mannie Sher and Dr David Lawlor, published in 2023. Decades of learning and practice have been distilled into the series, bringing together theory and practice from 75-plus years of Tavistock Institute work with organisations in an accessible and highly readable format.

Strategic Thinking, Design and the Theory of Change

This new book provides a framework for understanding how Theory of Change can be used to address complex problems and drive social change, co-edited by Dr David Drabble with contributions from four other members of staff. The book is founded on nearly three decades of work on theory-based evaluation and our pioneering application of Theory of Change to evaluation and service design in the UK and beyond.

Measures to tackle labour shortages: Lessons for future policy

This important report, commissioned by The European Foundation for the Improvement of Living and Working Conditions (Eurofound), documents labour shortages in the EU and covers opportunities and policy measures to integrate underutilised labour into the labour market.

The evidenced policy recommendations cover issues like tackling stereotyping that limits entry to certain career paths and measures to support the move to a 'green economy'.

Evaluation of the Community Mental Health Navigator Pilot Programme

This is the final evaluation report we prepared about the Community Mental Health Navigator Pilot. It provides overview of the project and its evaluation, explores how the Pilot was delivered, what outcomes were achieved, and identifies challenges and success factors. It ends with recommendations to support ongoing delivery of Community Mental Health Navigator services within healthcare settings.

Looking ahead

The year ahead in Professional Development
29 February 2024: Certificate in Coaching for Leadership: Psychodynamic Approaches 2024

6 March 2024: Strategic Leadership Circles

19 March 2024: Spring Workshop Series: Writing with the Poetic Lens

17 April 2024: Practitioner Certificate in Consulting and Change 2024

15 May 2024: Reading Seminars on Organisational Consultancy and Change

3 June 2024: Certificate in Dynamics at Board Level 2024

12 June 2024: Deepening Creative Practice 2024

11 August 2024: Leicester Conference 2024

5 September 2024: Certificate in Supervision 2024

The year ahead in Creative Practice
13 March - 29 April 2024: PARCS Grows Everybody exhibiting season at Portsmouth History Centre, Aspex Gallery Portsmouth

2 - 5 May 2024: Deepening Creative Practice 2023-25 (Cohort 3) Exhibiting Season: at 63 Gee Street

June 2024: Fourth Cohort of Deepening Creative Practice starts with the Summer Season

21 - 24 August 2024: Art as Re-evaluation stream at the Art of Management Organisation Conference in Nancy, France

Environment Milestones
Completion of our Carbon Reduction Plan Spring 2024

June 2024 Recertification of ISO 14001

Organisational structure of the Institute and decision-making process

The Council holds bi-monthly meetings. The CEO provides an update to the trustees at each of the Council meetings. This includes a status update on the key projects and other significant events. An update of the financial status of the Institute is also reviewed at each meeting. Further, the Council has a rolling programme which covers the key activities of the Institute over the course of twelve months.

In addition, the following sub-committees are in operation:

- The Pension trustees meet 2-3 times a year and are responsible to the pension fund. Currently we have two employee-nominated pension trustees and two employer-nominated pension trustees.
- The Human Relations Management Committee (HRMC) meets twice a year to discuss and review the activities of the HR journal.

Internally, the CEO holds bi-weekly management meetings.

Salary progression reviews are carried out annually and are normally based on the performance of staff members and business context. All staff are positioned organisationally in a range of salary bands which are directly related to their roles and grade. The bands are as follows: R – Researcher, S – Senior and P – Principal. The difference in grade reflects seniority of knowledge, experience and workload. The majority of the principal grade employees are line managed by the CEO. All Line managers make a recommendation to the Chief Executive and Head of Finance of any increase in salary, performance bonus and/or cost of living allowance, following the annual review of their line managees. This is confirmed as both reasonable and affordable by the Head of Finance.

The CEO's salary is reviewed independently by the Council either through convening a remuneration committee or the nominations committee acting as the remuneration committee.

Financial Review

Financial Results for the year 2022/23

The Institute generated an operating surplus of £248k inclusive of FRS102 related pension costs (2021/22: £286k) despite the continued challenges and uncertainties faced by both the UK and global economies. With the inclusion of actuarial gains from the defined benefit pension scheme of £434k the overall movement in funds was £681k (2021/22: £2,524k). The surplus continues the robust financial performance by the Institute over the past few financial years aided by strategic and operational management. The accounts for 2022-23 included a deficit of by the Institute's subsidiary, Tavistock Institut gGmbH, which is steadily increasing its portfolio of project work.

The Institute's income from project activities income for the year were higher than last year's performance with Professional Development income in line with forecasts over the 12 months. Royalties income from Human Relations were as expected reflecting the continued challenges of Open Access on academic journals.

The Institute continues to hold a provision of £117,585 at the end of September 2023 for potential costs related to its membership of the Menon Network EEIG following the bankruptcy of a fellow member of the EEIG and which will impact the EEIG and its members. The Institute is retaining the provision to cover any further payment settlements related to other EEIG projects.

Reserves policy

The Trustees recognise the need to hold reserves both to enable the Institute to progress its long-term projects and to protect its current activities. The Institute believes that a reserves level of three months' income is appropriate for the ongoing operations of the organisation. Of the accumulated reserves on 30 September 2023 of £712,564 (excluding the pension fund liability), an amount of £83,144 is invested in operational assets. The unrestricted free reserves are £629,420 which represents over 3 months of fixed expenditure.

The Institute continues to fulfil its obligation as per the revised pension recovery plan agreed in early 2023 with the pension trustees (approved by the pensions regulator) whereby the deficit will be paid within 8 years. During the year ended 30 September 2023 the Institute paid £330,712 in accordance with this plan. The actuarial valuation of the Tavistock Institute of Human Relations Retirements Benefit Scheme at 30 September 2023 for the purposes of FRS102 showed a decreased funding deficit of £924,000 (2022: £1,615,000). This represents a further reduction that the Institute has seen over last few years driven by various market conditions and underlying assumptions.

Risk management and internal control

The Trustees have a duty to identify and review the strategic, business and operational risks that the Institute is exposed to, and to ensure that appropriate controls are in place to provide reasonable assurance against fraud and error.

In order to achieve this, the Trustees and management team have undertaken an assessment of the risks that the organisation is exposed to and have produced a risk register which assigns management of these risks to specific individuals and recommends actions to be taken, where necessary, in order to manage the likelihood and impact of these risks. The risk assessment and resulting risk register are reviewed and updated on a regular basis.

The most up to date review, in May 2023, confirmed the current primary risks to be the ongoing economic uncertainty and volatility impacting opportunities in the UK, Europe and the rest of the world. We continue to monitor staff numbers to ensure capacity is maintained and scalable to support current and future activities and opportunities.

Appointment of Auditor

Goldwins Limited, Chartered Accountants, have agreed to continue their appointment as external auditor.

Audit Information

Each of the directors has confirmed that so far as they are aware, there is no relevant audit information of which the company's auditor is unaware, and that they have taken all the steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

Statement of trustees' responsibilities for an incorporated Charity

The trustees (who are also directors of the Tavistock Institute of Human Relations for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;

- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements, and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

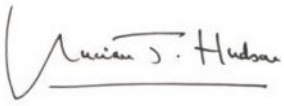
The trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company [and the group] and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

there is no relevant audit information of which the charitable company's auditors are unaware; and
the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

BY ORDER OF THE COUNCIL



Lucian Hudson
Chair, Council of Trustees

25 January 2024

Independent Auditor's Report

Opinion

We have audited the financial statements of The Tavistock Institute of Human Relations (the 'Charity') for the year ended 30 September 2023 which comprise the consolidated Statement of Financial Activities, the group and parent Charity's Balance Sheets, group's statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and Charity's affairs as at 30 September 2023 and of its income and expenditure for the year then ended:
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report (incorporating the directors' report) has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of the trustees

As explained more fully in the Trustees' Responsibilities Statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view and for such internal control

as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
- identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
- Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
- The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made

in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities]. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Anthony Epton
.....

20 February 2024

Anthony Epton (Senior Statutory Auditor) for and on behalf of
Goldwins Limited
Statutory Auditor
Chartered Accountants
75 Maygrove Road
West Hampstead

London NW6 2EG

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE)

FOR THE YEAR ENDED 30 SEPTEMBER 2023

	Note	Unrestricted £	2023 Total £	Unrestricted £	2022 Total £
Income from:					
Charitable activities	2				
-Research evaluation and organisational development		1,503,721	1,503,721	1,301,748	1,301,748
-Strategic growth		874	874	-	-
-Professional development		586,517	586,517	588,609	588,609
-Royalties from publications		819,269	819,269	800,575	800,575
		2,910,381	2,910,381	2,690,932	2,690,932
Tavistock Institut gGmbH income	13	254,191	254,191	55,329	55,329
Investments	3	10,568	10,568	1,427	1,427
Other	4	373	373	610	610
Total income		3,175,513	3,175,513	2,748,298	2,748,298
Expenditure on:					
Charitable activities	5				
-Research evaluation and organisational development		2,109,182	2,109,182	1,974,225	1,974,225
-Strategic Initiatives		14,610	14,610	4,599	4,599
-Professional development		345,270	345,270	337,125	337,125
-Royalties from publications		178,759	178,759	141,790	141,790
Tavistock Institut gGmbH expenditure	13	279,700	279,700	3,999	3,999
Total expenditure		2,927,521	2,927,521	2,461,738	2,461,738
Net income / (expenditure) before net gains / (losses) on investments		247,992	247,992	286,560	286,560
Net gains / (losses) on investments		-	-	-	-
Net income / (expenditure) for the year	6	247,992	247,992	286,560	286,560
Transfers between funds		-	-	-	-
Net income / (expenditure) before other recognised gains and losses		247,992	247,992	286,560	286,560
Actuarial gains / (losses) on defined benefit pension schemes		434,000	434,000	2,237,000	2,237,000
Net movement in funds		681,992	681,992	2,523,560	2,523,560
Reconciliation of funds:					
Total funds brought forward		(893,428)	(893,428)	(3,416,988)	(3,416,988)
Total funds carried forward		(211,436)	(211,436)	(893,428)	(893,428)

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 19 to the financial statements.

BALANCE SHEET as at 30 SEPTEMBER 2023

	Note	The Group 2023 £	The Group 2022 £	The Charity 2023 £	The Charity 2022 £
Fixed assets:					
Intangible assets	11	58,816	22,155	58,816	22,155
Tangible assets	12	24,328	39,555	24,328	39,555
Investment	13	-	-	21,535	21,535
		83,144	61,710	104,679	83,245
Current assets:					
Debtors	14	648,431	520,345	648,431	498,519
Cash at bank and in hand		1,395,408	1,731,339	1,128,262	1,637,198
		2,043,839	2,251,684	1,776,693	2,135,717
Liabilities:					
Creditors: amounts falling due within one year	15	(1,414,419)	(1,591,822)	(1,226,322)	(1,580,411)
Net current assets / (liabilities)		629,420	659,862	550,371	555,306
Total assets less current liabilities		712,564	721,572	655,050	638,551
Creditors: amounts falling due after one year		-	-	-	-
Net assets excluding pension asset / (liability)		712,564	721,572	655,050	638,551
Defined benefit pension scheme asset / (liability)	17	(924,000)	(1,615,000)	(924,000)	(1,615,000)
Total net assets / (liabilities)		(211,436)	(893,428)	(268,950)	(976,449)
The funds of the charity:	19				
Unrestricted income funds:					
General funds		(211,436)	(893,428)	(268,950)	(976,449)
Total unrestricted funds		(211,436)	(893,428)	(268,950)	(976,449)
Total charity funds		(211,436)	(893,428)	(268,950)	(976,449)

The financial statements have been prepared in accordance with the special provisions for small companies under Part15 of the Companies Act 2006.

Approved by the trustees on 25 January 2024 and signed on their behalf by

Lucian J Hudson, Chair

Eliat Aram, Ex-Officio Member

CONSOLIDATED CASH FLOW STATEMENT

FOR THE YEAR ENDED 30 SEPTEMBER 2023

	Note	2023		2022	
		£	£	£	£
Cash flows from operating activities	20				
Net cash provided by / (used in) operating activities			(298,755)		185,122
Cash flows from investing activities:					
Dividends, interest and rents from investments		10,568		1,427	
Proceeds from the sale of fixed assets		-		-	
Website cost		(43,280)		(22,155)	
Purchase of fixed assets		(4,464)		(10,733)	
Proceeds from sale of investments		-		-	
Purchase of investments		-		-	
Net cash provided by / (used in) investing activities			(37,176)		(31,461)
Change in cash and cash equivalents in the year			(335,931)		153,661
Cash and cash equivalents at the beginning of the year			1,731,339		1,577,678
Change in cash and cash equivalents due to exchange rate movements			-		-
Cash and cash equivalents at the end of the year	21		1,395,408		1,731,339

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2023

1 Accounting policies

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102 – effective 1 January 2015) – (Charities SORP FRS 102) and the Companies Act 2006.

The charitable company meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

b) Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is a treated as a contingent asset and disclosed if material.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

d) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

e) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

f) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2023

1 Accounting policies (continued)

g) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering services, undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

h) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the basis which are an estimate, based on staff time, of the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.
Where such information about the aims, objectives and projects of the charity is also provided to potential donors, activity costs are apportioned between fundraising and charitable activities on the basis of area of literature occupied by each activity.

i) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

j) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Leasehold improvements	20% pa on cost
Computer equipment	33% pa on cost
Furniture and equipment	20% pa on cost
Website development	20% pa on cost

k) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

l) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

m) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

n) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

o) Pensions

The charity operates a stakeholders pension scheme.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2023

2 Income from charitable activities

	Unrestricted	2023 Total	2022 Total
	£	£	£
Contracts and fees receivable:			
Sage Publications – Royalties	819,269	819,269	800,575
Conference fee attendance	586,517	586,517	581,623
Consultancy	353,212	353,212	814,410
Research & Evaluation	571,723	571,723	665,375
Project funds surplus/(deficit)	578,786	578,786	(171,051)
Strategic growth	874	874	–
Total income from charitable activities	2,910,381	2,910,381	2,690,932

3 Income from investments

	Unrestricted	2023 Total	2022 Total
	£	£	£
Investment income	10,568	10,568	1,427
	10,568	10,568	1,427

4 Other incomes

	Unrestricted	2023 Total	2022 Total
	£	£	£
Others	373	373	610
	373	373	610

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2023

5 a. Analysis of expenditure

	Charitable activities						
	Research Evaluation and Organisational Development	Strategic Initiatives	Professional development	Royalties from publications	Support costs	2023 Total	2022 Total
	£	£	£	£	£	£	£
Staff costs (Note 7)	1,097,359	3,123	62,835	9,313	438,059	1,610,689	1,665,150
Direct cost							
Other direct cost	11,350	–	–	90	201	11,641	934
Conference fees and expenses	6,686	33	9,683	32,086	2,678	51,166	20,433
Consultancy fees	223,060	4,574	93,231	106,726	32,125	459,716	325,210
Travelling and meeting expenses	23,358	1,944	136,938	17,079	3,462	182,781	173,450
Support cost							
Other staff costs	8,782	–	120	189	33,814	42,905	47,622
Rent, rate & service charge	–	–	–	–	111,054	111,054	83,743
Books and subscription	20	–	(339)	–	2,508	2,189	2,275
Marketing	2,404	–	529	2,402	–	5,335	1,343
Insurance	–	–	–	334	12,620	12,954	11,619
Printing, postage and stationery	2,939	–	2,304	859	2,917	9,019	12,848
Website and computer expenses	29,154	374	96	546	42,238	72,408	46,843
Telephone and internet	6,361	–	368	288	11,393	18,410	17,253
Office expenses	161	–	143	344	15,433	16,081	13,744
Depreciation & disposal of fixed assets	–	–	–	–	19,691	19,691	20,314
Profit and loss on exchange	–	–	–	–	11,849	11,849	(15,280)
Project expenses	–	–	–	–	–	–	–
Legal and professional	–	4,562	–	485	(4,712)	335	17,498
Audit fees	–	–	–	–	(1,661)	(1,661)	6,174
Bank charges	201	–	2,269	597	8,192	11,259	6,566
	1,411,835	14,610	308,177	171,338	741,861	2,647,821	2,457,739
Support costs	697,347	–	37,093	7,421	(741,861)	–	–
Total expenditure 2023	2,109,182	14,610	345,270	178,759	–	2,647,821	2,457,739
Total expenditure 2022	1,974,225	4,599	337,125	141,790	–	2,457,739	

The total expenditure £2,647,821 was unrestricted (2022: £2,457,739).

b. Analysis of expenditure (prior year)

	Charitable activities					
	Research Evaluation and Organisational Development	Strategic Initiatives	Professional development	Royalties from publications	Support costs	2022
	£	£	£	£	£	£
Staff costs (Note 7)	1,197,027	2,595	84,383	6,509	374,636	1,665,150
Direct cost						
Other direct cost	783	–	–	–	151	934
Conference fees and expenses	1,526	–	6,156	9,299	3,452	20,433
Consultancy fees	129,033	–	48,749	116,971	30,457	325,210
Travelling and meeting expenses	19,747	340	148,480	2,862	2,021	173,450
Support cost						
Other staff costs	6,000	–	161	65	41,396	47,622
Rent, rate & service charge	–	–	–	–	83,743	83,743
Books and subscription	–	–	(53)	–	2,328	2,275
Marketing	188	–	611	–	544	1,343
Insurance	–	–	–	–	11,619	11,619
Printing, postage and stationery	2,137	–	3,044		7,667	12,848
Website and computer expenses	8,899	360	1,728	1,060	34,796	46,843
Telephone and internet	7,052	–	366	368	9,467	17,253
Office expenses	–	–	–	–	13,744	13,744
Depreciation	–	–	–	–	20,314	20,314
Profit and loss on exchange	–	–	–	–	(15,280)	(15,280)
Project expenses	–	–	–	–	–	–
Legal and professional	(2,833)	–	48	887	19,396	17,498
Audit fees	–	–	–	–	6,174	6,174
Bank charges	(21)	–	819	510	5,258	6,566
	1,369,538	3,295	294,492	138,531	651,883	2,457,739
Support costs	604,687	1,304	42,633	3,259	(651,883)	–
Total expenditure 2022	1,974,225	4,599	337,125	141,790	–	2,457,739

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2023

6 Net incoming resources for the year

This is stated after charging / crediting:

	2023	2022
	£	£
Depreciation	19,691	20,314
Operating lease rentals:		
Property	82,310	63,727
Auditors' remuneration (excluding VAT):		
Audit	5,400	5,400

7 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2023	2022
	£	£
Salaries and wages	1,198,923	1,249,700
Social security costs	132,990	127,699
Employer's contribution to defined contribution pension schemes	278,776	287,751
	1,610,689	1,665,150

The following number of employees received employee benefits (excluding employer pension) during the year between:

	2023	2022
	No.	No.
£110,000 - £120,000	1	1

The total employee benefits including pension and national insurance contributions of the key management personnel were £143,963 (2022: £140,878).

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2022: £nil). No charity trustee received payment for professional or other services supplied to the charity (2022: £nil).

Trustees' indemnity insurance was taken out in the year at a cost to the Charity of £2,320 (2022: £2,320).

8 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2023	2022
	No.	No.
Raising funds	-	-
Scientific Staff	20.2	21.1
Support	6.4	7.1
	26.6	28.2

9 Related party transactions

There are no related party transactions to disclose for 2023 (2022: none).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

10 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

11 Intangible fixed assets- Group/Charity

	Website development £	Total £
Cost		
At the start of the year	22,155	22,155
Additions in year	43,280	43,280
Disposals in year	-	-
At the end of the year	65,435	65,435
Depreciation		
At the start of the year	-	-
Charge for the year	6,619	6,619
Eliminated on disposal	-	-
At the end of the year	6,619	6,619
Net book value		
At the end of the year	58,816	58,816
At the start of the year	22,155	22,155

12 Tangible fixed assets- Group/Charity

	Leasehold Improvements £	Computer Equipment £	Fixtures, fittings and Equipment £	Total £
Cost				
At the start of the year	191,562	162,307	34,501	388,370
Additions in year		4,464		4,464
Disposals in year	-	-	-	-
At the end of the year	191,562	166,771	34,501	392,834
Depreciation				
At the start of the year	187,648	136,568	24,599	348,815
Charge for the year	2,088	14,776	2,827	19,691
Eliminated on disposal	-	-	-	-
At the end of the year	189,736	151,344	27,426	368,506
Net book value				
At the end of the year	1,826	15,427	7,075	24,328
At the start of the year	3,914	25,739	9,902	39,555

All of the above assets are used for charitable purposes.

13 Investments- Charity

	2023 £	2022 £
Investment in subsidiary undertakings	21,535	21,535
	21,535	21,535

Investments– Charity (CONT.)

Subsidiaries

Details of the charity's subsidiaries at 30 September 2023 are as follows:

Name of undertaking	Registered office	Nature	Shares held
Tavistock Institut gGmbH	Germany	A not for profit company (gGmbH)	100%

The aggregate reserves and the result for the year of the subsidiaries noted above was as follows:

	2023 £	2022 £
Incoming resources:		
Research	52,633	21,826
EU Grant income	201,558	31,630
Other	-	1,873
	254,191	55,329
Outgoing resources:		
Project partners	(58,951)	-
Other project costs	(183,775)	-
Staff costs	(25,821)	(325)
Legal and professional	(9,695)	(597)
Bank charges	(513)	(591)
Accountancy	(2,140)	(2,113)
Exchange (loss)/gain	1,195	(373)
Net income / (expenditure)	(25,509)	51,330
Funds brought forward	104,557	53,227
Reserves	79,048	104,557

The subsidiary is exempt from the audit in accordance with German Companies Act and the results of Tavistock Institut gGmbH have been consolidated on a line by line basis and included under charitable activities of both under income and expenditure.

14 Debtors

	The Group		The Charity	
	2023 £	2022 £	2023 £	2022 £
Amounts recoverable on contracts	564,692	403,625	564,692	403,625
Prepayments	38,980	27,156	38,980	27,156
Accrued income	44,759	89,564	44,759	67,738
	648,431	520,345	648,431	498,519

15 Creditors: amounts falling due within one year

	The Group		The Charity	
	2023 £	2022 £	2023 £	2022 £
Trade creditors	250,470	53,454	54,875	34,215
Taxation and social security	52,148	69,931	52,148	70,235
Amounts due to group undertaking	-	-	9,637	9,637
Accruals	403,848	307,346	401,709	305,233
Deferred income	707,953	1,161,091	707,953	1,161,091
	1,414,419	1,591,822	1,226,322	1,580,411

16 Deferred income

Deferred income comprises the payments on account of contracts and fees recevied in advance.

	2023 £	2022 £
Balance at the beginning of the year	1,161,091	1,225,970
Amount released to income in the year	(1,161,091)	(1,225,970)
Amount deferred in the year	707,953	1,161,091
Balance at the end of the year	707,953	1,161,091

17 Pension scheme

The charity operates a stakeholders pension scheme and has no pension liability as at the year end.

The company also operates a defined benefit scheme in the UK. This is a separate trustee-administered fund holding the pension scheme assets to meet long term pension liabilities.

With effect from 30 November 2010, the scheme was closed to future accruals of current employees.

In 2011 the Institute agreed a revised deficit reduction plan with the pension fund trustees whereby the deficit would be repaid over 14 years 9 months.

Pension Commitments- FRS102 Section 28 Disclosure

Retirement Benefits Plan (1974)

A full actuarial valuation was carried out at 31 March 2016 and updated to 30 September 2019 by a firm of qualified actuaries. The charity currently pays contributions at the rates set out in the Schedule of Contributions prepared following the 31 March 2019 scheme funding valuation. The estimated future contributions to the plan for the year ended 30 September 2023 are £343,113 (2022: £330,712) increasing by 3.75% per annum, payable monthly from 1 April 2017 to 31 July 2033.

Assumptions:

The major assumptions used by the actuary in assessing liabilities on a FRS 102 basis were:

Assumptions as at	30 September 2023	30 September 2022
Discount rate	5.4%	5.1%
Inflation (RPI)	3.5%	3.9%
Rate of increase in pension in payment capped at 5%	3.5%	3.9%
Rate of increase in pension in payment capped at 2.5%	2.5%	2.5%

The average future life expectancies at age 65 are summarised below:

	Males	Females
Retiring today	20.8	23.3
Retring in 20 years	22.5	25.1

The major categories of scheme assets	30 September 2023	30 September 2022
	£'000	£'000
UK Bonds (including LDI)	1,356	297
Equities	1,695	2,349
Diversified growth funds (DGFs)	1,500	1,699
Cash	16	45
	4,567	4,390

Net defined benefit pension liability recognised in the balance sheet

	30 September 2023	30 September 2022
	£'000	£'000
Present value of funded obligations	(5,491)	(6,005)
Fair value of scheme assets	4,567	4,390
Net pension liability	(924)	(1,615)

Changes in the present value of the defined benefit obligation

	30 September 2023	30 September 2022
	£'000	£'000
Opening defined benefit obligation	(6,005)	(9,745)
Current service cost	-	-
Interest cost	(301)	(213)
Employee contributions	-	-
Actuarial (losses) /gains	615	3,792
Benefits paid	200	161
Defined benefit obligation at end of year	(5,491)	(6,005)

Pension Commitments- FRS102 Section 28 Disclosure (CONT.)

Changes in the fair value of the scheme assets

	30 September 2023 £'000	30 September 2022 £'000
Opening fair value of scheme assets	4,390	5,676
Interest income	227	126
Actuarial gains / (losses)	(181)	(1,555)
Employer contributions	331	319
Administration expenses	-	(15)
Benefits paid	(200)	(161)
Fair value of scheme assets at the year end	4,567	4,390

The amounts included within the Statements of Financial Activities

The amounts recognised in P&L /income statement

	30 September 2023 £'000	30 September 2022 £'000
Service cost	-	(15)
Interest cost	(301)	(213)
Interest income	227	126
Net charges to P&L /income statement	(74)	(102)

Remeasurement gains / (losses) recognised in other comprehensive income

Return on scheme assets (excluding interest)	(181)	(1,555)
Actuarial gains / (losses) on defined benefit obligation	615	3,792
Total actuarial gains / (losses)	434	2,237
Total amount charged to the Statement of Financial Activities	360	2,135

Amounts for the current and previous 4 years

	Year to 30 September 2023 £'000	Year to 30 September 2022 £'000	Year to 30 September 2021 £'000	Year to 30 September 2020 £'000	Year to 30 September 2019 £'000
Fair value of employer assets	4,567	4,390	5,676	4,835	4,787
Present value defined benefit obligation	(5,491)	(6,005)	(9,745)	(10,598)	(10,749)
Deficit	(924)	(1,615)	(5,763)	(5,962)	(4,175)
Experience gains / (losses) on liabilities	615	3,792	918	(111)	54
Adjustment due to change in assumptions	-	-	-	234	(2,041)
Experience gains / (losses) on assets	(181)	(1,555)	564	(103)	36
Actuarial (loss) / gain	434	1,482	20	(1,951)	365

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2023

18 Analysis of net assets between funds– Group

	General unrestricted £	Pension fund £	Restricted £	Total funds £
Inangible fixed assets	58,816	–	–	58,816
Tangible fixed assets	24,328	–	–	24,328
Net current assets / (liability)	629,420	–	–	629,420
Defined benefit pension scheme asset / (liability)	–	(924,000)	–	(924,000)
Net assets at the end of the year	712,564	(924,000)	–	(211,436)

Analysis of net assets between funds– Charity

	unrestricted £	Pension fund £	Restricted £	Total funds £
Inangible fixed assets	58,816	–	–	58,816
Tangible fixed assets	45,863	–	–	45,863
Net current assets / (liability)	550,371	–	–	550,371
Defined benefit pension scheme asset / (liability)	–	(924,000)	–	(924,000)
Net assets at the end of the year	655,050	(924,000)	–	(268,950)

19 Movements in funds

	At the start of the year £	Incoming resources & gains £	Outgoing resources & losses £	Transfers £	At the end of the year £
Unrestricted funds:					
Charity general funds	638,551	2,921,322	(2,647,821)	(257,000)	655,052
Subsidiary general funds	83,021	254,191	(279,700)	–	57,512
Total unrestricted funds	721,572	3,175,513	(2,927,521)	(257,000)	712,564
Pension fund	(1,615,000)	434,000	–	257,000	(924,000)
Total funds	(893,428)	3,609,513	(2,927,521)	–	(211,436)

Movements in funds (prior year)

	At the start of the year £	Incoming resources & gains £	Outgoing resources & losses £	Transfers £	At the end of the year £
Unrestricted funds:					
Charity general funds	620,320	2,692,969	(2,457,739)	(217,000)	638,550
Subsidiary general funds	31,692	55,329	(3,999)	–	83,022
Total unrestricted funds	652,012	2,748,298	(2,461,738)	(217,000)	721,572
Pension fund	(4,069,000)	2,237,000	–	217,000	(1,615,000)
Total funds	(3,416,988)	4,985,298	(2,461,738)	–	(893,428)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2023

20 Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2023	2022
	£	£
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	247,992	286,560
Depreciation charges and disposal	26,310	14,379
Interest, rent and dividends from investments	(10,568)	(1,427)
FRS102 defined benefit pension scheme adjustment	(257,000)	(212,000)
(Increase)/decrease in debtors	(128,086)	(20,289)
Increase/(decrease) in creditors	(177,403)	63,171
Net cash provided by / (used in) operating activities	(298,755)	130,394

21 Analysis of cash and cash equivalents

	The Group			
	At 1 October 2022	Cash flows	Other changes	At 30 September 2023
	£	£	£	£
Cash in hand	1,731,339	(335,931)	-	1,395,408
Total cash and cash equivalents	1,731,339	(335,931)	-	1,395,408

	At 1 October 2020	Cash flows	Other changes	At 30 September 2021
	£	£	£	£
Cash in hand	1,577,678	153,661	-	1,731,339
Total cash and cash equivalents	1,577,678	153,661	-	1,731,339

22 Operating lease commitments- Group and Charity

Total future minimum lease payments under non-cancellable operating leases are as follows:

	Property	
	2,023	2,022
	£	£
Less than one year	80,000	80,000
One to five years	134,575	214,575
	214,575	294,575

At 7th June 2021 the Institute had annual commitments under operating leases in respect of office premises. The rent payable was for the year from 7th June 2021 of £46,666 per annum and thereafter £80,000 per annum until the end of the term. The lease term is 5 years from 7th June 2021 and expiring on 6th June 2026.

23 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

THE TAVISTOCK INSTITUTE OF HUMAN RELATIONS

England & Wales - Charity number 209706

Accounts

THE TAVISTOCK INSTITUTE
OF HUMAN RELATIONS

Annual Report

1 October 2021 – 30 September 2022

Contents

Reference and Administrative Information **3**
Structure, Governance and Management **4**
Chair's Message **5**
CEO's Message **6**
***Human Relations* – Co-Editors' Message** **7**
HIGHLIGHTS **8**
AN INTRODUCTION TO SYSTEMS PSYCHODYNAMICS 8
TELEWORKING – key EU publication 8
ERIC MILLER MEMORIAL LECTURE 8
TRANSPARENCY & TRANSFERABILITY 9
EXPERIENCING THE HERE AND NOW 9
GETTING OUT & ABOUT **10**
PRESENTATIONS, EXHIBITIONS & CONFERENCES 10
WORK THEMES **11**
DREAMING 11
INNOVATION: Environment, Technology, Women 11
COMMUNITY / MENTAL HEALTH 12
SOCIAL JUSTICE 13
In Europe **13**
Our Environmental Work **14**
Professional Development **15**
Group Relations Programme Impact **16**
Tavistock Community **17**
Food for Thought: Lunchtime Talks **18**
Digital Engagement **18**
Arts & Organisation **18**
Organisational structure of the Institute and decision-making process **20**
Financial Review **20**
Independent Auditor's Report to the Members of the Tavistock Institute **23**
Looking into the year ahead **40**
Special Events 40

Reference and Administrative Information

Council of Trustees

Lucian J Hudson	Chair; Chair of HRMC
Dr Eliat Aram	ex officio
Joel Featherman	*Honorary Treasurer/Chair of Pensions Committee resigned Nov 2022*
Steve Hearsum	
Phil James	
Katharina Müller	
Stella Okeahialam MBE	*resigned June 2022*
Martin Powell	Honorary Treasurer
Viktorija Šmatko-Abaza	*resigned June 2022*
Grant Taylor	*resigned August 2022*
Ruth Yeoman	*resigned November 2021*

CEO Dr Eliat Aram PhD, MSc Occup Psych, MSc G Psych, CBAM, Dip IoD

Company Secretary Dr Leslie Brissett JP, PhD, MSc (Econ) BSc (Hons), FHM-SA

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Company registration number 442517
Charity registration number 209706

Auditor

Goldwins Limited, 75 Maygrove Road, London NW6 2EG

Bank

NatWest, 440 Strand, London WC2R 0QS

Solicitor

Wedlake Bell LLP, 71 Queen Victoria St, London EC4V 4AY

Structure, Governance and Management

The Tavistock Institute of Human Relations was established as a not-for-profit organisation with charitable purpose in 1947. The Institute is governed by its Articles of Association dated 20 September 1947 as amended on 25 June 1963, 20 March 1991 and 22 July 2010. Ultimately accountable to the Association members, a Council of Management act as the board of trustees and work with the CEO and Management team to deliver against the mission and objectives.

Objectives

The Tavistock Institute is dedicated to the study of human relations for the purpose of bettering working life and conditions for people within their organisations, communities and broader societies, and to the influence of environment in all its aspects on the formation and development of human character and capacity; to conduct research and evaluation, and provide opportunities for learning through experience for this purpose; to publish the results of such study and research; to further the learning of people in their organisations, to offer educational opportunities for individuals in or for any branches of the said study.

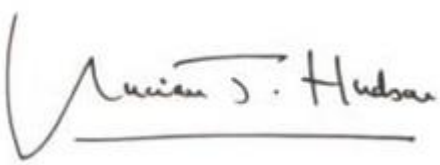
Chair's Message

An Annual Report can only be a snapshot in a moment in time and cannot do justice to everybody's full contribution. Yet such reports from The Tavistock Institute of Human Relations give a good indication of the breadth, depth and quality of the Institute's work. Emerging for me in all the contributions to the report is what Albert Camus described as follows, "In the depth of winter, I finally learned that within me there lay an invincible summer".

These continue to be deeply challenging times: turbulent, uncertain, troubled. Tavistockians share with others across the planet needs, interests, hopes, fears, dreams and nightmares, concerns and expectations. What any contact with the Institute's people and immersion with its approach, methodologies and activities generates is possibly a better understanding and appreciation of what's really happening, visible and invisible, conscious and unconscious in our various contexts. As more than one contributor highlights, this invariably is not an easy or comfortable experience. Off-the-shelf solutions and quick fixes are not the Institute.

Engagement with the Tavistock Institute and its staff creates a space and a time to experience the here-and-now, suspend memory and desire, be honest and curious, and put aside abstract generalisations and rationalisations. Ultimately, as we work through matters, we discover a freedom (so clearly articulated in the CEO's message below) to reflect, frame or reframe the problem/s or we are faced with, explore not just as individual selves but social selves how we take up our roles and authority in groups, organisations and systems. The Tavistock approach has never been more relevant or salient to the many challenges and opportunities that we face as a society and societies.

I hope that in reading this report, you will find many examples that resonate with you in your context and this will inspire engagement with the Institute through its growing number of programmes, projects and events. On behalf of the Council of Management – the board of Trustees - I thank the Tavistock Institute Association, the CEO, Management Team and Staff, *Human Relations* and everybody who has contributed so much to the Institute's endeavours – with clarity, commitment, compassion and courage.



8 January 2023

Lucian J Hudson
Chair of Council

CEO's Message

The experience – for me at least - of 2022 is that Time – which has paused in some ways during the two years of the pandemic, has tried to catch up on itself and made the year just sprint by. As I survey in my head the various things that we have been through during this year – from personal to organisational to societal – it is fair to say it has been a challenging year, and for many, a life changing experience. Several processes that are happening at the moment organisationally can help us recall and reflect on these: writing for the new website - from our own biographies to broader descriptions of our work; the collecting of materials for the annual report; the strategy process, etc.

As we close the calendar year and get ready for what 2023 brings, I would like to offer some thoughts on Freedom. Freedom doesn't mean that everything goes and that one can do what one wants. It is not on the polarity of responsibility.

Freedom *is* a responsibility.

We have our moral codes that help us in our attempts to maintain freedom as a basic human right – translated into the workplace in policies and processes which advocate flexibility, equity, prevention of violence or coercion of any kind and so on.

But the *ethics* of freedom no policy or procedure can ensure. Expression and enactment of freedom at work are found through the moment-by-moment grappling with our various roles and how we move between them in the workplace and beyond – the role of employee, employer, governor, associate, customer, client, provider, etc and how these roles interface and live in (creative) tension with our familial or communal roles.

Finding and taking freedom in role* lay in our daily, moment-by-moment grapple with the questions of why I do what I do, for the sake of what and for whom. When we can answer these questions then we are operating from a position of freedom of mind and spirit, and can engage ethically (= understanding our responsibility and holding ourselves to account) with our task/s. When we are given freedom in role – we take up a responsibility for how we choose to fulfil that role, and authority to take active part in the decisions we make; but we are not free from the Other, from impacting and being impacted, i.e. we are always interdependent. Whatever an outcome, we have had a stake in how we have found ourselves there, we are part- authors of our experiences.

In the words of Hannah Arendt: *"the touchstone of a free act - from the decision to get out of bed in the morning or take a walk in the afternoon to the highest resolutions by which we bind ourselves for the future - is always that we know that we could also have left undone what we actually did"*.

I believe that the work of staff of the Institute vividly demonstrates this understanding of what it means to act freely, through the plurality of thinking, the breadth of activity we undertake and our global reach.

Eliat Aram

Eliat Aram, CEO

8 January 2023

*Based on the Grubb Institute's Role Framework as developed in the 1990s.

Human Relations – Co-Editors' Message

In July 2022, Smriti Anand joined Mark as Co-Editor-in-Chief, having worked for the journal as an Associate Editor since May 2020. These days, many similar journals have two editors in chief. The change has occurred partly because of the increased workload in the wake of the sharp increase in submissions seen across academic publishing in the last few years. But it also widens the expertise available to the journal – Smriti is trained in advanced quantitative approaches to research while Mark's primary orientation is qualitative.

We are pleased to say that the conference to celebrate the 75th anniversary of the journal is going ahead from 19-21 April 2023 at Bayes Business School, close to the offices of the Institute. We are expecting over 100 papers on a wide variety of topics, and we hope to nurture new talent as well as welcome old friends.

Other news relating to the 75th Anniversary is that the August 2022 issue of *Human Relations* was a Special Anniversary issue, celebrating the history and legacy of the journal, as well as its ongoing relevance to future scholarship. The first article focused on the journal's contribution to **systems psychodynamics:** The work is alive! Systems psychodynamics and the pursuit of pluralism without polarization in human relations and the second on its contribution to **socio-technical systems:** Humanizing work in the digital age: Lessons from socio-technical systems and quality of working life initiatives. There were also articles on other topics likely to be of interest to many associated with the Institute: **institutionalised affect** Institutionalized affect in organizations: Not an oxymoron; **leadership**: Critical Essay: Wicked problems in the Age of Uncertainty; **strategy-as-practice:** From germination to propagation: Two decades of Strategy-as-Practice research and potential future directions; **survey design:** Survey response rates: Trends and a validity assessment framework and two articles examining the wider **history of the Human Relations movement:** Business as service? Human Relations and the British interwar management movement and The forgotten 'immortalizer': Recovering William H Whyte as the founder and future of groupthink research.

Many of these articles are free to view and we hope that they will be of interest to a wide range of people outside academia. Indeed, a major change for the journal is its move towards more articles being "open access". Open access articles can be read and/or downloaded online for free, and in full, by anyone, with no subscription required. In the three years between 2016 and 2018, open access articles only represented about 4% of the papers we published; by 2022 that figure now stands at just over 60%. The change has been brought about because many universities (especially in Europe, though increasingly in USA and other parts of the world) have made agreements with our publisher, SAGE, which allow staff to publish their articles open access in SAGE journals without any further fee. Open access is changing the way the journal has traditionally been funded, as we move away from an exclusive reliance on a relatively predictable and secure subscription-based system. But the upward trend in open access articles is good for the journal, in that anyone can now freely read most of the new work we publish.

Mark Learmonth **Smitri Anand**

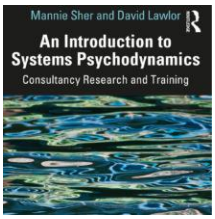
Co-Editors-in-Chief
Human Relations

HIGHLIGHTS

AN INTRODUCTION TO SYSTEMS PSYCHODYNAMICS

Book Launch

An Introduction to Systems Psychodynamics is an accessible and thorough guide to understanding and using systems psychodynamics ideas for analysts, managers, policy makers, consultants and researchers in a wide range of professional and clinical settings.



The book presents a critical appraisal of the systems psychodynamics paradigm and its application to present-day social and organisational difficulties, showing how a holistic approach to organisational and social problems can offer a fresh perspective on difficult issues. Bringing together the theory and practice of systems psychodynamics for the first time, this book provides an examination of this unique paradigm in action.

Written by experts in the field, Dr David Lawlor and Dr Mannie Sher who gave a brief talk at the book launch – this was then followed by small group discussions on the application of systems psychodynamics. The launch ended with an interactive exchange of ideas, reflections and comments on participant's experiences of systems psychodynamics in their work roles.

Systems psychodynamics is an emerging field of social science, the boundaries of which are continually being refined and re-defined. This is the first in a series of books by Mannie and David – look out for more in 2023.

TELEWORKING – key EU publication

Our **Teleworking Study** was chosen as one of the key publications of the European Union in their Autumn 2021 catalogue which lists some of the most popular, recent titles from their Publications Office. The impact of teleworking and digital work on workers and society focuses on surveillance and monitoring, as well as on the mental health of workers. Amongst the many findings, almost all the national stakeholders interviewed in the five countries believe that teleworking will be a permanent feature of post-pandemic working life, although with less intensity.

ERIC MILLER MEMORIAL LECTURE

The Eric Miller Memorial Lecture is an annual event organised by OPUS – An Organisation for Promoting Understanding of Society. In the Group Relations/Tavistock milieu Eric Miller comes as close to an icon as social scientists and psychoanalysts can tolerate… you may know him from his prolific writing and might have learnt, through his books, about his life-long concern with the paradox of being a human. Those of us fortunate to have known him personally will recognise his many human contradictions.

> "*Eric was my non-academic/second PhD supervisor, a man of few spoken words, he had mastered the study of phenomena, and I believe touched people so deeply because of his ability to simply be with people without memory or desire in the fully Bionic sense.*

In 2022, the Eric Miller Memorial Lecture was held in hybrid and was given by our CEO, Dr Eliat Aram, who spoke about her mentor's legacy:

> *"In this 20th anniversary of his death, this memorial lecture is a memoir of Eric, as I remember him from the many teas in the Khaleelee-Miller conservatory, when I came for supervision*

meetings, from Group Relations Conferences and – applying some poetic licence – from putting together pieces of others' memories of him as they were willing to share them and his field notes as preserved in the Tavistock Institute's archive at the Wellcome Library."

TRANSPARENCY & TRANSFERABILITY **ensuring and facilitating learning outcomes: analysing and assessing two decades of European and national initiatives** (Client: Cedefop) (2021-2024)

The aim of this European study is to analyse and assess policy efforts in the last 20 years at both EU and national levels to increase the flexibility of European education, training and learning systems; making it possible for individual citizens to enter, re-enter and combine education, training and learning according to their needs and current circumstances. The study looks at developments over time and in a comprehensive, cross-national and cross-sectoral perspective.

EXPERIENCING THE HERE AND NOW

A Reflection on International Cross-Culturalism

Some reflections from the **15 Doctoral students from Bowling Green State University,** USA, studying Organization Development & Change, on their 3-day co-designed learning experience at the Institute's offices in July. The overall theme was *Radical Histories and Futures for Human Relations*.

The context - the students had the opportunity to engage in a range of experiential learning and participatory activities, facilitated by senior Tavistock consultants, arts-based partner organisations and the students themselves.

It seems that insights come not necessarily in the moment but in reflection, and that one long-term impact has been an expanding perception of the individual student's role as a change agent. The Tavistock's "shamelessly practical reflection and understanding of past work through the archives being central to their work" was significant, surfacing the importance of understanding organisational memory.

A conversation about the Institute's foundation in socio-technical systems and the role of applied social scientists surfaced the tension between the traditional US scholar practitioner (tenured professor, PhD) and the D.ODC focus on practitioner scholars, professional scholars and pracademics. Thinking about the Tavistock as a role model for action research and that the term pracademic is more widely used in Europe, was encouraging for several students exploring their professional identity.

The Social Dreaming Matrix and Ambient Jam activities used experiential learning techniques (powerful, emotional and memorable), encouraging experimentation with leadership and followership dynamics; phenomenological 'here and now' inquiry; and exploring the group 'gestalt' as it represents wider society. The Wellcome archive opened students' eyes to the value of the Institute's academic work over the past 74 years and the relevance of the methods and investigations of the past for present times.

"The Tavistock sessions were at times insufferably uncomfortable and, accordingly, I intermittently chose to be an active observer. Though never dismissive of the intent, I pushed myself to be open to the methods and approaches used to help groups of all kinds to feel their voices are heard."

The Ambient Jam activity led by Entelechy Arts was particularly impactful for many of the students:

"Since that experience, I have reflected on my role as an agent of change and how I need to dig deeper into understanding what others need to feel safe and to have the freedom to offer their voice. This reflection has brought about a sense of embarrassment - embarrassment not

because I resisted active participation in a certain session. Rather, it stems from my realization of how unwilling I can be to meet people where they are. This is not to say that I lack a desire to help. Instead, I have come to realize how my socially constructed fears inhibit me from giving my all to serve others at their preference points. It is now in retrospect that the session that made me the most uncomfortable was one of my favorites."

A student, whose dissertation topic is Use of Self, began making connections:

"Use of Self (UoS) ties were ramped. Beginning with Coreene's discussion about identity and intersectionality – all part of UoS. Who we are, what makes us us, how we choose to enter (or not) in situations, and what intentional actions or contributions we make, all define our UoS and how we impact and influence others, including in activities like Ambient Jam.

Many students identified ways to use Tavistock principles and activities in their professional and academic lives to have impact:

"*Our engagement with the Institute was incredibly memorable – the improvisation session and how we came together as a group is still fascinating to me. It seems that music somehow allowed us as individuals to merge as one and create. Something as simple as a makeshift song can affect the dynamics of a group. The Wellcome Collection was also a spectacular experience, as reviewing various discussions, concepts, and initial sketches of research engagements evolved into action research initiatives that still resonate with the work we do as practitioners today.*"

"*The time that we spent with the Institute was amazing and I have already told my boss that I will be implementing Tavistock Time into our meetings so that the physicians can lose the notion that everything they have to say is important and begin to speak with purpose during the timed sessions.*"

GETTING OUT & ABOUT

PRESENTATIONS, EXHIBITIONS & CONFERENCES

- **Inside Out -** Thomas Spielhofer presented the results of our evaluation of this project to UK MP Will Quince (Parliamentary Under-Secretary of State for Children and Families) at a meeting of the Children's Society.
- **Podcast:** *We have to stay with the Trouble* - Edgy Ideas from the Eco Leadership Institute – Eliat Aram discusses some of our developments over the years and shares new directions we are pioneering, particularly in how aesthetics, art and place inform our working lives today, it already has 1000+ listens.
- The **Wellbeing Summit for social change** in June in Bilbao – Matthew Gieve presented our findings about organisational wellbeing in the social change sector.
- **BGSU Doctoral student visit** – see above
- **Cedefop's Expert Workshop** in September: *Making learning progression a reality - Building on lessons from European transparency tools* - key presenters, Kari Hadjivassiliou and Thomas Spielhofer, presented our conceptual framework (Five-pillar Temple model) developed around transparency and transferability of learning outcomes. This workshop was by invitation only and was attended by over 100 EU and national policy makers, academics/experts, etc from all over Europe.
- **Evangelical Lutheran Church of Finland:** Leslie Brissett has been consulting to senior leadership of the and this year delivered 2 6-day cohorts with 45 leaders who are responsible for 3 million parishioners. This is innovative work creatively built on a long history of the Institute's work in Finland.

WORK THEMES

DREAMING

- Dreaming of Compassion, a chapter from the new book, *Towards the Compassionate University* by Coreene Archer
- AOMO - drawing the matrix – a Social Dreaming Matrix with Juliet Scott, Antonio Sama and Simone Kennedy
- How to be a SDM Host – the launch of a social dreaming training through the SDiN – Social Dreaming international Network. This training is an exciting new venture in social dreaming, bringing together participants from all over the world in two concurrent streams, one hosted in Europe and one in Australia.

INNOVATION: Environment, Technology, Women

SheMakes

This year was the second and final year of the SheMakes project. As project partners, we were responsible for evaluating the project focusing, in particular, on the outcomes and impacts that activities designed and implemented by the project, achieved. As SheMakes is about empowering women innovators in the textile and clothing sector, we chose a gender responsive evaluation approach and worked in a participatory way with project partners on designing and implementing some of the project activities.

For example, when the whole project met up this summer in Florence, we designed – together with the communication partner Flod and the project coordinator TCBL – a participatory activity to capture people's thoughts on what the SheMakes project looked like to them after the end of all activities involving women innovators [see left].

Working with scraps of material collected from local Florence textiles companies, and using open space methodology to collect initial ideas, participants worked collaboratively in four groups to "craft SheMakes" along the four themes that emerged from the open space activity:
a/ Collaboration and Network
b/ Diversity and Empowerment
c/ Activities
d/ Meetings and Events
It was designed as a creative and participatory way to capture perspectives on outcomes at project level.

Railway Project

Trains mean many things to many people - from the romance of the journey through to wonderful pieces of kit. For us a train is something that connects people and communities, and enables social, family, leisure and occupational ties and opportunities. During the last year we have worked on the evaluation of two train projects for the DFT and in partnership with the Systra, the specialist transport consultancy.

The first was the Flexible Season Tickets project which brings the benefits of cheaper travel to a wider range of passengers at any time of day. The second was 'Restoring your Railway'. This project reinstates some lost lines across localities to strengthen and improve access to employment, education, leisure, commercial, and social opportunities. It also contributes to the UK government's 'Levelling Up' agenda. Typical is the Okehampton project creating strengthened ties and better access to opportunities, by restoring the line between Exeter and the more rural Okehampton locality.

Our role was to co-create the Theory of Change (ToC) with key stakeholders for the two projects. We use ToC in many of our projects for setting out the evaluation pathway, or for project planning. It is a process, and forward-looking narrative that explains how an intervention (such as a project, programme, policy, or strategy) is expected to contribute to a chain of results that produce the intended, or actual, impacts. Our evaluations test the theory by investigating how what happens in one link of the project affects what happens in subsequent links.

For the two railway projects we co-created ToCs in workshops with key stakeholders. In both cases we identified how quality of life improvements could be achieved and set out the pathway towards them. As the projects unfold the ToC will be used to discover how they worked for whom, if they achieved their intended impact and any unexpected consequences.

COMMUNITY / MENTAL HEALTH

Interreg

The aim of this 5-year, 3-region (France, Belgium and UK) Interreg - Building Human Capital (BHC21) project was to train 5 cohorts of up to 24 young low skilled (unemployed) people in engineering skills that would lead them to jobs in the engineering sector and put them on a career ladder. The different interventions in the programme were provided by linking 6 or 7 different partners in each region –

- Kent County Council - an overarching coordinating partner to integrate the resources of the partners serving the needs of the project participants; and to find and set up supervised work placements for participants in engineering enterprises in the region;
- Department of Work and Pensions – Observer Partner - a central government statutory partner to refer low skilled people to the project and to support their financial needs during the training;
- Mid-Kent College of Further Education - a specialist educational partner for the technical engineering education;
- University of Greenwich - an academic partner to provide the 'Training the Trainers' programme ()
- Tavistock Institute - a human relations partner to develop the psychological, emotional, relational and social skills of the cohort participants;
- Tavistock Institute - an academic research partner to evaluate the project;
- Kent Employers Association – Observer Partner - an Employers Association partner to support the project among members of the Employers Association.

European cross-border cooperation was coordinated by a partner organisation in Belgium and assessed by the Tavistock Institute. Close collaboration and high-level coordination between the partners, and

between the regions, led to the successful provision of the technical training and the psychological and social development needs of the members of the cohorts, as well as providing training and support for the trainers of the young unskilled people in the work placements.

Significant knowledge was gained on how to conduct a training intervention with dispirited, deprived, dysfunctional low skilled people. The approach was holistic by addressing as many aspects as possible of the participants' abilities, drive, resilience and skills, as well as the psychological and social & economic factors that deny participants opportunities for achieving skills competence, strengthened commitment to the work ethos and becoming responsible citizens.

Important learning for the Partners was achieved in project design that was adapted and tailored to the unique needs of the young people. Secondary learning concerned the maintenance of inter-partner relationships through avoiding the partners working in their own private silos. Remedying the extensive and motivation-destroying problems of poverty, family dysfunction, mental health issues and low educational ability was achieved primarily through collaborative working of the partner organisations. The UK Government expressed interest in the aims, unique methods and integrated partnership functioning of BHC21 to address the wider problems of youth unemployment in the UK.

SOCIAL JUSTICE

The question of diversity and inclusion has been a hot topic within many organisations, resulting from the death of George Floyd. Questions that relate to race, gender, sexuality, to who and how we relate to each other are often difficult to explore and to surface hidden feeling and tensions.

The Wellcome Trust took a very thoughtful approach to this subject, asking staff to think about difficult questions as part of a structured and safe programme. The curriculum explored the lived experience of individuals who would normally fall within the remit of the diversity and inclusion frame. Critically it also created space for the thoughts and feelings this type of work can provoke to be explored.

As the facilitators of this programme, we worked with all layers of the system. The programme delivery team, the participants from the majority culture and a space for those from a minority background. This programme recognised that different groups may have feelings or thoughts that were better shared within a defined space. The programme was very successful and was delivered several times throughout the year. The work of the Institute in the area of difference (our preferred expansive term which we suggest is more inclusive) is continually evolving.

In Europe

TIG – **Tavistock Institut Germany** has a growing portfolio of work in comparative research and evaluation across the EU in relation to the design and implementation of employment and skills policies, the functioning of labour markets, including youth labour markets and the employment and social integration of NEETs, education and training systems, including VET, apprenticeships and work-based learning (WBL), lifelong learning, including adult upskilling and workforce skills development, human resource management and employee well-being as well as in social and digital inclusion. Below are some examples of current EU projects:
Study supporting the evaluation of the Council recommendation of 19 December 2016 on **Upskilling Pathways: New Opportunities for Adults** (Client: European Commission/DG EMPL) (2021-2022) The aim of this evaluation is to assess the effectiveness of the actions taken in response to the Recommendation by the 27 Member States and the European Commission, the Recommendation's efficiency, coherence

and added value, and whether the Recommendation is still relevant, taking into account the changing policy context, especially in view of the EU's green and digital transitions and the lingering impact of the Covid-19 pandemic.

Policy interventions to tackle labour shortages - Review of policy evaluations (Client: Eurofound) (2021-2022) The aim of this study is to identify and assess the effectiveness of specific types of interventions in addressing labour shortages, including training/upskilling/re-skilling measures. The focus is on (i) measures aimed at addressing labour shortages in sectors where these have been aggravated by Covid-19 and (ii) measures implemented to ensure that labour shortages do not stifle the EU's twin transition to a climate neutral economy and the digital age. The study has identified over 100 measures that have been evaluated across the EU, out of which 30 in-depth case studies are currently being carried out in a number of Member States.

Our Environmental Work

Setting the Standard

Responding to the climate emergency is complex. There are no easy answers and many trade-offs.
In 2021/22 we gave ourselves the target of meeting the environmental standard for organisations. Called ISO 14001 it is an internationally agreed standard that sets out the requirements for an environmental management system.

Meeting the standard has two major benefits:

i. Helping us to improve continuously our environmental performance by, for example, reducing our carbon footprint or increasing our volume of environmentally focused work.
ii. Giving our stakeholders, commissioners, and contractors the confidence and assurance that we are committed to sustainability and the management of environmental impact

To meet the standard, we built our own environmental management system via the following steps: Plan; Do; Check; Act audited in June 2022 by the British Assessment Bureau - we met the standard and we will use it as a road map for delivering and continuously improving our environmental policy.

Our project work

Heat Networks Investment Project - Heating the fossil fuel free future

With our partners, Risk Solutions, we have just completed our fifth year evaluating the contribution of the project towards net zero. We have investigated all the ways in which people, communities, energy companies and local authorities adopt, adapt and innovate to achieve de-carbonisation via funds the UK government has allocated through the project.

For example, deep beneath the Durham countryside lie flooded, unused coal mines. The geothermally warmed water they harbour will be released to heat homes in Seaham Garden Village. In north London heat generated by the Underground will reach 800 homes. Heat networks are emerging to cover large areas in major cities, smaller towns, and rural communities across England and Wales.

The project finishes in March 2023 - reporting its impact, it's clear that climate change and environmental champions in local authorities, communities and the energy sector are key in seizing this opportunity. And it shows the ripple effect of widening interest in the possibility of heat networks for people who might not otherwise have considered them. It's influencing planners in their approach to development and colleges to foster skills and knowledge for people to work with green energy.

Working on the Railway

See above.

Professional Development

During the last 12 months our Professional Development offer has continued to respond, adapt and create meaningful and much needed spaces for learning in our post pandemic world; how do we live and work well in the world today. Uncertainty remains with some unsure about committing to travelling and others eager to get back to being in the physical presence of others. Our programmes have continued in mixed modality, some wholly online, others wholly in person and some hybrid. This mix offers greater flexibility, enables increased access to participants and reduces our carbon footprint. Importantly for our work it also enables us to learn through live experience about the newly emerging dynamics of a significant shift in our relationship to work and the workplace.

We are now holding regular hybrid PD Open Evenings where people can come and find out about our programmes, meet the Directors and ask questions, with the first one held in March.

Our office provides a flexible and creative space for the delivery of many of our programmes, this is much appreciated by participants who love the bright, airy, 'green' environment. Our high-end technology enables an enhanced experience for all participating in our hybrid programmes, both the 'roomies' and the 'zoomies'.

Through this year we have been exploring a partnership with an online learning platform. We are deep in design and hoping to launch our first asynchronous online learning offer early in 2023. This will greatly enhance our reach into the world.

Deepening Creative Practice in organisations: Part of a wider programme of Arts in the Organisation work, this programme is really beginning to create and find its place in the Institute's offer. Current participants have been preoccupied with the relationship between individuals and the organisation. The notion and politics of space and place. Ideas of being at home in an organisation and the organisation being at home – the gendered nature of some of these dynamics. This cohort's work culminated in a public event - the *Woman I Festival* - featuring live performance and installations at the Institute.

Supervision for Coaching and Consultancy: A diverse cohort who spoke powerfully at the graduation ceremony about the impact that the programme had for them and their practice. The space to think and work holistically incorporating the rational, the unconscious, the embodied, the spiritual created a rich and meaningful learning environment.

Coaching for Leadership: Once again a full cohort of international participants brining their rich mix of experience to the programme. The intensity of their work together creating lasting professional connections and networks. As ever participants are gratified at how incorporating a systems psychodynamic perspective adds such depth and breadth to their practice. *"When things get tough in my coaching practice it is the tools, techniques and attitude from the programme that gets me and my clients through".*

Practitioner Certificate in Consulting & Change: 2022 marked the return to in person learning, with the addition of one online module. A lively cohort grappled with understanding and working with the complex dynamics of a changing workplace. Issues of power and difference were very present alongside working within the virtual and physical space. *"It has been quite a journey; we are all so different and yet somehow, we have worked together to create a space big enough where we can all belong. It has significantly changed the way I think about belonging in the workplace".*

Dynamics @ Board Level: A cohort representing a microcosm of European centrality of power. Multinationals, global banking, intergenerational family companies were all present. The deep experiencing and exploration of these power dynamics within the group and by extension to their own boards and those with whom they work brought deep learning. "*This programme more than any other has helped me see the profound benefits of multiple perspectives in the boardroom. It has given me the confidence to speak up and speak out".*

Organisational Consultancy: working with the dynamics: This programme continues to provide an invaluable space for consultants working with systems psychodynamics to meet, share their dilemmas, learn more, be replenished. A much needed and highly valued space for connecting and learning.

Reading Seminars: Launched this year, this series of monthly evening seminars have proved very popular. Each seminar focuses on a couple of chapters of Mannie Sher and David Lawlor's recent publication *An Introduction to Systems Psychodynamics* (see highlights), these sessions are oversubscribed, and we have a waiting list for the 3rd cohort already.

Group Relations Programme Impact

The Leicester Conference 2022 was co-directed by Dr Eliat Aram and Dr Leslie Brissett and brought together a full membership for the first time since the global pandemic. Members came from 23 nationalities and every continent. The conference was the first expression of the new TAO inspired shift in the Institute's conception of Group Relations for the new age entitled: *Task Authority Organisation: studying the capillary, tentacular and rhizomatic in organisations* in Lane End, Buckinghamshire.

Significant innovations took place around developing the impact of Group Relations in the fields of psychology and psychoanalysis. The first ever GRC for qualified psychoanalysts took place in October 2021, cosponsored with GREX the West coast USA affiliate centre of the AK Rice Institute. This 3-day online conference attracted 46 members, with a staff of 15, including 2 International Psychoanalytic Association (IPA) committee chairs. The conference engaged a range of social media and an innovative design methodology that was well received, stimulating and generating a $5k surplus for GREX to deliver more conferences for the psychoanalytic community. We co-sponsored and staffed a conference in the Psychotherapy programme at Tel-Aviv University in Israel in September 2022. We have worked with Mira Erlich-Ginor, chair of the IPA, in the psychoanalytic community and the world to further the embedding of Group Relations in the psychoanalytic training process, and Dr Leslie Brissett is a member of the new steering committee reporting to the IPA board, that will continue to develop future conferences.

Ongoing work with the British Psychological Society on the *Fully Human* GRC for clinical psychologists continued throughout 2021/22 and will continue into 2023 and beyond.

Our targeted support work in GRC sponsoring organisations continued in Russia, The Caribbean and China. We directed the first in-person GRC since the pandemic, and since our partnership with GR Russia in Moscow in January 2022, with around 40 members and staff, and – notably in hindsight – on the brink of a war. Since the war broke out, a number of meetings facilitated by us have taken place, attempting to maintain dialogue and connection across the newly enforced divide between Russia, Ukraine and other bordering nations on the Eastern Europe side, including Poland, Lithuania, Latvia, Finland and further afield with people of Eastern European heritage (USA, UK, Israel). Since the war, we have managed to contribute from online to a GRC that took place in Moscow amongst Russian colleagues. Another e-GRC was delivered online in China, directed by Tavistock Institute China in February 2022. The 4th Caribbean GRC was delivered in November 2021 co-directed by Dr Leslie Brissett and Mary Fullerton of Caribbean Group Relations Consulting.

In November we held the 7th Belgirate Meeting - a triennial gathering of those who have staffed group relations conferences across the world – online and in partnership with OFEK, Israel and AK Rice Institute, USA.

The International Gathering of Programmes continued its work in 2021/22 with Anne Benson leading on the curation of the gathering of those using group relations theories in academic programmes.

In addition to the conferences stated above, we co-sponsored and staffed conferences in Utrecht, Netherlands, Teachers College, Columbia University, USA, IL NODO, Italy, PCCA, Germany, OFEK, Israel, Australia, Germany and many more.

TAO of Tavistock

Since 1957, the Institute has been leading thinking about groups and organisations. Since the inception of its ground-breaking methodology for learning about leadership, the Group Relations Conference (GRC), a global community of activity has emerged. Drawing on ideas of representation, systems theory and the daily realities of uncertainty, all underpinned by a psychoanalytic frame, we have been helping those engaged in leading to think more deeply and profoundly about their role and purpose. During 2021/22, we have continued this tradition in new and creative ways, taking the work further into the global east and south whilst building on our western and northern historic heartland.

Now we move into a new framework for thinking about role taking and leadership, a quantum leap for the next era of leadership in the digital age. We postulate that what is needed is a cadre of leaders able to operate "in between worlds". This paradigm shift in leadership, requires the capacity to listen and see what is true for all role holders in a system, a new kind of kaleidoscopic capacity that is rooted in the emergent properties and social realities that sit at the heart of what the Institute has always stood for.

A new programme of engagement and work will be revealed in 2023.

Tavistock Community

The Tavistock Community is a self-organising trans-cultural community network for Tavistock thinking. The primary task of the Community is to connect with others, exchange ideas, develop practice, expand learning and think together, all underpinned by Tavistock methodologies. It is like a Garden, where initiatives are self-led and followed, launching from different parts of the world. Its flourishing process, cultivated and nurtured by continuous virtual and physical contacts, ideas and feelings shared, is a life creation journey.

July 2022's 4th Annual Gathering: *To Be in Contact*, was held in conjunction with the Institute's PD Graduation Ceremony and included contributions from members, small break-out groups, a meditation session, musical activities and a large group discussion. This year, the Tavistock Community was invited, for the first time, to contribute to the Institute's third strategy day with member representatives. It has recently expanded its Cultivatorship structure to include three people.

Initiatives in the Community are varied and come from members willing to discuss and work with others about specific themes. They also emerge from Institute initiatives like Lunchtime Talks, Social Dreaming Matrices, Group Relations Conferences and the Deepening Creative Practice programme.

Themes developed along the way relate with Tavistock Touch, Arts and Nonverbal Communication,

Thoughts from India, Tavistock Community' Social Dreaming Matrices, Still Together, 5 years' reflection, Measuring and Managing Climate Anxiety, amongst others.

Alumni and Friends of the Institute may apply for membership.

Food for Thought: Lunchtime Talks

Our popular Food for Thought series takes place every third Wednesday of the month, providing a space for thoughtful reflection and productive discussion between Tavistock staff, our collaborators and other interested researchers and practitioners. This year, recordings and podcasts included:

- **Exploring Professional Identity** with Coreene Archer – a talk enquiring into how we marry professionalism with individual identity
- **Survive & Thrive: What are we learning from the pandemic?** reflecting on what it means to develop resilience in people and organisations
- **How the Theory of Change framework can be effectively employed in a wide range of social interventions?** insights into *Strategic Thinking, Design and the Theory of Change,* a book edited by the Institute's David Drabble et al
- **Consultants - are our ethics for real or just skin deep…?** with Steve Hearsum
- **Ancient Greek Philosophy for Management Consultants** with David Shaw – an introduction to thinking differently about novelty in management consulting

… and many more

Digital Engagement

Although this year we moved the Lunchtime Talks to a hybrid space, offering our audiences the choice between joining online or in person from our London office, the flexibility of the online space is still very much appreciated. And thus, in 2021-2022, we have had:

Over 1,000 people joining talks online via Zoom
Over 1,300 people listening afterwards to recordings of the talks
Over 300 people visiting us in the office for our various public events.

Moreover, this year:

Our website was visited over 250,000 times
We've sent 64 email campaigns equalling 149,751 emails
We engaged with over 30,000 followers across all our social media – LinkedIn, Facebook, Instagram and Twitter.

Arts & Organisation

2021-2022 has been another fruitful year when it comes to our fast-growing Arts & Organisation programme of work as we evolve a social practice of the arts, in their broadest sense, as a discipline within the Institute's contemporary field of social science. Learning is emerging from the Deepening Creative Practice with Organisations programme - its process and its public exhibiting season, the archive, Social Dreaming, exhibitions and collaborations in our new workspace. It has been a year of strategising,

planning, collaborating, organising, managing, curating, creating and travelling as we begin to share our ideas with other people, both in the UK and abroad, to inspire one another and exchange experiences.

In September 2021, we were joined by Maria Markiewicz – an art writer and a curator from Goldsmiths, who works on our annual exhibition programme and is developing an Artist in Residence project. These are becoming part of the research 'container' to support our Arts & Organisation work.

We travelled to France to the Campus de la Transition in May to join the Schumacher Society's Research in Action community, seeking a less destructive relationship with the natural world, and to Venice to participate in the 2021 Venice Biennale, one of the most recognised art events in the world.

In August we convened and intervened at the Art and Management of Organisation Conference (AOMO) on Art and Activism in Liverpool, said our goodbyes to our first Visiting Artist-in-Residence, Simone Kennedy, who came to us from Australia, and opened our first ever exhibition, *Sentient Excavations*, which reflected on the social and technical journey of opening up the Institute's archive. Juliet Scott gave a Lunchtime Talk and exhibition tour in June, enquiring into her artistic practice that bridges the arts and social sciences, and visitors were encouraged to experience first-hand how we work with the arts.

There were certainly more welcomes than goodbyes. We continued our partnership with the Centre for Dance Research at Coventry University (CDaRE) and welcomed Henrietta Hale who is doing a PhD studentship, funded by Midland4Cities to explore our archive using embodied methods. The title is **Relational Practices and the Tavistock Institute's Archive: Embodiment and Social Engagement**. Henrietta's background is in dance/somatic practices and performance making, and she will be using mixed methods practice as research methodology to engage with the archive through the lens of work and care.

Our relationships with artists and arts organisations continued to flourish. At the height and heat of the summer we collaborated twice with Entelechy Arts' at the Centre for Contemporary Arts at Goldsmiths' University. As always, a meeting of multiple different worlds and the visit for students of the inaugural Bowling Green State University Ohio's organisational development and change doctoral practitioner programme. As part of the overall theme of *Radical Histories and Futures in Human Relations* we wove together intercultural dialogue, social dreaming, Coreene Archer's research on identity, with an Ambient Jam improvisational session. A participant lying on the floor drawing a spec of dirt they found on the carpet revealed how this helped them to expand this experience into their practice with organisations:

"I'm now aware of the larger context in which I am the earth and the earth is me. This is the method…a practice….a collaborative symbiosis engaging me with my new larger world. I am now open to the expanding within me."

Organisational structure of the Institute and decision-making process

The Council holds bi-monthly meetings. The CEO provides an update to the trustees at each of the Council meetings. This includes a status update on the key projects and other significant events. An update of the financial status of the Institute is also reviewed at each meeting. Further, the Council has a rolling programme which covers the key activities of the Institute over the course of twelve months.

In addition, the following sub-committees are in operation:

- The Pension trustees meet 2-3 times a year and are responsible to the pension fund. Currently we have two employee-nominated pension trustees and two employer-nominated pension trustees.
- The Human Relations Management Committee (HRMC) meets twice a year to discuss and review the activities of the HR journal.

Internally, the CEO holds bi-weekly management meetings.

Salary progression reviews are carried out annually and are normally based on the performance of staff members and business context. All staff are positioned organisationally in a range of salary bands which are directly related to their roles and grade. The bands are as follows: R – Researcher, S – Senior and P – Principal. The difference in grade reflects seniority of knowledge, experience and workload. The majority of the principal grade employees are line managed by the CEO. All Line managers make a recommendation to the Chief Executive and Head of Finance of any increase in salary, performance bonus and/or cost of living allowance, following the annual review of their line managees . This is confirmed as both reasonable and affordable by the Head of Finance.
The CEO's salary is reviewed independently by the Council either through convening a remuneration committee or the nominations committee acting as the remuneration committee. We are working to align the CEO annual review alongside the rest of the staff annual reviews.

Financial Review

Financial Results for the year 2021-22

The Institute generated a surplus of £286k inclusive of FRS102 related pension costs (2020: £251k) despite the continued challenges and uncertainties of the UK and global economies post COVID. This increase over the previous year's surplus represents a robust financial performance by the institute and continues to be a step in the right direction. The accounts for 2021-22 where aided by the Institute's subsidiary, Tavistock Institut gGmbH, which achieved an operating surplus in the financial year.

The Institute's research, evaluation and consultancy activities income for the year were in line with last year's performance with Professional Development income increasing over the 12 months. Royalties income from *Human Relations* were in line with the contract with SAGE reflecting the continued challenges of Open Access on academic journals.

The Institute continues to hold a provision of £117,585 at the end of September 2022 for potential costs related to its membership of the Menon Network EEIG following the bankruptcy of a fellow member of the EEIG and which will impact the EEIG and its members. The Institute is retaining the provision to cover any further payment settlements related to other EEIG projects.

Reserves policy

The Trustees recognise the need to hold reserves both to enable the Institute to progress its long-term projects and to protect its current activities. The Institute believes that a reserves level of three months' income is appropriate for the ongoing operations of the organisation. Of the accumulated reserves on 30 September 2022 of £721,572 (excluding the pension fund liability), an amount of £61,710 is invested in operational assets. The unrestricted free reserves are £659,862 which represents 3 months of fixed expenditures.

The Institute continues to fulfil its obligation as per the revised pension recovery plan with the pension trustees (approved by the pensions regulator) whereby the deficit will be paid within 15 years. During the year ended 30 September 2022 the Institute paid £ £318,758 in accordance with this plan. The actuarial valuation of the Tavistock Institute of Human Relations Retirements Benefit Scheme at 30 September 2022 for the purposes of FRS102 showed a decreased funding deficit of £1,615,000 (2021: £4,069,000). This represents a major reduction driven by various market conditions and underlying assumptions which estimates a reduction in future asset values but more significantly an even larger reduction in the future liabilities associated with the scheme.

Risk management and internal control

The Trustees have a duty to identify and review the strategic, business and operational risks that the Institute is exposed to, and to ensure that appropriate controls are in place to provide reasonable assurance against fraud and error.

In order to achieve this, the Trustees and management team have undertaken an assessment of the risks that the organisation is exposed to and have produced a risk register which assigns management of these risks to specific individuals and recommends actions to be taken, where necessary, in order to manage the likelihood and impact of these risks. The risk assessment and resulting risk register are reviewed and updated on a regular basis.

The most up to date review, in March 2022, confirmed the current primary risks to be the ongoing Brexit and COVID pandemic creating economic uncertainty and volatility impacting opportunities in the UK, Europe and the rest of the world. We continue to monitor staff numbers to ensure capacity is maintained and scalable to support current and future activities and opportunities.

Appointment of Auditor
Goldwins Limited, Chartered Accountants, have agreed to continue their appointment as external auditor.

Audit Information
Each of the directors has confirmed that so far as they are aware, there is no relevant audit information of which the company's auditor is unaware, and that they have taken all the steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

Statement of trustees' responsibilities for an incorporated Charity
The trustees (who are also directors of the Tavistock Institute of Human Relations for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements, and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company [and the group] and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

there is no relevant audit information of which the charitable company's auditors are unaware; and
the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

BY ORDER OF THE COUNCIL **8 January 2023**

Opinion

We have audited the financial statements of The Tavistock Institute of Human Relations (the 'Charity') for the year ended 30 September 2022 which comprise the consolidated Statement of Financial Activities, the group and parent Charity's Balance Sheets, group's statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and Charity's affairs as at 30 September 2022 and of its income and expenditure for the year then ended:
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report (incorporating the directors' report) has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of the trustees

As explained more fully in the Trustees' Responsibilities Statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
    - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
    - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
    - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities]. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Anthony Epton
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Anthony Epton (Senior Statutory Auditor) **8 January 2023**
for and on behalf of
Goldwins Limited
Statutory Auditor
Chartered Accountants
75 Maygrove Road
West Hampstead
London NW6 2EG

Goldwins Limited is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE)

FOR THE YEAR ENDED 30 SEPTEMBER 2022

	Note	Unrestricted £	2022 Total £	Unrestricted £	2021 Total £
Income from:					
Charitable activities	2				
-Research evaluation and organisational development		1,301,748	1,301,748	1,474,557	1,474,557
-Professional development		588,609	588,609	349,275	349,275
-Royalties from publications		800,575	800,575	810,984	810,984
		2,690,932	2,690,932	2,634,816	2,634,816
Tavistock Institut gGmbH income	13	55,329	55,329	51,630	51,630
Investments	3	1,427	1,427	369	369
Other	4	610	610	3,970	3,970
Total income		2,748,298	2,748,298	2,690,785	2,690,785
Expenditure on:					
Charitable activities	5				
-Research evaluation and organisational development		1,974,225	1,974,225	2,083,500	2,083,500
-Strategic Initiatives		4,599	4,599	25,232	25,232
-Professional development		337,125	337,125	166,093	166,093
-Royalties from publications		141,790	141,790	142,773	142,773
Tavistock Institut gGmbH expenditure	13	3,999	3,999	21,613	21,613
Total expenditure		2,461,738	2,461,738	2,439,211	2,439,211
Net income / (expenditure) before net gains / (losses) on investments		286,560	286,560	251,574	251,574
Net gains / (losses) on investments		-	-	-	-
Net income / (expenditure) for the year	6	286,560	286,560	251,574	251,574
Transfers between funds		-	-	-	-
Net income / (expenditure) before other recognised gains and losses		286,560	286,560	251,574	251,574
Actuarial gains / (losses) on defined benefit pension schemes		2,237,000	2,237,000	1,482,000	1,482,000
Net movement in funds		2,523,560	2,523,560	1,733,574	1,733,574
Reconciliation of funds:					
Total funds brought forward		(3,416,988)	(3,416,988)	(5,150,562)	(5,150,562)
Total funds carried forward		(893,428)	(893,428)	(3,416,988)	(3,416,988)

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 19 to the financial statements.

BALANCE SHEET as at 30 SEPTEMBER 2022

	Note	The Group 2022 £	The Group 2021 £	The Charity 2022 £	The Charity 2021 £
Fixed assets:					
Intangible assets	11	22,155	-	22,155	-
Tangible assets	12	39,555	49,136	39,555	49,136
Investment	13	-	-	21,535	21,535
		61,710	49,136	83,245	70,671
Current assets:					
Debtors	14	520,345	736,051	498,519	730,393
Cash at bank and in hand		1,731,339	1,577,678	1,637,198	1,520,771
		2,251,684	2,313,729	2,135,717	2,251,164
Liabilities:					
Creditors: amounts falling due within one year	15	(1,591,822)	(1,710,853)	(1,580,411)	(1,701,515)
Net current assets / (liabilities)		659,862	602,876	555,306	549,649
Total assets less current liabilities		721,572	652,012	638,551	620,320
Creditors: amounts falling due after one year		-	-	-	-
Net assets excluding pension asset / (liability)		721,572	652,012	638,551	620,320
Defined benefit pension scheme asset / (liability)	17	(1,615,000)	(4,069,000)	(1,615,000)	(4,069,000)
Total net assets / (liabilities)		(893,428)	(3,416,988)	(976,449)	(3,448,680)
The funds of the charity:	19				
Unrestricted income funds:					
General funds		(893,428)	(3,416,988)	(976,449)	(3,448,680)
Total unrestricted funds		(893,428)	(3,416,988)	(976,449)	(3,448,680)
Total charity funds		(893,428)	(3,416,988)	(976,449)	(3,448,680)

The financial statements have been prepared in accordance with the special provisions for small companies under Part15 of the Companies Act 2006.

Approved by the trustees on 8th January 2023 and signed on their behalf by

Lucian J Hudson, Chair

Eliat Aram, Ex-Officio Member

CONSOLIDATED CASH FLOW STATEMENT

FOR THE YEAR ENDED 30 SEPTEMBER 2022

	Note	2022		2021	
		£	£	£	£
Cash flows from operating activities	20				
Net cash provided by / (used in) operating activities			**185,122**		96,466
Cash flows from investing activities:					
Dividends, interest and rents from investments		**1,427**		369	
Proceeds from the sale of fixed assets		**-**		-	
Website cost		**(22,155)**			
Purchase of fixed assets		**(10,733)**		(48,272)	
Proceeds from sale of investments		**-**		-	
Purchase of investments		**-**		-	
Net cash provided by / (used in) investing activities			**(31,461)**		(47,903)
Change in cash and cash equivalents in the year			**153,661**		48,563
Cash and cash equivalents at the beginning of the year			**1,577,678**		1,529,115
Change in cash and cash equivalents due to exchange rate movements			**-**		-
Cash and cash equivalents at the end of the year	21		**1,731,339**		1,577,678

1 Accounting policies

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102 – effective 1 January 2015) – (Charities SORP FRS 102) and the Companies Act 2006.

The charitable company meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

b) Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is a treated as a contingent asset and disclosed if material.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

d) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

e) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

f) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

1 Accounting policies (continued)

g) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering services, undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

h) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the basis which are an estimate, based on staff time, of the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.
Where such information about the aims, objectives and projects of the charity is also provided to potential donors, activity costs are apportioned between fundraising and charitable activities on the basis of area of literature occupied by each activity.

i) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

j) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Leasehold improvements	20% pa on cost
Computer equipment	33% pa on cost
Furniture and equipment	20% pa on cost

k) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

l) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

m) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

n) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

o) Pensions

The charity operates a stakeholders pension scheme.

2 Income from charitable activities

	Unrestricted £	2022 Total £	2021 Total £
Contracts and fees receivable:			
Sage Publications – Royalties	800,575	**800,575**	810,984
Conference fee attendance	581,623	**581,623**	347,275
Consultancy	814,410	**814,410**	486,241
Research & Evaluation	665,375	**665,375**	882,634
Project funds surplus/(deficit)	(171,051)	**(171,051)**	107,682
Total income from charitable activities	2,690,932	**2,690,932**	2,634,816

3 Income from investments

	Unrestricted £	2022 Total £	2021 Total £
Investment income	1,427	**1,427**	369
	1,427	**1,427**	369

4 Other incomes

	Unrestricted £	2022 Total £	2021 Total £
Furloughed employees grant	–	**–**	3,689
Others	610	**610**	281
	610	**610**	3,970

5 a. Analysis of expenditure

	Charitable activities						
	Research Evaluation and Organisational Development	Strategic initiatives	Professional development	Royalties from publications	Support costs	2022 Total	2021 Total
	£	£	£	£	£	£	£
Staff costs (Note 7)	1,197,027	2,595	84,888	6,509	874,686	1,665,150	1,661,680
Direct cost							
Other direct cost	783	-	-	-	151	984	5,748
Conference fees and expenses	1,526	-	6,156	9,299	8,452	20,488	1,462
Consultancy fees	129,033	-	48,749	116,971	80,457	825,210	510,286
Travelling and meeting expenses	19,747	340	148,480	2,862	2,021	178,450	28,900
Support cost							
Other staff costs	6,000	-	161	65	41,896	47,622	41,741
Rent, rate & service charge	-	-	-	-	88,748	88,748	68,008
Books and subscription	-	-	(58)	-	2,828	2,275	1,709
Marketing	188	-	611	-	544	1,848	718
Insurance	-	-	-	-	11,619	11,619	9,980
Printing, postage and stationary	2,187	-	8,044		7,667	12,848	10,855
Website and computer expenses	8,899	860	1,728	1,060	84,796	46,848	40,746
Telephone and internet	7,052	-	866	868	9,467	17,258	9,496
Office expenses including moving costs	-	-	-	-	18,744	18,744	80,452
Depreciation & disposal of fixed assets	-	-	-	-	20,814	20,814	14,879
Profit and loss on exchange	-	-	-	-	(15,280)	(15,280)	2,455
Project expenses	-	-	-	-	-	-	(40,000)
Legal and professional	(2,888)	-	48	887	19,896	17,498	18,696
Audit fees	-	-	-	-	6,174	6,174	6,148
Bank charges	(21)	-	819	510	5,258	6,566	4,759
	1,369,588	8,295	294,492	188,581	651,888	2,457,789	2,417,598
Support costs	604,687	1,804	42,688	8,259	(651,888)	-	-
Total expenditure 2022	1,974,225	4,599	887,125	141,790	-	2,457,789	2,417,598
Total expenditure 2021	2,088,500	25,282	166,098	142,778	-	2,417,598	

The total expenditure £2465125 was unrestricted (2021: £2,417,598).

b. Analysis of expenditure (prior year)

	Charitable activities					
	Research Evaluation and Organisational Development	Strategic initiatives	Professional development	Royalties from publications	Support costs	2021
	£	£	£	£	£	£
Staff costs (Note 7)	1,178,767	7,647	61,911	7,814	405,991	1,661,680
Direct cost						
Other direct cost	4,815	-	-	-	928	5,748
Conference fees and expenses	177	-	664	896	225	1,462
Consultancy fees	269,220	8,727	56,941	127,885	52,468	510,286
Travelling and meeting expenses	938	-	25,649	1,589	724	28,900
Support cost						
Other staff costs	1,086	-	229	69	40,857	41,741
Rent, rate & service charge	-	-	-	-	68,008	68,008
Books and subscription	-	-	(219)	-	1,928	1,709
Marketing	418	-	-	-	300	718
Insurance	-	-	-	-	9,980	9,980
Printing, postage and stationary	5,090	247	1,505		8,518	10,855
Website and computer expenses	11,092	1,771	445	61	27,877	40,746
Telephone and internet	8,517	-	189	662	5,128	9,496
Office expenses	12	-	-	-	80,440	80,452
Depreciation	-	-	-	-	14,879	14,879
Profit and loss on exchange	-	-	-	-	2,455	2,455
Project expenses	(25,000)	-	(15,000)	-	-	(40,000)
Legal and professional	-	7,725	-	420	5,551	18,696
Audit fees	-	-	-	-	6,148	6,148
Bank charges	146	-	527	465	8,621	4,759
	1,450,278	21,117	182,841	188,861	674,506	2,417,598
Support costs	688,227	4,115	88,252	8,912	(674,506)	-
Total expenditure 2021	2,088,500	25,282	166,098	142,778	-	2,417,598

6 Net incoming resources for the year

This is stated after charging / crediting:

	2022	2021
	£	£
Depreciation	20,314	10,307
Operating lease rentals:		
Property	63,727	40,753
Auditors' remuneration (excluding VAT):		
Audit	5,400	5,400

7 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2022	2021
	£	£
Salaries and wages	1,249,700	1,240,265
Social security costs	127,699	129,968
Employer's contribution to defined contribution pension schemes	287,751	291,397
	1,665,150	1,661,630

The following number of employees received employee benefits (excluding employer pension) during the year between:

	2022	2021
	No.	No.
£120,000 - £130,000	1	1

The total employee benefits including pension and national insurance contributions of the key management personnel were £140,878 (2021: £140,288).

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2021: £nil). No charity trustee received payment for professional or other services supplied to the charity (2021: £nil).

Trustees' indemnity insurance was taken out in the year at a cost to the Charity of £2,320 (2021: £2,211).

8 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2022	2021
	No.	No.
Raising funds	-	-
Scientific Staff	21.1	20.0
Support	7.1	7.8
	28.2	27.8

9 Related party transactions

There are no related party transactions to disclose for 2022 (2021: none).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

10 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

11 Intangible fixed assets- Group/Charity

	Website development £	Total £
Cost		
At the start of the year	-	-
Additions in year	22,155	**22,155**
Disposals in year	-	-
At the end of the year	22,155	**22,155**
Depreciation		
At the start of the year	-	-
Charge for the year	-	-
Eliminated on disposal	-	-
At the end of the year	-	-
Net book value		
At the end of the year	22,155	**22,155**
At the start of the year	-	-

12 Tangible fixed assets- Group/Charity

	Leasehold Improvements £	Computer Equipment £	Fixtures, fittings and Equipment £	Total £
Cost				
At the start of the year	191,562	151,574	34,501	**377,637**
Additions in year		10,733		**10,733**
Disposals in year	-	-	-	-
At the end of the year	191,562	162,307	34,501	**388,370**
Depreciation				
At the start of the year	186,604	120,125	21,772	**328,501**
Charge for the year	1,044	16,443	2,827	**20,314**
Eliminated on disposal	-	-	-	-
At the end of the year	187,648	136,568	24,599	**348,815**
Net book value				
At the end of the year	3,914	25,739	9,902	**39,555**
At the start of the year	4,958	31,449	12,729	49,136

All of the above assets are used for charitable purposes.

13 Investments- Charity

	2022 £	2021 £
Investment in subsidiary undertakings	**21,535**	21,535
	21,535	21,535

Investments– Charity (CONT.)

Subsidiaries

Details of the charity's subsidiaries at 30 September 2022 are as follows:

Name of undertaking	Registered office	Nature	Shares held
Tavistock Institut gGmbH	Germany	A not for profit company (gGmbH)	100%

The aggregate reserves and the result for the year of the subsidiaries noted above was as follows:

	2022 £	2021 £
Incoming resources:		
Research	21,826	8,167
EU Grant income	31,630	43,463
Other	1,873	0
	55,329	51,630
Outgoing resources:		
Staff costs	(325)	(16,729)
Legal and professional	(597)	(1,733)
Bank charges	(591)	(552)
Accountancy	(2,113)	(1,277)
Exchange (loss)/gain	(373)	(1,322)
Net income / (expenditure)	51,330	30,017
Funds brought forward	53,227	23,210
Reserves	104,557	53,227

The subsidiary is exempt from the audit in accordance with German Companies Act and the results of Tavistock Institut gGmbH have been consolidated on a line by line basis and included under charitable activities of both under income and expenditure.

14 Debtors

	The Group		The Charity	
	2022 £	2021 £	2022 £	2021 £
Amounts recoverable on contracts	403,625	617,340	403,625	617,340
Prepayments	27,156	20,312	27,156	20,312
Accrued income	89,564	98,399	67,738	92,741
	520,345	736,051	498,519	730,393

15 Creditors: amounts falling due within one year

	The Group		The Charity	
	2022 £	2021 £	2022 £	2021 £
Trade creditors	53,454	28,900	34,215	28,766
Taxation and social security	69,931	153,167	70,235	152,264
Amounts due to group undertaking	–	–	9,637	9,705
Accruals	307,346	302,816	305,233	284,810
Deferred income	1,161,091	1,225,970	1,161,091	1,225,970
	1,591,822	1,710,853	1,580,411	1,701,515

16 Deferred income

Deferred income comprises the payments on account of contracts and fees recevied in advance.

	2022 £	2021 £
Balance at the beginning of the year	1,225,970	993,913
Amount released to income in the year	(1,225,970)	(993,913)
Amount deferred in the year	1,161,091	1,225,970
Balance at the end of the year	1,161,091	1,225,970

17 Pension scheme

The charity operates a stakeholders pension scheme and has no pension liability as at the year end.

The company also operates a defined benefit scheme in the UK. This is a separate trustee-administered fund holding the pension scheme assets to meet long term pension liabilities.

With effect from 30 November 2010, the scheme was closed to future accruals of current employees.

In 2011 the Institute agreed a revised deficit reduction plan with the pension fund trustees whereby the deficit would be repaid over 14 years 9 months.

Pension Commitments- FRS102 Section 28 Disclosure

Retirement Benefits Plan (1974)

A full actuarial valuation was carried out at 31 March 2016 and updated to 30 September 2019 by a firm of qualified actuaries. The charity currently pays contributions at the rates set out in the Schedule of Contributions prepared following the 31 March 2019 scheme funding valuation. The estimated future contributions to the plan for the year ended 30 September 2021 are £330,711 (2021: £318,758) increasing by 3.75% per annum, payable monthly from 1 April 2017 to 31 July 2033.

Assumptions:

The major assumptions used by the actuary in assessing liabilities on a FRS 102 basis were:

Assumptions as at	30 September 2022	30 September 2021
Discount rate	5.1%	2.2%
Inflation (RPI)	3.9%	3.7%
Rate of increase in pension in payment capped at 5%	3.9%	3.7%
Rate of increase in pension in payment capped at 2.5%	2.5%	2.5%

The average future life expectancies at age 65 are summarised below:

	Males	Females
Retiring today	21.4	23.7
Retring in 20 years	23.2	25.6

The major categories of scheme assets	30 September 2022	30 September 2021
	£'000	£'000
UK Corporates	297	933
Equities	2,349	2,192
Diversified growth funds (DGFs)	1,699	2,018
Cash	45	533
	4,390	5,676

Net defined benefit pension liability recognised in the balance sheet

	30 September 2022	30 September 2021
	£'000	£'000
Present value of funded obligations	(6,005)	(9,745)
Fair value of scheme assets	4,390	5,676
Net pension liability	(1,615)	(4,069)

Changes in the present value of the defined benefit obligation

	30 September 2022	30 September 2021
	£'000	£'000
Opening defined benefit obligation	(9,745)	(10,598)
Current service cost	-	-
Interest cost	(213)	(179)
Employee contributions	-	-
Actuarial (losses) /gains	3,792	918
Benefits paid	161	114
Defined benefit obligation at end of year	(6,005)	(9,745)

Pension Commitments- FRS102 Section 28 Disclosure (CONT.)

Changes in the fair value of the scheme assets

	30 September 2022 £'000	30 September 2021 £'000
Opening fair value of scheme assets	5,676	4,835
Interest income	126	84
Actuarial gains / (losses)	(1,555)	564
Employer contributions	319	307
Administration expenses	(15)	-
Benefits paid	(161)	(114)
Fair value of scheme assets at the year end	4,390	5,676

The amounts included within the Statements of Financial Activities

The amounts recognised in P&L /income statement

	30 September 2022 £'000	30 September 2021 £'000
Service cost	(15)	-
Interest cost	(213)	(179)
Interest income	126	84
Net charges to P&L /income statement	(102)	(95)

Remeasurement gains / (losses) recognised in other comprehensive income

Return on scheme assets (excluding interest)	(1,555)	564
Actuarial gains / (losses) on defined benefit obligation	3,792	918
Total actuarial gains / (losses)	2,237	1,482
Total amount charged to the Statement of Financial Activities	2,135	1,387

Amounts for the current and previous 4 years

	Year to 30 September 2022 £'000	Year to 30 September 2021 £'000	Year to 30 September 2020 £'000	Year to 30 September 2019 £'000	Year to 30 September 2018 £'000
Fair value of employer assets	4,390	5,676	4,835	4,787	4,442
Present value defined benefit obligation	(6,005)	(9,745)	(10,598)	(10,749)	(8,617)
Deficit	(1,615)	(4,069)	(5,763)	(5,962)	(4,175)
Experience gains / (losses) on liabilities	3,792	918	(111)	54	-
Adjustment due to change in assumptions	-	-	234	(2,041)	341
Experience gains / (losses) on assets	(1,555)	564	(103)	36	24
Actuarial (loss) / gain	2,237	1,482	20	(1,951)	365

18 Analysis of net assets between funds- Group

	General unrestricted £	Pension fund £	Restricted £	Total funds £
Inangible fixed assets	22,155	-	-	**22,155**
Tangible fixed assets	39,555	-	-	**39,555**
Net current assets / (liability)	659,862	-	-	**659,862**
Defined benefit pension scheme asset / (liability)	-	(1,615,000)	-	**(1,615,000)**
Net assets at the end of the year	**721,572**	**(1,615,000)**	**-**	**(893,428)**

Analysis of net assets between funds- Charity

	unrestricted £	Pension fund £	Restricted £	Total funds £
Inangible fixed assets	22,155	-	-	**22,155**
Tangible fixed assets	61,090	-	-	**61,090**
Net current assets / (liability)	555,306	-	-	**555,306**
Defined benefit pension scheme asset / (liability)	-	(1,615,000)	-	**(1,615,000)**
Net assets at the end of the year	**638,551**	**(1,615,000)**	**-**	**(976,449)**

19 Movements in funds

	At the start of the year £	Incoming resources & gains £	Outgoing resources & losses £	Transfers £	At the end of the year £
Unrestricted funds:					
Charity general funds	620,320	2,692,969	(2,457,739)	(217,000)	**638,550**
Subsidiary general funds	31,692	55,329	(3,999)	-	**83,022**
Total unrestricted funds	652,012	2,748,298	(2,461,738)	(217,000)	**721,572**
Pension fund	(4,069,000)	2,237,000	-	217,000	**(1,615,000)**
Total funds	(3,416,988)	4,985,298	(2,461,738)	-	**(893,428)**

Movements in funds (prior year)

	At the start of the year £	Incoming resources & gains £	Outgoing resources & losses £	Transfers £	At the end of the year £
Unrestricted funds:					
Charity general funds	610,763	2,639,155	(2,417,598)	(212,000)	**620,320**
Subsidiary general funds	1,675	51,630	(21,613)	-	**31,692**
Total unrestricted funds	612,438	2,690,785	(2,439,211)	(212,000)	**652,012**
Pension fund	(5,763,000)	1,482,000	-	212,000	**(4,069,000)**
Total funds	(5,150,562)	4,172,785	(2,439,211)	-	**(3,416,988)**

20 Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2022	2021
	£	£
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	**286,560**	251,574
Depreciation charges and disposal	**20,314**	14,379
Interest, rent and dividends from investments	**(1,427)**	(369)
FRS102 defined benefit pension scheme adjustment	**(217,000)**	(212,000)
(Increase)/decrease in debtors	**126,342**	(20,289)
Increase/(decrease) in creditors	**(29,667)**	63,171
Net cash provided by / (used in) operating activities	**185,122**	96,466

21 Analysis of cash and cash equivalents

	The Group			
	At 1 October 2021	Cash flows	Other changes	**At 30 September 2022**
	£	£	£	**£**
Cash in hand	1,577,678	153,661	-	**1,731,339**
Total cash and cash equivalents	**1,577,678**	**153,661**	**-**	**1,731,339**

	At 1 October 2020	Cash flows	Other changes	At 30 September 2021
	£	£	£	£
Cash in hand	1,529,115	48,563	-	1,577,678
Total cash and cash equivalents	1,529,115	48,563	-	1,577,678

22 Operating lease commitments- Group and Charity

Total future minimum lease payments under non-cancellable operating leases are as follows:

	Property	
	2022	2021
	£	£
Less than one year	**80,000**	57,260
One to five years	**214,575**	294,575
	294,575	351,835

At 7th June 2021 the Institute had annual commitments under operating leases in respect of office premises. The rent payable was for the year from 7th June 2021 of £46,666 per annum and thereafter £80,000 per annum until the end of the term. The lease term is 5 years from 7th June 2021 and expiring on 6th June 2026.

23 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

Looking into the year ahead

up to September 2023

Special Events

- 12 October Celebrating Dr Dione Hills
- 11 November DCP Exhibiting Season: *Women-I -Festo* live performance
- 17 November Social Dreaming Matrix with Bongsu Park and opening of Exhibition of Bongsu's and Marie Beauchamp's work
- 24-26 March SDiN - Social Dreaming international Network training programme
- March Professional Development Open Evening [*date coming after 11 Jan*]
- 19-22 April *Human Relations* 75th anniversary conference (Cass Business School)
- May AGM - hybrid
- 7 July Graduation Ceremony: Professional Development
- July Tavistock Community Annual Gathering
- July Bowling Green State University annual visit
- 10 September Book Launch Extravaganza and 76 years of the Tavistock Institute
- September Professional Development Open Evening

Food for Thought: Lunchtime Talks, hybrid, each 3rd Wednesday of the month: 13:00-14:30 GMT / UTC

- Group Relations with Dr Leslie B Brissett
- Herts conversations with Anne Benson… …and many more!

Upcoming Events

29 July - 11 August 2023 **The Leicester Conference: Task Authority Organisation:**
– in person at Moor Hall & Conference Centre, nr Heathrow airport

Reading Seminars 2: Introduction to Systems Psychodynamics – 6 seminars
Beginning 2 November

Certificate in Coaching for Leadership: Psychodynamic Approaches 2023 in 4 modules
Beginning 26 January

P3C - Practitioner Certificate in Consultancy and Change 2023 in 4 modules
Beginning 10 May

Certificate in Dynamics @ Board Level 2023 in 4 modules:
Beginning 5 June

Certificate for Supervision for Coaching and Consultancy 2023 in 3 modules:
Beginning 5 October

Organisational Consultancy: working with the Dynamics 2023 in 6 modules:
Beginning 4 May

Deepening Creative Practice with organisations from Spring 2023 in 5 seasons:
Beginning 19 April
Interseason days Exhibiting Season: Spring 2024

THE TAVISTOCK INSTITUTE OF HUMAN RELATIONS

England & Wales - Charity number 209706

Accounts

THE TAVISTOCK INSTITUTE
OF HUMAN RELATIONS

Annual Report

1 October 2020 – 30 September 2021

Company registration number	442517
Charity registration number	209706

Table of Contents

Reference and Administrative Information **3**
Structure, Governance and Management **4**
Objectives **4**
Chair's Message **5**
CEO's Message **6**
***Human Relations* – Editor's message** **7**
Highlights **8**
Moving home 8
Complexity-informed thinking in Evaluation 9
Visiting Artist-in-Residence 9
Selected Projects **9**
DesignScapes 9
Edge of Care 10
Coronavirus Community Support Fund 11
Multiple Ways of Working: NHS and Social Care 13
Working in depth - Institute of Group Analysis 13
Tradition and Innovation **14**
Professional Development **14**
Group Relations Programme **15**
Digital Engagement **16**
Arts & Organisation **17**
Food for Thought: Lunchtime Talks **18**
Tavistock Community **18**
Environmental work **19**
Financial Summary **20**
Risk Management **21**
Calendar of the Year to Come **40**

Reference and Administrative Information

Council of Trustees

Lucian J Hudson	(*Chair*)
Dr Eliat Aram	(*ex officio*)
Joel Featherman	*(Honorary Treasurer & Chair of the Pensions Committee)*
Steve Hearsum	
Phil James	
Katharina Müller	
Stella Okeahialam MBE	
Martin Powell	
Viktorija Šmatko-Abaza	
Grant Taylor	
Ruth Yeoman	*(Chair of HRMC November 2020)*

CEO Dr Eliat Aram, PhD, MSc Occup Psych, MSc G Psych, CBAM, Dip IoD

Company Secretary Dr Leslie Brissett JP, PhD MSc (Econ) BSc (Hons) FHM-SA

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Charity registration number 209706

Auditor
Goldwins Limited, 75 Maygrove Road, London NW6 2EG

Bank
NatWest, 440 Strand, London WC2R 0QS

Solicitor
Wedlake Bell LLP, 71 Queen Victoria St, London EC4V 4AY

Structure, Governance and Management

The Tavistock Institute of Human Relations was established as a not-for-profit organisation with charitable purpose in 1947. The Institute is governed by its Articles of Association dated 20 September 1947 as amended on 25 June 1963, 20 March 1991 and 22 July 2010. Ultimately accountable to the Association members, a Council of Management act as the board of trustees and work with the CEO and Management team to deliver against the mission and objectives.

Objectives

The Tavistock Institute is dedicated to the study of human relations for the purpose of bettering working life and conditions for all humans within their organisations, communities and broader societies and to the influence of environment in all its aspects on the formation or development of human character or capacity; to conduct research and provide opportunities for learning through experience for this purpose; to publish the results of such study and research; to further the learning of people in their organisations, to offer educational opportunities for individuals in or for any branches of the said study.

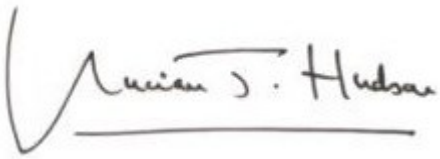
Chair's Message

This has been another extraordinary year for the Tavistock Institute. We have not just survived Covid-19 but are thriving, especially because of the leadership and teamwork demonstrated by our staff, our connecting with concerns and aspirations of the markets in which we operate and being open to new ideas on how we can build on our success to date.

We have challenges and opportunities yet the issues that we see the world is having to grapple with all point to a need for a better understanding of what is really going on within and between organisations and groups. Never has the approach we offer - and methodologies we use - been more pertinent: we work with clients to enable them to find solutions they can own and will prove sustainable in its fullest sense.

We live during a time of VUCA, working in environments that are volatile, uncertain, complex and ambiguous. We surf those waves and make it possible for others to harness the forces of VUCA to learn and grow.

I was not Chair for the year reported here. However, I have been close enough to the Tavistock Institute for the past twenty years to recognise as a friend, course participant, Tavistock trained consultant and executive coach, and now as Chair of Council again, that we are rekindling an ambition to make an even more impactful contribution, globally, nationally and locally, in the year and years ahead.



Lucian J Hudson
Current Chair of Council

CEO's Message

It is difficult to review the year (October 2020 to September 2021) without speaking to the period from March 2020 - October 2020, marking the first year of the Covid-19 pandemic. Back in October 2020, I wrote about the need to have a less binary, more nuanced leadership approach to the management of the global pandemic. At the time, I focussed on the requirement to move beyond the binary approach of health vs economy, to add the third - mental health and wellbeing.

Since then, we have endured many more months of lockdowns, where the dynamics of splitting and polarisation have sadly increased and become more commonplace. This was seen even through the vaccination implementation process which - on the one hand - has been hugely successful in moving us forward, yet has also highlighted socio-economic gaps globally, resulting in us not quite being where we hoped to be by 2022, in an endemic living.

The impact of lockdown on mental and physical health has been huge - you can find out more about it in later sections of this report, where we highlight some of the findings from our work in this period. Young people's calls for mental health support are exponential at the moment – I can see that as a mental health professional myself and through many of my colleagues whose waiting lists are growing. In addition, the elders and vulnerable, whom we have supposedly been protecting, have been emotionally traumatised by the lack of contact and the isolation and many are now suffering PTSD and other forms of depression and anxiety. The Institute has also contributed to a study of the impact of teleworking on wellbeing and mental health of people in the workplace, exacerbated by the requirement to work from home in these covid times. Adults have not remained unscarred by this period of – sometimes – profound isolation.

The Tavistock Institute was re-opened on 20 July 2020 and has remained flexibly open to date. We maintain a covid-secure, safe and healthy environment to all of our employees and clients who need and want to come in. As we enter our 75th birthday year, we continue to do what we have done best - supporting work and wellbeing of people at work. Institute staff have been the founders of many theories and applications to practice which are at the heart of work, management, leadership and organisational life and wellbeing to date – and continue to disseminate and promote learning through our research, consultancy and continued professional development programmes.

We have had a remarkable year – we moved to a new office space, are busy developing new ways of working – implementing lessons learnt and taking stock from the two-year pandemic; as always, we take challenge seriously and continuously reflect and make opportunities for sense-making during these turbulent and interesting times.

In addition to the highlighted work described in the report, we moved our Lunchtime Talks to the online space, where, with various experts, we continued to offer spaces for relevant topics to be explored as well as for people to connect globally across the different time-zones. We have had >1,000 people either joining talks online-live or listening to them later. You can find more data in the body of the report.

Eliat Aram

Eliat Aram, CEO

Human Relations – Editor's Message

Human Relations is a highly ranked international peer-reviewed journal. The journal's articles have significant impact on academic debates on a wide variety of topics that affect people at work, for example:

- the changing nature of managerial work
- leadership
- politics at work
- economic inequality and management
- job quality
- careers
- employee well-being; and much more…

I took over as Editor-in-Chief in January 2020. My first year in post was quite an unusual one for us all – and submissions to the journal were no exception – numbers of submissions became much harder-to-call than usual. Indeed, once it was clear there was to be an almost worldwide lockdown, I expected submissions to drop significantly. After all, moves to teach online only, the need to home school etc. clearly created significant extra work for many academics.

And yet the lockdown seems to have created more time for writing research papers overall – at least if the big rise in submissions to the journal which we actually saw is anything to go by. My suspicion is that while certain groups of academics were disadvantaged by the lockdown (most likely eg, women with young families) others were positively advantaged. In any case, the increase in submissions seems set to continue – total numbers for 2021 are going to be very similar to the total in 2020.

Another disruption for the journal that Covid brought in its wake was a change of plans for an academic conference to celebrate the 75th anniversary. We had initially hoped to hold the conference in London during April 2022. Uncertainty about travel – and many people's ambivalence about online-only conferences – forced us to postpone the event until April 2023 (our 76th anniversary of course). As I write (in early December 2021), we still must keep our fingers crossed that a conference in April 2023 will be able to happen face-to-face. However, we won't postpone again – even if an online-only event becomes the best option.

Mark Learmonth
Editor-in-Chief
Human Relations

HIGHLIGHTS

Moving home: redefining, reshaping, and reinventing the workspace

The Institute moved offices earlier this year – we took stock of the Tavistock space which meant letting go, acknowledging loss, re-finding and redefining to grow – a process we are still in. Thinking about the context - in the midst of the trauma of Covid-19 - we decided to move, with all the potentialities of space, place and price, and most importantly, the future of office working for organisations (during and post-pandemic), and how this might influence the way our new office manifested.

The move was about creating an inclusive, intimate, **Social** / **Science Hub** around several considerations:

- Multi-modality
- Promoting reflection, thinking and collaboration
- Working with the physical, psyche & the digital, and all kinds of hybrids
- The funky, homey office
- Fostering creativity and health, through movement – the liminal spaces and fractals
- Learning spaces: eg the kitchen - echoing *Food for Thought*
- And most importantly, how we welcome people, our community, and make connections – the office as a place where staff; Council; partners; associates, clients, communities, networks and guests love to spend time….

We reflected on what was needed, space, light and air, and found a building that felt solid, had history. We designed the space around form and function where multi-functionality / flexibility were paramount. Where things might be placed, the feel of the space, the spaces in between and the flow around in order to create a beautiful / functional / adaptable home for the Institute to be proud of.

All this within a very tight timescale of 3 months from finding the property until move day and managing long C-19/Brexit lead-times for fittings, furniture and accessories, all within a small budget. We now live happily on the 3rd floor, 63 Gee Street, Clerkenwell, London, between Old Street, Barbican and Farringdon tubes. Please come and visit us in person and online!

Complexity-informed thinking in Evaluation

In memory of Dione Hills, whose contribution to the field of evaluation has been invaluable over her 35 years at the Tavistock Institute of Human Relations, we were delighted to sponsor a joint prize with the UK Evaluation Society (UKES). The *Dione Hills Tavistock Institute and UK Evaluation Society Prize*, launched at this year's UKES conference on 25 May, and is awarded for the best short paper on the application of complexity-informed thinking in evaluation, an area of work that Dione had a special interest in and was deeply committed to. The prize was awarded to Cathy Sharp, of Research for Real, for her paper: *Be a participant, not a spectator – new territories for evaluation*.

Visiting Artist-in-Residence

Simone Kennedy joined us physically in August 2021 for 3 months as our first Visiting Artist-in-Residence funded by Arts, South Australia as part of the UK Australia season, a collaboration between the British Council and the Australian government. Simone was drawn to the Institute through her practice which personally explores the mother/child relationship. The Institute's archive at the Wellcome Library and John Bowlby's papers made her realise that "*I needed to site the work; it was imperative that the work become integrated through the layers of the Tavistock Institute*." Simone, in conversation with Maria Markiewicz, about her work and research at the Institute.

SELECTED PROJECTS

DesignScapes: Design Enabled Innovation in Urban Environments

In 2021 we completed the Designscapes project funded by Horizon 2020. During the last four years, we were part of a group of 12 organisations funded to encourage the take-up and scaling of design enabled innovations in urban environments. Among others, Designscapes provided small amounts of grant funding to 101 pilot projects in 60 cities across the EU and UK to carry out feasibility studies, develop prototypes and scale design led innovations that address some of the most complex social, economic and environmental challenges Europe faces today. It produced a White Paper which calls for the use of design-enabled innovation to trigger systemic change in support of addressing today's global challenges.

We were responsible for evaluating Designscapes as well as contributing to the capacity building of funded pilots by running training sessions on theory of change, replication and impact evaluation. - We carried out an integrated set of evaluation activities to support continuous improvement of the project, understand implementation and assess outcomes by focusing on the relationship between citizen involvement, co-creation of innovation, design thinking and competitiveness in urban environments. Some key findings from the evaluation were that:

- Design thinking and tools, when used skilfully and responsively to people's needs, enable the active participation of diverse groups of people in the development of social innovations because they often work visually and offer a structure that guides people through an open creative process;
- Co-creation that sees end users as co-developers of an innovation and values the expertise that comes from people's lived experience enables people to take ownership of the innovation and makes it more likely that it is used;
- By implementing their Designscapes funded projects, funded teams gained new skills, developed new ways of working, developed new relationships with people and organisations new to design thinking and learned how to adapt their innovations to new customers and markets;
- Participation had financial benefits: funded teams were able to access higher amounts of follow-on funding than non-funded teams and rated the financial value of their participation at a level 81% higher than unsuccessful applicants.

More information about Designscapes and the funded initiatives and resources.

Edge of Care: Redesign Project

In August 2021, we were approached by East Sussex County Council (ESCC) to support them in their development of their Edge of Care – Redesign Project. They had seen our evaluation report of the Inside Out programme, which had shown how a coaching programme aimed at young people in care helped to stabilise their placement in a cost-effective way.

ESCC is investing funding from 2021 - 2023 to develop a new system-wide model to help better support young people who are on the edge of entering the care system, together with their families who may be experiencing a range of complex challenges. This model aims to meet local needs, build on existing effective strengths-based and participatory provision locally and elsewhere and involve young people and families in co-designing support. ESCC have asked us to support them in:

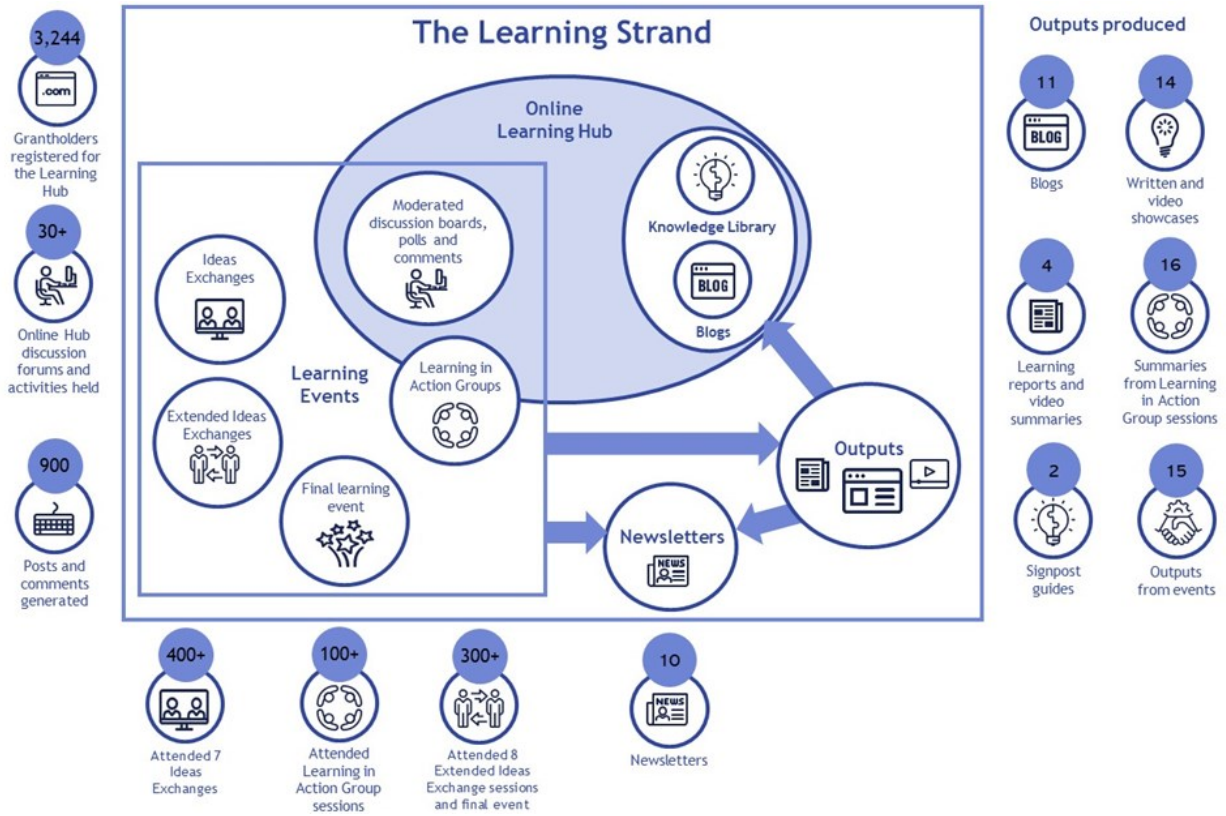
- developing a project Theory of Change via the involvement of a multiple stakeholder group
- designing an evaluation framework
- providing some evaluation capacity building
- helping to support learning throughout project implementation via the involvement of children, families and other key stakeholders
- providing some ongoing support, including input into the final evaluation report.

After some initial discussions with Council representatives, including the Senior Management Team, we helped organise a Theory of Change workshop in Eastbourne. It was attended by over 30 local stakeholders, including representatives from children's services and adult social care teams, including the Head of Children Services, schools, CAMHS, third-sector organisations, and other ESCC staff. The workshop was a useful opportunity to clarify the aims of the project, what problems it was hoping to address, what outcomes it should bring about, and how it would do so. The next step is to finalise the first iteration of the Theory of Change and start work on developing an evaluation framework for the project implementation.

Coronavirus Community Support Fund: Evaluation and Grantholder Learning

As Covid-19 took hold in 2020, the Coronavirus Community Support Fund (CCSF) and National Lottery emergency funding provided grants for over 11,000 charities and voluntary and community sector (VCS) organisations in England. The CCSF was funded by the Department for Digital, Culture, Media and Sport and distributed by The National Lottery Community Fund (The Fund), with National Lottery emergency funding distributed by The Fund. We partnered with Ipsos MORI and New Philanthropy Capital on the process and impact evaluation, which showed that CCSF helped organisations survive and continue supporting vulnerable people in their communities.

A key aspect of the project was the creation of a Grantholder Learning Strand, providing a new way for The Fund to share and facilitate learning from a major programme of funding for VCS organisations during an emergency, to be delivered remotely and at speed. The Learning Strand was led by us and managed in collaboration with Ipsos MORI. Through an online Learning Hub, we offered opportunities for grantholders to build new connections and share their experience of working through the pandemic. Between October



2020 and July 2021, we designed and delivered activities of different formats to meet the diverse needs and learning preferences of a diverse audience. In total, we delivered 31 online events and sessions to over 750 participants as well as over 30 Learning Hub activities to the 3,244 registered Learning Hub members. Participants enjoyed the online events and the opportunities they provided for networking, sharing of experiences and learning from each other and from speakers. They gained new knowledge, planned to implement learning in their organisations and felt part of something bigger.

> *"The discussions and presentations at the live events offered new ideas that triggered different actions to improve our understanding of the situation we are in and how to adapt"*

Learning from the **activities** contributed to **outputs** with the aim of sharing learning in real-time to support grantholders' in challenging circumstances and sharing more widely. For example, one event saw grantholders collectively explore issues about building trust in communities and developing visual depictions of their key messages.

Core outputs include the final Learning Strand report, thematic learning reports and animations eg on organisation resilience:

- Creating a culture of wellbeing to support staff and volunteers
- Building connections and trust in a crisis
- How the pandemic shaped volunteering
- Building organisational resilience for the future.

With an animation:

Multiple Ways of Working: NHS and Social Care

This year has seen us working in multiple ways with the NHS and Social Care. Clinicians, practitioners, frontline workers, managers, senior leaders, patients, service users and carers have been grappling with the impact of Covid-19 for themselves, colleagues their services and their communities; always in the political limelight and the public gaze.

We have created spaces where people have come together to share and reflect on their experiences; recharge their batteries; make sense of what is happening and take actions; think about and plan for integrated care systems; develop and implement recovery plans; redesign services and pathways; pay attention to staff morale and exhaustion all while continuing to provide services.

What people have said about our work with them:

- "*The wonderful side effect of this learning package has been team building and healing, vital in a Covid world.*"
- *"Made me look at the Directorate and myself with fresh eyes. Especially the intense emotions which have an impact on every part of the healthcare system that we work within (including staff, patients, stakeholders)."*
- *"Having talked around lots of things, theories, ideas, how we are; we always come away with something really practical to do."*

We are often asked to design and deliver interventions around leadership & team development, system change, equality diversity & inclusion and working with conflict in teams. So far, we have worked with the NHS Leadership Academy; Southwest Leadership Academy; South West Yorkshire Partnership Trust; North East London Foundation Trust; East London Foundation Trust; Sandwell and West Birmingham NHS Trust and currently with Hertfordshire Adult Care Services.

Working in depth - Institute of Group Analysis

> "*Reflecting on the sessions we have had with you so far, let me say again that they have been immensely helpful to me and the board as a whole. Working in depth is providing myself and other Board members with plenty of material to reflect on as part of understanding the IGA's current, past and future journey.*" Angela Douglas, Chair, IGA

The Institute of Group Analysis (IGA) was founded in 1971 by Dr S H Foulkes and a group of colleagues to provide clinical training in Group Analytic Psychotherapy. Headquartered in London, the IGA has 10 regional locations delivering training and development across the UK.

The approach to the Institute was to assist the Board of the IGA to host a strategy day. The initial focus was to explore how the board can better develop as a work group, given the difficulties experienced at this point in the organisation's journey, with a further wish to clarify and possibly re-design the organisational structure in light of IGA history, core business & values, in order to support and develop the strategy for the organisation in the future.

Building on previous work, regular meetings were held with the IGA Chair in preparation for working with the whole board. Then, using Tavistock methods of social dreaming, small group work and action learning, regular 5 x ½-day development sessions took place with the board.

The board subsequently formed a number of action groups to take forward issues of policy and practice, engaging with the membership and reporting back on work done in between development sessions. It considered its make-up and in particular, issues of representation and role clarity. Role descriptions, terms of office and shared understandings of the requirements of the board to meet the current financial and operational realities were addressed at each stage.

Our consultant worked as 'Sherpa to the Board': planning, guiding, and challenging the members to find, make and take up their board roles as a work group, and to create possibilities for the membership to be held better in mind and worked with in a collaborative way.

Tradition and Innovation

Tavistock staff shared insights and findings from their current work at two symposia for Bowling Green State University's doctoral program in Organization Development and Change.

One talk was about using evaluation to understand better how design thinking is being used to address major challenges, from dealing with the Covid-19 pandemic to the even bigger question of climate change and its various environmental, social and economic consequences on everyone's lives. The other talk sparked interest and discussion about using arts and poetry in developing pathos for a change system. And in the idea of simultaneously integrating different identities at the same time and how this embodies working with paradox.

Prof Steve H Cady, Director of the program says "*collaborating with the Tavistock Institute's faculty and students is a pillar of the learning experience we are designing. I'm grateful and excited to connect our students to the important historical roots of the field with an eye toward the future.*"

The two talks speak to the Institute's tradition of rigorous, action oriented, applied research and consultancy and illustrate the ways in which our practitioners are innovating in the present day.

Prof Cadey and his students are planning a 3-day visit to the Institute and our archive at the Wellcome Library in the summer of 2022. Our archive continues to be one of the most visited at the Wellcome, even in these times of pandemic.

Professional Development

Throughout 2020 - 2021 our Professional Development programmes have been swirled and buffeted with the vagaries of the pandemic with much deep and powerful learning for all. Most programmes have been delivered online with new hybrid delivery approaches emerging as the year came to an end and we were able to meet with each other in 3 dimensions again. We have continued to experiment with and deliver across international time zones.

The move to our new office has provided a flexible and creative space for the delivery of our programmes, this is much appreciated by participants who love the bright, airy, 'green' environment. The investment in new technology has enabled an enhanced experience for all participating in our hybrid programmes. In these programmes some participants are in the room and others are online, all working together in live time. We are learning much about the dynamics of this new reality for organisational life, what works well for both 'zoomies' and 'roomies'. Plans for the year ahead include developing and sharing our learning and insights - building a new knowledge base.

Deepening Creative Practice in Organisations: weaving together the arts, organisational development and change is into its second cohort with participants really making the most of our new technology and office space. The output from the first cohort is exhibited in our office as artwork and a representation of time on the programme throughout a pandemic.

Supervision for Coaching and Consultancy: One of the first groups to experiment with our hybrid model, this lively and committed group flourished as they came together to take their practice to the next level.

Coaching for Leadership: Psychodynamic approaches: Again, attracted a full cohort of online participants from across the world: "*I was amazed how strongly we connected as a group – I didn't think we would when it was all online, but we have really gone deep with each other*".

Practitioner Certificate in Consulting and Change: Another group surprised by the power and possibility of learning online about the human and organisational dynamics and change: "*The dynamics still happen, I have felt and experienced so much; frustration, delight, zoning in and out, and experimented with new and different ways of making change happen in this strange new world*".

Organisational Consultancy: Working with the dynamics: Throughout the year this has continued to provide much needed reflective space for our community of experienced OD practitioners. For many it has been an intellectual, psychological and social haven to counter the isolation experienced.

Dynamics @ Board Level: The opportunity to explore the dynamics of boards as they move into the online space has been invaluable. Experiencing, observing and experimenting with intervening in real virtual time has produced powerful learning immediately applicable to their own Board experiences.

Digital Surgeries: With renewed urgency about understanding how to work remotely, **t**hese have successfully been providing a regular online space for leaders and change agents to come together and think about working in a digital world.

Group Relations Programme Impact

The Leicester Conference: Task Authority Organisation: Birthing, Learning, Leading in a time of (post) Pandemic, directed by Dr Eliat Aram, took place in August 2021 in a new location, Lane End Conference Centre in High Wycombe, Buckinghamshire. It once again ran as an entirely in person event - 11 members and 5 staff attended, representing nationalities from Australia, Belgium, Germany, Israel, Italy, Trinidad, UK and the USA. It began with 4 people joining online from their room quarantine - bringing differing international border regulations, quarantine and testing requirements into the mix of dynamics to be experienced and explored throughout the conference.

The Global Group Relations Forum continued to meet throughout the year, representing sponsoring organisations from over a dozen countries globally. The forum has a rotating chair arrangement and was chaired by Australia and Taiwan in this year. As it worked on issues of authorisation and representation and how the organisations work collectively, testing the hypothesis that "We are Better Together". The group has developed and published 3 *patchworks* on the pandemic from the Group Relations perspective.

The impact of online conferences continued to expand across the year in all locations. The institute held a conference in the Caribbean in November 2020 and a pioneering conference for staff at Canterbury Christ Church University directed by Dr Mannie Sher. The first Institute online conference in Latin America took place in March 2021, co-directed by Dr Monica Velarde and Dr Leslie Brissett. The TIHR's partnership with Group Relations Russia has seen three online GRCs in this year, including a training workshop for current and aspiring GRC consultants.

Other Group Relations Conferences sponsored, directed and staffed by the Institute included: IL NODO in Italy, Group Relations Australia, OFEK, Israel and Teachers College, Columbia University.

During the year, we invested energy and resources in preparation for two conferences targeted at professions. The first conference specifically for those graduate psychoanalysts, co-sponsored by GREX, the AK Rice affiliate center for the West coast of the USA, and "Fully Human: soul, psyche, skin, exploring race in psychology" for the UK British Psychological Society, both to be delivered in and reported on in financial year 21/22, along with the successful online delivery of the Belgirate Conference in late October 2021.

Digital Engagement

Who are we talking with, how are we doing this, and what difference does it make? These are some of the critical questions we ask in our bi-weekly engagement team meetings at the Institute. Digital engagement is core to how the Institute communicates with current and new clients, colleagues, national and international partners, and friends.

The strategies we use include our main website: www.tavinstitute.org and satellite websites, such as www.tavinstitut.eu and www.humanrelationsjournal.org. We also use other platforms eg Basecamp, Qiqo and Padlet, to support learning on our projects and professional development programmes. These and social media continue to be key channels for our communications. We have also produced several animations, films and podcasts, eg: for the Medici project and the Learning Strand of the Coronavirus Community Support Fund (CCSF).

Impact via Website and social media for 2020-21

In 2020-2021, over 106,000 people visited our main website. These visitors engaged with news items, reports, professional development offers, thought pieces, and listened to or watched digital content over 137,000 times, equating to over 314,000 page views. The website continues to attract an international audience: with 31% of visitors from the UK, 19% from the USA, and the remainder split across a broad range of locations, including Germany, India, and Australia, and the Netherlands. Audiences are directed to our website through numerous channels: by far the most popular route is via search engine results (58%); typing our URL into the browser (19%); and being referred through other website links (10%); with social media links and email campaigns accounting for the remainder of our visitors (13%).

Across various social media channels, we have 22,292 followers and connections (LinkedIn: 8,880; Facebook: 7,212; Twitter: 6,200; Instagram: 505). Our content reaches a broad audience and is engaging. We have posted over 460 messages on LinkedIn this year; with 1,600 links, shares and comments in response, driving traffic to our website. On Facebook and Twitter, we post between 50-80 messages a month, which are seen and engaged with numerous times a day. Our Instagram account focuses on our arts & organisation work, with followers and interaction increasing dramatically. Our digital impact continues through email campaigns and newsletters, sharing professional development offers and bringing targeted news directly to our subscriber's inboxes.

2021 marked the two-year anniversary of the partnership with the Visual Cultures department at Goldsmiths, University of London, when we recruited our second Engagement Assistant. This is a valuable and exciting partnership, which offers recent graduates the opportunity to apply for the 2-year role at the Institute, supporting the Institute's creative endeavours.

Arts & Organisation

The Institute's Arts & Organisation work continued to develop this year with Spring 2021 marking the fifth and final exhibiting season of the **Deepening Creative Practice with organisations** (DCP) professional development course. This course involved a number of 'out loud' experimentations eg the Two Worlds collaborative performance and improvisation with Ambient Jam members, artists and the DCP community, reaching right into the space of vulnerability and isolation of Covid-19. The exhibiting season included:

- A Social Dreaming series as part of Civic Square's Department of Dreams initiative;
- The launch of *Open* – a newspaper disseminating the radical openness explored through the first four seasons;
- A curated Lunchtime Space with artists and participants.

The Arts & Organisation work is also influencing the Institute's wider programmes of work with artists and arts-based interventions becoming more integrated into evaluation and consultancy practice in our projects, eg the poet Dreadlock Alien performed at the final learning event of the CCSF evaluation for the National Lottery.

There were invitations to reflect with other organisations in public on the developing work:

- *Collaboration to Bring Into View*: a conversation between Juliet Scott and Rebecca Swift of Entelechy Arts at The Collaboration Symposium, The Social Capital and Loughborough University London.
- *Organisational Care and Curation; the arts supporting new knowledge and practice* - Juliet was visiting speaker at Bowling Green State University's Organisational and Development and Change Symposia;
- Max Communications Archiving and Archivists Podcast Series: about how we promote our archive through the arts;
- *Becoming Situated, Becoming Sensitised, Becoming Image*: a workshop with Sam Nightingale using cyanotype exploring Letting Go and Transformation, for the Alumni Association of Coaching and Consulting in Context programme at Utrecht University, Netherlands;

- An art workshop and *Mother-Child-Fly*: a Lunchtime Talk with Simone Kennedy, our visiting Artist-in-Residence.

We have continued to be innovators in contemporary archival practice by making the first fully Born Digital deposit to the Wellcome Library.

Food for Thought: Lunchtime Talks

Our popular Food for Thought series are informal sessions that take place each third Wednesday of the month. Providing a space for productive discussion and thoughtful reflection about our work between Tavistock staff, our collaborators, and other interested researchers and practitioners, Lunchtime Talks have proven to be especially successful during the lockdown, attracting hundreds of participants.

Connecting people who otherwise would never met, they have taken place since 2008 and continue to engage new audiences, as well as our regular attendees. We frequently record talks and podcasts of previous sessions are available on our website.

From 2020-2021, the talks included:

- *AK Rice: A Forgotten Giant at The Tavistock Institute* with Jean Neumann and Antonio Sama
- *The Medical Self: why doctors make bad patients* with Professor Dame Clare Gerada
- *The Art of Not Knowing* with Marian Timmermans
- *Consultants: are our ethics for real or just skindeep?* with Steve Hearsum…

… and many more!

Tavistock Community

The Tavistock Community originated from the Institute's 70th anniversary Festival in 2017. It is a self-organising multicultural community network for Tavistock thinking, a place to connect with others, a forum to exchange ideas, to develop practice, expand learning and think & create together, all underpinned by Tavistock methodologies. It is open to the Institute's PD programme and conference alumni and friends of the Tavistock who want to stay connected and build working partnerships and groups.

The Community's principal task has been to find ways of working together - it is a place where initiatives are self-led and freely launched from different parts of the world. A number of them are occurring regularly like the Annual Gatherings and monthly meetings, plus other initiatives in 2020-21 have been led spontaneously like Social Dreaming, *Still Together*, discussions on *The Tavistock Touch*, Thoughts from India, leadership and how to use boundaries, the arts and nonverbal communication, and many other topics. The Community has a Cultivator and Deputy-Cultivator in leadership roles.

Environmental work

We have been working with environment-focused projects for some years now and over the last year, significant examples include Designscapes and Heat Networks Investment Project, a £330m UK government funded programme aimed at stimulating the de-carbonised district heating market. In the face of the growing climate emergency, we want to increase our engagement. Damaging and potentially irreversible climate change is already significant in individual, organisational, political and community consciousness and the manifold impact of Covid-19 has propelled it to the forefront.

To achieve this, we have agreed an environmental policy for the Institute, in collaboration with staff and stakeholders, setting out:

- How we will manage our resources, our work, and ourselves, to minimise our carbon footprint and impact on the environment.
- How we will make environmental work a core part of what we do with the result that reducing climate change features in the way that we plan, shape, and deliver our work.

Reducing environmental impact is complex as there are no simple remedies, and it generates change that can sometime be challenging, so our approach is incremental. This means balancing the environmental policy implementation against other priorities and the demands placed on us as an organisation to evolve an achievable approach.

Four pieces of work have flowed directly from this policy in the last few months:

1. **Getting work:** Establishing an Environmental Group which, among other things, seeks out opportunities for expanding the application of the Institute's approach, skills, and knowledge to environmental work.
2. **Meeting the standard**: Working towards achieving the international organisational environmental standard (ISO 14001). This includes assessing, and reducing, our carbon footprint.
3. **Everyone's job:** Using internal meetings and events that enable everyone to incorporate environmental awareness into our ways of working.
4. **Evaluation:** A framework for evaluating, and continuously improving, the implementation of our policy.

Organisational structure of the Institute and decision-making process

The Council holds bi-monthly meetings. The CEO provides an update to the trustees at each of the Council meetings. This includes a status update on the key projects and other significant events. An update of the financial status of the Institute is also reviewed at each meeting. Further, the Council has a rolling programme which covers the key activities of the Institute over the course of twelve months.

In addition, the following sub-committees are in operation:

- The Pension trustees meet 2-3 times a year and are responsible to the pension fund.
- The *Human Relations* Management Committee (HRMC) meets twice a year to discuss and review the activities of the HR journal.

Internally, the CEO holds bi-weekly management meetings.

Salary progression reviews are carried out annually and are normally based on the performance of staff members and business context. All staff are positioned organisationally in a range of salary bands which are directly related to their roles and grade. The bands are as follows: R – Researcher, S – Senior Researcher and P – Principal. The difference in grade reflects seniority of knowledge, experience and workload. The majority of the principal grade employees are line managed by the CEO who makes a recommendation of any increase in salary within the same percentage range as other staff member (1-4%). This is confirmed as both reasonable and affordable by the Head of Finance.

Financial Review

Financial Results for the year 2020-21

The Institute managed to generate a surplus of £251k inclusive of FRS102 related pension costs (2020: £128k) despite continued uncertainties of the Covid-19 pandemic in 2021. It represents a very robust performance in the unprecedented circumstances which has impacted national and global economies. The accounts for 2020-21 include the consolidation of the Institute's subsidiary, Tavistock Institut gGmbH, which achieved a small operating surplus in the financial year and continues to grow.

The Institute's research, evaluation and consultancy activities saw an increase in income for the year which helped offset lower than anticipated Professional Development income. Furthermore, Royalties income from Human Relations following the contract renewal negotiations with SAGE were lower reflecting changes in the academic journal market which has been impacted by COVID and Open Access.

The Institute continues to hold a provision of £117,585 at the end of September 2021 for potential costs related to its membership of the Menon Network EEIG following the bankruptcy of a fellow member of the EEIG and which will impact the EEIG and its members. The Institute is retaining the provision to cover any further payment settlements related to other EEIG projects.

Reserves policy

The Trustees recognise the need to hold reserves both to enable the Institute to progress its long-term projects and to protect its current activities. The Institute believes that a reserves level of three months' income is appropriate for the ongoing operations of the organisation. Of the accumulated reserves on 30 September 2021 of £652,012 (excluding the pension fund liability), an amount of £49,136 is invested in operational assets and this amount is not available to meet ongoing expenditure. The unrestricted free reserves are £602,576 which represents over 3 months of future expenditures.

The Institute continues to fulfil its obligation as per the revised pension recovery plan with the pension trustees (approved by the pensions regulator) whereby the deficit will be paid within 15 years. During the year ended 30 September 2021 the Institute paid £307,237 in accordance with this plan. The actuarial valuation of the Tavistock Institute of Human Relations Retirements Benefit Scheme at 30 September 2021 for the purposes of FRS102 showed a decreased funding deficit of £4,069,000 (2020: £5,763,000).

Risk management and internal control

The Trustees have a duty to identify and review the strategic, business and operational risks that the Institute is exposed to, and to ensure that appropriate controls are in place to provide reasonable assurance against fraud and error.

In order to achieve this, the Trustees and management team have undertaken an assessment of the risks that the organisation is exposed to and have produced a risk register which assigns management of these risks to specific individuals and recommends actions to be taken, where necessary, in order to manage the likelihood and impact of these risks. The risk assessment and resulting risk register are reviewed and updated on a regular basis.

The most up to date review, in March 2020, confirmed the current primary risks to be the ongoing Covid-19 pandemic situation along with Brexit which combined creating economic uncertainty and volatility impacting work opportunities in the UK and Europe. We continue to monitor the risk of losing staff for various reasons although we think this has now subsided with the latest wave of recruitment and we continue to develop new streams of funding whilst keeping focused on saving costs wherever prudent.

Appointment of Auditor

Goldwins Limited, Chartered Accountants, have agreed to continue their appointment as external auditor.

Audit Information

Each of the directors has confirmed that so far as they are aware, there is no relevant audit information of which the company's auditor is unaware, and that they have taken all the steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

Statement of trustees' responsibilities for an incorporated Charity

The trustees (who are also directors of the Tavistock Institute of Human Relations for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102

The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements, and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

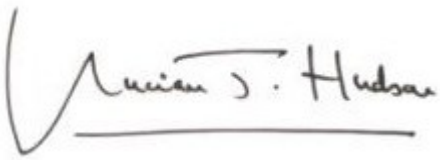
The trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company [and the group] and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

BY ORDER OF THE COUNCIL



Lucian J Hudson
Chair of Council
27th January 2022

Independent Auditor's Report to the Members of the Tavistock Institute

Opinion
We have audited the financial statements of The Tavistock Institute of Human Relations (the 'Charity') for the year ended 30 September 2021 which comprise the consolidated Statement of Financial Activities, the group and parent Charity's Balance Sheets, group's statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

Opinion on financial statements
In our opinion the financial statements:

- give a true and fair view of the state of the group's and Charity's affairs as at 30 September 2021 and of its income and expenditure for the year then ended:
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion
We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern
In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information
The trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.
We have nothing to report in this regard.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report (incorporating the directors' report) has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of the trustees

As explained more fully in the Trustees' Responsibilities Statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in

respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
    - identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
    - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
    - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Anthony Epton

28 January 2022

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Anthony Epton (Senior Statutory Auditor)
for and on behalf of
Goldwins Limited
Statutory Auditor
Chartered Accountants
75 Maygrove Road
West Hampstead
London NW6 2EG

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE)

FOR THE YEAR ENDED 30 SEPTEMBER 2021

	Note	Unrestricted £	2021 Total £	Unrestricted £	2020 Total £
Income from:					
Donations	2	-	-	4,427	4,427
Charitable activities	3				
-Research evaluation and organisational development		1,474,557	**1,474,557**	1,050,080	1,050,080
-Professional development		349,275	**349,275**	315,448	315,448
-Royalties from publications		810,984	**810,984**	1,077,005	1,077,005
		2,634,816	**2,634,816**	2,446,960	2,446,960
Tavistock Institut gGmbH gGmbH income		51,630	**51,630**	11,447	11,447
Investments	4	369	**369**	2,425	2,425
Other	5	3,970	**3,970**	84,647	84,647
Total income		2,690,785	**2,690,785**	2,545,479	2,545,479
Expenditure on:					
Charitable activities	6				
-Research evaluation and organisational development		2,083,500	**2,083,500**	2,053,488	2,053,488
-Strategic Initiatives		25,232	**25,232**	23,910	23,910
-Professional development		166,093	**166,093**	196,645	196,645
-Royalties from publications		142,773	**142,773**	142,154	142,154
Tavistock Institut gGmbH expenditure		21,613	**21,613**	1,180	1,180
Total expenditure		2,439,211	**2,439,211**	2,417,377	2,417,377
Net income / (expenditure) before net gains / (losses) on investments		251,574	**251,574**	128,102	128,102
Net gains / (losses) on investments		-	-	-	-
Net income / (expenditure) for the year	7	251,574	**251,574**	128,102	128,102
Transfers between funds		-	-	-	-
Net income / (expenditure) before other recognised gains and losses		251,574	**251,574**	128,102	128,102
Actuarial gains / (losses) on defined benefit pension schemes		1,482,000	1,482,000	20,000	20,000
Net movement in funds		1,733,574	**1,733,574**	148,102	148,102
Reconciliation of funds:					
Total funds brought forward		(5,150,562)	**(5,150,562)**	(5,298,664)	(5,298,664)
Total funds carried forward		(3,416,988)	**(3,416,988)**	(5,150,562)	(5,150,562)

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 20 to the financial statements.

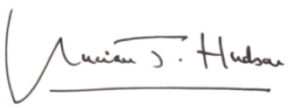
BALANCE SHEET

As at 30 SEPTEMBER 2021

	Note	The Group 2021 £	The Group 2020 £	The Charity 2021 £	The Charity 2020 £
Fixed assets:					
Tangible assets	12	**49,136**	15,243	**49,136**	15,243
Investment	13	**-**	-	**21,535**	21,535
		49,136	15,243	**70,671**	36,778
Current assets:					
Debtors	14	**736,051**	715,762	**730,393**	715,762
Cash at bank and in hand		**1,577,678**	1,529,115	**1,520,771**	1,514,594
		2,313,729	2,244,877	2,251,164	2,230,356
Liabilities:					
Creditors: amounts falling due within one year	15	**(1,710,853)**	(1,647,682)	**(1,701,515)**	(1,656,371)
Net current assets / (liabilities)		**602,876**	597,195	**549,649**	573,985
Total assets less current liabilities		**652,012**	612,438	**620,320**	610,763
Creditors: amounts falling due after one year		**-**	-	**-**	-
Net assets excluding pension asset / (liability)		**652,012**	612,438	**620,320**	610,763
Defined benefit pension scheme asset / (liability)	17	**(4,069,000)**	(5,763,000)	**(4,069,000)**	(5,763,000)
Total net assets / (liabilities)		**(3,416,988)**	(5,150,562)	**(3,448,680)**	(5,152,237)
The funds of the charity:	19				
Unrestricted income funds:					
General funds		**(3,416,988)**	(5,150,562)	**(3,448,680)**	(5,152,237)
Total unrestricted funds		**(3,416,988)**	(5,150,562)	**(3,448,680)**	(5,152,237)
Total charity funds		**(3,416,988)**	(5,150,562)	(3,448,680)	(5,152,237)

The financial statements have been prepared in accordance with the special provisions for small companies under Part15 of the Companies Act 2006.

Approved by the trustees on 27/01/2022 and signed on their behalf by



Lucian J Hudson, Chair

Eliat Aram, Ex-Officio Member

CONSOLIDATED CASH FLOW STATEMENT

FOR THE YEAR ENDED 30 SEPTEMBER 2021

	Note	2021		2020	
		£	£	£	£
Cash flows from operating activities	21				
Net cash provided by / (used in) operating activities			**96,466**		116,271
Cash flows from investing activities:					
Dividends, interest and rents from investments		**369**		2,425	
Proceeds from the sale of fixed assets		**-**		-	
Purchase of fixed assets		**(48,272)**		(2,757)	
Proceeds from sale of investments		**-**		-	
Purchase of investments		**-**		-	
Net cash provided by / (used in) investing activities			**(47,903)**		(332)
Change in cash and cash equivalents in the year			**48,563**		115,939
Cash and cash equivalents at the beginning of the year			**1,529,115**		1,413,176
Change in cash and cash equivalents due to exchange rate movements			**-**		-
Cash and cash equivalents at the end of the year	22		**1,577,678**		1,529,115

1 Accounting policies

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102 – effective 1 January 2015) – (Charities SORP FRS 102) and the Companies Act 2006.

The charitable company meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

b) Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is a treated as a contingent asset and disclosed if material.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

d) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

e) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

f) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

1 **Accounting policies (continued)**

g) **Expenditure and irrecoverable VAT**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering services, undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

h) **Allocation of support costs**

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the basis which are an estimate, based on staff time, of the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Where such information about the aims, objectives and projects of the charity is also provided to potential donors, activity costs are apportioned between fundraising and charitable activities on the basis of area of literature occupied by each activity.

i) **Operating leases**

Rental charges are charged on a straight line basis over the term of the lease.

j) **Tangible fixed assets**

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Leasehold improvements	20% pa on cost
Computer equipment	33% pa on cost
Furniture and equipment	20% pa on cost

k) **Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

l) **Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

m) **Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

n) **Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

o) **Pensions**

The charity operates a stakeholders pension scheme.

2 Income from donations and legacies

	Unrestricted £	2021 Total £	2020 Total £
Donations	–	–	4,427
	–	–	4,427

3 Income from charitable activities

	Unrestricted £	2021 Total £	2020 Total £
Contracts and fees receivable:			
Sage Publications – Royalties	810,984	**810,984**	1,077,005
Conference fee attendance	347,275	**347,275**	314,801
Consultancy	486,241	**486,241**	287,919
Research & Evaluation	882,634	**882,634**	681,779
Project funds surplus/(deficit)	107,682	**107,682**	80,382
Total income from charitable activities	2,634,816	**2,634,816**	2,441,886

4 Income from investments

	Unrestricted £	2021 Total £	2020 Total £
Investment income	369	**369**	2,425
	369	**369**	2,425

5 Other incomes

	Unrestricted £	2021 Total £	2020 Total £
Furloughed employees grant	3,689	**3,689**	66,773
Business interuption income	–	–	17,212
Others	281	**281**	662
	3,970	**3,970**	84,647

6 a. Analysis of expenditure

	Charitable activities						
	Research Evaluation and Organisational Development	Strategic Initiatives	Professional development	Royalties from publications	Support costs	2021 Total	2020 Total
	£	£	£	£	£	£	£
Staff costs (Note 8)	1,178,767	7,647	61,911	7,314	405,991	**1,661,630**	1,647,676
Direct cost							
Other direct cost	4,815	–	–	–	928	**5,743**	5,913
Conference fees and expenses	177	–	664	396	225	**1,462**	9,947
Consultancy fees	269,220	3,727	56,941	127,885	52,463	**510,236**	347,174
Travelling and meeting expenses	938	-	25,649	1,589	724	**28,900**	68,643
Support cost							
Other staff costs	1,086	–	229	69	40,357	**41,741**	35,671
Rent, rate & service charge	–	–	–	–	63,003	**63,003**	92,705
Books and subscription	–	–	(219)	–	1,928	**1,709**	3,254
Marketing	413	–	–	–	300	**713**	8,240
Insurance	–	–	–	–	9,980	**9,980**	8,236
Printing, postage and stationery	5,090	247	1,505		3,513	**10,355**	12,198
Website and computer expenses	11,092	1,771	445	61	27,377	**40,746**	53,224
Telephone and internet	3,517	–	189	662	5,128	**9,496**	14,305
Office expenses including moving costs	12	–	–	–	30,440	**30,452**	6,675
Depreciation & disposal of fixed assets	–	–	–	–	14,379	**14,379**	11,640
Profit and loss on exchange	–	–	–	–	2,455	**2,455**	(159)
Project expenses	(25,000)	–	(15,000)	–	–	**(40,000)**	40,000
Legal and professional	–	7,725	–	420	4,494	**12,639**	36,121
Audit fees	–	–	–	–	7,200	**7,200**	7,800
Bank charges	146	–	527	465	3,621	**4,759**	6,934
	1,450,273	21,117	132,841	138,861	674,506	**2,417,598**	2,416,197
Support costs	633,227	4,115	33,252	3,912	(674,506)	–	–
Total expenditure 2021	**2,083,500**	**25,232**	**166,093**	**142,773**	**()**	**2,417,598**	**2,416,197**
Total expenditure 2020	**2,053,488**	**23,910**	**196,645**	**142,154**	–	**2,416,197**	

The total expenditure **£2,417,598** was unrestricted (2020: £2,416,197).

b. Analysis of expenditure (prior year)

	Charitable activities					
	Research Evaluation and Organisational Development	Strategic Initiatives	Professional development	Royalties from publications	Support costs	2020
	£	£	£	£	£	£
Staff costs (Note 8)	1,135,455	10,066	52,159	8,220	441,776	**1,647,676**
Direct cost						
Other direct cost	5,913	–	–	–	–	**5,913**
Conference fees and expenses	3,904	1,553	235	2,004	2,251	**9,947**
Consultancy fees	135,714	–	55,471	114,718	41,271	**347,174**
Travelling and meeting expenses	22,763	199	42,045	2,964	672	**68,643**
Support cost						
Other staff costs	6,895	–	196	278	28,302	**35,671**
Rent, rate & service charge	–	–	–	–	92,705	**92,705**
Books and subscription	–	–	–	–	3,254	**3,254**
Marketing	–	–	251	62	7,927	**8,240**
Insurance	–	–	–	–	8,236	**8,236**
Printing, postage and stationery	3,923	–	654	763	6,858	**12,198**
Website and computer expenses	9,176	546	–	4,660	38,842	**53,224**
Telephone and internet	5,085	–	227	174	8,819	**14,305**
Office expenses	12	–	–	–	6,663	**6,675**
Sundry	–	–	–	–	–	**–**
Depreciation	–	–	–	–	11,640	**11,640**
Profit and loss on exchange	–	–	–	–	(159)	**(159)**
Project expenses	25,000	–	15,000	–	–	**40,000**
Legal and professional	6,355	4,173	–	443	25,150	**36,121**
Audit fees	–	–	–	–	7,800	**7,800**
Bank charges	261	–	916	495	5,262	**6,934**
	1,360,456	16,537	167,154	134,781	737,269	**2,416,197**
Support costs	693,032	7,373	29,491	7,373	(737,269)	–
Total expenditure 2020	**2,053,488**	**23,910**	**196,645**	**142,154**	–	**2,416,197**

7 Net incoming resources for the year

This is stated after charging / crediting:

	2021	2020
	£	£
Depreciation	**10,307**	11,640
Operating lease rentals:		
Property	**40,753**	69,475
Auditors' remuneration (excluding VAT):		
Audit	**5,400**	6,000

8 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2021	2020
	£	£
Salaries and wages	**1,240,264**	1,231,714
Social security costs	**129,968**	127,829
Employer's contribution to defined contribution pension schemes	**291,397**	288,132
	1,661,630	1,647,676

The following number of employees received employee benefits (excluding employer pension) during the year between:

	2021	2020
	No.	No.
£120,000 - £130,000	**1**	1

The total employee benefits including pension and national insurance contributions of the key management personnel were £140,288 (2020: £133,197).

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2020: £nil). No charity trustee received payment for professional or other services supplied to the charity (2020: £nil).

Trustees' indemnity insurance was taken out in the year at a cost to the Charity of £2,211 (2020: £1,619).

9 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2021	2020
	No.	No.
Raising funds	**-**	-
Scientific Staff	**20.0**	21.3
Support	**7.8**	5.3
	27.8	26.6

10 Related party transactions

There are no related party transactions to disclose for 2021 (2020: none).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

11 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

12 Tangible fixed assets– Group/Charity

	Leasehold Improvements £	Computer Equipment £	Fixtures, fittings and Equipment £	**Total £**
Cost				
At the start of the year	186,343	121,660	28,342	**336,345**
Additions in year	5,219	29,914	13,139	**48,272**
Disposals in year	-	-	(6,980)	**(6,980)**
At the end of the year	191,562	151,574	34,501	**377,637**
Depreciation				
At the start of the year	186,343	111,697	23,062	**321,102**
Charge for the year	261	8,428	1,618	**10,307**
Eliminated on disposal	-	-	(2,908)	**(2,908)**
At the end of the year	186,604	120,125	21,772	**328,501**
Net book value				
At the end of the year	4,958	31,449	12,729	**49,136**
At the start of the year	-	9,963	5,280	15,243

All of the above assets are used for charitable purposes.

13 Investments– Charity

	2021 £	2020 £
Investment in subsidiary undertakings	**21,535**	21,535
	21,535	21,535

Subsidiaries

Details of the charity's subsidiaries at 30 September 2021 are as follows:

Name of undertaking	**Registered office**	**Nature**	**Shares held**
Tavistock Institut gGmbH	Germany	A not for profit company (gGmbH)	100%

The aggregate reserves and the result for the year of the subsidiaries noted above was as follows:

	2021 £	2020 £
Incoming resources:		
Research	8,167	10,084
EU Grant income	43,463	-
Other	-	1,363
	51,630	11,447
Outgoing resources:		
Staff costs	(16,729)	-
Legal and professional	(1,733)	(677)
Bank charges	(552)	(468)
Accountancy	(1,277)	-
Other		(35)
Exchange (loss)/gain	(1,322)	-
Net income / (expenditure)	30,017	10,267
Funds brought forward	23,210	12,943
Reserves	53,227	23,210

The subsidiary is exempt from the audit in accordance with German Companies Act and the results of Tavistock Institut gGmbH have been consolidated on a line by line basis and included under charitable activities of both under income and expenditure.

14 Debtors

	The Group		The Charity	
	2021	2020	**2021**	2020
	£	£	**£**	£
Amounts recoverable on contracts	617,340	413548	**617,340**	413,548
Prepayments	20,312	28597	**20,312**	28,597
Accrued income	98,399	273617	**92,741**	273,617
	736,051	715762	**730,393**	715,762

15 Creditors: amounts falling due within one year

	The Group		The Charity	
	2021	2020	**2021**	2020
	£	£	**£**	£
Trade creditors	**28,900**	47,656	**28,766**	47,012
Taxation and social security	**153,167**	249,630	**152,264**	248,672
Amounts due to group undertaking	**-**	-	**9,705**	10,291
Accruals	**302,816**	356,483	**284,810**	356,483
Deferred income	**1,225,970**	993,913	**1,225,970**	993,913
	1,710,853	1,647,682	**1,701,515**	1,656,371

16 Deferred income

Deferred income comprises the payments on account of contracts and fees recevied in advance.

	2021	2020
	£	£
Balance at the beginning of the year	**993,913**	878,107
Amount released to income in the year	**(993,913)**	(878,107)
Amount deferred in the year	**1,225,970**	993,913
Balance at the end of the year	**1,225,970**	993,913

17 Pension scheme

The charity operates a stakeholders pension scheme and has no pension liability as at the year end.

The company also operates a defined benefit scheme in the UK. This is a separate trustee-administered fund holding the pension scheme assets to meet long term pension liabilities.

With effect from 30 November 2010, the scheme was closed to future accruals of current employees.

In 2011 the Institute agreed a revised deficit reduction plan with the pension fund trustees whereby the deficit would be repaid over 14 years 9 months.

Pension Commitments- FRS102 Section 28 Disclosure

Retirement Benefits Plan (1974)

A full actuarial valuation was carried out at 31 March 2016 and updated to 30 September 2019 by a firm of qualified actuaries. The charity currently pays contributions at the rates set out in the Schedule of Contributions prepared following the 31 March 2019 scheme funding valuation. The estimated future contributions to the plan for the year ended 30 September 2021 are £318,759 (2020: £307,238) increasing by 3.75% per annum, payable monthly from 1 April 2017 to 31 July 2033.

Pension Commitments– FRS102 Section 28 Disclosure (CONT.)

Assumptions:

The major assumptions used by the actuary in assessing liabilities on a FRS 102 basis were:

Assumptions as at	30 September 2021	30 September 2020
Discount rate	2.2%	1.7%
Inflation (RPI)	3.7%	3.3%
Rate of increase in pension in payment capped at 5%	3.7%	3.3%
Rate of increase in pension in payment capped at 2.5%	2.5%	2.5%

The average future life expectancies at age 65 are summarised below:

	Males	Females
Retiring today	21.3	23.6
Retring in 20 years	23.1	25.5

The major categories of scheme assets	30 September 2021 £'000	30 September 2020 £'000
Bonds and gilts	933	928
Equities	2,192	1,752
Diversified growth funds (DGFs)	2,018	1,788
Cash	533	367
	5,676	4,835

Net defined benefit pension liability recognised in the balance sheet

	30 September 2021 £'000	30 September 2020 £'000
Present value of funded obligations	(9,745)	(10,598)
Fair value of scheme assets	5,676	4,835
Net pension liability	(4,069)	(5,763)

Changes in the present value of the defined benefit obligation

	30 September 2021 £'000	30 September 2020 £'000
Opening defined benefit obligation	(10,598)	(10,749)
Current service cost	–	–
Interest cost	(179)	(213)
Employee contributions	–	–
Actuarial (losses) /gains	918	123
Benefits paid	114	241
Defined benefit obligation at end of year	(9,745)	(10,598)

Changes in the fair value of the scheme assets

	30 September 2021 £'000	30 September 2020 £'000
Opening fair value of scheme assets	4,835	4,787
Interest income	84	96
Actuarial gains / (losses)	564	(103)
Employer contributions	307	296
Employee contributions	–	–
Benefits paid	(114)	(241)
Fair value of scheme assets at the year end	5,676	4,835

Pension Commitments– FRS102 Section 28 Disclosure (CONT.)

The amounts included within the Statements of Financial Activities

The amounts recognised in P&L /income statement

	30 September 2021 £'000	30 September 2020 £'000
Service cost	–	–
Interest cost	(179)	(213)
Interest income	84	96
Net charges to P&L /income statement	(95)	(117)

Remeasurement gains / (losses) recognised in other comprehensive income

Return on scheme assets (excluding interest)	564	(103)
Actuarial gains / (losses) on defined benefit obligation	918	123
Total actuarial gains / (losses)	1,482	20
Total amount charged to the Statement of Financial Activities	1,387	(97)

Amounts for the current and previous 4 years

	Year to 30 September 2021 £'000	Year to 30 September 2020 £'000	Year to 30 September 2019 £'000	Year to 30 September 2018 £'000	Year to 30 September 2017 £'000
Fair value of employer assets	5,676	4,835	4,787	4,442	4,121
Present value defined benefit obligation	(9,745)	(10,598)	(10,749)	(8,617)	(8,809)
Deficit	(4,069)	(5,763)	(5,962)	(4,175)	(4,688)
Experience gains / (losses) on liabilities	918	(111)	54	–	(468)
Adjustment due to change in assumptions	–	234	(2,041)	341	787
Experience gains / (losses) on assets	564	(103)	36	24	200
Actuarial (loss) / gain	1,482	20	(1,951)	365	519

18 Analysis of net assets between funds- Group

	General unrestricted £	Pension fund £	Restricted £	Total funds £
Tangible fixed assets	49,136	-	-	**49,136**
Net current assets / (liability)	602,876	-	-	**602,876**
Defined benefit pension scheme asset / (liability)	-	(4,069,000)	-	**(4,069,000)**
Net assets at the end of the year	**652,012**	**(4,069,000)**	**-**	**(3,416,988)**

Analysis of net assets between funds- Charity

	unrestricted £	Pension fund £	Restricted £	Total funds £
Tangible fixed assets	70,671	-	-	**70,671**
Net current assets / (liability)	549,649	-	-	**549,649**
Defined benefit pension scheme asset / (liability)	-	(4,069,000)	-	**(4,069,000)**
Net assets at the end of the year	**620,320**	**(4,069,000)**	**-**	**(3,448,680)**

19 Movements in funds

	At the start of the year £	Incoming resources & gains £	Outgoing resources & losses £	Transfers £	At the end of the year £
Unrestricted funds:					
Charity general funds	610,763	2,639,155	(2,417,598)	(212,000)	**620,320**
Subsidiary general funds	1,675	51,630	(21,613)	-	**31,692**
Total unrestricted funds	612,438	2,690,785	(2,439,211)	(212,000)	**652,012**
Pension fund	(5,763,000)	1,482,000	-	212,000	**(4,069,000)**
Total funds	(5,150,562)	4,172,785	(2,439,211)	-	**(3,416,988)**

Movements in funds (prior year)

	At the start of the year £	Incoming resources & gains £	Outgoing resources & losses £	Transfers £	At the end of the year £
Unrestricted funds:					
Charity general funds	671,928	2,534,032	(2,416,197)	(179,000)	**610,763**
Subsidiary general funds	(8,592)	11,447	(1,180)	-	**1,675**
Total unrestricted funds	663,336	2,545,479	(2,417,377)	(179,000)	**612,438**
Pension fund	(5,962,000)	20,000	-	179,000	**(5,763,000)**
Total funds	(5,290,072)	2,565,479	(2,417,377)	-	**(5,150,562)**

20 Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2021	2020
	£	£
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	**251,574**	128,102
Depreciation charges and disposal	**14,379**	11,640
Interest, rent and dividends from investments	**(369)**	(2,425)
FRS102 defined benefit pension scheme adjustment	**(212,000)**	(179,000)
(Increase)/decrease in debtors	**(20,289)**	(2,072)
Increase/(decrease) in creditors	**63,171**	160,026
Net cash provided by / (used in) operating activities	**96,466**	116,271

21 Analysis of cash and cash equivalents

The Group

	At 1 October 2020	Cash flows	Other changes	At 30 September 2021
	£	£	£	£
Cash in hand	1,529,115	48,563	–	**1,577,678**
Total cash and cash equivalents	1,529,115	48,563	–	**1,577,678**

The Charity

	At 1 October 2019	Cash flows	Other changes	At 30 September 2020
	£	£	£	£
Cash in hand	1,413,176	115,939	–	**1,529,115**
Total cash and cash equivalents	1,413,176	115,939	–	**1,529,115**

22 Operating lease commitments– Group and Charity

Total future minimum lease payments under non-cancellable operating leases are as follows:

	Property	
	2021	2020
	£	£
Less than one year	**57,260**	–
One to five years	**294,575**	11,229
	351,835	11,229

At 7th June 2021 the Institute had annual commitments under operating leases in respect of office premises. The rent payable was for the year from 7th June 2021 of £46,666 per annum and thereafter £80,000 per annum until the end of the term. The lease term is 5 years from 7th June 2021 and expiring on 6th June 2026.

23 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

Calendar for the Year to Come

Looking into the year ahead *up to September 2022*

Special Events

- 8 March — Institute Strategy Day - hybrid
- tba — Book Launch: *An Introduction to Systems Psychodynamics* by Dr Mannie Sher & Dr David Lawlor - online
- 3 April — Opus *Eric Miller Memorial Lecture* by Dr Eliat Aram - hybrid
- 25 May tbc — AGM - hybrid
- 27 June tbc — *Human Relations* journal 75th anniversary
- 18 - 21 July — BGSU Doctoral Student visit – in person
- 22 July — Graduation Ceremony – Professional Development - hybrid
- 24/25 July tbc — Tavistock Community Annual Gathering - hybrid

Food for Thought: Lunchtime Talks, hybrid, each 3rd Wednesday of the month: 13:00-14:30 UTC

- An Ancient Greek Philosophy of Management Consulting with David Shaw
- BHC21 research dissemination with Kamakshi Rajagopal and the Interreg project team
- Client Conversations with Anne Benson
- Arts and Organisation with Juliet Scott and Heather Stradling
- Group Relations with Leslie B Brissett…

…and more!

Upcoming Events

30 July - 12 August 2022 — **The Leicester Conference: Task Authority Organisation:** *Studying the capillary, tentacular and rhizomatic in organisations* – in person

17 January — **Digital Surgery** - online

26 May — **Launching Young Leaders** 1-day workshop - in person

Certificate in Coaching for Leadership: Psychodynamic Approaches 2022 in 4 modules - hybrid
3 - 4 February | 24 - 25 March | 5 - 6 May | 9 - 10 June

Practitioner Certificate in Consultancy and Change (P3C) 2022 in 4 modules - in person
15 - 18 February | 27 - 28 April | 18 - 20 May | 6 - 8 July

Certificate in Dynamics @ Board Level 2022 in 4 modules:
tbc

Certificate for Supervision for Coaching and Consultancy 2022 in 3 modules:
tbc

Deepening Creative Practice with organisations from Spring 2023 in 5 seasons:
tbc

DRAFT

THE TAVISTOCK INSTITUTE OF HUMAN RELATIONS

England & Wales - Charity number 209706

Accounts

THE TAVISTOCK INSTITUTE OF HUMAN RELATIONS

Annual Report

1 October 2019 – 30 September 2020

Reference and Administrative Information

Council of Trustees

David Hollywood	(*Chair*)
Dr Eliat Aram	(*ex officio*)
Joel Featherman	*(Honorary Treasurer & Chair of the Pensions Committee)*
Phil James	*(joined July 2020)*
Julia Lucas	*(resigned January 2020)*
Katharina Müller	*(joined July 2020)*
Stella Okeahialam MBE	
Martin Powell	*(joined July 2020)*
Viktorija Šmatko-Abaza	*(joined January 2020)*
Grant Taylor	*(joined March 2020)*
Prof Christopher Warhurst	(*resigned July 2020)*
Professor Cliff Oswick	*(resigned July 2020)*
Ruth Yeoman	*(joined July 2020; appointed Chair of HRMC November 2020)*

CEO Dr Eliat Aram, PhD, MSc Occup Psych, MSc G Psych, CBAM, Dip IoD

Company Secretary Dr Leslie Brissett JP, PhD MSc (Econ) BSc (Hons) FHM-SA

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Company registration number 442517
Charity registration number 209706

Auditor
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Bank
NatWest, 440 Strand, London WC2R 0QS

Solicitor
Wedlake Bell LLP, 71 Queen Victoria St, London EC4V 4AY

Structure, Governance and Management

The Tavistock Institute of Human Relations was established as a not for profit organisation with charitable purpose in 1947. The Institute is governed by its Articles of Association dated 20 September 1947 as amended on 25 June 1963, 20 March 1991 and 22 July 2010. Ultimately accountable to the Association members, a Council of Management act as the board of trustees and work with the CEO and Management team to deliver against the mission and objectives.

Objectives

The Tavistock Institute is dedicated to the study of human relations for the purpose of bettering working life and conditions for all humans within their organisations, communities and broader societies and to the influence of environment in all its aspects on the formation or development of human character or capacity; to conduct research and provide opportunities for learning through experience for this purpose; to publish the results of such study and research; to further the learning of people in their organisations, to offer educational opportunities for individuals in or for any branches of the said study.

Chair's message

Our new Chair was appointed in March 2020, halfway through what has been a tumultuous year for us all. For the first six months, chaired by Cliff Oswick (to whom a big thank you), the Institute worried about the uncertainty surrounding Brexit. In March Covid struck and all our lives have been dominated and transformed by this ever since.

Despite everything going on around them the Institute team has not lost sight of its core values and legacy, which are unchanged, and, in helping the understanding of these, I commend the video link on page 5 to you.

However, Covid did drive major changes to the way we work. Most professional development offerings have moved to online (although the renowned Leicester conference took place very successfully face to face, but in Germany); A lot of work on research projects was done remotely instead of face to face; We engaged with new geographically dispersed audiences.

The Institute carried out a large international online survey between April and June 2020 to explore how Covid was impacting front line practitioners and what they were learning from it.

The Institute has demonstrated the role it plays in understanding the challenges to society that Covid has brought. For example, a new section on our website brings together all the work we are doing re Covid.

Our newly opened European subsidiary, Tavistock Institut gGmbH based in Germany, tasked with smoothing the aftermath of Brexit, is working out well.

Membership of Council has changed considerably in 19/20. I would like to welcome the new members of Council and thank both old and new for their support and contribution. This has been a very challenging year for Eliat and her staff and Council would like to thank everybody for their professional, enthusiastic and flexible response.

Despite the huge challenges,19/20 has been a remarkably successful year for the Tavistock Institute of Human Relations and all concerned are to be congratulated.

David J Hollywood
Chair, Council of Trustees

HIGHLIGHTS

Tavistock Centenary

In September 1920, the Tavistock Clinic was founded and saw its first patient. Later, the Tavistock Institute of Human Relations was incorporated as a charitable organisation in September 1947, emerging from its early years as a social department within the Clinic, and carrying out psychoanalytic work with therapeutic groups and communities. Bringing together staff from various disciplines, the Institute found ways to apply psychoanalytic and open system theories to groups and organisations in order to better understand how to improve working life.

In 2020, we joined together with the Tavistock and Portman NHS Foundation Trust and Tavistock Relationships to celebrate 100 years of the Tavistocks.

For the Centenary Celebrations, we produced a short **video** in which Institute staff tell the story of who we are, where we have come from and what our work means to us and the rest of the world. Staff touch on their personal connections with the Institute as well as the wider context and influence of our history.

Covid-19: the first six months

Covid-19 has drastically transformed the world in which we live. At the Institute, we have adapted to work alongside the pandemic rather than against it. Whilst our workload has not slowed, we have adjusted to different ways of working – moving most of our Professional Development programmes and workshops online and carrying out our research and consultancy projects remotely. We have faced new challenges that have led to shifts in our perceptions about the work that we do; our research has taken on new forms. We are continuously learning alongside our partners and clients, as together we face what it means to function and perform not only during a pandemic but also think about the post-Covid world.

In June 2020, Institute staff have re-started the **Connected Leadership programme for Hertfordshire adult social care** senior staff which had been put on hold for the first three months of the pandemic. Staff have managed to progress with the delivery of the programme adapted to the virtual world and in addition offered reflective spaces, support, and supervision to the senior leaders as they navigated the emotional impact of the pandemic on their person, their work and their roles as managers.

At the height of the pandemic, Institute staff delivered an innovative series of **webinars** to circa 200 vets, members of the **Royal College of Veterinary Surgeons**, on topics including: resilience, understanding changes and resistances to it, working in conditions of rapid change and high uncertainty and emotional work with animals.

Impact through Digital Engagement and Social Innovation

With the arrival of the pandemic, the way the Institute has engaged digitally during 2019-20 has increased dramatically. We responded to the crisis as an opportunity to reflect on the existing methods we use and expand the way we use our digital platforms, which has led to us engaging with new, more geographically dispersed, audiences. It has included offering Food for Thought Lunchtime Talks, **Social Dreaming Matrixes**, and many of our Professional Development programmes, online.

We recognise the importance of demonstrating the role the Institute plays in understanding societal challenges and in the current crisis more so than ever. We have published 20 news items and thought pieces concerning the impact of the pandemic on life and work on the website. We also created a new section of the website to showcase this significant work.

The website promotes all streams of the Institute's work, publishing regular articles 8-9 times a month, plus project case studies, presentations and thought pieces. In 2019-2020 over 103,000 people visited the website. These visitors actively engaged with content 139,000 times; equating to over 326,000 page views over the year.

The website attracts an international audience, 29% of the visitors are from the UK; 20% from the USA and the remaining 51% split across a broad range of geographic locations, including Germany, India, and Australia and Italy in the top five.

Our social media presence continues to grow, with 20,684 followers and connections across the key social media platforms (LinkedIn: 8,200; Facebook: 6,469; Twitter: 5,815; Instagram: 200). The Tavistock Group on LinkedIn, for those interested in Group Relations, currently has over 2,300 subscribers. The content that we share reaches a broad audience and proves to be engaging; for example, on Twitter, we post approximately 114 messages a month, with each message actively seen by around 2,000 people. On Facebook, our posts are seen on average by 330 people each day. People are talking *with* us, and *about* us, for example, on Twitter, we are mentioned approximately 95 times a month. We have also re-directed our Instagram account to share more of the work we do in the arts.

Communication also takes place through branded e-mail campaigns, promoting Professional Development, and other activities, which have been sent to subscribers 68 times during the last year.

With the successful recruitment of an Engagement Assistant in 2019, achieved through a partnership with Goldsmiths, University of London, offering recent Visual Cultures graduates the opportunity to apply for the 2-year role, we have further expanded our creative endeavours. For example, we are now producing films and podcasts that communicate our work in dynamic ways.

Covid-19 Survey

From April to June 2020, we conducted an international online survey of just over 250 professionals plus some qualitative interviews. The aim of this research was to explore how the pandemic has impacted on front-line practitioners and what they have learned from it.

The survey showed that almost all (93%) were forced to change their working practices because of the crisis – this included 79% who said they were now carrying out all their work remotely. Such a radical change in working practices for front-line practitioners was challenging for many of them.

In the words of one therapist: "*You have to use different senses to interpret how the client is feeling as they're not physically in the room with you*". The survey also showed that many people have found it difficult working in isolation – and to find the inner resources to do their work effectively (60%).

For some people, the 'new reality' has presented opportunities and different ways of working more effectively, including spending less time commuting, news ways of organising their time, and gaining new clients or projects. Given that the 'new reality' is likely to continue despite the availability of vaccinations – this shows that the most challenging circumstances can lead to new beginnings and innovations which transform the way we work and live.

We have shared the results of this research in several ways, including two Lunchtime Talks, attended by more than 60 people and an online blog article and infographic.

A Learning Hub for the Coronavirus Community Support Fund

The Institute is working with Ipsos MORI, New Philanthropy Capital (NPC) and the Third Sector Research Centre who together were commissioned to evaluate the Coronavirus Community Support Fund (CCSF).

The CCSF, distributed by The National Lottery Community Fund, included an allocation of c£200m in Government funding aimed primarily at small to medium charities in England. This money was part of the government's support for voluntary, community and social enterprise (VCSE) organisations in response to Covid-19 and was distributed from the CCSF alongside funding from The National Lottery.

The CCSF set out to increase community support to vulnerable people affected by the Covid-19 crisis, through the work of civil society organisations and reduce temporary closures of essential charities and social enterprises, ensuring services for people impacted have the financial resources to operate.

In addition to exploring the impact of the CCSF, the evaluation contained a learning strand, led by the Institute and managed in collaboration with Ipsos MORI. By setting up an online Learning Hub, we hoped a stronger sector would emerge through sharing the ways organisations and community groups meet the challenges of working through the Covid-19 crisis.

The members-only Learning Hub includes live events, discussions, shared resources and exchange activities. The Hub has provided real-time learning opportunities where people from funded organisations have shared, connected and learnt from each other. There have also been regular learning digests, blogs, podcasts and videos highlighting people's stories and experiences, as well as discussion forums, with themes and content directed by the needs of Hub members.

Digital Surgeries

The Digital Surgery series was created as a response to the gradual, global shift from working face to face, to working online. Launched in January 2020, the surgery sought to meet the needs of employees, managers or consultants who work in the virtual space and to respond to some of the hidden challenges that working this way can present:

- loneliness and isolation of some employees;
- poor connectivity and communication;
- more miscommunications when working with global colleagues;
- difficult team dynamics; and

- off-task virtual meetings.

Team dynamics is an established part of working with groups face to face and in the here and now. The Digital Surgery offers the same space to explore and work with virtual team dynamics, which until recently, had not attracted attention. The goal of the regular sessions was to work with the following questions;

- What can we do about these difficult interactions?
- How do we create effective meetings?
- How do we work through challenging team dynamics at a distance?
- What is going on 'under the surface' in the virtual team (and how to recognise and use this data)?

In the time that the group has been meeting, it has developed and grown into a space that is highly valued by the participants and become the foundation of a community of practice for people working in this way. The surgery will reopen in 2021 and welcomes new participants.

Arts and Organisation

We have continued to develop and grow the Arts and Organisation stream of work. The year began with the **Arch-A-Live!** multi-disciplinary symposium and other achievements included:

- a widening network of artists; artists collectives we are working with;
- joining the internal, an external visiting artist in residence;
- launching the **Deepening Creative Practice with organisations** programme;
- a contribution on *Tavistock and the Arts* in Chapter 8 Working with Groups II in the upcoming publication *An Introduction to Systems Psychodynamics: Volume I*;
- speaker invitations including Collaborative Conversations at Loughborough University;
- a keynote on self organisation, creativity and the archive as part of a research symposium at Aalto University, Finland.

All part of a growing recognition and reputation for the work and the way it moves beyond using the arts ad hoc to their integration within an evolving social science practice at the Institute.

Mental Health and Wellbeing

Mental health and wellbeing have continued to represent major cross-cutting themes within the Institute's work in 2019-2020, with ongoing research, consultancy, and professional development activities focused on the subject.

This year has seen continued work on evaluations in the sector, such as the evaluation of **Healthy Minds, Brighter Futures** for the Brent Centre for Young People and the evaluation of **Community Mental Health Navigators** for Rethink Mental Illness. Both projects have aimed to support learning and reflection and evidence the impact of new initiatives in the field of mental health.

Research is also ongoing on the **Organisational Exploratory Programme** for The Wellbeing Project, an initiative to promote workplace wellbeing in NGOs across the world. In addition to these research projects 2020 has seen ongoing provision of professional development and consultancy direct to mental health

teams, this includes the reflective practice group run with East London Foundation Trust as well as provision of reflective space for a CAMHS team.

Our staff have participated in professional development to build on our own competencies in the field. This has included a cohort of researcher/consultants undertaking in-depth training on the subject of trauma as a way to better understand the experience of and be better placed to work with project beneficiaries. In part due to this training, we have been able to introduce sessions on trauma-informed approaches in our evaluation of **Barnardo's Strategic Partnerships**.

Beyond those projects primarily focused on mental health and wellbeing - these concepts continue to form part of our wider research and consultancy work. Evaluations such as those of **Coram I, Inside Out** and *Barnardo's Strategic Partnerships*, all primarily focused care-experienced young people each contain a strand on the wellbeing of those young people and have involved the qualitative and quantitative evaluation of mental health outcomes.

Moreover, projects such as the **Women and Girls Initiative**, have seen us explore feminist approaches to mental health and how to support staff in participating organisations where high rates of turnover and burnout result from the content of their work.

Our approach to wellbeing is a nuanced understanding of the leadership and culture of an organisation – working towards whole-organisation wellbeing where the employees are the most valuable asset. The **Tavi-Stocktake: Workplace Wellbeing Review** is now offered online in response to the pandemic.

Centre for Ageing Better work (Evaluation of the Flexible Working Pilot project)

The Institute has been working with the Centre for Ageing Better to evaluate a Flexible Working Pilot project delivered by the Timewise Foundation in a large NHS Trust, and a private sector service provider.

The aim of the pilot is to work with, and support, these two large employers to increase the availability and take up, by older workers (loosely defined as those over 50), of more flexible working arrangements. It involved trialling changes to the working patterns of a cohort of over 50s, with Timewise providing support and guidance for them and their line managers. The pilot completed in February 2020 (therefore before Covid-19).

The overall aim of the evaluation, which started in March 2019, was to understand 'what works' in implementing and facilitating access to flexible working, for which people, and in what kinds of situations; and to explore the individual and organisational factors that support success. The evaluation was designed to unfold in three stages:

1. set up phase, working closely with all stakeholders to identify the pilot's Theory of Change;
2. first round of fieldwork, involving in-depth interviews with pilot participants to understand their experience of the pilot; and
3. follow-up fieldwork phase, interviewing pilot participants, 8 months later, to understand their flexible working journey over time.

Just before our first fieldwork phase (March 2019), Covid-19 happened, changing the entire landscape of working and personal lives and triggering a rapid and extensive scaling up of flexible working – to an extent "backgrounding" the pilot and impacting on the flexible working arrangements that participants were in the process of implementing. In order to take account of the pandemic which has hugely affected individuals and organisations, we adapted our work and expanded its focus: the evaluation in fact

offered the unique and important opportunity for all project stakeholders to learn about the ways in which Covid-19 was impacting on the working and personal lives of the people involved in the pilot as well as on flexible working practices more broadly and individual/team/organisational responses to the pandemic.

We are continuing to work with the Centre for Ageing better and the two large employers to focus the final phase of the work to elicit understanding of the current and potential future impact of the pandemic on approaches to flexible working for their organisations and their older staff.

Young People's Mental Health, Leadership, inclusion and exclusion

Exploring the Meaning and Experience of Digital Exclusion among At-risk Groups in Limerick, Ireland

Our first project (through our European subsidiary, Tavistock Institut gGmbH) was particularly relevant in 2020. Digital exclusion has a significant confluence with social exclusion, so that people who are marginalised in general, including people with disabilities, older people, Travellers and people from poor neighbourhoods, tend to find digital services difficult to access.

Our research with these communities brought out the voice of marginalised groups. Whilst this research found various structural and personal barriers to digital inclusion, we also found a number of avenues to reduce digital exclusion, including tailoring training courses to the needs of at-risk groups, making services more user-friendly and being patient with pilot initiatives.

Our initial research has found that isolation, loneliness and depression have greatly affected communities in lockdown, and whilst some people have become motivated to use digital technology to stay in touch with their colleagues, virtual interactions are more labour intensive and less fulfilling than in-person groups.

In early 2021, we will work with local decision makers, delivery staff and digitally excluded people to co-create a plan of action for recovery from the impact of the pandemic and the easing of digital exclusion generally in Limerick.

InterReg 2 Seas

InterReg 2 Seas is a European Territorial Cooperation Programme covering coastal regions in England, France, the Netherlands and Belgium (Flanders). It is part-financed by the European Regional Development Fund and has a total of €241m to co-finance projects in the 2014-2020 period and beyond.

The context is the presence, in each region, of about 10,000 low-skilled jobseekers, aged 18-24. In many cases, the participants have left school or been excluded from school after the 5th Form so that they have not managed to achieve even the most basic minimum requirements to get into a vocational training programme. The project also includes older low-skilled people aged up to 50 who are in low-skilled employment than could be lost in the future through the changing nature of work and technology.

The aim is to help low-skilled jobseekers into work placements followed by employment, in the 4 regions, including Kent in the UK. The Institute is contributing to the professional development of a series of cohorts of participants (including tests and pilots), plus 360 degree support, promoting family positive

influence, supporting the mentors from the organisations offering work placements, and the evaluation of the UK intervention and whole-system consultancy.

The project provides educational programmes in basic engineering, and supervised work placement experience in local engineering and construction industries that will up-skill the jobseekers sufficiently to achieve an employment interview, be offered a job at the end and sustain their job afterwards.

Tavistock 'Learning-from-experience' methodologies are being applied to:

(i) The participant cohorts meet with Tavistock consultants to participate in here-and-now experiential learning events to promote their constructive participation in their work placements, employment and their communities;
(ii) Selected families from each cohort during the 12-weeks of each programme to help the families support the participants;
(iii) Tavistock Institute consultants work with the organisational mentors in study groups;
(iv) The Tavistock undertakes the evaluation of the UK part of the project.

Self Leadership: Group Relations half-day virtual workshops

Part of the Launching Young Leaders initiative, these workshops help young and emerging leaders (18-30) think about what it means to be a leader and how individual identity plays into that.

The first workshop explored the qualities that make us unique, the skills, knowledge and experiences that each bring to their roles played at work but also amongst friends and family. It looked at the connection between how young leaders show up in different contexts and the overlaps between them.

One core leadership skill that is often underestimated is the ability to handle the emotional impact of work. Leading is not always easy and making the right decision that benefits a team may not directly benefit the leader, if they take their role as leader seriously.

The workshop was attended by 48 participants from across the globe with a participant making the following comment in an evaluation afterwards:

- *Leaders come in all shapes: the leader in the mind shapes how you relate to yourself and others, and that can hinder or promote learning. leadership is context-dependent and context making.*

Plans are underway for more Self Leadership workshops and a virtual PD programme as part of **Launching Young Leaders**.

Staff Presentations

Spreading the word on Complexity and Evaluation

As part of the Institute's ongoing partnership with CECAN (Centre for Evaluation Complexity across the Nexus) we have continued to publicise the importance of having an understanding of complexity and the behaviour of complex adaptive systems, in the field of Evaluation.

Working with CECAN colleagues, key achievements during 2019-2020:

- Publishing a supplement to the Magenta book, the UK Treasuries cross-government guidance on evaluation: *Addressing Complexity in Policy Evaluation*
- Developing of a *Complex Evaluation Framework*, published by Department for the Environment, Farming and Rural Affairs (Defra)
- Participating in various CECAN-hosted events and webinars disseminating this work
- Two articles accepted for the forthcoming CECAN special issue of the journal *Evaluation*.
- Norwegian Evaluation Conference

Social Dynamics

University of Tampere, Finland – Juliet Scott gave a keynote speech and a workshop the next day on Social Dynamics of Self-organizing in the light of Historical Evidence from the Tavistock Institute Archive in November.

Discovering Collections, Discovering Communities

Presentation at 2019 DCDC conference: *How an Archives Revealed Scoping Grant supported the Tavistock Institute of Human Relations in dealing with its early born digital material* - continuing our innovative leadership in archival practice. Antonio Sama, Professional Partner and Frank Owen, Digital Consultant.

Awards

SRA exhibition installation – we won the Judge's Award.

Professional Development and the Group Relations Programme

Our Professional Development programmes continue to be in high demand, recruitment was buoyant as we approached the Spring with two programmes underway. Then in response to the pandemic we moved all our programmes online. Recruitment continued through this period and all our programmes successfully ran and we have learnt much.

We continue to work and develop in the virtual space. Our Digital Surgeries are an established part of our offer. We are designing a new offer for those interested in working with virtual organisational and team dynamics. We have also been experimenting with working in different time zones thus making our programmes more widely accessible. Next year we will be offering Dynamics @ Board Level in two different time zones.

Group Relations Programme

The Institute continues to build robust institutional relationships and partnerships with stakeholders across the world. From the second Caribbean Group Relations conference in Trinidad in October 2019, through to taking part in a pre-pandemic face to face training programme in Small and Large Study Group consultation in partnership with Group Relations International in Boston, and staff the OFEK Conference in February 2020.

During the pandemic, online Group Relations Conferences and events have taken place. The first event was held in April by ICI of Canada, and then a pioneering, jointly sponsored conference in July by the Institute, between Israel (OFEK), USA (AKRI), India (GRI) and Netherlands (Utrecht University). The Institute supported events and Conferences held by Partners in Confronting Collective Atrocities, Group Relations Russia and Italy (IL NODO).

A longitudinal study launched at the Belgirate meeting 2018 to explore collaboration across the global group relations institutions has developed. Initially formulated as a Gathering of Presidents of Group Relations Sponsoring Organisations, it has met online at regular intervals to study the dynamics of authority and representation, and consider the Leicester Conference as a "shared object". 20 organisations are in regular attendance, with a rotating 6 monthly Chair.

3 publications written by Group Relations organisations around the world, under the banner of *The Patchwork: what Group Relations thinking can contribute to understanding the Pandemic,* were well received and reached 1000's of readers. This collaborative writing demonstrated the Institute's commitment to partnership and disseminating learning about inter-organisational processes.

A logistic, strategic and symbolic impact in the midst of a global pandemic, was to hold the 2020 Leicester Conference face to face. The conference has happened every year since 1957 in the UK. 4 weeks to go, the first UK local lockdown hit the City of Leicester! We had to find a new venue, outside the UK that would allow members to travel. We relocated to Bavaria in Germany, thanks to our partner, oezpa GmbH and the institute internal team.

There were 10 members and 4 staff. Nationalities represented at the conference included The Netherlands, Russia, UK, Finland, New Zealand, Vietnam, Denmark and France and Argentina. The conference was redesigned to reflect the pandemic context and the size of the membership. A

context Event and Eliat Aram's Design Event were used in week 1. Back to Back groups created the same dynamics as a Large Study Group and the introduction of a Curatorial Event at the end of week 2 was a place to bring together the experiences from the Design Event.

Group Relations Russia

The Institute has been developing a partnership with the emerging Group Relations Russia organisation for just over a year now, challenged by the pandemic which has unfolded alongside the conference preparations. The work has moved online, temporarily, although it has felt as more of a new fixture in the world of GR, than a temporary one, as the year has progressed.

Following a small training event for the staff in spring, the first Group Relations Conference (GRC) in September consisted of 11 staff and 40 members from all over the world, with 14 countries represented and a number of people on the waiting list.

The GRC topic - "Exploring Role and Identity in COVID era in Group Relations work online" – reflected the complexities in this period. Typical questions explored in GRCs were found here too, including issues of boundaries, authority, dependency and leadership. It seemed to us that these have all been exacerbated in what we call the Covid era. Technology, isolation and connection were additional dimensions of concern and pain on the one hand, and excitement and longing on the other. Several people were overwhelmed as well as grateful for the opportunities offered via Zoom without which they would have felt much more desolate.

The role of leading, trust in leadership, the ambivalence towards taking up leadership as well as being a follower were all evident in the event, exacerbated by the Covid context which induces Basic Assumption Dependency.

The Social Dreaming Matrix was a relatively new format for the Russian organisational market. Through the overnight dreams, feelings such as disappointment, confusion, loneliness, fear, ambivalence surfaced – which would otherwise be difficult to articulate and give voice to, especially through the virtual space.

Despite humans' natural curiosity and the excitement in the possibility of connecting across the globe, a lot was left unsaid and unexplored - perhaps, we hypothesised, this is a key impact of the pandemic and lockdown; the remoteness combined with internal self-restrictions. More online and eventually in-person GRCs in partnership between GR Russia and the Institute are planned in 2021.

Food for Thought: Lunchtime Talks

This year has been transformative for our Lunchtime Talks. It began with David Strudley in our offices, and then we hosted the project partners from the **NEETS in Action** Erasmus+ project. When the pandemic hit in March, we adapted the Talks to be held virtually. This has been a great success, as we are now averaging 70 participants from across the globe – a wonderful example of connectivity during a difficult time.

Our journal: *Human Relations*

Human Relations is a highly ranked international peer-reviewed journal. *Human Relations* articles have significant impact on academic debates on a wide variety of topics that affect people at work, for example:

- the changing nature of managerial work
- leadership
- politics at work
- economic inequality and management
- job quality
- careers
- employee well-being; and much more…

In January 2020 *Human Relations* said goodbye to its Editor in Chief, Prof Nick Turner, who helmed the journal for 3 years. Prof Turner oversaw a very successful period for the journal, with impact factors and submissions increasing year on year. After a handover period, Prof Mark Learmonth took over as Editor in Chief in March 2020. Prof Learmonth is a Professor of Organisation Studies at the Business School, Durham University and prior to becoming EiC, served on the *HR* Editorial Board for four years. You can read an interview with Prof Learmonth.

Submissions continue to increase year on year, particularly in 2020; since the Covid-19 outbreak in March 2020 *Human Relations* has seen a 25% increase in submissions and 1000+ submissions are expected by the end of 2020. Submissions are geographically diverse and 2019/20 has seen a submission from every continent of the globe. To manage this increase, *HR* has recruited six new new full time Associate Editors, including academics from across the globe, and as a consequence decisions and publishing times have decreased. We also welcomed a new production editor from Sage Publishing, Helen Hardy.

The journal has an active social media presence and, as a testament to its high standing academically, over 730,000 full-text articles were downloaded in 2019. We expect the 2020 download figure to be even bigger and already had 700,000 downloads in September!

Usually *Human Relations* Associate Editors would travel to conferences around the world, including the AoM conference held in August. This year, presentations were given virtually including at AoM and other 'Meet the Editor' sessions at various institutions.

Covid-19 did not stop the hard work of all our reviewers and authors in 2019/20. Our **Reviewer of the Year Award** was given to Dr Oliver Weigelt, University of Rostock, (Germany) and the **Paper of the Year Award** given to Karanika-Murray & Biron for their paper, *The Health-performance Framework of Presenteeism: Towards understanding an adaptive behaviour*.

Ranking: *Human Relations* continues to be well respected internationally and is included in the FT50 list of journals used by the *Financial Times* in compiling the FT Research rank, included in Global MBA, EMBA and Online MBA rankings.

Human Relations has a solid Thomson Reuters Journal Citation Reports (ISI) ranking – the 2019 2-year and 5-year impact factors are 3.6 and 4.659 respectively (ranked: 6/108 in Social Sciences, Interdisciplinary and 66/226 in Management). *Human Relations* is an A* journal in the Australian Business Deans Council (ABDC) Journal Quality List and is ranked 4 in the Chartered Association of Business Schools (CABS) Academic Journal Guide 2018.

Organisational structure of the Institute and decision-making process

The Council holds bi-monthly meetings. The CEO provides an update to the trustees at each of the Council meetings. This includes a status update on the key projects and other significant events. An update of the financial status of the Institute is also reviewed at each meeting. Further, the Council has a rolling programme which covers the key activities of the Institute over the course of twelve months.

In addition, the following sub-committees are in operation:

- The Pension trustees meet 2-3 times a year and are responsible to the pension fund.
- The *Human Relations* Management Committee (HRMC) meets twice a year to discuss and review the activities of the HR journal.

Internally, the CEO holds bi-weekly management meetings.

Salary progression reviews are carried out annually and are normally based on the performance of staff members and business context. All staff are positioned organisationally in a range of salary bands which are directly related to their roles and grade. The bands are as follows: R – Researcher, S – Senior Researcher and P – Principal. The difference in grade reflects seniority of knowledge, experience and workload. The majority of the principal grade employees are line managed by the CEO who makes a recommendation of any increase in salary within the same percentage range as other staff member (1-4%). This is confirmed as both reasonable and affordable by the Head of Finance. In 2019-20, the Institute froze salaries for all staff in light of the economic uncertainty of Covid-19 and implemented a process of fixed term furlough across all employees during the initial phase of the furlough scheme between April and June 2020.

Financial Review

Financial Results for the year 2019-20

The Institute managed to navigate its way through the Covid-19 pandemic in 2019-20 in achieving an operating surplus of £234k. Whilst this is lower compared to the operating surplus of £330k achieved in 2018-19 it represents a very strong performance in the unprecedented circumstances which impacted national and global economies. The accounts for 2019-20 include the consolidation of the Institute's subsidiary, Tavistock Institut gGmbH, which began operations in 2019 and itself achieved a small operating surplus.

The Institute's research, evaluation and consultancy activities and royalties business streams saw an increase in revenue for the year which helped offset lower Professional Development income much of which was deferred to 2020-21. The Institute continues to have a healthy level of live contracted project work and will also look to continue to secure new project work in 2020-21.

The Institute continues to hold a provision of £117,585 at the end of September 2020 for potential costs related to its membership of the Menon Network EEIG following the bankruptcy of a fellow member of the

EEIG and which will impact the EEIG and its members. The Institute is retaining the provision to cover any further payment settlements related to other EEIG projects.

Reserves policy

The Trustees recognise the need to hold reserves both to enable the Institute to progress its long-term projects and to protect its current activities. The Institute believes that a reserves level of three months' income is appropriate for the ongoing operations of the organisation. Of the accumulated reserves on September 30, 2019 of £612,438 (excluding the pension fund liability), an amount of £15,243 is invested in operational assets and this amount is not available to meet ongoing expenditure. The unrestricted free reserves are £597,195 which represents 4 months of future expenditures.

The Institute continues to fulfil its obligation as per the revised pension recovery plan with the pension trustees (approved by the pensions regulator) whereby the deficit will be paid within 15 years. During the year ended 30 September 2020 the Institute paid £296,132 in accordance with this plan. The actuarial valuation of the Tavistock Institute of Human Relations Retirements Benefit Scheme at 30 September 2020 for the purposes of FRS102 showed a decreased funding deficit of £5,763,000 (2019: £5,962,000).

Risk management and internal control

The Trustees have a duty to identify and review the strategic, business and operational risks that the Institute is exposed to, and to ensure that appropriate controls are in place to provide reasonable assurance against fraud and error.

In order to achieve this, the Trustees and management team have undertaken an assessment of the risks that the organisation is exposed to and have produced a risk register which assigns management of these risks to specific individuals and recommends actions to be taken, where necessary, in order to manage the likelihood and impact of these risks. The risk assessment and resulting risk register are reviewed and updated on a regular basis.

The most up to date review, in March 2020, confirmed the current primary risks to be the ongoing Covid-19 pandemic situation along with Brexit which combined creating economic uncertainty and volatility impacting work opportunities in the UK and Europe. We continue to monitor the risk of losing staff for various reasons although we think this has now subsided with the latest wave of recruitment and we continue to develop new streams of funding whilst keeping focused on saving costs wherever prudent.

Appointment of Auditor

Goldwins Limited, Chartered Accountants, have agreed to continue their appointment as external auditor.

Audit Information

Each of the directors has confirmed that so far as they are aware, there is no relevant audit information of which the company's auditor is unaware, and that they have taken all the steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

Statement of trustees' responsibilities for an incorporated Charity

The trustees (who are also directors of the Tavistock Institute of Human Relations for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements, and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company [and the group] and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

BY ORDER OF THE COUNCIL

David Hollywood
24 March 2021

Independent Auditor's Report to the Members of the Tavistock Institute

Opinion

We have audited the financial statements of The Tavistock Institute of Human Relations (the 'Charity') for the year ended 30 September 2020 which comprise the consolidated Statement of Financial Activities, the group and parent Charity's Balance Sheets, group's statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and Charity's affairs as at 30 September 2020 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- the trustees' report (incorporating the directors' report) have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.
We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;

- the financial statements are not in agreement with the accounting records and returns;

- certain disclosures of trustees' remuneration specified by law are not made; or

- we have not obtained all the information and explanations necessary for the purposes of our audit.

Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement set out on page 12, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the Charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Anthony Epton (Senior Statutory Auditor)
for and on behalf of
Goldwins Limited
Statutory Auditor
Chartered Accountants
75 Maygrove Road
West Hampstead
London NW6 2EG

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE)

FOR THE YEAR ENDED 30 SEPTEMBER 2020

	Note	Unrestricted £	2020 Total £	Unrestricted £	2019 Total £
Income from:					
Donations	2	4,427	**4,427**	1,150	1,150
Charitable activities	3				
–Research evaluation and organisational development		1,050,080	**1,050,080**	998,751	998,751
–Professional development		315,448	**315,448**	831,368	831,368
–Royalties from publications		1,077,005	**1,077,005**	1,053,325	1,053,325
		2,446,960	**2,446,960**	2,884,594	2,884,594
Tavistock Institut gGmbH gGmbH income		11,447	**11,447**	–	–
Investments	4	2,425	**2,425**	1,854	1,854
Other	5	84,647	**84,647**	195	195
Total income		2,545,479	**2,545,479**	2,886,643	2,886,643
Expenditure on:					
Charitable activities	6				
–Research evaluation and organisational development		2,053,488	**2,053,488**	1,770,750	1,770,750
–Strategic Initiatives		23,910	**23,910**	39,690	39,690
–Professional development		196,645	**196,645**	672,346	672,346
–Royalties from publications		142,154	**142,154**	190,343	190,343
Tavistock Institut gGmbH expenditure		1,180	**1,180**	8,592	8,592
Total expenditure		2,417,377	**2,417,377**	2,681,721	2,681,721
Net income / (expenditure) before net gains / (losses) on investments		128,102	**128,102**	204,922	204,922
Net gains / (losses) on investments		–	**–**	–	–
Net income / (expenditure) for the year	7	128,102	**128,102**	204,922	204,922
Transfers between funds		–	**–**	–	–
Net income / (expenditure) before other recognised gains and losses		128,102	**128,102**	204,922	204,922
Actuarial gains / (losses) on defined benefit pension schemes		20,000	20,000	(1,951,000)	(1,951,000)
Net movement in funds		148,102	**148,102**	(1,746,078)	(1,746,078)
Reconciliation of funds:					
Total funds brought forward		(5,298,664)	**(5,298,664)**	(3,552,586)	(3,552,586)
Total funds carried forward		(5,150,562)	**(5,150,562)**	(5,298,664)	(5,298,664)

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 20 to the financial statements.

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 SEPTEMBER 2020

	Note	The Group 2020 £	The Group 2019 £	The Charity 2020 £	The Charity 2019 £
Fixed assets:					
Tangible assets	12	**15,243**	24,126	**15,243**	24,126
Investment	13	**-**	-	**21,535**	21,535
		15,243	24,126	**36,778**	45,661
Current assets:					
Debtors	14	**715,762**	713,690	**715,762**	713,690
Cash at bank and in hand		**1,529,115**	1,413,176	**1,514,594**	1,410,053
		2,244,877	2,126,866	2,230,356	2,123,743
Liabilities:					
Creditors: amounts falling due within one year	15	**(1,647,682)**	(1,487,656)	**(1,656,371)**	(1,497,476)
Net current assets / (liabilities)		**597,195**	639,210	**573,985**	626,267
Total assets less current liabilities		**612,438**	663,336	**610,763**	671,928
Creditors: amounts falling due after one year		**-**	-	**-**	-
Net assets excluding pension asset / (liability)		**612,438**	663,336	**610,763**	671,928
Defined benefit pension scheme asset / (liability)	17	**(5,763,000)**	(5,962,000)	**(5,763,000)**	(5,962,000)
Total net assets / (liabilities)		**(5,150,562)**	(5,298,664)	**(5,152,237)**	(5,290,072)
The funds of the charity:	19				
Unrestricted income funds:					
General funds		**(5,150,562)**	(5,298,664)	**(5,152,237)**	(5,290,072)
Total unrestricted funds		**(5,150,562)**	(5,298,664)	**(5,152,237)**	(5,290,072)
Total charity funds		**(5,150,562)**	(5,298,664)	(5,152,237)	(5,290,072)

The financial statements have been prepared in accordance with the special provisions for small companies under Part15 of the Companies Act 2006.

Approved by the trustees on 24 March 2021 and signed on their behalf by

David Hollywood, Chair

Eliat Aram, Ex-Officio Member

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 SEPTEMBER 2020

	Note	2020		2019	
		£	£	£	£
Cash flows from operating activities	21				
Net cash provided by / (used in) operating activities			**116,271**		438,583
Cash flows from investing activities:					
Dividends, interest and rents from investments		**2,425**		1,854	
Proceeds from the sale of fixed assets		**-**		-	
Purchase of fixed assets		**(2,757)**		(24,005)	
Proceeds from sale of investments		**-**		-	
Purchase of investments		**-**		-	
Net cash provided by / (used in) investing activities			**(332)**		(22,151)
Change in cash and cash equivalents in the year			**115,939**		416,432
Cash and cash equivalents at the beginning of the year			**1,413,176**		996,744
Change in cash and cash equivalents due to exchange rate movements			**-**		-
Cash and cash equivalents at the end of the year	22		**1,529,115**		1,413,176

1 Accounting policies

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102 – effective 1 January 2015) – (Charities SORP FRS 102) and the Companies Act 2006.

The charitable company meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

b) Reconciliation with previously Generally Accepted Accounting Practice (GAAP)

In preparing the accounts, the trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102.

c) Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. Key judgements that the charitable company has made which have a significant effect on the accounts. The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

d) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is a treated as a contingent asset and disclosed if material.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

e) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

f) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

g) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

1 Accounting policies (continued)

h) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering services, undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

I) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the basis which are an estimate, based on staff time, of the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Where such information about the aims, objectives and projects of the charity is also provided to potential donors, activity costs are apportioned between fundraising and charitable activities on the basis of area of literature occupied by each activity.

J) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

k) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Leasehold improvements	20% pa on cost
Computer equipment	33% pa on cost
Furniture and equipment	20% pa on cost

l) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

m) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

n) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

o) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

p) Pensions

The charity operates stakeholders pension scheme.

2 Income from donations and legacies

	Unrestricted £	2020 Total £	2019 Total £
Donations	4,427	**4,427**	1,150
	4,427	**4,427**	1,150

3 Income from charitable activities

	Unrestricted £	2020 Total £	2019 Total £
Contracts and fees receivable:			
Sage Publications – Royalties	1,077,005	**1,077,005**	1,053,325
Conference fee attendance	314,801	**314,801**	831,285
Consultancy	287,919	**287,919**	603,224
Research & Evaluation	681,779	**681,779**	799,071
Project funds surplus/(deficit)	80,382	**80,382**	(403,461)
Total income from charitable activities	2,441,886	**2,441,886**	2,883,444

4 Income from investments

	Unrestricted £	2020 Total £	2019 Total £
Investment income	2,425	**2,425**	1,854
	2,425	**2,425**	1,854

5 Other Incomes

	Unrestricted £	2020 Total £	2019 Total £
Furloughed employees grant	66,773	**66,773**	–
Business interuption income	17,212	**17,212**	–
Others	662	**662**	195
	84,647	**84,647**	195

6 a. Analysis of expenditure

	Charitable activities						
	Research Evaluation and Organisational Development	Strategic Initiatives	Professional development	Royalties from publications	Support costs	**2020 Total**	2019 Total
	£	£	£	£	£	**£**	£
Staff costs (Note 8)	1,135,455	10,066	52,159	8,220	441,776	**1,647,676**	1,598,062
Direct cost							
Other direct cost	5,913	–	–	–	–	**5,913**	2,166
Conference fees and expenses	3,904	1,553	235	2,004	2,251	**9,947**	29,780
Consultancy fees	135,714	–	55,471	114,718	41,271	**347,174**	340,931
Travelling and meeting expenses	22,763	199	42,045	2,964	672	**68,643**	362,611
Support cost							
Other staff costs	6,895	–	196	278	28,302	**35,671**	57,137
Rent, rate & service charge	–	–	–	–	92,705	**92,705**	100,859
Books and subscription	–	–	–	–	3,254	**3,254**	2,973
Marketing	–	–	251	62	7,927	**8,240**	6,959
Insurance	–	–	–	–	8,236	**8,236**	7,520
Printing, postage and stationery	3,923	–	654	763	6,858	**12,198**	16,007
Website and computer expenses	9,176	546	–	4,660	38,842	**53,224**	37,729
Telephone and internet	5,085	–	227	174	8,819	**14,305**	15,797
Office expenses	12	–	–	–	6,663	**6,675**	16,356
Sundry	–	–	–	–	–	**–**	8,632
Depreciation	–	–	–	–	11,640	**11,640**	12,322
Profit and loss on exchange	–	–	–	–	312	**312**	3,059
Project expenses	25,000	–	15,000	–	–	**40,000**	25,230
Legal and professional	6,355	4,173	–	443	25,150	**36,121**	13,325
Audit fees	–	–	–	–	7,800	**7,800**	5,750
Bank charges	261	–	916	495	5,262	**6,934**	9,924
	1,360,456	16,537	167,154	134,781	737,740	**2,416,668**	2,673,129
Support costs	693,032	7,373	29,491	7,373	(737,269)	**–**	–
Total expenditure 2020	**2,053,488**	**23,910**	**196,645**	**142,154**	**471**	**2,416,668**	**2,673,129**
Total expenditure 2019	**1,770,750**	**39,690**	**672,346**	**190,343**	**–**	**2,673,129**	

The total expenditure **£2,416,197** was unrestricted (2019: £2,673,129).

b. Analysis of expenditure (prior year)

	Charitable activities					
	Research Evaluation and Organisational Development	Strategic Initiatives	Professional development	Royalties from publications	Support costs	**2,019**
	£	£	£	£	£	**£**
Staff costs (Note 8)	947,506	18,740	178,586	40,409	412,821	**1,598,062**
Direct cost						
Other direct cost	2,041	–	–	–	125	**2,166**
Conference fees and expenses	8,843	207	3,095	12,991	4,644	**29,780**
Consultancy fees	125,300	1,660	84,409	90,378	39,184	**340,931**
Travelling and meeting expenses	53,355	1,087	285,590	19,994	2,585	**362,611**
Support cost						
Other staff costs	7,006	–	143	101	49,887	**57,137**
Rent, rate & service charge	–	–	–	–	100,859	**100,859**
Books and subscription	30	–	15	–	2,928	**2,973**
Marketing	70	55	–	–	6,834	**6,959**
Insurance	–	–	–	–	7,520	**7,520**
Printing, postage and stationery	3,310	312	3,846	651	7,888	**16,007**
Website and computer expenses	4,362	–	686	1,799	30,882	**37,729**
Telephone and internet	6,113	–	367	280	9,037	**15,797**
Office expenses	60	–	65	15	16,216	**16,356**
Sundry	–	–	–	–	8,632	**8,632**
Depreciation	–	–	–	–	12,322	**12,322**
Profit and loss on exchange	313	–	–	–	2,746	**3,059**
Project expenses	–	–	–	–	25,230	**25,230**
Legal and professional	1,546	2,346	–	426	9,007	**13,325**
Audit fees	–	–	–	–	5,750	**5,750**
Bank charges	143	15	1,028	395	8,343	**9,924**
	1,159,998	24,422	557,830	167,439	763,440	**2,673,129**
Support costs	610,752	15,268	114,516	22,904	(763,440)	**–**
Total expenditure 2019	**1,770,750**	**39,690**	**672,346**	**190,343**	**–**	**2,673,129**

7 Net incoming resources for the year

This is stated after charging / crediting:

	2020	2019
	£	£
Depreciation	**11,640**	12,322
Operating lease rentals:		
Property	**69,475**	69,475
Auditors' remuneration (excluding VAT):		
Audit	**5,500**	5,500

8 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2020	2019
	£	£
Salaries and wages	**1,231,714**	1,170,413
Social security costs	**127,829**	116,331
Employer's contribution to defined contribution pension schemes	**288,132**	311,318
	1,647,676	1,598,062

The following number of employees received employee benefits (excluding employer pension) during the year between:

	2020	2019
	No.	No.
£120,000 - £130,000	**1**	**1**

The total employee benefits including pension and national insurance contributions of the key management personnel were £133,197 (2019: £139,481).
The charity trustees were not paid or received any other benefits from employment with the charity in the year (2019: £nil).
No charity trustee received payment for professional or other services supplied to the charity (2019: £nil).
Trustees' indemnity insurance was taken out in the year at a cost to the Charity of £1,619 (2019: £1,261).

9 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2020	2019
	No.	No.
Raising funds	**–**	–
Scientific Staff	**21.3**	21.7
Support	**5.3**	6.9
	26.6	28.6

10 Related party transactions

There are no related party transactions to disclose for 2020 (2019: none).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

11 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

12 Tangible fixed assets– Group/Charity

	Leasehold Improvements £	Computer Equipment £	Fixtures, fittings and Equipment £	**Total £**
Cost				
At the start of the year	186,343	118,903	28,342	**333,588**
Additions in year	–	2,757	–	**2,757**
Disposals in year	–	–	–	**–**
At the end of the year	186,343	121,660	28,342	**336,345**
Depreciation				
At the start of the year	186,343	104,364	18,755	**309,462**
Charge for the year	–	7,333	4,307	**11,640**
Eliminated on disposal	–	–	–	**–**
At the end of the year	186,343	111,697	23,062	**321,102**
Net book value				
At the end of the year	–	9,963	5,280	**15,243**
At the start of the year	–	14,539	9,587	24,126

All of the above assets are used for charitable purposes.

13 Investments– Charity

	2020 £	2019 £
Investment in subsidiary undertakings	**21,535**	21,535
	21,535	21,535

Subsidiaries
Details of the charity's subsidiaries at 30 September 2020 are as follows:

Name of undertaking	**Registered office**	**Nature**	**Shares held**
Tavistock Institut gGmbH	Germany	A not for profit company (gGmbH)	100%

The aggregate reserves and the result for the year of the subsidiaries noted above was as follows:

	2020 £	2019 £
Incoming resources:		
Research	10,084	-
Other	1,363	-
	11,447	-
Outgoing resources:		
Legal and professional	(677)	(8,380)
Bank charges	(468)	(212)
Other	(35)	-
Net income / (expenditure)	10,267	(8,592)
Funds brought forward	12,943	21,535
Reserves	23,210	**12,943**

The subsidiary is exempt from the audit in accordance with German Companies Act and the results of Tavistock Institut gGmbH have been consolidated on a line by line basis and included under charitable activities of both under income and expenditure.

14 Debtors

	The Group		The Charity	
	2020	2019	**2020**	2019
	£	£	**£**	£
Amounts recoverable on contracts	413548	427405	**413,548**	427,405
Prepayments	28597	18735	**28,597**	18,735
Accrued income	273617	267550	**273,617**	267,550
	715762	713690	**715,762**	713,690

15 Creditors: amounts falling due within one year

	The Group		The Charity	
	2020	2019	**2020**	2019
	£	£	**£**	£
Trade creditors	**47,656**	187,620	**47,012**	187,620
Taxation and social security	**249,630**	147,628	**248,672**	147,628
Amounts due to group undertaking	**-**	-	**10,291**	9,820
Accruals	**356,483**	274,301	**356,483**	274,301
Deferred income	**993,913**	878,107	**993,913**	878,107
	1,647,682	1,487,656	**1,656,371**	1,497,476

16 Deferred Income

Deferred income comprises the payments on account of contracts and fees recevied in advance.

	2020	2019
	£	£
Balance at the beginning of the year	**878,107**	484,928
Amount released to income in the year	**(878,107)**	(484,928)
Amount deferred in the year	**993,913**	878,107
Balance at the end of the year	**993,913**	878,107

17 Pension scheme

The charity operates stakeholders pension scheme and has no pension liability as at the year end.

The company also operates a defined benefit scheme in the UK. This is a separate trustee-administered fund holding the pension scheme assets to meet long term pension liabilities.

With effect from November 30, 2010, the scheme was closed to future accruals of current employees.

In 2011 the Institute agreed a revised deficit reduction plan with the pension fund trustees whereby the deficit would be repaid over 14 years 9 months.

Pension Commitments- FRS102 Section 28 Disclosure

Retirement Benefits Plan (1974)

A full actuarial valuation was carried out at 31 March 2016 and updated to 30 September 2019 by a firm of qualified actuaries. The charity currently pays contributions at the rates set out in the Schedule of Contributions prepared following the 31 March 2019 scheme funding valuation. The estimated future contributions to the plan for the year ended 30 September 2020 are £307,238 (2019: ££296,132) increasing by 3.75% per annum, payable monthly from 1 April 2017 to 31 July 2033.

Pension Commitments– FRS102 Section 28 Disclosure (CONT.)

Assumptions:

The major assumptions used by the actuary in assessing liabilities on a FRS 102 basis were:

Assumptions as at	30 September 2020	30 September 2019
Discount rate	1.7%	2.0%
Inflation (RPI)	3.3%	3.4%
Rate of increase in pension in payment capped at 5%	3.3%	3.4%
Rate of increase in pension in payment capped at 5%	3.3%	3.4%

The average future life expectancies at age 65 are summarised below:

	Males	Females
Retiring today	21.2	23.5
Retring in 20 years	23.0	25.4

The major categories of scheme assets	30 September 2020	30 September 2019
	£'000	£'000
Bonds and gilts	928	889
Equities	1,752	1,820
Diversified growth funds (DGFs)	1,788	1,766
Cash	367	312
	4,835	4,787

Net defined benefit pension liability recognised in the balance sheet

	30 September 2020 £'000	30 September 2019 £'000
Present value of funded obligations	(10,598)	(10,749)
Fair value of scheme assets	4,835	4,787
Net pension liability	(5,763)	(5,962)

Changes in the present value of the defined benefit obligation

	30 September 2020 £'000	30 September 2019 £'000
Opening defined benefit obligation	(10,749)	(8,617)
Current service cost	–	–
Interest cost	(213)	(257)
Employee contributions	–	–
Actuarial (losses) /gains	123	(1,987)
Benefits paid	241	112
Defined benefit obligation at end of year	(10,598)	(10,749)

Changes in the fair value of the scheme assets

	30 September 2020 £'000	30 September 2019 £'000
Opening fair value of scheme assets	4,787	4,442
Interest income	96	136
Actuarial gains / (losses)	(103)	36
Employer contributions	296	285
Employee contributions	–	–
Benefits paid	(241)	(112)
Fair value of scheme assets at the year end	4,835	4,787

Pension Commitments– FRS102 Section 28 Disclosure (CONT.)

The amounts included within the Statements of Financial Activities

The amounts recognised in P&L /income statement

	30 September 2020 £'000	30 September 2019 £'000
Service cost	–	–
Interest cost	(213)	(257)
Interest income	96	136
Net charges to P&L /income statement	(117)	(121)

Remeasurement gains / (losses) recognised in other comprehensive income

Return on scheme assets (excluding interest)	(103)	36
Actuarial gains / (losses) on defined benefit obligation		
. experience	(111)	54
. changes in assumptions	234	(2,041)
Total actuarial gains / (losses)	20	(1,951)
Total amount charged to the Statement of Financial Activities	(97)	(2,072)

Amounts for the current and previous 4 years

	Year to 30 September 2020 £'000	Year to 30 September 2019 £'000	Year to 30 September 2018 £'000	Year to 30 September 2017 £'000	Year to 30 September 2016 £'000
Fair value of employer assets	4,835	4,787	4,442	4,121	3,666
Present value defined benefit obligation	(10,598)	(10,749)	(8,617)	(8,809)	(9,014)
Deficit	(5,763)	(5,962)	(4,175)	(4,688)	(5,348)
Experience gains / (losses) on liabilities	(111)	54	–	(468)	–
Adjustment due to change in assumptions	234	(2,041)	341	787	(2,114)
Experience gains / (losses) on assets	(103)	36	24	200	198
Actuarial (loss) / gain	20	(1,951)	365	519	(1,916)

18 Analysis of net assets between funds– Group

	General unrestricted £	Pension fund £	Restricted £	Total funds £
Tangible fixed assets	15,243	–	–	**15,243**
Net current assets / (liability)	597,195	–	–	**597,195**
Defined benefit pension scheme asset / (liability)	–	(5,763,000)	–	**(5,763,000)**
Net assets at the end of the year	**612,438**	**(5,763,000)**	**–**	**(5,150,562)**

Analysis of net assets between funds– Charity

	unrestricted £	Pension fund £	Restricted £	Total funds £
Tangible fixed assets	36,778	–	–	**36,778**
Net current assets / (liability)	573,985	–	–	**573,985**
Defined benefit pension scheme asset / (liability)	–	(5,763,000)	–	**(5,763,000)**
Net assets at the end of the year	**610,763**	**(5,763,000)**	**–**	**(5,152,237)**

19 Movements in funds

	At the start of the year £	Incoming resources & gains £	Outgoing resources & losses £	Transfers £	At the end of the year £
Unrestricted funds:					
Charity general funds	671,928	2,534,032	(2,416,197)	(179,000)	**610,763**
Subsidiary general funds	(8,592)	11,447	(1,180)	–	**1,675**
Total unrestricted funds	663,336	2,545,479	(2,417,377)	(179,000)	612,438
Pension fund	(5,962,000)	20,000	–	179,000	**(5,763,000)**
Total funds	(5,290,072)	2,565,479	(2,417,377)	–	(5,150,562)

Movements in funds (prior year)

	At the start of the year £	Incoming resources & gains £	Outgoing resources & losses £	Transfers £	At the end of the year £
Unrestricted funds:					
Charity general funds	622,414	2,886,643	(2,673,129)	(164,000)	**671,928**
Subsidiary general funds	–	–	(8,592)	–	**(8,592)**
Total unrestricted funds	622,414	2,886,643	(2,681,721)	(164,000)	663,336
Pension fund	(4,175,000)	–	(1,951,000)	164,000	**(5,962,000)**
Total funds	(3,552,586)	2,886,643	(4,632,721)	–	(5,298,664)

20 Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2020 £	2019 £
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	**128,102**	204,922
Depreciation charges	**11,640**	12,322
Interest, rent and dividends from investments	**(2,425)**	(1,854)
FRS102 defined benefit pension scheme adjustment	**(179,000)**	(164,000)
(Increase)/decrease in debtors	**(2,072)**	(107,895)
Increase/(decrease) in creditors	**160,026**	495,088
Net cash provided by / (used in) operating activities	**116,271**	438,583

21 Analysis of cash and cash equivalents

The Group

	At 1 October 2019 £	Cash flows £	Other changes £	At 30 September 2020 £
Cash in hand	1,413,176	115,939	-	**1,529,115**
Total cash and cash equivalents	1,413,176	115,939	-	**1,529,115**

The Charity

	At 1 October 2019 £	Cash flows £	Other changes £	At 30 September 2020 £
Cash in hand	1,410,053	104,541	-	**1,514,594**
Total cash and cash equivalents	1,410,053	104,541	-	**1,514,594**

22 Operating lease commitments– Group and Charity

Total future minimum lease payments under non-cancellable operating leases are as follows:

	Property 2020 £	2019 £
Less than one year	**-**	-
One to five years	**11,229**	78,604
Over five years	**-**	-
	11,229	78,604

At 30th September 2015 the Institute had annual commitments under operating leases in respect of office premises and equipment. The rent payable was £67,375 per annum. The lease term was 5 years from 1 December 2015 and had ended on 30 November 2020. The insutute has renewed a short term lease for a period untill May 2021.

23 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

24 Post balance sheet event

On 30 January, the World Health Organisation (WHO) announced Coronavirus as a global health emergency. On 11 March 2020, it announced that Coronavirus was a global pandemic. Like many other UK entities with 30 September 2020 year ends , the outbreak is a current period event that will also require ongoing evaluation for events after the balance sheet date. The institute identified and considerred whether the pandemic have a significant financial effect on the operations which lead to reductions in future fundings and determined the conditions that existed at the balance sheet date including travel restrictions, quarantines and lockdowns, closure of businesses etc.