

Annual Members' Meeting

Tuesday 29 October 2024 5:30 – 7:30pm



Agenda

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

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The Tavistock and Portman

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.





The Tavistock and Portman

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





The Tavistock and Portman

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.





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 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 90th 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

STUART HALL FOUNDATION 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

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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 awardwinning trauma service

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

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





The Tavistock and Portman

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
- Iaunched 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



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

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

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

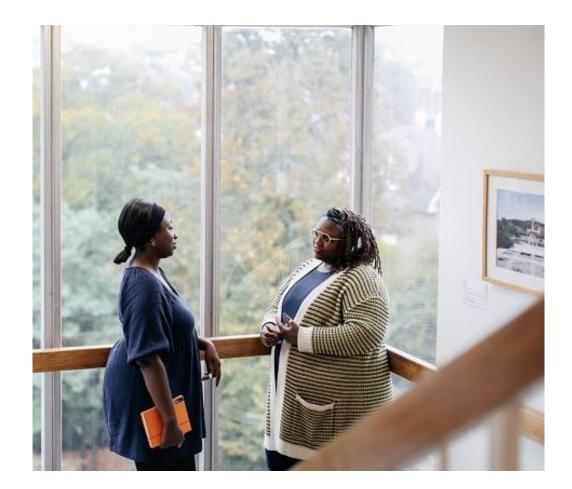
increased engagement from senior leadership, with more visits from executives and board, and regular briefings for staff

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





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







Inclusivity

Compassion

Respect

Excellence

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



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.

Inclusivity Compassion

Excellence

The Tavistock & Portman Miss Foundation Trust

NHS

The Tavistock and Portman

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



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)
 - \circ 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	
Рау	(51.5)	(54.8)	(47.6)	
Other	(19.0)	(23.8)	(15.7)	
Reported Deficit	(3.4)	(2.5)	(2.2)	



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.





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

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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

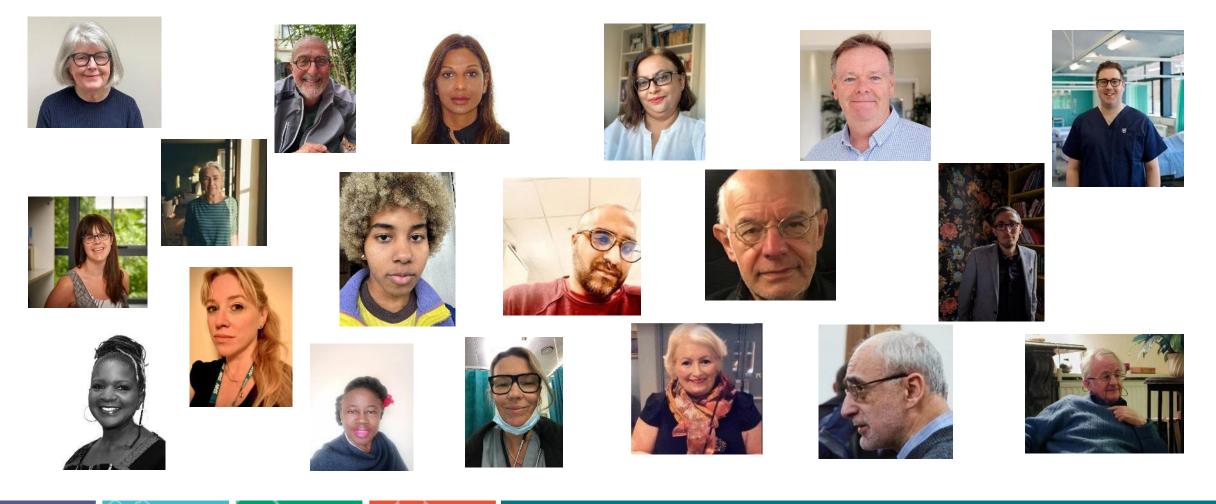
Kathy Elliott,

Lead Governor





Our governors









Inclusivity

Compassion

Respect

Excellence

- 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

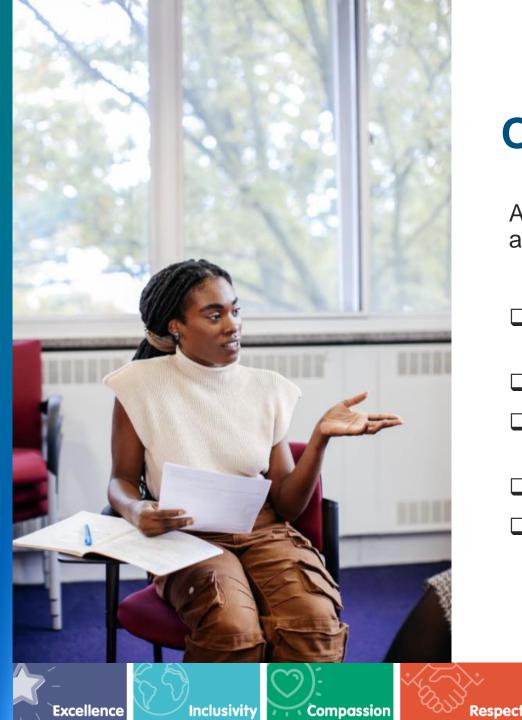
Mark Freestone

Chief Education and Training Officer

Clare Scott,

Chief Nursing Officer





The Tavistock and Portman

Our future

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

- In 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



The Tavistock and Portman

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.



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





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.

Inclusivity

Compassion

Excellence

Clinical services



Respect

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

The Tavistock and Portman

NHS Foundation Trust

- 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



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)







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







The Tavistock and Portman

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

The Tavistock and Portman NHS Foundation Trust





Questions





Chair's closing remarks

John Lawlor,

Chair





Thank you for attending.

The event is now closed.

