



**A better world through  
better relationships**

**Annual Impact Report 2023**

## Contents

<b>Our purpose and ambition</b> .....	<b>4</b>
<b>Message from the Chair</b> .....	<b>7</b>
<b>Message from the CEO</b> .....	<b>8</b>
<b>2022/23 Highlights</b> .....	<b>10</b>
Our year in numbers	
<b>TR Today</b> .....	<b>12</b>
We aim to bring about positive change through our research, reports and influence	
<b>TR Training</b> .....	<b>16</b>
We train therapists and offer staff training for our partners	
<b>TR Therapy</b> .....	<b>24</b>
We deliver therapy to couples and individuals to support them at every stage of life	
<b>TR Together</b> .....	<b>30</b>
Announcing our new CPD platform	
<b>Our board, governance and organisational structure</b> .....	<b>32</b>
<b>Financial overview</b> .....	<b>34</b>
<b>List of publications</b> .....	<b>36</b>
April 2022 – March 2023	



**Our mentalization-based  
approach encourages parents  
to think about the impact of  
conflict on their children**

## Our purpose

To develop knowledge and new ways of supporting relationships

## Our ambition

- **Everyone can get the help they need for their relationships at all life stages**
- **Wider understanding of how relationship quality impacts our health & wellbeing**
- **Health & social care systems that recognise the importance of relationships in our lives**

## We will achieve this through:

### **TR** Today

Undertaking research and influencing national and local policy.

### **TR** Training

Providing world-class clinical training directly to practitioners and through our partnerships.

### **TR** Therapy

Delivering evidence-based relationship support directly to clients and through our partnerships.

### **TR** Together

(CPD for practitioners)  
Offering relevant, thought-provoking content and a development community for practitioners.

This report details the work of Tavistock Relationships (TR) during the financial year 2022-2023 and our strategy for delivering our charitable mission in coming years.

# EXECUTIVE SUMMARY



## Message from the Chair

Looking ahead, in this our 75th year, I feel proud to chair the Board of Trustees for this increasingly agile and inclusive charity. In the coming years, fundraising will become a critical part of maintaining our financial stability, while increasing the diversity of the people we train and provide therapy to has become a priority.

The Government's decision to reduce funding to support relationships has impacted our ability to continue our charitable activities. In response to this, the Trustee Group is committed to supporting the organisation to be successful and we have worked with a Harvard-based fundraising consultant to establish a fundraising strategy. We will be implementing his recommendations in the coming year through a series of campaigns, and I thank those of you who have already contributed to our cause – we are extremely grateful.



Professor Nick Pearce, Chair of Trustees

Looking ahead, we are committed to increasing the diversity of people we train and for whom we provide therapy. Our Diversity Training Bursaries are designed to encourage people from a variety of cultural backgrounds to benefit from our world-class teaching. And our Policy team has been carrying out work to explore the barriers to accessing therapy and training – and how they might be overcome. Our new partnership with Birkbeck, University of London is already bringing students from many different backgrounds onto our postgraduate clinical training.

The commitment of our highly trained and experienced people – alongside our history and research base – continues to help us navigate this challenging post-pandemic, cost of living crisis and war-torn world. But in the last 12 months we have learned to be more flexible and responsive. Expect to see some differences in 2023-2024 as Tavistock Relationships steps up with more partnerships and new initiatives supported by innovative technologies.

## Message from the CEO

For 75 years Tavistock Relationships has been providing psychological help for couples and families, developing new ways of supporting relationships, and training future generations of couple psychotherapists. The demand for couple psychotherapy is high but, sadly, accessing help is becoming harder than ever – with ever-reducing governmental funding for relationship support. We are working to change this.

### Committed

TR's strong organisational purpose is supported by the commitment of our staff. Despite the tremendous success of our work on the Government's Reducing Parental Conflict Programme, this funding has now been devolved to local authorities. Consequently, the charity has had to restructure and, as a result, we have lost valued colleagues. Despite this, the resilience of our staff has enabled TR to sustain and develop its work in important new ways – as you will see as you read about our achievements in this annual review. As CEO, I want to express my gratitude to the staff and supporters of TR for their sustained commitment to our charitable mission. Just one example of this is that TR staff, and associates, who contribute their knowledge and skills in so many ways across the range of our work, delivered more than 1,000 pro bono sessions in our clinical services this year. It is these colleagues who are responsible for delivering our vital work, developing new ways of reaching people who would not otherwise have access to relationship support, improving the lives of adults and their children, training frontline staff across the field of mental health, as well as professional training of couple psychotherapists.

### Inclusive

Developing the provision of inclusive relationship support that is accessible to the diversity of families in our communities is a key priority for Tavistock Relationships. Alongside a range of initiatives outlined by our Chair of Trustees, we have continued to

work towards developing our knowledge, and practice, to enable our services to become truly inclusive. As part of this, we have continued to pursue our race equality and diversity strategy, challenging ourselves to tackle racism, and other forms of bias and discrimination – with the recognition that true change begins at home. To this end, we have worked with an external consultant to reflect on ourselves and our practices and worked hard to deliver on our aim of establishing truly inclusive, open and accessible services. We recognise that this is an ongoing process towards change and have had the strong support of our staff and Trustees.

### Accessible

Every year we share our knowledge as widely as possible through our many training offers. The teaching and supervision staff who enable this work are our greatest asset, and the generous contribution of their time and knowledge is greatly appreciated. Our new partnership with Birkbeck, University of London, enables trainees to obtain an academic award as well as professional accreditation. As university students, our trainees have access to government-backed student loans and TR teaching staff can use London University's resources as Honorary Teaching Fellows of Birkbeck. We are looking forward to welcoming a strong cohort of trainees in the new academic year, bringing more diversity to our student group. These are the TR clinicians, trainers, and staff of the future!

## Progressive

Another exciting development is the launch of our new CPD platform, TR Together. From Autumn 2023, TR Together will promote shared learning experiences among practitioners and interested people from related fields. We hope that by developing events which encourage and support peer relationships across disciplines and professions, we will create a lasting and positive change within the wider mental health community.

TR constantly strives to innovate. This year, we secured grant funding from the Baily Thomas Trust to develop a programme for parents of children with global intellectual impairment. We also began a randomized controlled trial, with a grant from the Youth Endowment Fund, researching the outcome of Mentalization-Based Therapy for parents and their children. This will provide new knowledge about the effects of working therapeutically with highly conflicted parental couples on their children's mental health and wellbeing. We have also, this year, developed new ways of working with perinatal services, to bring into their work a focus on the inter-parental couple relationship. As part of this, we have created a new programme for perinatal and post-natal depression, which has been commissioned by NHS Talking Therapies services.

## Partnerships

We are proud of our work to reduce the negative impact of parental conflict on children. The government has now published the results of its Reducing Parental Conflict programme. Tavistock Relationships was the main partner with Government in the delivery of this innovative pilot which saw more than two thousand parents completing interventions over four years, providing strong evidence for the effectiveness of interventions such as Mentalization-Based Therapy (developed by profs Fonagy and

Bateman and adapted for inter-parental conflict and delivered by Tavistock Relationships). MBT was found to be highly effective in sustainably reducing parental conflict and improving outcomes for children. TR remains at the forefront of research and practice in building the evidence base for this approach. This year, TR also provided relationship support services to NHS and Social Care staff throughout London (free at the point of delivery); and trained NHS staff to deliver Couple Therapy for Depression within NHS Talking Therapies services.

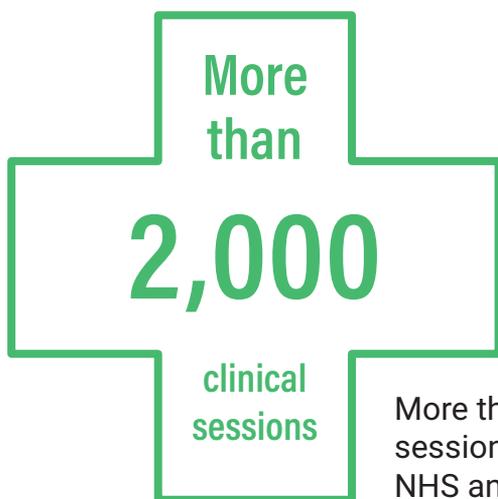
Although we have faced significant challenges this year, we have responded to them with new initiatives and developments. Buoyed by the opportunities enabled by new partnerships, we enter 2023-24 a stronger, more ambitious charity than ever, committed to ensuring that everyone who needs relationship support can get the help they need.



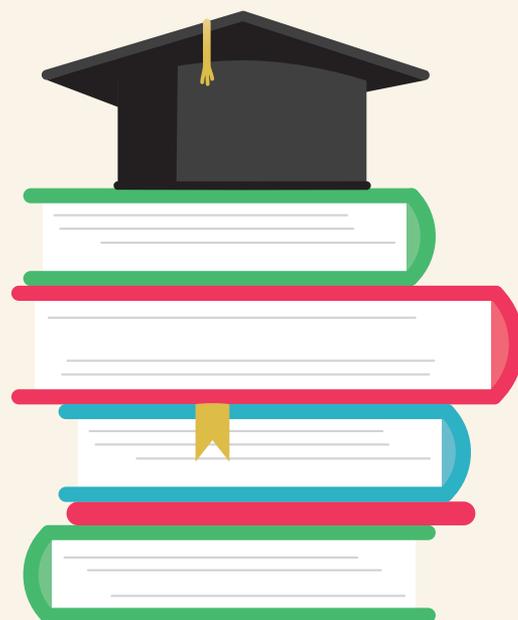
Andrew Balfour, CEO

# 2022/23 HIGHLIGHTS

Our year in numbers



More than 2,000 clinical sessions were provided to NHS and social care staff in London as part of the NHS-funded Relationship Support Service.



**112**  
students

112 students enrolled on our in-depth trainings.



We trained 96 new practitioners across the country and five supervisors in Couple Therapy for Depression for delivery within the Government's NHS Talking Therapies services.

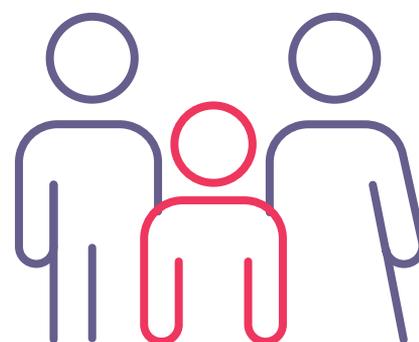
More than  
**1,000**  
frontline local  
authority workers

More than 1,000 frontline local authority workers received 50 half-day trainings from our therapists on parental conflict and its impact on children.

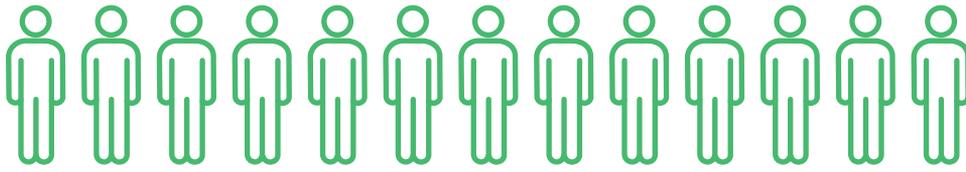


**1,000**  
pro bono sessions

Our highly experienced therapists delivered more than 1,000 pro bono sessions



More than 1,000 people booked onto our ground-breaking series 'Lectures from the Tavistock Relationships Model'.



More than  
**1,000**  
people



**2,500**  
clients

2,500 clients received nearly 16,000 sessions from our Psychotherapy and Counselling Services

**4,700**  
low fee therapy sessions

We delivered more than 4,700 low fee therapy sessions to 638 people through our City Wellbeing Centre.



City Wellbeing Centre

**25,000**  
parents a year.

We expect the digital tools we created in partnership with Axis 12 to support separated parents in the family justice system to be accessed by around 25,000 parents a year.



35 organisations representing different faiths attended our roundtable discussion exploring barriers to accessing therapy and training.

We influence how social support is delivered to individuals, parents, families and children by encouraging more organisations to recognise the impact and importance of relationships. We provide evidence and work with partners to increase the diversity of people who access couple therapy.

## Research and reports

### Uncovering challenges faced by 'hidden workers'

We published a report titled 'Working Well: Delivering Better Outcomes for Hidden Workers', commissioned by Legal & General, examining the challenges faced by so-called 'hidden workers'.

The 'hidden workforce' is identified as workers who keep buildings running, with roles including cleaning, security and maintenance. These workers are often not directly employed by the organisations on whose sites they work. The report calls on businesses to help tackle health and wellbeing inequality through a series of commitments.

The report is based on quantitative and qualitative analysis of 'hidden workers', with 88 workers contributing to the findings. The majority of people interviewed spoke about the very long hours they work and the impact this has on their physical and mental health, and on the relationships they have with their partners, children and wider family.

We hope this report will lead to employers having a better understanding of the enormous challenges faced by their unseen workers, their hopes and needs, and to follow Legal & General's commitments to take meaningful steps to improve their lives.



We are working with 35 different faith-based organisations to address barriers to inclusion around therapy and training therapists.

### **Making couple therapy more inclusive**

As part of ongoing research looking at the intersection between faith, cultural identity and relationship support, we embarked on a project to better understand the place of relationship support within different communities and faith groups.

This project will inform our policy objectives, our trainings and our overall approach to inclusion and diversity. The first stage of this programme was to interview people from diverse faith groups and multi-cultural backgrounds about their experiences, obstacles and thoughts on accessing relationship support. Next we hosted an online roundtable event involving representatives from more than 35 organisations, and plan to bring these groups together on a more regular basis so that we can work together to explore and overcome the barriers to accessing relationship support within different contexts and communities.

### **Testing the effectiveness of mentalization-based therapy**

We secured funding from the Youth Endowment Foundation to carry out a randomised controlled trial to test the effectiveness of our 'mentalization-based therapy for parents under pressure' intervention, aimed at reducing violence among 8-14 year olds.

This study, which involves TR therapists delivering the support programme to parents in three local authority areas – Dorset, Bournemouth, Poole and Christchurch, and Bristol – is helping to grow the evidence base around interventions for parents in conflict which are intended, ultimately, to have a positive impact on their children's mental health and behaviour. Evidence derived from this study will inform future commissioning decisions by local authorities and other agencies.

## Getting our message across

### In the news

Recognising that the media is a huge influence on all our audiences, we are working hard to increase our presence in the mainstream and professional media.

Our therapists supported ITV This Morning's Relationships Special New Year phone-in, answering calls from viewers looking for relationship help and advice, and in April we hosted a workshop with some of the nation's leading agony aunts. We talked to this group of influential Agony Aunts – including Deidre Sanders MBE – about some of the most common relationship issues facing today's couples, and how best they can be supported to deal with them. We have also provided expert contributions to articles in a range of publications including: The Guardian, The Daily Telegraph, The Financial Times, Children and Young People Now, Yahoo Style and Therapy Today.

### Focus on communications

This year we have partnered with communications consultants to clarify our messaging and reach wider audiences.

We introduced a new monthly email newsletter which is circulated to a database of around 7,000 professionals and we are continuing to update our website with a focus on simplifying content and introducing a warmer, friendlier tone. Our social media presence on LinkedIn continues to grow rapidly and we are now building our Instagram presence to reach younger and more diverse audiences.

### Fundraising

In 2023, for the first time in our history, we launched a public fundraising campaign, and our new fundraising strategy will become a significant part of our plans in future years.

### Recent publications

Visit [tavistockrelationships.org/resources/papers-publications](https://tavistockrelationships.org/resources/papers-publications) to find out more about our recent publications or click the button below.

Recent publications



In January we provided therapists to address relationship concerns on ITV's This Morning's phone-in.



## Working with government

### Providing evidence to commissions

We submitted evidence to Parts 1 and 2 of the Children's Commissioner Family Review, as well as to the Archbishop's Commission on Families and Households.

It is encouraging to see that our work on parental conflict is being reflected in these publications, and others, including the Education Select Committee's inquiry into persistent school absence and support for disadvantaged pupils.



### Papers and Publications

You can find links to all our Papers, Publications, Reports and Books on our website. Click the button below or visit [tavistockrelationships.org/resources/papers-publications](https://tavistockrelationships.org/resources/papers-publications)

Papers and Publications



### Press Releases

Check out our press releases by clicking the button below or visiting [tavistockrelationships.org/about-us/news-events](https://tavistockrelationships.org/about-us/news-events)

Press Releases



### Blogs

Find all our blogs by clicking the button below or visiting [tavistockrelationships.org/resources/blog-articles](https://tavistockrelationships.org/resources/blog-articles)

Blogs



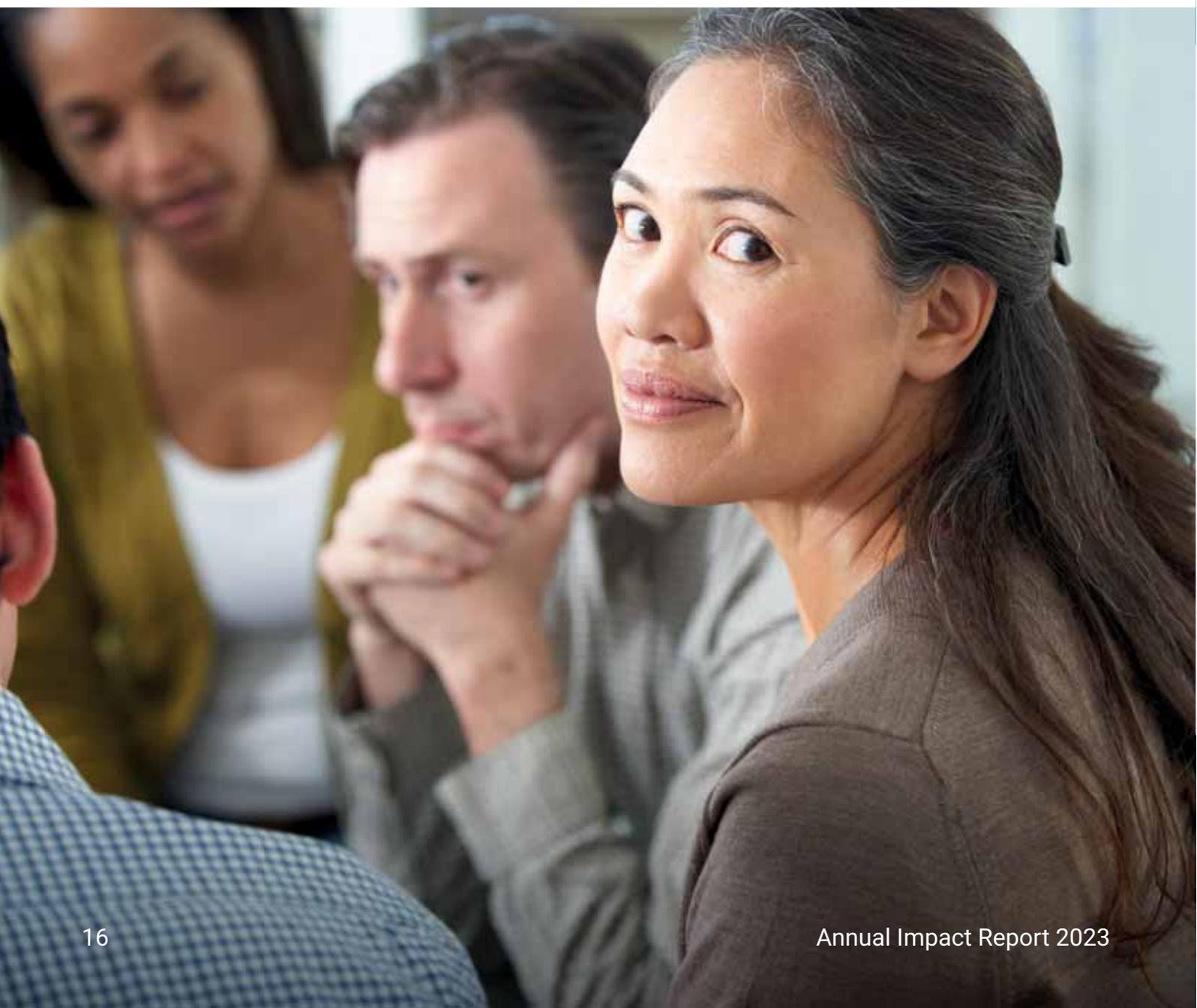
### Working Well Report

To read the 'Working Well: Delivering Better Outcomes for Hidden Workers' report click the button below or visit [tavistockrelationships.org/images/PDFs/Reports/Tavistock\\_Relationships\\_Hidden\\_Workers\\_Report\\_Dec\\_2022.pdf](https://tavistockrelationships.org/images/PDFs/Reports/Tavistock_Relationships_Hidden_Workers_Report_Dec_2022.pdf)

Working Well Report



We are recognised for our world-class training for couple psychotherapists and sex therapists from introductory courses up to postgraduate professional accreditation level. We also work in partnership with organisations such as the NHS, local authorities and charities to train practitioners who are supporting families, couples and children.



## Our training

### Entry level training for new therapists or those new to couple therapy

- Introduction to Couple Counselling & Therapy
- Foundation Certificate in Couple and Individual Counselling & Psychotherapy
- Introduction to Couple Therapy Summer School

### Extended training for existing therapists

- Couple Psychoanalytic Psychotherapy MA
- Couple and Individual Psychodynamic Counselling & Psychotherapy MA/PG Dip
- Certificate in Psychosexual Studies
- Diploma in Psychosexual Therapy
- Advanced summer school – specialist topics
- Working with Couples & Depression 3-day CPD

## Developing our social care workforce

### Training for social service practitioners to support couples in conflict.

- Online Family Hubs/Reducing Parental Conflict Practitioners Course
- Foundation Certificate in Couple Counselling & Psychotherapy
- Bespoke Reducing Parental Conflict programmes for local authority staff
- Parents as Partners programme training for facilitators/group workers
- Parenting Under Pressure Mentalization-based therapy (5-day training for local authority frontline practitioners)
- Reducing Parental Conflict Workshops for Local Authority and Social Care staff – offered from introductory to advanced level including supervision training and complex case support (see our website for more information)

### Training to support couples through key life phases & challenges for practitioners

- Couple Therapy for Depression Supervisor Training (NHS)
- Couple Therapy for Depression
- CPD Training (for NHS therapists and counsellors)
- Couple Therapy for Depression training for couples specifically during the Perinatal Period for frontline practitioners
- Parents as Partners (perinatal programme) training for facilitators and group workers
- We also deliver Couple Therapy for Depression Practitioner Training for NHS staff as a postgraduate diploma in partnership with Birkbeck College. This is currently a pilot programme funded by Health Education England but we hope this becomes an embedded part of NHS services

## Our Training Partners



## Reaching a more diverse student base

### Increasing access to our training

We have entered into a partnership agreement with Birkbeck, University of London, to deliver our postgraduate clinical trainings.

This alliance will increase the accessibility and relevance of our training to a wider community and we are looking forward to welcoming a strong cohort of trainees in the new academic year. We believe this approach will bring more diversity to our student group who are the TR clinicians, trainers and staff of the future. The collaboration recognises our teaching staff as Honorary Teaching Fellows of the College and gives our staff and pupils access to college resources, including government student loans.



**The teaching standard is high and challenging both intellectually and personally”**

TR student

### Summer schools

Our summer school programmes welcomed students from around the world, including from the US, Mexico and South Africa.

We were delighted to welcome students back in person for both our developing programme, for therapists who are new to working with couples, and the advanced programme for experienced practitioners examining the technique of couple psychoanalytic psychotherapy.

### Diversity training bursaries

We have introduced dedicated bursaries for Black, Asian and Minority Ethnic students for three of our most popular training courses.

With these bursaries we are seeking to increase the racial diversity both of our therapy trainings and across the profession as a whole. These bursaries cover up to 100% of the cost of our trainings and are welcomed for our: Foundation Certificate in Counselling and Psychotherapy; MA/PGDip in Couple and Individual Psychodynamic Counselling and Psychotherapy; and our MA in Couple Psychoanalytic Psychotherapy.





More than  
**1,000**

bookings taken for  
our 'Lectures from  
the Tavistock  
Relationships  
Model' series.

## Thought-provoking Continuing Professional Development (CPD)

Our ambitious CPD programme included high-profile speakers from the media and leading psychotherapists presenting bold ideas, keeping our programme contemporary and relevant.

- Dr Orna Guralnik, the American psychoanalyst whose BBC documentary series 'Couples Therapy' has brought psychotherapeutic work with couples to our screens, entertained our audience with new ideas.
- Our former CEO Susanna Abse discussed her new book 'Tell Me the Truth about Love', with our current CEO, Andrew Balfour.
- Our 'Lectures from the Tavistock Relationships Model' lecture series has proven to be hugely popular with national and international audiences. Mary Morgan launched the programme with a psychoanalytic understanding of the couple relationship, Krisztina Glausius spoke about transference and countertransference, Andrew Balfour explored the developmental challenges of ageing and Stanley Ruzczynski examined narcissism and the couple.
- A number of smaller-scale workshops included Dr Jan McGregor Hepburn examining working with guilt and shame, Dr Marguerite Reid looking at perinatal loss, Linsey Blair looking at sex and psychoanalysis, Dr Tamara Feldman discussing the documentary series Couples Therapy, and Anne Power exploring what makes a contented couple.

# Training partnerships

## Training local authorities

We have worked with local authorities to provide a wide range of training for staff to help reduce parental conflict. We have developed new training options for frontline workers to support them in thinking about the 'grey space' between parental conflict and domestic abuse.

We have built on the previous year's work in partnering with over 30 local authorities across the country, delivering practitioner trainings both online and in person. We also developed a clinical supervision package and are working in two London boroughs to support their managers in complex case work.



50 half-day trainings delivered on parental conflict and its impact on children to more than 1,000 frontline local authority workers.



## Training the NHS

The quality of someone's couple relationship can impact their mental health and we have been training more NHS practitioners to be able to work more effectively with couples.

We trained 96 new practitioners across the country and five supervisors in Couple Therapy for Depression (CTfD). As the training is a paid apprenticeship opportunity, we believe this programme will greatly increase the number of therapists working within the NHS who are able to work with couples, as well as increasing the diversity of people providing this service.

## Digital tools to support our partners

As part of our training support to NHS and local authority practitioners we have developed two digital offers: our relationship support app 'Between Us', and 'Better Conversations', an online role-play tool.

Demand for our digital relationship support services continues to grow. We've been providing access to our relationship support app Between Us to NHS and care home staff in London. And as part of our relationship support contract, we have partnered with four local authorities to offer parents in these areas use of the app. Four local authorities have also bought access to Better Conversations, our digital tool designed to help parents learn to have less acrimonious interactions with their partners or former partners.



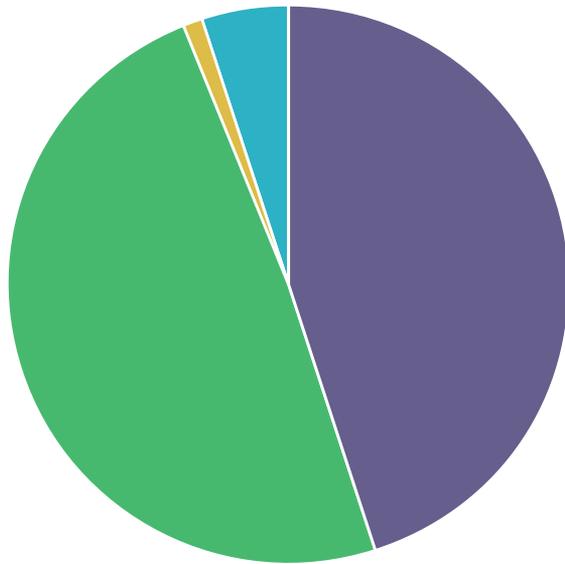
Digital/online tools developed to support practitioners working with couples.

# Our local authority partners



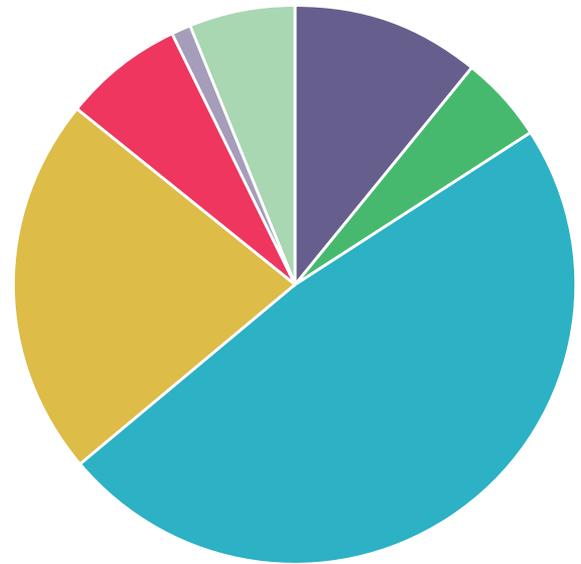
## Our clients and outcomes

Client group by gender



- Female – 45%
- Male – 49%
- Other – 1%
- Did not specify – 5%

Client group by racial identity



- Asian or Asian British – 11%
- Black or Black British – 5%
- White British – 48%
- White other – 22%
- Mixed background – 7%
- Other – 1%
- Did not specify – 6%

### After working with TR:

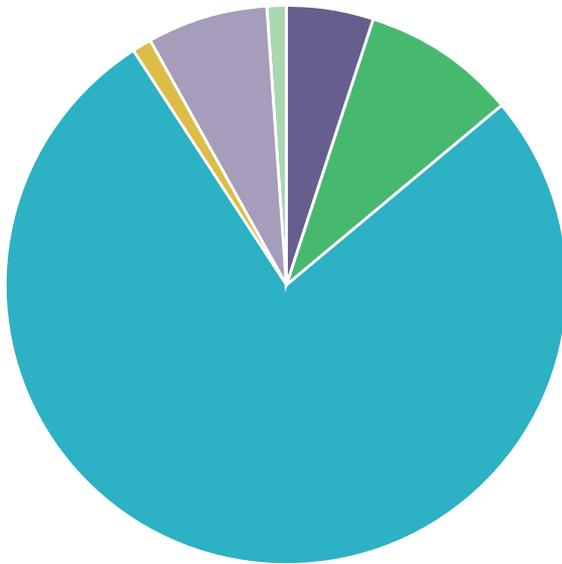
**97%**

of our clients said their understanding of themselves had improved.

**79%**

said their understanding of their partner had improved and 60% said their relationships with their family had improved.

### Client group by sexual orientation



- Bisexual – 5%
- Gay/Lesbian – 9%
- Heterosexual – 77%
- Other – 1%
- Pansexual – 0%
- Prefer not to say – 7%
- Queer fluid – 1%

**85%**  
of our clients would  
recommend TR services.

#### Diversity bursaries

Apply for our diversity bursaries by clicking the button below or visiting [tavistockrelationships.org/training-courses/diversity-bursaries](https://tavistockrelationships.org/training-courses/diversity-bursaries)

Diversity bursaries >

#### Better Conversations

More information about our Better Conversation tool is available by clicking the button below or visiting [tavistockrelationships.org/training-for-organisations/better-conversations](https://tavistockrelationships.org/training-for-organisations/better-conversations)

Better Conversations >

#### Between Us app

More information about our Between Us app is available by clicking the button below or visiting [tavistockrelationships.org/training-for-organisations/between-us-app](https://tavistockrelationships.org/training-for-organisations/between-us-app)

Between Us app >

#### Training for individuals

Access our training for individuals by clicking the button below or visiting [tavistockrelationships.org/training-courses](https://tavistockrelationships.org/training-courses)

Training for individuals >

#### Staff training

Access our staff training opportunities by clicking the button below or visiting [tavistockrelationships.org/training-for-organisations](https://tavistockrelationships.org/training-for-organisations)

Staff training >

We offer therapy to individuals and couples at every life stage. Increasingly we work with partnership organisations to provide therapy to their staff.

## Our clinical practice

We continued to offer a wide range of specialised services aimed at supporting couples through challenges encountered in their relationships.

Our Psychotherapy and Counselling Services delivered nearly 16,000 sessions to around 2,500 clients throughout 2022-23. Analysis of outcomes shows significant improvements in mental health and wellbeing, relationships satisfaction and children's outcomes.

“

**Our therapist was warm, supportive, wise, helpful, calm, caring and very easy to talk to. I always felt very safe in her presence.”**

TR client



## Supporting social care staff

The NHS and social care systems are taking care of their staff by ensuring they are looking after their relationships. We delivered more than 2,000 free clinical sessions to NHS and social staff across London.

The NHS-funded Relationship Support Service initially funded us to deliver 800 sessions; however, strong demand resulted in additional funding to enable us to continue to this work. The service was provided free at the point of delivery and 87% of participants said they would highly recommend the service.

## Supporting people with dementia

Better couple relationships are linked to slower cognitive and social deterioration on the part of the person with dementia and a reduced likelihood of moving to institutional care.

Studies show the quality of the couple relationship is of vital importance in dementia. We supported a number of couples through our 'Living Together with Dementia' service in 2022-23. This intervention is designed to help people with dementia and their partners manage the trauma of the diagnosis, the loss, and the changes it brings. We also support couples to maintain, or recover, protective aspects of their relationship.

“

**We know that the couple relationship can be a tremendous resource, able to provide care that is costly to give in institutional settings.”**

Quote about Supporting Couples Living with Dementia

**TR** Therapy

**87%**

**of people who received our couple therapy through the NHS-funded Relationship Support Service said they would highly recommend the service.**



## Supporting couples who are separating

Our divorce and separation relationship counselling service helps couples to navigate a divorce or separation, guiding them towards healing, fostering better communication, and finding positive solutions that benefit everyone involved.

### Roundtable event

We hosted an online Roundtable event looking at ways couples can be supported to work together to separate and divorce, without the need to turn to the family courts.

Chaired by His Honour Martin Dancey, this ground-breaking event was attended by judges, barristers and charities and addressed ways for couples to work together in four key areas. These are: relationship support; agreeing finances; co-parenting; and seeking legal advice.

### Working Together Divorce & Separation Directory

As a result of this event we have published a directory of resources to help separating couples understand the range of services and options available to them. This directory, which is for London only at this stage, includes information about financial, legal and emotional support.

### Digital resources for separating parents

To help parents with children separating through the family justice system, we worked with Axis 12 to create digital tools for the Children and Family Court Advisory and Support Service (Cafcass) to enable parents to be better able to think about, and take into account, their children's needs when involved in protracted dispute with their former partner around childcare arrangements.

These digital tools are part of Cafcass's new 'Planning Together for Children' course and are designed to help parents think about how to prioritise their children's needs while they are separating. They incorporate elements of our mentalization-based therapy and were supported by a group work programme we developed.

The programme aims to support sustained behaviour change in parents with the primary objective of enabling parents to hold the needs of their children in mind as they agree childcare arrangements with their co-parent. We hope to use these types of learning tools more in our work to help improve accessibility and outcomes.

We've learned that a couple referred to the Planning Together for Children course we developed for Cafcass are now back together as a result. This shows that the mentalization-based approach which we incorporated into the materials works.



**TR** Therapy

An estimated 25,000 parents a year will access Cafcass's Planning Together for Children online resources which we built

“

It was great to talk with you and be listened to. I also learned that my situation is common and when I was watching the videos about these divorced families, I felt less alone. It is still difficult for me to make the correct decision for my life and my children's life: I take a long time to think and choose the best scenario for us.”

TR client



## Supporting parents in conflict

With funding for reducing parental conflict being funnelled directly to local authorities this year, Tavistock Relationships has dedicated significant time and resource to cementing and developing relationships with early help teams and family hubs in over 30 areas of the country.

“

**We found the sessions incredibly transformative for our relationship. We covered an immense amount of painful and difficult topics in a very short space of time. The sessions... enabled us to continue to explore areas beyond the therapy space which we now feel able to address openly with each other.”**

TR clients

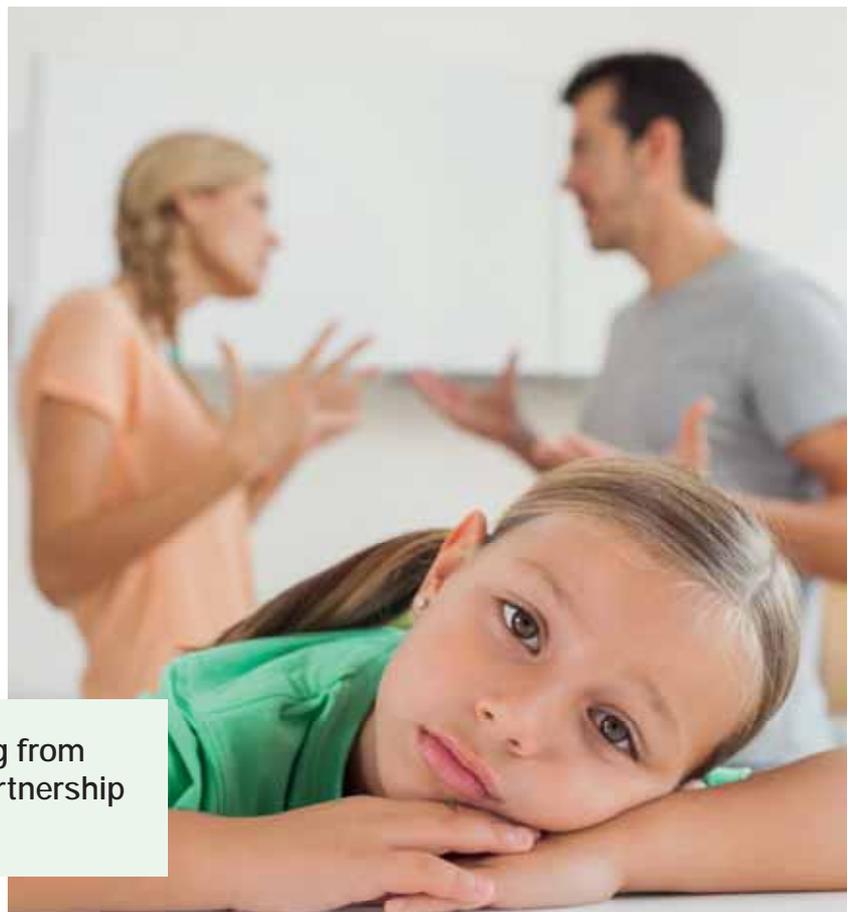
Our work commissioned by local authorities has been varied and includes trainings for frontline practitioners around reducing parental conflict, access to our digital role-play tool Better Conversations and to our relationship support app Between Us, for intact and separated parents. We have also trained practitioners in mentalization-based therapy – our 10-session intervention service for parents with high levels of conflict, one of the most successful interventions delivered through the DWP’s Reducing Parental Conflict programme – and supervised their practice.

We have run three-day trainings for practitioners covering the period both pre and post birth, enabling them to look at relationship quality and to feel confident and competent to have relational conversations with parents who are about to, or who have recently had, a baby.

## Children in Need

We received a further 12 months of funding from Children in Need for our work supporting parents locked in entrenched conflict.

This project sees Tavistock Relationships therapists deliver couple therapy to parents while their children receive peer mentoring from the youth charity Fitzrovia Youth in Action. Some of the young people involved in the project created a short video about their experience, offering advice to others experiencing difficulties as a result of their parents splitting up.



We received continued funding from Children in Need to work in partnership with Fitzrovia Youth in Action

Our general service at the **City Wellbeing Centre** provided more than 4,700 low fee sessions to 638 people, including 160 individuals and 239 couples.

### Supporting City of London residents and workers

Our innovative partnership with the City of London means we have continued to deliver psychological therapies and relationship support through our City Wellbeing Centre.

The centre offers counselling and therapy to people who live or work in postcodes EC1 to EC4, and anyone who lives in the City of London or the London boroughs of Camden, Islington, Tower Hamlets, Westminster, Hackney, Southwark or Lambeth. Low fee and no fee services are available for people whose household income is less than £30,000.

This work was also supported through our partnership with Birkbeck College, University of London which enables us to offer trainee placements to clients seeking individual counselling support. As the City of London Corporation moves to reduce support for this service during 2024, we are seeking corporate partners to enable us to continue this important work.

### Reducing Parental Conflict

Read more about our work reducing parental conflict by clicking the button below or visiting [tavistockrelationships.org/resources/papers-publications/policy-briefings/parent-conflict](https://tavistockrelationships.org/resources/papers-publications/policy-briefings/parent-conflict)

Reducing Parental Conflict



### Living with Dementia

Find out about our Living with Dementia service by clicking the button below or visiting [tavistockrelationships.org/counselling-psychotherapy/living-together-dementia](https://tavistockrelationships.org/counselling-psychotherapy/living-together-dementia)

Living with Dementia



### Children in Need

Watch our Children in Need video by clicking the button below or visiting [youtu.be/OzWFGEuv2hw](https://youtu.be/OzWFGEuv2hw)

Children in Need



### City Wellbeing Centre

Discover more about the City Wellbeing Centre by clicking the button below or visiting [tavistockrelationships.org/counselling-psychotherapy/citywellbeingcentre](https://tavistockrelationships.org/counselling-psychotherapy/citywellbeingcentre)

City Wellbeing Centre



### Cafcass Digital Resources

Our Cafcass digital resources are available by clicking the button below or visiting [planningtogether.cafcass.gov.uk](https://planningtogether.cafcass.gov.uk)

Cafcass Digital Resources





## Launching TR Together

**In 2023/24 we are refreshing our Continuing Professional Development offer to advance the understanding of relationships and of relationship-focused therapy, and to promote the study and practice of counselling and psychotherapy.**

TR Together will offer CPD for psychotherapists, psychologists and mental health professionals from diverse backgrounds and specialties. Our CPD will facilitate high-quality teaching and learning as well as community engagement and collaboration. Therapists will gain clinical skills, connect with each other, and develop as practitioners. This collective growth will ultimately translate into tangible benefits for the individuals and communities they work with.

In an increasingly siloed and digital world, TR Together will foster a sense of togetherness among practitioners working right across the field of mental health. The new programme aims to build a collaborative community where professionals will be encouraged to share their experiences, seek support and engage in nurturing relationships with like-minded peers.

TR Together events will run across four seasons bringing together diverse and relevant themes.

Find out more on our bespoke TR Together website [trtogether.com](https://trtogether.com)

TR Together



# Join our community



# OUR BOARD, GOVERNANCE AND ORGANISATIONAL STRUCTURE

## Our Board and governance

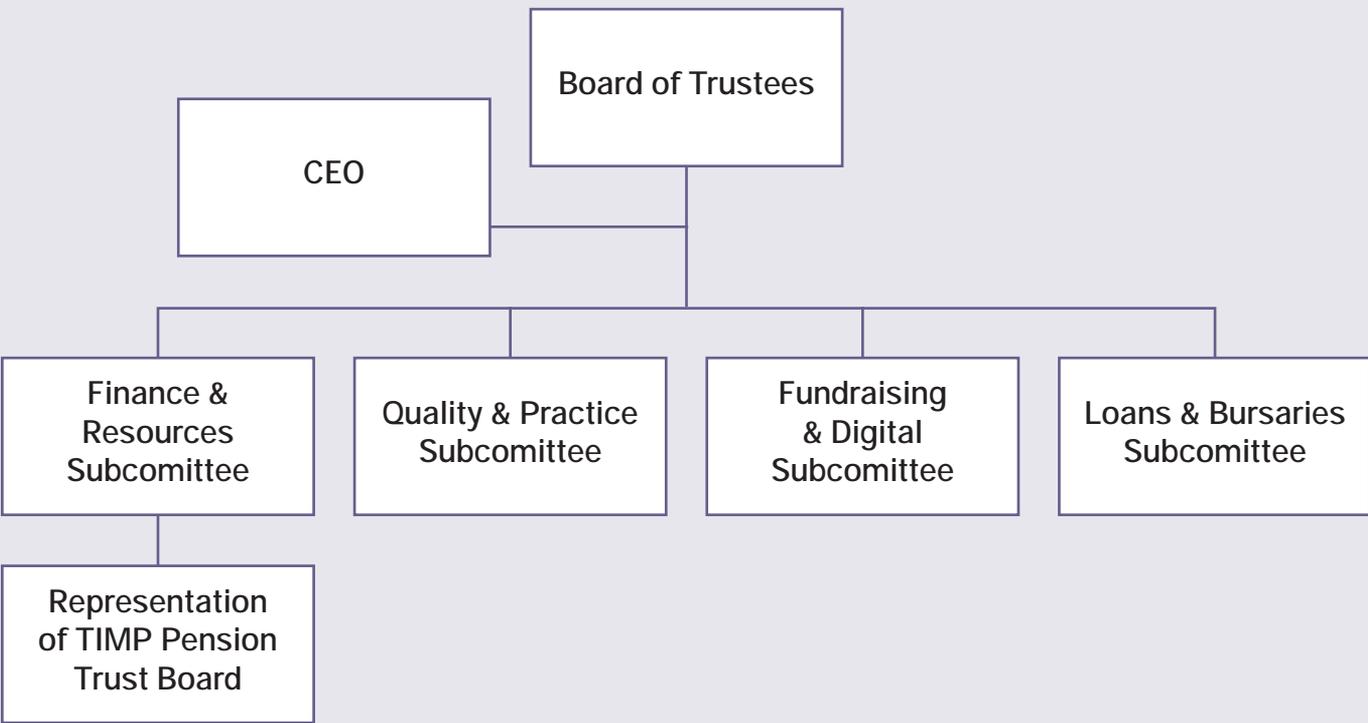
The full Board met four times during the year to consider organisational strategy, evaluate risk and to monitor the organisation's **financial and operational performance** as well as the work of its sub-committees.

The Finance Sub-Committee is chaired by Jane Smith, Lucy Marks MBE chairs the Quality & Practice Sub-Committee, Katherine Pinney chairs the Fundraising & Digital Committee and Dr Ros Bryar is chair of the Loans and Bursaries Committee.

The Finance and Resource Committee met frequently to monitor the financial performance and position given the challenges faced during the year. Stuart Brough retired from this committee and the board in December 2022. Stuart had a deep understanding of the organisation through his time on the executive team for the organisation and his contribution will be missed.

## Our Organisational Structure

Andrew Balfour is supported as CEO by a team of Senior Leadership Staff. During the year we have appointed an Equality, Diversity and Inclusion Manager, Gaynor Donaldson, as member of the Senior Leadership team. Lorna Robinson also joined the Senior team as a representative of our psychoanalytic couple training.



## Board of Trustees



Prof Nick Pearce  
(Chair of Trustees)



Gail Kent  
(Deputy Chair of Trustees)



Professor  
Rosamund Bryar  
MPhil



Dr Rupert  
Harrison CBE



Dr Mavis  
Maclean CBE



Katherine Pinney  
LLB



Stanley  
Ruszczynski



Jane Smith  
BSc, MBA,  
MCIMA



Patricia Key  
BA PGCE



Anne Hellgren  
MSc



Haema Sundram  
LLB



Lucy Marks  
OBE

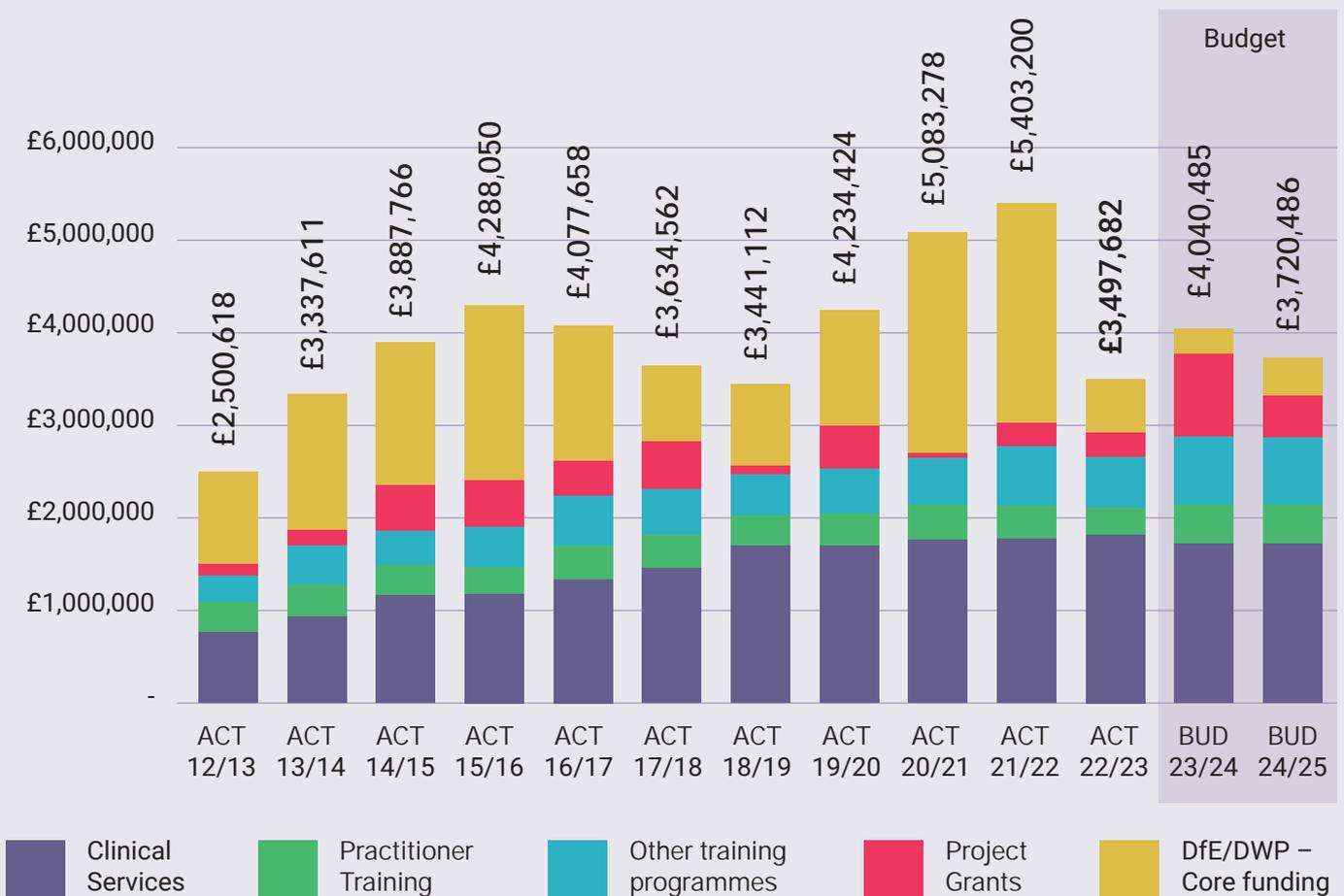


Anne-Sophie  
Legrain BA, MSc

# FINANCIAL OVERVIEW

TR saw a significant decrease in revenues during the 2023 financial year. Revenues are expected to increase in financial year 2024 due to grant funding receipts. Sustained growth in training revenues is targeted in 2024 and beyond, along with increased revenues originating from the Department for Education (Family Hubs), and DWP (via our local authority clients).

Operating income by source, year on year



After a challenging year in which government service contract revenue reduced by around £2 million year on year, TR has depleted its reserves to a minimum level. We are now focused on achieving a breakeven position in financial year 2024 and the maintenance of a sustainable financial model in the future. Grant funding awarded for the 2024 and 2025 financial years sees the organisation anticipating a return to growth in revenues for the coming period, also supported by expected growth in our practitioner training revenues due to our partnership with Birkbeck, University of London and an increase in other training revenues due to the development of new short courses and the introduction of a broader CPD programme.

## The outlook for 2024 and beyond

Following the termination of our lease of premises in Hallam Street during the 2024 financial year, TR will have a significantly reduced core cost base. This reduction in occupancy cost commitments will ensure the organisation can operate sustainably and enable it to adapt more readily to any future changes in activity and revenue streams. We will also be able to focus on the continued implementation of our digital transformation strategy, using technology to reach audiences beyond our London base and to improve access to our services for all.

Although we anticipate that revenues will grow from increased training and clinical service delivery activity over coming years, we are making changes to ensure an overhead cost base that can be accommodated in the event of decreased revenues in future years.

This is illustrated in the table below that demonstrates a financially viable model even if growth is not achieved.

	Budget 2024	Outlook 2025*	Outlook 2026*
Revenue	£4,202,000	£3,726,000	£3,265,000
Gross profit	£1,475,000	£1,309,000	£1,165,000
Overheads	£1,536,000	£997,000	£937,000
Operating profits before depreciation & pension costs	** (£91,000)	£287,000	£202,000

\*Revenues considered to the minimum we are likely to achieve and do not include donor support

\*\* Includes cost of Hallam House premises not currently utilised

We are focused on achieving  
a breakeven position in

**financial year  
2024**

and the maintenance  
of a sustainable financial  
model in the future.

## Reserve policy

Trustees consider it prudent to retain a minimum level of reserves equivalent to one quarter of operating revenues – the target for this is a minimum of £800k based on future outlook. The organisation expects that it will take up to five years to rebuild reserves to this level from ordinary operating activity (including donor support of charitable activity).

# LIST OF PUBLICATIONS



## April 2022 – March 2023

**Abse, S.** (2022) *Tell Me the Truth about Love – 13 tales from couple therapy*. London: Ebury Press

**Balfour, A.** (2023) Dementia: caring for the couple. *BACP Healthcare Counselling and Psychotherapy Journal*, 23(1)

**Balfour, A.** (2022) The Couple in Old Age. *Psychoanalysis and Psychotherapy in China*. 5(1) pp. 80-92

**Balfour, A.** (2022) Between partnering and parenting: psychoanalytic approaches to working with parental couples. In Cundy, P. & Yakeley, J. (Eds.), *Celebrating 100 years of the Tavistock and Portman* pp. 102 – 117 In Routledge eBooks. <https://doi.org/10.4324/9781003325529>

**Balfour, A.** (2022) Time and Space: Dimensions of Identity and Relationship in Dementia. In *Advances in Couple and Family Psychoanalysis in Today's World*.

**Brown, J.** (2022) Covid-19, catastrophic lockdown and a couple retreat, *Couple and Family Psychoanalysis*, 12(1)

**Brown, J.** (2022) Review of McCann, D. (ed.) Same-Sex Couples and Other Identities: *Psychoanalytic Perspectives*, *Couple and Family Psychoanalysis* 12(2)

**Clulow, C.** (2023) The personal, the political, and the psychotherapeutic. *Couple and Family Psychoanalysis*, 13(1) pp. 1-16. doi: 10.33212/cfp.v13n1.2023.

**Du, D., Fan, Z., Liu, J., Wan, Z., Zhang, J., and Scharff, J. S.** (2024 in press). Clinical experiences of the frame from a Chinese psychoanalytic psychotherapy consultation group. In *Psychoanalysis and Psychotherapy in China* 7(1).

**Monzo, R.** (2022) On couple countertransference: thoughts about the therapist's experience in psychoanalytic work with couples. *Couple and Family Psychoanalysis*, 12(2) pp. 199-215.

**Monzo, R.** (2022) Looking to relate observations of a proactive and resilient infant who, with the support of father's nurturing, helped draw mother out of her unresponsive and disconnected state of mind. *The International Journal of Infant Observation and its Applications*, 25(1), pp. 35-48.

**Morgan, M.** (2023) Estrangement and intimacy in the time of zoom. In Calarasanu, C., Schultz-Venrath, U., & Messner, H. (Eds) *A Psychoanalytic Exploration of Social Traumata: The Inner Worlds of Outer Realities*. Routledge: London & New York

**Morgan, M.** (2022) Discussion of "Infidelity as a Manic Defence" in S. Nathans (Ed.) *More about Couples on the Couch: Approaching psychoanalytic Couple Psychotherapy from an Expanded Perspective*. Routledge: London & New York

**Morgan, M.** (2022). A psychoanalytic understanding of the couple relationship: the Tavistock Relationships approach. *Psychoanalysis and Psychotherapy in China*, 5, pp. 103-114. doi: 10.33212/ppc.v5n1.2022.103

**TR** For relationships

**TR** Today

**TR** Training

**TR** Therapy

**TR** Together

## TavistockRelationships.org

**Contact us:**

10 New Street, London EC2M 4TP

020 7380 1975

info@TavistockRelationships.org

www.TavistockRelationships.org

**Social:**

 TavistockRelationships

 Tavistock-Relationships

 TaviRelations

 Tavirelations

 Tavistock Relationships

Tavistock Relationships, Registered Charity Number: 211058.

Company number: 241618 registered in England and Wales.

The Tavistock Institute of Medical Psychology.

Certain photos posed by models for illustrative purposes.