

THE TAVISTOCK INSTITUTE
OF HUMAN RELATIONS

Annual Report

1 October 2021 – 30 September 2022



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Reference and Administrative Information

Council of Trustees

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

CEO

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

Company Secretary

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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 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.

A handwritten signature in dark ink, reading "Lucian J. Hudson". The signature is fluid and cursive, with a long horizontal line extending from the end of the name.

Lucian J Hudson
Chair of Council

8 January 2023



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.

A handwritten signature in dark ink, reading '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

Smriti Anand

Co-Editors-in-Chief
Human Relations

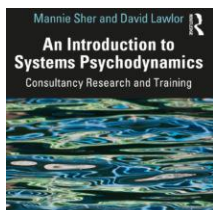


HIGHLIGHTS

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 bringing 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 were 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.



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE ASSOCIATION OF THE TAVISTOCK INSTITUTE
FOR YEAR ENDED 30 SEPTEMBER 2022

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
.....

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
		<u>2,690,932</u>	<u>2,690,932</u>	<u>2,634,816</u>	<u>2,634,816</u>
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
		<u>2,748,298</u>	<u>2,748,298</u>	<u>2,690,785</u>	<u>2,690,785</u>
Total income					
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
		<u>3,999</u>	<u>3,999</u>	<u>21,613</u>	<u>21,613</u>
Tavistock Institut gGmbH expenditure	13	3,999	3,999	21,613	21,613
Total expenditure		<u>2,461,738</u>	<u>2,461,738</u>	<u>2,439,211</u>	<u>2,439,211</u>
Net income / (expenditure) before net gains / (losses) on investments		<u>286,560</u>	<u>286,560</u>	<u>251,574</u>	<u>251,574</u>
Net gains / (losses) on investments		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net income / (expenditure) for the year	6	<u>286,560</u>	<u>286,560</u>	<u>251,574</u>	<u>251,574</u>
Transfers between funds		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net income / (expenditure) before other recognised gains and losses		<u>286,560</u>	<u>286,560</u>	<u>251,574</u>	<u>251,574</u>
Actuarial gains / (losses) on defined benefit pension schemes		<u>2,237,000</u>	<u>2,237,000</u>	<u>1,482,000</u>	<u>1,482,000</u>
Net movement in funds		<u>2,523,560</u>	<u>2,523,560</u>	<u>1,733,574</u>	<u>1,733,574</u>
Reconciliation of funds:					
Total funds brought forward		(3,416,988)	(3,416,988)	(5,150,562)	(5,150,562)
Total funds carried forward		<u>(893,428)</u>	<u>(893,428)</u>	<u>(3,416,988)</u>	<u>(3,416,988)</u>

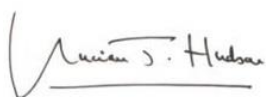
All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 19 to the financial statements.



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

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 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



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2022

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 2022

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 2022

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



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2022

5 a. Analysis of expenditure

	Charitable activities					2022 Total	2021 Total
	Research Evaluation and Organisational Development	Strategic Initiatives	Professional development	Royalties from publications	Support costs		
	£	£	£	£	£	£	£
Staff costs (Note 7)	1,197,027	2,595	84,888	6,509	874,696	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	3,452	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	19,396	17,498	18,696
Audit fees	-	-	-	-	6,174	6,174	6,148
Bank charges	(21)	-	819	510	5,258	6,566	4,759
	1,869,538	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					2021	
	Research Evaluation and Organisational Development	Strategic Initiatives	Professional development	Royalties from publications	Support costs		
	£	£	£	£	£	£	£
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	



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2022

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
	<u>1,665,150</u>	<u>1,661,630</u>

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

	2022	2021
	No.	No.
£120,000 - £130,000	<u>1</u>	<u>1</u>

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
	<u>28.2</u>	<u>27.8</u>

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.



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2022

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



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2022

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
	<u>55,329</u>	<u>51,630</u>
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)
	<u>51,330</u>	<u>30,017</u>
Net income / (expenditure)	53,227	23,210
Funds brought forward		
	<u>104,557</u>	<u>53,227</u>
Reserves		

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 2022 £	2021 £	The Charity 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
	<u>520,345</u>	<u>736,051</u>	<u>498,519</u>	<u>730,393</u>

15 Creditors: amounts falling due within one year

	The Group 2022 £	2021 £	The Charity 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
	<u>1,591,822</u>	<u>1,710,853</u>	<u>1,580,411</u>	<u>1,701,515</u>

16 Deferred income

Deferred income comprises the payments on account of contracts and fees received 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
	<u>1,161,091</u>	<u>1,225,970</u>
Balance at the end of the year		



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2022

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
Retiring 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
	<u>4,390</u>	<u>5,676</u>

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	<u>4,390</u>	<u>5,676</u>
Net pension liability	<u>(1,615)</u>	<u>(4,069)</u>

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	<u>161</u>	<u>114</u>
Defined benefit obligation at end of year	<u>(6,005)</u>	<u>(9,745)</u>



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2022

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 assumption:	–	–	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



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2022

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)



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2022

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
	£	£	£
Cash in hand	1,577,678	153,661	–
Total cash and cash equivalents	1,577,678	153,661	–

	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	–

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
