

THE TAVISTOCK INSTITUTE
OF HUMAN RELATIONS

Annual Report

1 October 2020 – 30 September 2021



Company registration number
Charity registration number

442517
209706



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Reference and Administrative Information

Council of Trustees

Lucian J Hudson	<i>(Chair)</i>
Dr Eliat Aram	<i>(ex officio)</i>
Joel Featherman	<i>(Honorary Treasurer & Chair of the Pensions Committee)</i>
Steve Hearsum	
Phil James	
Katharina Müller	
Stella Okeahialam MBE	
Martin Powell	
Viktorija Šmatko-Abaza	
Grant Taylor	
Ruth Yeoman	<i>(Chair of HRMC November 2020)</i>

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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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.

A handwritten signature in dark ink that reads "Lucian J. Hudson". The signature is written in a cursive style with a large initial 'L' and a horizontal line underneath the name.

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, 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.

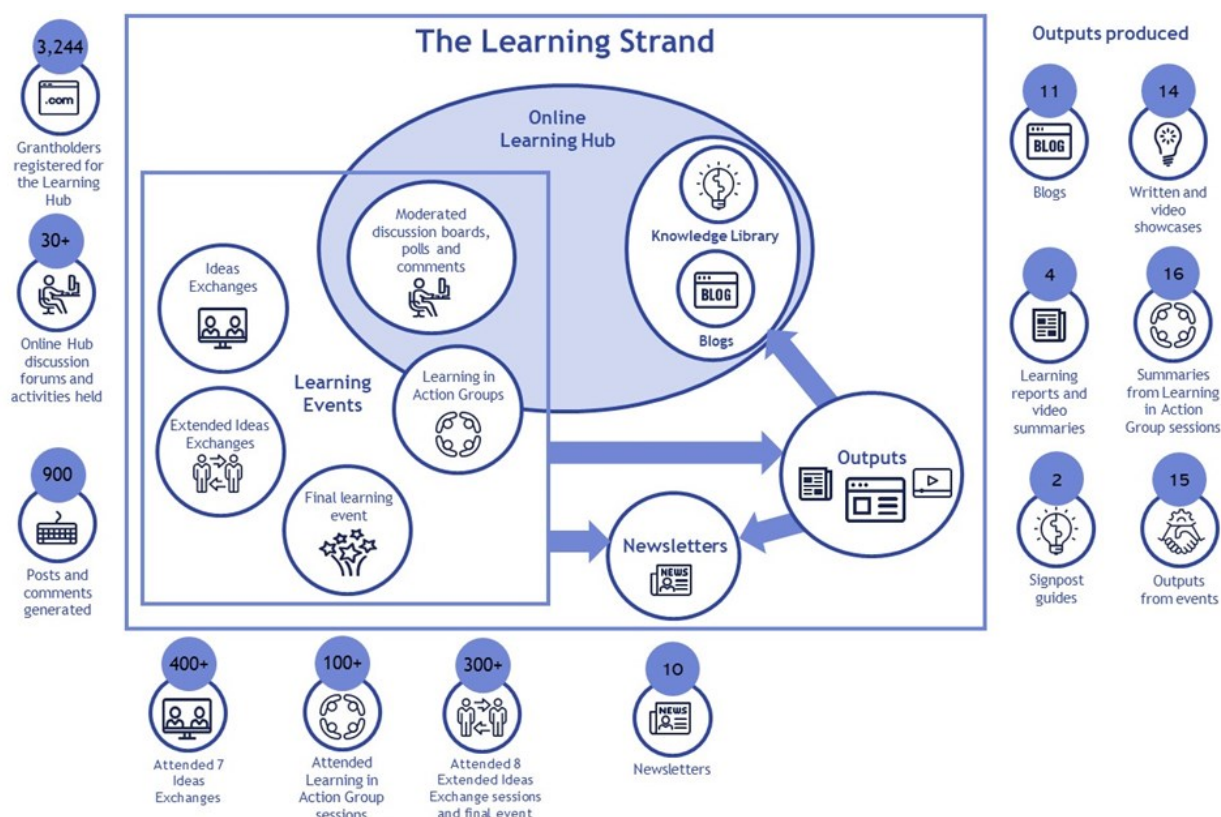
After some initial discussions with Council representatives, including the Senior Management Team, we helped organise a Theory of Change workshop in Eastbourne. It was attended by over 30 local stakeholders, including representatives from children's services and adult social care teams, including the 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.

When communicating and building connections with your community, think

T R U S T

T
Tailored

R
Respectful

U
Understanding

S
Simple

T
Take Action



Are your communications:

- Using all channels?
- Audience specific?
- Accounting for diversity?
- On message?

Are you respecting:

- Differences?
- Perspectives?
- Commonalities?
- Complex needs?
- Histories and stories?
- Lived experiences?
- Unique challenges?

Are you building understanding by:

- Inviting diverse perspectives?
- Considering different perspectives?
- Recognising and addressing power imbalances?
- Actively listening?
- Learning together?
- Collaborating equitably?

Is your messaging:

- Simple to understand?
- Jargon free?
- Accessible to diverse audiences?

**Trust is earned.
What actions are you
taking to build trust?**

Developed by grantholders from the Coronavirus Community Support Fund Learning Strand

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:

Funded by



HM Government



COMMUNITY
FUND

Learning Hub managed by



Ipsos MORI



THE
TAVISTOCK
INSTITUTE[®]

The Coronavirus Community Support Fund (CCSF) Learning Strand brought CCSF grantholders together to share their experiences and learning as they delivered through COVID-19.

This animation shares what grantholders told us about:

Building organisational resilience for the future



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, these 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.

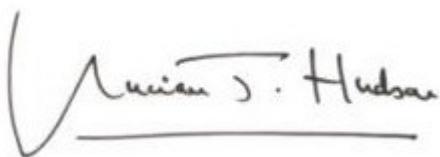
The trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding 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



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE ASSOCIATION OF THE TAVISTOCK INSTITUTE
FOR YEAR ENDED 30 SEPTEMBER 2021

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

.....
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

		The Group		The Charity	
		2021	2020	2021	2020
	Note	£	£	£	£
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 Part 15 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



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2021

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 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 2021

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.



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2021

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 interruption income	-	-	17,212
Others	281	281	662
	3,970	3,970	84,647



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2021

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	0	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	



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2021

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.



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2021

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	<u>191,562</u>	<u>151,574</u>	<u>34,501</u>	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	<u>186,604</u>	<u>120,125</u>	<u>21,772</u>	328,501
Net book value				
At the end of the year	<u>4,958</u>	<u>31,449</u>	<u>12,729</u>	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
	<u>51,630</u>	<u>11,447</u>
Outgoing resources:		
Staff costs	(16,729)	-
Legal and professional	(1,733)	(677)
Bank charges	(552)	(468)
Accountancy	(1,277)	-
Other	-	(35)
Exchange (loss)/gain	<u>(1,322)</u>	<u>-</u>
Net income / (expenditure)	30,017	10,267
Funds brought forward	23,210	12,943
Reserves	<u>53,227</u>	<u>23,210</u>

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.



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2021

14 Debtors

	The Group		The Charity	
	2021	2020	2021	2020
	£	£	£	£
Amounts recoverable on contracts	617,340	413,548	617,340	413,548
Prepayments	20,312	28,597	20,312	28,597
Accrued income	98,399	273,617	92,741	273,617
	736,051	715,762	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 received 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.



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2021

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
Retiring 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
	<u>5,676</u>	<u>4,835</u>

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	<u>5,676</u>	<u>4,835</u>
Net pension liability	<u>(4,069)</u>	<u>(5,763)</u>

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	<u>114</u>	<u>241</u>
Defined benefit obligation at end of year	<u>(9,745)</u>	<u>(10,598)</u>

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	<u>(114)</u>	<u>(241)</u>
Fair value of scheme assets at the year end	<u>5,676</u>	<u>4,835</u>



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2021

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



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2021

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)



NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 SEPTEMBER 2021

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
	£	£	£
Cash in hand	1,529,115	48,563	–
Total cash and cash equivalents	1,529,115	48,563	–

The Charity			
	At 1 October 2019	Cash flows	Other changes
	£	£	£
Cash in hand	1,413,176	115,939	–
Total cash and cash equivalents	1,413,176	115,939	–

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

