

The Tavistock Institute of Human Relations

ANNUAL REPORT AND FINANCIAL ACCOUNTS

1 October 2015 – 30 September 2016



THE
TAVISTOCK
INSTITUTE®



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CEO STATEMENT



The Tavistock Institute's financial year 2015-16 has seen such turbulent times from the terror attacks in Paris and then in Brussels; the Brexit vote in June 2016; Black Lives Matter campaign arrived to the UK in August 2016 and the release of the new polymer £5 note which happened soon after. In the leadership landscape, we were all wondering what outcome the presidential election will bring, as well as the radical changes in leadership on the UK political leadership scene and what impact the Brexit negotiations will have on us all.

The Tavistock Institute has always been influenced by the political and social context as well as careful to examine and attempt to make sense of those as part of our *raison d'être*. These unexpected events have made our philosophy of practice even more relevant now than ever. As we prepare to celebrate the Tavistock Institute's 70th anniversary we must ask ourselves how these events are new. If "what has been will be again, what has been done will be done again; there is nothing new under the sun" (Ecclesiastes; 1:9), how come we are always so surprised by turns of events? Staff at the Tavistock Institute would say that this is because the dominant way of sense making is based on linear cause and effect thinking and on rational and knowledge-based preference. Even when confronted viscerally with the forces of the unconscious and the spiralling, unpredictable nature of the human condition, we are reluctant as leaders and as followers to accept that in order to learn, we need to accept not-knowing and unknowability.

At the Tavistock Institute, however, we thrive on the nuance, on the subtle and on the shadow. Like Peter Pan, who couldn't be himself without his shadow, we accept that to understand the conscious we must bear to look at the unconscious and to grow old we must be able to stay young.

The Tavistock Institute's work has always involved saying difficult things, sometimes messages which our clients find hard to receive. This report is full of evidence of the value of delving into those difficult conversations and finding the resources to come up with new ways. It seems to me that it is the Tavistock Institute's duty to continue this pursuit for the coming years, since, paradoxically, allowing the experience of the systemic forces to be learnt from, to encounter the shadow and the irrational, in the safe spaces that the Tavistock Institute provides in this world, will enrich us all with both the sense of the new and the sense of our authority and power to make a difference. This is a more hopeful stance than that of Ecclesiastes yet doesn't let go of the energy generated by a healthy dose of doubt.

The Tavistock Institute will continue to offer its methodology and insight nationally and internationally, will continue to work creatively with difference and across boundaries. We have a developing and growing inter-generational programme of work which is about bridging the divide between the older and younger workforce; a moving programme of work which crosses boundaries of disciplines of body and mind, art and science. We will continue to call out for the value of experience and theorising from within it and will be courageously challenging and confronting ourselves, each other and our clients, for the purpose of improving well-being of individuals in their groups, organisations and communities.

DAVID HOLLYWOOD

Reflects on his time at the Tavistock Institute as his tenure comes to an end.

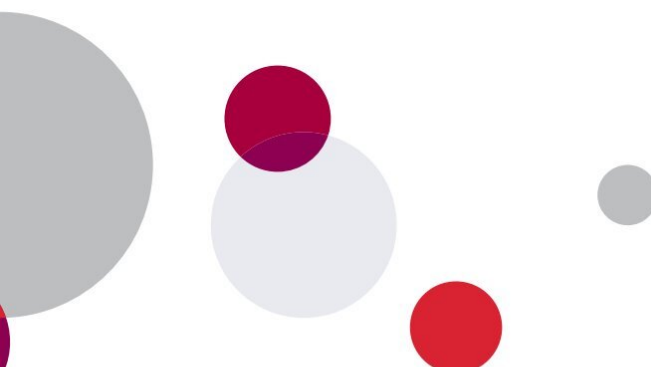


I have been involved with the Tavistock Institute of Human Relations (TIHR) since 2004.

I had previously worked in Chartered Accountancy for KPMG, working in the U.S.A and Belgium amongst others. I then worked in Industry in USA, Europe, Far East and Middle East. I did not have a background in social science or academia, so taking up a role at the Tavistock Institute was a new and very interesting challenge. How I came to be involved with TIHR is an unusual story. I bumped into an old colleague who was a financial consultant to the Tavistock Institute at the time and he asked me if I would take over his position. I accepted the offer, and became a financial consultant at TIHR. It was only initially meant to be for a couple of weeks, however, it ended up being around seven months. After this time, a trustee approached me and asked if I would like to be the treasurer on the council. I accepted and was the Treasurer Trustee for eight years, and then became the Chair of Council as I was the longest serving trustee at the time. These chance offers brought great opportunities.

During my time at the TIHR, I have seen it change a lot. When I initially got involved it was very different to how it is now, there wasn't a CEO or one person in charge. It was run more like a co-operative or debating society, intense debates between those primarily interested in research, and those principally interested in consultancy. Amidst this intensity, a number of financial difficulties emerged. Since then, it has become much more hierarchically structured and built around one team. Perhaps as a result of this, the Institute has developed a greater awareness of commercial reality and the hard economic facts, with more cost control and keeping a firm eye on the budgets.

The TIHR has also become much closer to the client / customer now, in terms of understanding what they need, and how things are changing socially. Society changes a lot, and it is crucial we keep changing with it.



Having been involved with the Tavistock Institute, and having the opportunity to become a Trustee and later the Chair, makes me feel a great sense of pride and honour, particularly because of the great reputation of the Institute. Many things stand out about the Tavistock Institute, but the one thing that stands out most is the people. Those at the Tavistock Institute are very intelligent, clever and hard working. Everyone involved is driven by the wish to make the world a better place by applying social sciences.

While hopefully having offered value to the Tavistock Institute, I have also been able to learn a lot in return. I have learnt to listen and be patient, which isn't a strength of mine. Like I have said, this sort of work was new to me, so the thought process, logic and approach of the Tavistock was something I have had to understand and work with over time.

One of my main memories is watching people's careers develop within TIHR. Younger and less experienced people would join and I would see them blossom over time, and see them become very important and valued members of staff for the Institute and contributors to the world of policy.

Looking forward into TIHRs future, I see it continuing to reinvent itself. It has done this constantly throughout its history, especially after world war two, and I'm sure this will continue going forward. Consistently adapting to the world around them, and continuing to produce important work and having a positive influence.

I wish the Tavistock every success going forward.

A large crowd of diverse people, seen from above, is arranged in a large, stylized letter 'C' shape on a white background. The people are wearing various colorful clothing, and their shadows are cast on the ground. The text 'EVALUATING PUBLIC SERVICES' is overlaid on the left side of the 'C' shape.

EVALUATING PUBLIC SERVICES

The Tavistock Institute continues to contribute to developing and disseminating, to the understanding of how evaluation can play a significant role and contribute towards policy and practice that is then soundly based in good evidence.



Building evaluation capacity is core to our work in order to facilitate the generation and use of a high standard of evidence in policy making. Continuing from our lunch time events last year, on the 'Dynamics of Evaluation' (part of our contribution to the 'International Year of Evaluation' 2015), we have designed, developed, and started to run, a series of short and day-long workshops. These bring together the Institute's expertise in evaluation and consultancy, to explore some of the more challenging aspects of evaluation practice. Based on positive responses to the usefulness of training in evaluation, we also continued to provide introductory workshops in evaluation for policy makers at the Department for Transport (DfT) and for GSR and GES analysts across government departments on behalf of Capita/Civil Service Learning. We have recently become a partner in a new Centre

for the Evaluation of Complexity across the Nexus (CECAN), jointly funded by the ESRC and four government departments. CECAN was set up to pioneer, test and promote innovative evaluation approaches and methods across nexus problem domains, such as biofuel production or climate change, where food, energy, water and environmental issues intersect. As contributing partners, we have been active participants in the first three interdisciplinary workshops run by the centre, helped in the development of two case studies (as test beds for new evaluation methods) and are currently coordinating the writing of an annex to the Magenta Book (the government's official guidance on evaluation) about how complexity can be addressed in policy evaluation. As a recipient of a fellowship awarded by CECAN we are also designing and undertaking an evaluation of the centre's capacity building activities.

MENTAL WELLBEING

The Mental Health and Wellbeing work stream continues to work within the mental health system for the improvement of quality of life for service users, staff and society in general.

A team of researchers have been successfully delivering the evaluation of the Department for Education's (DfE) Adoption Support Fund which provides therapeutic interventions for adoptive families. The evaluation will be published by DfE in May 2016. The Tavistock Institute will facilitate an experiential learning event exploring the findings of the evaluation from the view of different roles. Also continuing from last year is an evaluation commissioned by Mental Health Charity ReThink involving young people in evaluating a pilot intervention to support young people in major life transitions.

TIHR colleagues are increasingly involved in conversations that are exploring organisational and communal mental well-being frameworks. Two current projects are: becoming a pathfinder organisation for the British Psychological Society-led mental wellbeing framework for psychological services. This work brings home psychodynamic approaches to understanding workplace wellbeing, as the Tavistock Institute work internally to create more reflective spaces and ways of supporting our work in challenging systems with challenging topics and client groups. We have also been involved in confidential working groups and conversations with government departments on the dynamics of working with difficult issues.

GENDER PAY GAP

2016 also saw the completion of the DG Justice funded project on closing the gender pay gap.

The action research project, titled “Gender Pay Gap: New solutions for an old problem. Developing Transnational Strategies together with Trade Unions and Gender Equality Units to Tackle the Gender Pay Gap”, was funded between 2014 and 2016. In addition to country specific in-depth research and comparative analysis with results from Spain, Austria, Belgium, Estonia, Croatia and Germany, four networking and mutual

learning meetings were held in order to develop new approaches, share practices, knowledge and action plans taken. Moreover, an EU network called Gender Wage Watcher network was created, and has kept working after the end of the project, with more than 70 participants. This together with raising awareness and advocacy in the partnership countries as well as on the EU level have impacted more than 15,000 people of the general public, 300 stakeholders and about 25 researchers. All the results are available on the project website.



www.genderpaygap.eu

IDEAS PROJECT

The IDEAS project, coordinated by the Tavistock Institute was funded between 2013-2016, by the EU's Lifelong Learning Programme to explore Effective approaches to Enhancing the Social Dimension of Higher Education.

It concluded its activities by producing book on the results achieved which is designed to complement an extensive online database of good practices, and presenting findings at the Seminar on the Future of Higher Education during the Dutch EU Presidency in March 2016. The book was distributed widely among Higher Education stakeholders across the EU and is also available on the project website:

www.equityideas.eu





SOCIAL SEDUCEMENT

Work on a number of other EU funded projects continued during 2015/16.

Social Seducement (funded by the Erasmus+ programme) seeks to develop a serious online role play game to train potential social entrepreneurs from disadvantaged backgrounds. This year focused on developing the game and training in preparation for concerted dissemination and piloting in 2016/17 as well as corresponding stakeholder engagement. A lunchtime talk on the project attracted a strong external audience and interest in using the game.

FAIRSHARE PROJECT

The FairShare project concluded in 2016, (funded by the EU's Lifelong Learning programme) which aimed to support Fair Trade initiatives by providing Fair Trade entrepreneurs with a tailor-made training programme that meets their needs in terms of capacity building.

Our role in this project was focused on implementing a process and summative evaluation of the project. The process evaluation accompanied the project and was able to intervene and create the space for project partners to work through issues that came up during project implementation. The summative evaluation showed that individuals taking the FairShare training gained new knowledge or deepened existing ones. This learning was expected to multiply as the learning platform is being sustained by partners for at least one more year after project completion. The report and other project outputs can be accessed on:

www.fairshareproject.eu









ARCHIVE PROJECT

This year saw the Tavistock Institute's archive project move into the public domain with a number of firsts including the first Tavistock Institute archivist, the first artist-in-residency, and the first batch release of the TIHR catalogue. The project is part of the trajectory towards the 70th anniversary celebrations in October 2017 and has trodden new grounds in situating the archive as a developmental process, participative and integral to the Institute's work and in the unique partnerships developing with the Wellcome Library and with the management department at Canterbury Christ Church University. The archive blog was launched in January 2016 as a means to build the audience for the archive material communicating thought pieces and reflections from the project. These included articles on the psychodynamics of archiving, on the pioneering cataloguing approach being used and a rather unique response to Isabel Menzies Lyth's report on the relationship between housewives and fish fingers. Reader numbers of the blog grew steadily throughout the year peaking with the Social Dreaming Events held in the Wellcome Library's Reading Room.

September 2016 marked the release of the first batch of archive material at the Wellcome Library for all to explore. These papers – the registered document series (SA/TIH/B/1) – provide a framework for the research and outputs of the Institute from 1945 to 2005, containing key reports and findings from seminal social studies from the post-war period to the early 21st century.

Other activities included a lunchtime talk from a post-doctoral researcher focussing on what the Tavistock archive restores to our picture of resettlement by providing insight into the people, processes, challenges and opportunities behind the Civil Resettlement Units of the 1940s.

The 'inside out, showing the workings' methodology exemplified in the project blog and the participative events and activities is being acclaimed as an innovation in archival and organisational practice and we will continue to push the boundaries of what it means to be doing this work for the organisation; its wider community and society.

SOCIAL DREAMING

The Social Dreaming series were the first engagement events to be held as part of the project, aimed at bringing attention to the location of the archive.





They ended up serving a much broader purpose as they spanned a rather turbulent period starting on Friday 24th June, the day the UK voted for Brexit, including the 100 year anniversary of the battle of the Somme and the nomination of Donald Trump as the Republican representative in the US election. The events were facilitated by a diverse group of Tavistock Institute staff and associates with noteworthy feedback:

Left and Above: Bottled Up and Dreaming and the Dreamt, both watercolour on paper by Juliet Scott.

"It was fascinating, and very touching, to experience how engaged our audience were both in the concept of Social Dreaming, and each other, while recounting their hopes, fears and anxieties about the world we live in. I think you [TIHR] have set the 'gold standard' for events on dreaming – a mixture of freedom combined with a level of containment appropriate for a public space."



The Tavistock Institute's Food for Thought series has continued to develop as a hub for thinking, creativity and dissemination at the heart of our work. In 2015 and 2016, 16 members of staff contributed to and diversified the series while we launched the Lunch Time Talks email campaign to professionalise invitations and build this audience (now 270 subscribers) and resulting in a growing number of external visitors coming to the talks.

Talkers this year spoke on a diverse range of subjects including:

- Becoming more embodied for performance, presence and poise;
- Trust in virtual organisations;
- Learnings around the nature of evidence from Project Oracle;
- An exploration of relational practice and its implications for Tavistock consultancy work.

Plays of our podcast have doubled since last year to 1,305, this audience is becoming a vital and growing resource for our professional development programmes.

FOOD FOR THOUGHT TALKS

FROM 1 OCTOBER 2015 –
30 SEPTEMBER 2016

2015

Professor Niki Panteli and **David Drabble** –
Trusting virtual strangers: Developing trust
online in temporary collaborative groups

A panel discussion – Communicating results
(part of the Dynamics of Evaluation series)

2016

Milena Stateva – Launching the Tavistock
Institute Action Learning Space

Rachel Kelly – On the Yoga Event at the
Leicester Conference

Kerstin Junge – Research and evaluation
at multi levels of governance: cases of the
Institutes intervening and learning from
EU projects

Richard Allen – Working with Theory of
Change and Complexity

Alice White – What is restored to the picture
by delving into the Tavistock archive

Georgie Parry Cooke – What is evidence?
Learning from the experience of Project
Oracle, children and youth evidence hub

Anne Benson – Dialogue and diagrams:
what has CAT got to offer organisational
consultancy

Rachel Kelly – Becoming more embodied for
performance, presence and poise

Kerstin Junge and **David Drabble** – Social
Seduction – Serious gaming for collective
social entrepreneurship

Karen Izod – 4,446 books on Amazon on
relational practice, but what does it mean?

Dr Elizabeth Cory-Pearce, Dr Sadie King and
Dr Mannie Sher – The 'Anthropological
Thread' in TIHR Archive

David Shaw – Managing Dualities in
Organisational Change Projects

Heather Stradling – Exploring the TIHR
experience of Co-Production

PROFESSIONAL DEVELOPMENT

The Tavistock Institute's Professional Development Portfolio is in high demand, attracting senior leadership professionals across sectors contexts. It is also expanding. We continue to reach an international range of people from different professions and sectors, third, public and private – usually up to a third of each cohort comes from Europe. We had participants from the Caribbean, Latin and North America and an increasing number from Europe.

Our course leaders engage in publishing and disseminating thinking and learning from the courses including in website articles, blogs and we anticipate the publication of a book which will include contributions from participants. We are also partnering with other renowned organisation to offer Tavistock methodology and insight into other PD programmes.

Marking the 70th Leicester Conference, this year's conference entitled "Task, Authority Organisation: the Leicester Conference 2016 – The Art of Role: TAO of Tavistock" 69 people from over 20 different nationalities came together to create a temporary organisation in order to study experientially their conscious and unconscious behaviour as a group – the purpose, to deepen their leadership capacity to help their back-home organisations flourish.

Some quotes on how participants value the conference:



"For us the very purpose of attending the Leicester Conference was that it is considered to be the mecca of Group Relations conferences"

HR Hindustan Petroleum Corporation Limited, India

"It was a such a privilege and a powerful experience being part of the conference. Enlightening and full of new experiences that stimulate change, as such I highly appreciate the values and insights that this conference has given me"

**Business Development,
Al Munajem Group,
Saudi Arabia**

"I found the power of intention and action. I found my voice. All this experience changed behavior in my personal and professional life. I am stronger now to take responsibility and authority. I want to share that better to participate once in conference than to hear about it one hundred times from others"

Sales Area Manager, Swedbank, Lithuania

"I am drawing on the experience of the conference almost every day – it was transformational, truly. And embodying role is fundamental as a container for the rest of it, so thank you once again for taking us on that journey"

**Executive Director,
Mountview Academy of Theatre Arts, UK**

Group Relations conferences are proliferating around the world with all sorts of themes reflecting global preoccupations and cultural diversity: particularly in Finland, India, Peru, Faroe Islands, Israel, Lithuania, USA, the Netherlands, Germany and others. TIHR sponsors and staffs a selection of these and there are now plans for GR conferences expanding in countries in the Far East, e.g. China and Singapore.

November 2015 saw the 5th international Gathering of people who have held staff roles in Group Relations Conferences in Belgirate Italy. Fully subscribed, the conference proceedings will be published by Karnac in a fifth volume of this kind.



APPRENTICESHIP PROGRAMME

The apprenticeship programme is in its third year. Each year the programme, along with the apprentices that have been through it, changes and develops. Each apprentice has been involved in training programmes, both those offered internally and those approved at a national level. Despite feedback from those involved in the programme that the external training has not been as stimulating as they would like, they all have enjoyed working and growing up at the Tavistock Institute. The impact of the programme to date is two young people who have successfully transitioned to university and the current one has lined up a place at university for next year. We are currently thinking about the next stage of development for the programme.



FIXPERTS

The Tavistock Institute worked with Fixperts, a creative social campaign and design education recommend an evaluation framework for use on future projects. The final report is being utilised by Fixperts to both develop strategy and engage with new stakeholders, in order to increase and capture its educational, social and personal impacts.

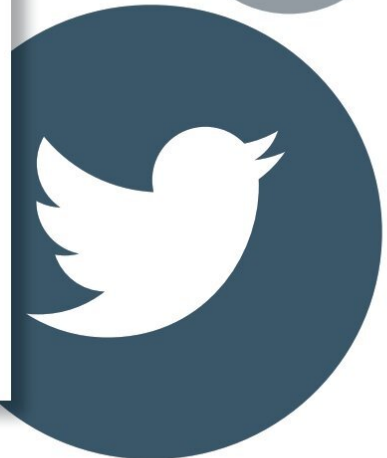
DIGITAL ENGAGEMENT

Our social media presence continues to grow: we have over 11,000 followers and connections across our three main social media profiles (3,941 twitter followers, 4,140 Facebook likes, and 3,264 LinkedIn followers).



Our continued year on year growth demonstrates the increasing impact we are having online. Our staff, from apprentices to seniors, engage together in learning and integrating social media and digital engagement activities into their practice. We also continue to use social media analysis in our research projects and as a topic of research.

An example of our use of social media in our research work can be seen on the EmerGent project. As the FP7 funded research and development project has continued, we are building up an evidence based about how social media is used in emergencies, both by citizens and emergency services. We continue to disseminate our work at international conferences.



FUTURE PULSE

The Tavistock Institute of Human Relations received an 'Appreciation Award' from Future Pulse, a charitable organisation that works to improve the experience of healthcare services for children and young people.

The Award was given in thanks for enabling and supporting their involvement in the NHS Citizen's Assembly in November 2015, and for making children and young people feel their views are valued and respected. At the Assembly, Future Pulse engaged directly with NHS England Board members and other health professionals, bringing their views across and recording responses which they went on to use in their health service improvement work in Nottingham.

www.tavistockinstitute.org/news/future-pulse-young-people-shaping-health-services

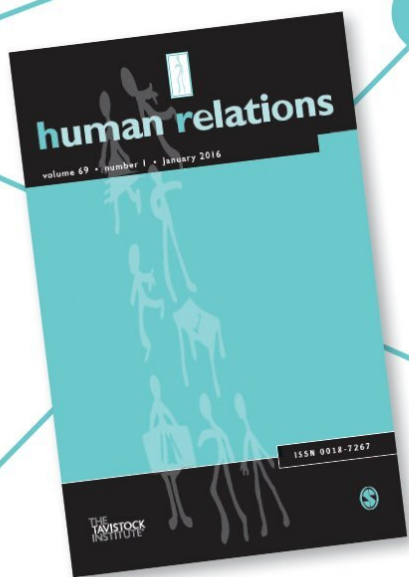
HUMAN RELATIONS JOURNAL

Human Relations is an international peer reviewed journal. It publishes the highest quality original research to advance our understanding of social relationships at and around work through theoretical development and empirical investigation.

Human Relations articles have significant impact on academic debates on a wide variety of topics that affect people at work, for example, the changing nature of managerial work, leadership, politics at work, economic inequality and management, job quality, careers, employee well-being and much more. Over half a million (566,666) Human Relations full-text articles were downloaded by readers in 2016.

Human Relations also aims to extend its reach by making some of our best content free to access – for example, our Paper of the Year Award winners, Classic Papers series and Papers that have influenced the Editor, webcasts and featured articles and special issue introductory reviews. In addition, Paper of the Year nominated articles, new special issues and virtual special issues and press released articles are made free to access shorter term.

Human Relations is highly esteemed and referenced. The 2-year impact factor is 2.619, with the journal ranked: 4/93 in Interdisciplinary Social Sciences, and 37/192 in Management and the 5-year impact factor is 3.544, ranked: 2/93 in Interdisciplinary Social Sciences, and 40/192 in Management (source: 2015 Journal Citation Reports® [Thomson Reuters, 2016]). Human Relations is included in the FT50 list of journals used by the Financial Times and used in the Global MBA, EMBA and Online MBA rankings. It is an A* journal – the highest category of quality – in the Australian Business Deans Council (ABDC) Journal Quality List 2013. (Journals ranked A* represent approximately the top 6.8% of listed Business and Management journals.) Human Relations is also ranked 4 in the UK's Chartered Association of Business Schools (CABS) Academic Journal Guide 2015.





TIHR

AT A GLANCE

ABOUT US

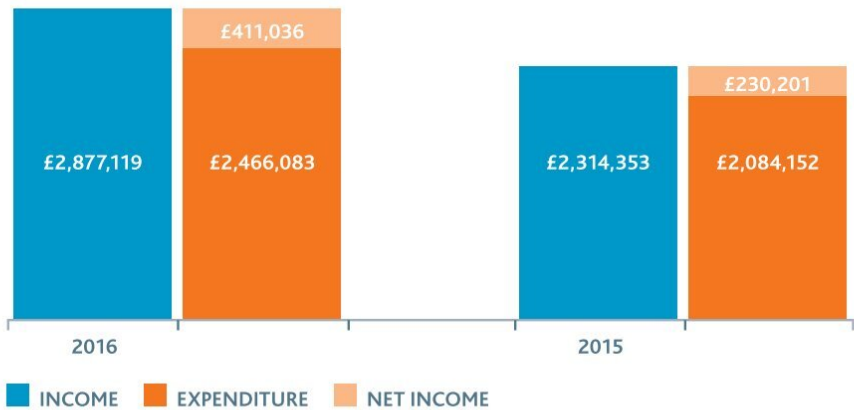
Meetings in the office	2047
How much coffee do we use?	43.2kg or 720 packets That's 6,171 cups of coffee
How many staff have joined and left	7 joined 3 left
How many trustees have joined and left	2 joined
Nationalities of our staff	7
Languages spoken by staff	7
Gender ratio	23 Females, 9 Males
Qualification of staff – Msc, Phd, etc	25 Masters, 9 PhD's
How much recycling do we do? – number of bags or total weight whichever is easiest.	1,700 KG
Number of trees saved through recycling	21
Total Kg of CO2 saved through recycling	2,370

ABOUT OUR WORK

How many flights we have taken?	98 flights
Nationality of people who attend our courses	American, Austrian, Brazilian, British, British/American, British/Australian, British/Cypriot, Chinese, Danish, Dutch, French, German, Greek, Indian, Irish, Israeli, Italian, Lebanese, Lithuanian, Malaysian, New Zealander, Nigerian, Peruvian, Romanian, Russian, Saudi, Singaporean, Spanish, Swedish, Swiss, Trinidadian,
How many articles on the website	74 News items Lectures and Presentations / Projects: 35
Visits to the website	136,872
Visits to the archive blog	7,698
Percentage of new visitors to TIHR website	76%

FINANCIAL RESULTS FOR THE YEAR 2015-16

The Tavistock Institute of Human Relations (TIHR) generated income totalling £2,877,119 against expenditure of £2,466,083. This resulted in an operating surplus for the year of £411,036 (2015: £230,201), which represents an exceptional year for our financial operating performance.



This however is offset by the adjustment to the defined benefit pension performance figures which were restated as per the changes to SORP FRS102 reporting, leading to an actuarial loss £1,916,000 (2015: Loss of £448,000). This resulted in an overall deficit of £1,504,964 as shown in the Statement of Operating Financial Activities (SOFA) summary below.

Statement of Operating Financial Activities (SOFA)	2016 (£)	2015 (£)
Income:		
Charitable activities	2,872,474	2,299,638
Investments	4,428	3,859
Other	217	1,813
Total income	2,877,119	2,314,353
Expenditure: Charitable activities	2,466,083	2,084,152
Total expenditure	2,466,083	2,084,152
Net income/(expenditure) before net gains/(losses) on investments	411,036	230,201
Actuarial gains / (losses) on defined benefit pension schemes	(1,916,000)	(448,000)
Net movement in funds	(1,504,964)	(217,799)
Total funds brought forward	(2,936,697)	(2,718,898)
Total funds carried forward	- 4,441,661	- 2,936,697

TIHR's Balance Sheet at 30th September 2016 showed an increase in net assets to £906,339 (2015: £620,303) – before any pension liability. This was due to the Institute's increase in cash held in bank.

Balance Sheet Summary	2016 (£)	2015 (£)
Fixed Assets	41,348	25,271
Current Assets	1,909,527	1,497,273
Liabilities	1,044,536	902,241
Net Assets (excluding pension liability)	906,339	620,303
Defined Benefit Pension Scheme Liability	(5,348,000)	(3,557,000)
Total Net Asset	(4,441,661)	(2,936,697)
Total Charity funds	(4,441,661)	(2,936,697)

In 2014, TIHR agreed a 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 2016 the Institute paid £255,584 (2015: £246,346) in accordance with this plan. The actuarial valuation of the Tavistock Institute of Human Relations Retirements Benefit Scheme at 30 September 2015 for the purposes of FRS102 showed a significant increase in the funding deficit to £5,348,000 (2015: £3,557,000), due to changes in assumptions used under FRS102 for calculating the actuarial gains and losses. The next Actuarial Valuation is due at 31 March 2017 with a revised recovery plan to be agreed with the Pension Trustees during 2017.

Full details of the financial accounts for 2015/16 are available at the Tavistock Institute.

GOVERNANCE

The Tavistock Institute of Human Relations (TIHR) was established as a not for profit organisation with charitable purpose in 1947.

The TIHR 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.

Charitable Objects

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

We create
safe spaces
Or difficult
However

TRUSTEE INFORMATION

The Council of Management

Professor Cliff Oswick PhD MSc BSc
(Hons), (Chair)

Dr Eliat Aram (ex officio)

Robert Branagh

Joel Featherman (from July 2015)

Chucks Golding (from 2016)

Joanna Hill (from 2016)

Alice Long MSc BA (Hons)

Julie Newlan MBE, MBA CIMDipl

Professor Christopher Warhurst
(Chairs the HRMJ on behalf of Council of
Management from November 2015)

Professor Riccardo Peccei DPhil, BA
(stepped down July 2016)

David Hollywood CA
(Chair – stepped down 2016)

CEO

Dr Eliat Aram PhD MSc Occup Psych
MSc G Psych

Company Secretary

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

Registered Office

Tavistock House
30 Tabernacle Street
London EC2A 4UE

Auditor

Goldwins Limited
75 Maygrove Road
West Hampstead
London NW6 2EG

Bank

Co-operative Bank plc
80 Cornhill
London EC3V 3NJ

Solicitor

BPE Solicitors LLP
St James House
St James Square
Cheltenham
Gloucestershire GL50 3PR

LOOKING INTO NEXT YEAR

NOV

Certificate in Supervision
for Coaching and
Consultancy

JUN

Certificate in Dynamics
at Board Level

JAN

Coaching for Leadership
and professional
development

JUL

Launching Young Leaders
– one day workshop

FEB

Practitioner certificate in
consultancy and change

5-18
AUG

Leicester Conference:
Presence and Absence:
In and Out @ Work