

# Annual Members' Meeting

**Tuesday 29 October 2024**

5:30 – 7:30pm



# Agenda

<b>5:30pm</b>	Chair's welcome and introduction	John Lawlor, Chair Kathy Elliott, Lead Governor
<b>5:40pm</b>	Minutes of the 2023 Annual Members' Meeting of the Council of Governors and Annual Public and Members' Meeting	John Lawlor, Chair
<b>5:45pm</b>	2023/24 Annual Report – highlights, achievements, performance and look ahead	Dr Michael Holland, Chief Executive Officer
<b>6:00pm</b>	2023/24 Accounts and financial outlook	Peter O'Neill, Interim Chief Finance Officer
<b>6:05pm</b>	Proposal for a short extension to terms of some members of the Council of Governors	Adewale Kadiri, Director of Corporate Governance
<b>6:10pm</b>	Lead Governor's report	Kathy Elliott
<b>6:20pm</b>	Paper from Michael Rustin, Governor	Michael Rustin, Governor
<b>6:35pm</b>	Looking ahead – the Trust in 2024/25 and beyond	Clare Scott, Chief Nursing Officer Mark Freestone, Chief Education and Training Officer
<b>6:45pm</b>	Questions and answers	
<b>7:05pm</b>	Closing remarks	John Lawlor, Chair

# Welcome and introduction

**John Lawlor,**  
Chair

**Kathy Elliott,**  
Lead Governor



# Minutes of the 2023 Annual Members' Meeting of the Council of Governors and Annual Public and Members' Meeting

**John Lawlor,**  
Chair



# 2023/24 Annual Report – highlights, achievements, performance and look ahead

**Dr Michael Holland,**  
Chief Executive Officer



# Who we are



We are a specialist NHS mental health Trust with a focus on education and training



We've delivered community-based approaches to mental health and emotional wellbeing for over 100 years



We support people of all ages to address complex mental illness and gender identity in a relational and holistic way



Our vision is to be a leader in mental health care and education, promoting talking and relational therapies, to make a meaningful difference to people's lives.

We saw our first service user, a young person, in **1920**


 **825**  
staff

We have **34** services

**182**  
education and training courses 

**10,810**  
service users 

**4,991** students

**1** leading independent specialist school 

leading on research studies **14**

We are regulated by **3** bodies  
(The Care Quality Commission, Ofsted and the Office for Students)

**11** research partners 

Inspected and rated

**Good**



**Our mission is to work in partnership with people, families and communities to provide high-quality specialist mental healthcare, alleviate emotional distress and pioneer innovative education and research**





# In 2023/24...

We underwent a period of significant change to improve the services we provide for patients, students and staff. We have...

- ✓ refreshed our **board and executive leadership team**
- ✓ delivered a **new three-year strategy**
- ✓ developed a new **Vision, Mission and Values**
- ✓ enhanced our **patient safety initiatives**
- ✓ made improvements in **staff engagement**
- ✓ grew our **education and training offer**
- ✓ identified a way forward to **address our waiting lists**
- ✓ developed plans to become **financially sustainable** in order to deliver safer, high-quality services
- ✓ strengthened our **leadership and governance**
- ✓ supported the **closure of the Gender Identity Development Service (GIDS)**
- ✓ identified the need for **a merger partner for future sustainability** using the NHS System Oversight Framework



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Inclusivity



Compassion



Respect



## Our strategy

Our new three-year strategy was developed with service users, carers, staff and partners. It aims to:

- improve our services to patients
- support and develop our staff
- continue our excellent work in research and education
- ensure financial stability.



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# Vision, mission and values



**Our vision** is to be a leader in mental health care and education, promoting talking and relational therapies, to make a meaningful difference to people's lives



**Our mission** is to work in partnership with people, families and communities to provide high-quality specialist mental healthcare, alleviate emotional distress and pioneer innovative education and research



We strive for excellence



We place compassion at our core



We champion inclusivity



We respect each other

# New executive leadership team



# Our non-executive directors



# Recognition and achievements



the Portman clinic celebrated its 90<sup>th</sup> birthday



our trauma service took home the **Innovative Excellence Award** at the British Psychoanalytic Council's 30th anniversary event



the Trust was recognised as '**Veteran Aware**' by the Veterans Covenant Healthcare Alliance



four Tavistock and Portman scholars are among the newest members to be welcomed into the **Stuart Hall Foundation Scholars and Fellows Network**



awarded **honorary doctorates** to two former members of staff Dilys Daws and Frank Lowe

# Recognition and achievements



signed up to the **sexual safety charter**, a commitment to a zero-tolerance approach to any unwanted, inappropriate and/or harmful sexual behaviours in the workplace



held our annual **social work and social care doctoral conference**, showcasing the work of our renowned programme



won the award for '**public sector / not for profit / charity website of the year**' at the UK Digital Excellence Awards



nominated for the **Public Service Award** at the 2024 Celebrating Forces Families awards



joined with partners to **celebrate nursing and midwifery leaders** across North Central London in completing their fellowship programme

# Growing our education and training offering



over **360 students graduated in 2023/24**, including 128 masters and 49 professional doctorates

launched **new postgraduate training courses** from our award-winning trauma service

embarked on **international trade missions** to Brazil, Thailand, Vietnam and China

**18.5% increase in applications** for postgraduate courses



# Embedding equality, diversity and inclusion

We have:

- ❑ developed initiatives to ensure an **inclusive recruitment culture**
- ❑ reset and relaunched our **staff network groups**, including the LGBTQI+ network, Race Equality Network and the Purple Circle, with executive leads sitting on each of these
- ❑ launched a **reciprocal mentoring programme** to improve diversity of representation across the Trust
- ❑ developed a streamlined **reasonable adjustments process**
- ❑ improved **declaration rates for disability and long-term health conditions**

# Developing an engaged workforce



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co-developed our new **Vision, Mission and Values** with over 30 online and in-person meetings

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**increased our 2023 staff survey completion rate by 13%**, following a period of increasingly low engagement

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we're now busy developing our **Behaviours Framework** to bring our Vision, Mission and Values to life

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**increased engagement from senior leadership**, with more visits from executives and board, and regular briefings for staff

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we still have more progress to make, and our **new staff engagement strategy** sets out how we will deliver further improvements



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# Focusing on patient safety



we are implementing a new **Patient Safety Incident Response Framework**



extensive training is underway on **new platforms** so we can better record, and learn from, patient safety incidents



embedding new **Patient Safety Partners** into the organisation



amplifying patient voice through a **new complaints procedure** and **promoting the role of PALS**, making it easier for patients to be heard and supported



# Strengthening leadership and governance

- all actions identified from the **Office of Modern Governance (OMG)**'s 2021 review of Trust governance arrangements have now been addressed or dealt with
- actions included addressing cultural issues, strengthening the resourcing of corporate governance, and investing in a programme of development for the board, executive leadership team and governors
- we have now **received a green rating** under the NHS Strategic Oversight Framework for governance and leadership

# Working together in partnership

We know that to improve our services to patients, to support and develop our staff, and continue our research and education work, we must continue to work even more collaboratively with our partners. This looks like:

- **partnership working across North Central London**, strengthening relationships with Camden Council, Healthwatch, University College London (UCL), and other mental health providers
- continuing to deliver the preventative model of care favoured by the new government, and encouraged by Lord Darzi in his recent review, such as through our close **partnership with Camden Council**, where we co-designed our Integrated Early Years Service and Children's Centre offer, and more specialist provision, such as support for unaccompanied asylum seekers
- **working closely with acute trust and primary care colleagues**, given that nearly half of people diagnosed with mental illness also have at least one long-term physical condition
- developing **relationships with global academic institutions** will enable us to continue our pioneering research work, and build further international acclaim



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# Creating a sustainable future

In order to set us on a more sustainable footing for the future, we've been seeking a merger partner who will help us to retain and grow our pioneering clinical, educational and research offerings.

This year, we held engagement sessions with our staff, patients, service users and students, to ensure our partnership will benefit those who use and interact with our services.

The merger should allow us to continue to be a leader in mental health care and education and make a meaningful difference to people's lives.





**Throughout, our aim is to continue to work in partnership with people, families and communities to provide high-quality specialist mental healthcare, alleviate emotional distress and pioneer innovative education and research.**

The Tavistock & Portman NHS Foundation Trust

The Tavistock Centre

120 Belsize Lane, London, NW10 7AL  
www.tavi-port.org

CCV surveillance  
All visitors please report to reception upon arrival  
Private parking only  
Please park in designated bays  
Release fee

PRIVATE PARKING

# 2023/24 Accounts and financial outlook

**Peter O'Neill,**  
Interim Chief Financial Officer





# Finance: results for year ended 31 March 2024

## Summary of financial performance

- achieved our financial targets for 2023/24
- reported deficit of **£2.476m** vs planned deficit £2.517m (£41k better than plan)
  - income received **£76.1m** (higher than plan by £8.6m) included funding for pay awards, one-off GIDS decommissioning costs and additional pension contributions (all centrally funded but not part of baseline plans)
  - staff spend of **£54.8m**, above plan by £4.4m which included increased pension contributions, and pay awards
  - other costs of **£23.4m**, above plan by £4.3m, including GIDS estates decommissioning and redundancy costs
- capital expenditure **£2.2m**, on plan
- cash **£2.3m** year-end balance vs plan of £3.1m, the shortfall due to late receipt of an NHS income source
- agreed deficit plan 2024/25 is **£2.2m**



# Summary of reported position 2022/23 and 2023/24 vs 2024/25 plan

	Reported Position		Plan
	22/23	23/24	24/25
	£000's	£000's	£000's
Income	67.1	76.1	61.1
Pay	(51.5)	(54.8)	(47.6)
Other	(19.0)	(23.8)	(15.7)
<b>Reported Deficit</b>	<b>(3.4)</b>	<b>(2.5)</b>	<b>(2.2)</b>

# Medium term financial planning

Although significant progress has been made to stabilise our financial position, this needs to be considered in the context of the proposed merger.

The following key points have informed the financial plan for 2024/25 and beyond:

- **underlying recurrent deficit of £6.2m**, with the likely route to balance requiring a significant reduction in the corporate cost base. The loss of some significant clinical and training services compounding the issue.
- **planned cash support of £7.5m** in 2024/25, with this likely to be a requirement for several years to come.



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# Proposal to extend the terms of office of some members of the Council of Governors

**Adewale Kadiri,**

Director of Corporate Governance



# Terms of office



the terms of office of six of the 21 members of the council of governors ends on 31 October 2024



however, the election process to appoint eight new governors (including these six) does not conclude until 20 December 2024



in order that the council can continue to deliver its functions, it is proposed that the membership formally agrees, by a simple show of hands, (as is set out in the Trust constitution) that the terms of office of those six members be extended until 20 December

# Lead Governor's report

**Kathy Elliott,**  
Lead Governor



# Our governors



# The role of governors

- **governors are representatives** of our members (the public, our students and staff), plus the wider community
- we play a key role in **listening to the views and experiences of our members and the public**, and make sure our key stakeholders have a say in the shaping the work of the Tavistock and Portman
- we attend quarterly **Council of Governors meetings and the Annual Members' Meeting**, where we discuss key issues as well as the strategic direction of the trust
- we also have some specific responsibilities that are governed by the governors' code of conduct and the Trust's constitution



# Governor highlights



a new **programme of service visits with non-executive directors** to inform our understanding of the Trust's services, plus the various challenges and opportunities we face



governors have been **observers on board committees** for the first time this year



delivered more **personal development opportunities** for governors, including informal drop-in sessions and joint workshops with non-executive directors



**improved communications and engagement** with the trust board and executive leadership team, with more one-to-one meetings and newsletters



started actively **recruiting for more governors**, reaching out in various ways to share our experiences of the role

# Paper from Michael Rustin

Michael Rustin,  
Governor



# Looking ahead – the Trust in 2024/25 and beyond

**Mark Freestone**

Chief Education and Training Officer

**Clare Scott,**

Chief Nursing Officer



# Our future

As we move into the second year of our new three-year strategy, we are focused on:

- ❑ further improving **patient experience, clinical outcomes** and **patient safety**
- ❑ growing our **specialist and community service** offering
- ❑ providing **world-class education and training**, and expanding our unique offering to more students
- ❑ delivering more **innovative and groundbreaking research**
- ❑ making **improvements in staff engagement**, so we can provide first class training, career and personal development opportunities



# Education and training

We're supporting an ever-increasing cohort of students to study and learn at a working NHS mental health trust.

Our ambition continues to be improving educational outcomes for students and delivering the next generation of talented clinicians, social workers, nurses, teachers, and many other professionals.

We want to support the national drive for preventative care in the community by delivering a **diverse workforce** of mental health practitioners to work in and among our local populations.

We're working to make sure that our **offering is sustainable**, and that it will **strengthen the integration of clinical and training teams** within the Tavistock and Portman.



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# Education and training: looking ahead

Our ambitions for the next year are:

- to continue to grow our **student applications** – for 2024/25 academic year, applications increased by 18.5%
- to continue to **provide an excellent experience for our students** - 2023's student survey showed that 96% of students felt their course was intellectually stimulating
- to expand our **international and community partnerships** – this year saw trade missions to Brazil, China, Thailand and Vietnam
- to build on our **research agenda** through partnership networks
- to **engage with further population health and prevention initiatives**, such as the iThrive programme or North Central London Waiting Room



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# Clinical services

As a global centre of excellence in clinical practice, we are continuing to use our distinctive approach to mental and emotional wellbeing to make a meaningful difference to people's lives.



We know care is delivered best in the community, and want to continue supporting the government's ambitions to provide care closer to home

- joining with another organisation through the proposed merger should **strengthen and diversify our existing community offer**
- it should also make us more innovative, providing us with the opportunity to share learnings with **new and existing partners**



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# Clinical: looking ahead

Our ambitions for the next year are:

- **to make more progress with patient waiting lists** and build on improvements we've seen in certain areas, such as Camden Child and Adolescent Mental Health Services (CAMHS), where our referral to treatment target of four weeks has been achieved in 82% of cases
- to continue making improvements with our **autism waiting lists** – in 2023, we saw lists reduce 13%, bucking the national trend
- to transform how we provide **holistic gender care in our Gender Identity Clinic (GIC)**



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# Making progress

- We remain under ‘**segment 3**’ of the **NHS System Oversight Framework (NOF)**, as per the instruction of NHS England
- We have made significant progress in quality, governance and leadership, and through the decommissioning of GIDS
- We are working with NHS England and North Central London Integrated Care System colleagues to address two key issues remaining:
  - establishing a longer-term strategy to ensure financial sustainability
  - improving operational and clinical risks in relation to our GIC service
- As part of our “**exit strategy**” from NOF3, NHS England has asked that we focus on identifying a merger partner and implementing a merger plan to sustain and improve our offer to service users, students and staff



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# Achieving our goals

We are ambitious for the future, but in order to achieve our goals, **we must change** so that we can continue to be a leader in mental health care and education and make a meaningful difference to people's lives.

The proposed merger is the vehicle we feel as a board is needed to achieve this – we can't continue as we are.

By merging, we remain committed to:

- our clinical educator model
- maintaining our presence at the Tavistock centre

# Questions

# Chair's closing remarks

John Lawlor,  
Chair



# Thank you for attending.

The event is now closed.

