

Annual Impact Report 2025



A better world through better relationships

Our vision and values



Vision

- A better world through better relationships



Purpose

- To develop knowledge and new ways of supporting relationships



Ambition

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



Objectives

- Sharing knowledge with government and other agencies to influence thinking about couples, families and the importance of relationships at national and local levels
- Training the next generation of couples psychotherapists and the relationship support workforce more generally
- Embedding a relationships-based approach in frontline practice
- Undertaking research and writing to influence relationship support policy and practice



Values

- We're dedicated to developing knowledge and practice in our field
- We're committed to sharing our knowledge and expertise in order to improve the quality of people's lives

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Executive summary

Introduction

This report details the work of Tavistock Relationships (TR) during the financial year 2024-2025 and our strategy for delivering our charitable mission in coming years.

Message from the Chair

After a tenure of 10 years, Professor Nick Pearce stood down as Chair of Trustees in July 2024 and I am writing this message as Acting Chair of Trustees. I took on this role from August 2024 until our new Chair, Jennie Younger, was appointed in the first quarter of 2025.

As has been the case for the last few years, the funding environment for relationship support has remained extremely challenging and I would like to give my thanks to the staff and trustees at TR for their resilience and continued innovation in response to a challenging climate. I would also like to take this opportunity to thank our donors and friends of TR for their continued support.

This year marks a turning point in TR's journey towards becoming self-reliant. Since its beginning in 1948, in the aftermath of WW2, TR has received a significant proportion of its income from central government.

As for other charities in this sector, for TR this is no longer the situation – and the last few years have presented financial challenges for the organisation. It is in this context that the surplus that TR achieved this year signifies a significant moment in the charity's journey to achieving its aim of becoming self-sustaining. This is a very important development, and it is testimony to the organisation's capacity to adapt, to innovate, and to grow in key new areas, that has enabled this achievement.

The trustees at TR are committed to ensuring that our funding model is healthy, and we have been working very closely with the management team at TR to ensure that we support the organisation to fulfil its charitable objectives. We also know that during these times of political change and unstable world events, our services matter more than ever. In this context, it is crucial that TR continues to develop its services so that everyone, regardless of their financial situation, can get the help they need – at all life stages. TR has been working hard to ensure that our services are accessible to communities around the UK as well as disseminating the wider understanding of how the quality of our relationships impacts our health and wellbeing – supporting and training staff in NHS, social care, and other important settings.

Finally, I wish our new Chair, Jennie Younger, every success in her role and pay tribute to all the staff working at TR to ensure we contribute to a better world through better relationships.

Lucy Marks, MBE



Lucy Marks, MBE, Acting Chair 2024/2025

Message from the CEO

The past few years have been crucial for TR as we have moved from a position of reliance on central government funding towards becoming self-sustaining for the first time in our 77-year history. This is a significant landmark for TR and one that we will continue to build upon in the years to come, as outlined in our 5-year strategic plan.

This year, we have focussed our priorities around consolidating our ambitions for growth within our training programmes, as well as continuing to establish strong partnerships. As you will see as you read on, this year has seen our largest intake into our practitioner training programmes. And as part of our strategy of increasing our training offer, this year we have launched two new advanced level courses accredited by the British Psychoanalytic Council (BPC). These trainings hold our core value and identity, training clinicians in couple psychoanalytic and psychodynamic psychotherapy, whilst also introducing an innovative hybrid and international model of delivery. I am also pleased to say that our partnership with Birkbeck University is now into its third year – and in the year ahead, we are hoping to add our psychosexual diploma course to the portfolio of practitioner trainings awarded in partnership with Birkbeck.

“The past few years have been crucial for TR as we have moved from a position of reliance on central government funding towards becoming self-sustaining for the first time ...”



Andrew Balfour CEO

This year, we are immensely proud of our work in establishing the National Centre for the Supervision of Parent Infant Relationships (NCSPiR) which is funded by a grant from the Department of Health and Social Care. Since its inception a year ago, we have worked to enhance the provision of clinical supervision to practitioners working with parents and infants around the country. The ambition, as part of the Family Hubs and Start for Life programme, is clear: to ensure that high-quality supervision is available to practitioners working in this field around the UK. We are delighted that this year we have received an extension in funding to continue to develop the vital work of the National Centre in the year ahead.

Executive summary

Our Psychotherapy and Counselling Services delivered close to 14,000 sessions to clients (including more than 4,500 at low and reduced fees) this year, both online and at our City Wellbeing Centre, near Liverpool Street. This year also saw the embedding and continued success of our continuing professional development (CPD) platform, TR Together. Now in its second year, it has continued to offer a rich and varied programme of events, both online and in-person, connecting TR to the larger community of mental health professionals as well as interested people from other fields. TR Together is also working to increase access and diversity by offering flexible, online learning formats, affordable options, and inclusive content that engages our international audience.

“Over the last few years, it has been a key priority for TR to offer inclusive relationship support that provides a meaningful solution for a diverse range of people.”

Over the last few years, it has been a key priority for TR to offer inclusive relationship support that provides a meaningful solution for a diverse range of people. We know we must improve the accessibility of our practitioner trainings and ensure that diversity and inclusivity is prioritised in all our activities. To this end, we have continued to review and develop our trainings, to ensure that diversity is reflected throughout our teaching across the academic curriculum. We are also seeking funding to support bursary applications and grow our partnership network to engage with the global majority.

On a more personal note, in March this year, I published a book titled; *‘Life and Death: Our Relationship with Ageing, Dementia and Other Fates of Time’*. For me, the launch of the book at the Freud Museum was a wonderful occasion, made unforgettable thanks to the support of colleagues and friends from the ‘TR family’ and beyond. And I am grateful too, for the opportunity over many years, to undertake research work at TR into developing new ways of supporting couples living together with dementia – this work continues at TR, reflecting our commitment to innovation in developing new approaches to supporting relationships throughout the life cycle.

Andrew Balfour, CEO

Highlights 2024/25



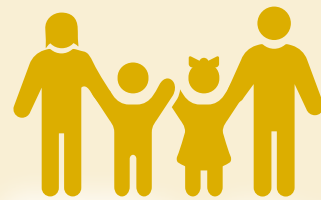
More than
13,625 sessions
to around
2,000 clients



More than
a third
are low/reduced fee
sessions



62 NHSTT practitioners
9 NHSTT supervisors
trained in Couple Therapy
for Depression (CTfD)



224 families
helped so far through the
Youth Endowment Fund
SIPCo inter-parental
communication project

Highlights 2024/25



234 students
on our in-depth trainings



Partnerships with over
20 local authorities
in training to help reduce
parental conflict



8,961 registrations
for TR Together CPD events



**174 parent-infant
practitioners**
supported through
our new NCSPIR centre



24 practitioners
Trained in CTfD with a
perinatal focus

Our impact in the community

Who did we
help this year and
how did we do it?



Our impact in the community

Youth Endowment Fund research study

This year saw the second year of the Randomised Control trial for Mentalization Based Therapy for Parenting under Pressure (MBT-PP). The project is called 'Support for Inter-Parental Communication' (SIPCo) and is being evaluated by Sheffield Hallam University, and is delivered in partnerships with colleagues from Bristol, Dorset, Bournemouth, Christchurch and Poole. We have been working with parents of children aged 8–14 experiencing high levels of interparental conflict. The SIPCo trial evaluates the effectiveness of MBT-PP, a 10-session therapeutic programme. MBT-PP aims to help parents better understand their own and others' mental states, improve emotional regulation, and enhance communication. A central focus is encouraging parents to consider their children's experiences during conflicts, promoting healthier family dynamics. In total we have worked with 224 families, 112 received MBT-PP and 112 received treatment as usual. Delivery of the project will continue to summer 2025, and the evaluation report should be published in March 2026.



Digital support for parents

Demand for our digital relationship support services has continued this year and we are now providing access to Between Us (our relationship support app for parents) to six local authorities. Four local authorities have also bought access to Better Conversations, the digital role-play tool designed to help parents in conflict learn to have more constructive, less acrimonious interactions with their partners or former partners.



National Centre for Supervision of Parent-Infant Relationships

The National Centre for Supervision of Parent-Infant Relationships (NCSPiR) is delivered by TR via a grant initially awarded in December 2023 from the Department for Health and Social Care. Funding has been extended until March 2026 and ensures the National Centre continues to play a key role in supporting practitioners who offer enhanced parenting, perinatal mental health and parent–infant relationship support, to promote positive early relationships in families in need.

A team of 21 supervisors trained and registered in child and adolescent psychotherapy, parent-infant psychotherapy and family therapy deliver small group reflective supervision groups both online and in person to 174 parent-infant practitioners across England, from Newcastle to Cornwall. 45% of our supervisees work as parent-infant practitioners, 30% as psychotherapists, 13% as service managers, 9% as mental health practitioners and 2% as psychologists. 53% have had a clinical training while 47% had not.

NCSPiR delivers supervision to 32 of the 75 local authority areas in the government’s Start for Life programme and continues to develop new services to reach practitioners in LA areas that have not yet taken advantage of the offer.

After every session a number of questions are asked of the supervisees and supervisors. This information is collected anonymously and supervisees and supervisors are not able to see what they have said about each other. Many supervisees report that supervision has led to



them learning new skills and further developing existing ones, becoming more confident about observing and reflecting on relationships, particularly those between the parent and the infant, and getting better at understanding and overcoming the barriers that exist in their own relationships with families and parents.

Supervisees value having time and space to talk and reflect freely about the practical and emotional impact of the work on them and over time report increased confidence in talking about their work, their concerns and their successes. They gain emotional and professional support from peers and colleagues in the group and appreciate the opportunity to recognise and value their own work and that of others in the group, to discuss challenging situations and to support each other in dealing with difficulties. They see supervision as an opportunity to share good practice with the group and learn from each other but also to strengthen personal relationships with peers working in the same field.

Our impact in the community

Central to much of the work carried out in supervisions is the recognition that most supervisees are working under considerable pressure, often resulting in high levels of stress and anxiety. They reported very heavy caseloads both in terms of number of cases they hold and the complexity of family situations they face, as well as broader concerns about the impact of the cost-of-living crisis and other pressures on the communities they are working in. Supervision allows them the opportunity to express their own fears and anxieties in a safe and supportive setting and to explore strategies for addressing them.

NCSPIR collaborated with TR Together to create a lecture series on Early Relationships and Mental Health, with free access for the NCSPiR community. All the lectures were well attended and there was good engagement during the lectures from NCSPiR supervisees asking questions in Q&A. 250 members of the NCSPiR community registered for the series and we are now developing a programme of online discussion groups to reflect and think in more depth about early relationships and mental health.

Reducing Parental Conflict workforce training



We have continued this year to work in partnership with over 20 local authorities to deliver online and in-person training. We have developed new training to support frontline workers in developing their skills in working with highly conflicted parents and delivered monthly clinical supervision to three local authorities in addition to more than 30 training days nationwide.

We have also created bespoke training for Ealing, Barnet, Oxfordshire, Merton and Birmingham local authorities. We have been asked to speak at a number of conferences in Gateshead and Newcastle.

Relationship Support for Children's Services Teams

We have delivered support to Children's Services in Dorset based on the five-session model we created for NHS staff in response to the pandemic. We have supported staff and their partners over the past year, offering them free at the point of delivery high-quality therapy delivered online and flexibly to enable them to access the support whilst managing busy lives. Cheshire East has also taken up this offer to support its workforce in the past year.



Relationship help

Couples and individuals seeking psychological therapy for mental health and/or relationship difficulties



TR Psychotherapy and Counselling Service

Last year our Psychotherapy and Counselling Services delivered 13,625 sessions to over 2,000 clients.

This included the delivery of over 4,500 sessions at low and reduced fees. We were able to provide this valuable and accessible help through our trainee clinical placements and qualified therapist pro bono work.

These included:

- Relationship counselling for couples and individuals
- Psychosexual Service
- Divorce and Separation Consultation Service
- Parenting Service
- Couples Perinatal Service
- Relationship Focused Group Therapy
- Mentalization Based Therapy for Couples



More than
4,500
sessions at low
and reduced
fees



Enhancing clinical practice

As part of our continuing commitment to therapist professional development, our clinical services also offered a range of CPD events, including:

- Mentalization Based Therapy for Couples CPD course
- Working with Divorce and Separation CPD course
- Infant Observation CPD Course

Professional development

Who did we
train this year?



Professional development

Psychotherapist trainings

We have supported the professional development of students, trainees and practitioners through a wealth of courses designed to develop knowledge and skills in relation to helping couples and individuals.

We ran introductory, foundation and clinical training programmes, with a psychoanalytic or psychodynamic relationship focus, as well as specialist psychosexual training. This year we introduced two new advanced practitioner couple focused courses for therapists who have already undertaken an individual clinical training.



Introduction Course
55 trainees

Foundation Certificate
79 trainees with a new September intake

Couple and Individual Psychodynamic Course
81 Trainees

Couple Psychodynamic Course
3 Trainees

Psychoanalytic Courses
12 Trainees

Talking Therapies PGDIP
11 Trainees

Partnered with excellence

We have been developing our relationship with the internationally renowned Birkbeck, University of London and our courses are accredited by a range of professional bodies, including BACP, BPC, COSRT and UKCP.



Psychodynamic Training (PGDip/MA)

Elle Sidel and Ellen Burrige led this programme for term 1 and 2 this academic year. This programme has recruited well with 24 new trainees in the new Year 1 cohort which is the second under the partnership with Birkbeck College, University of London. Starting the 2024-25 training year with a total number of 64 trainees, inclusive of those in the process of completing their clinical hours and/or MA Dissertation (Year 4), the psychodynamic training also celebrated 18 qualifying therapists, (Couple and Individual Psychodynamic Psychotherapists and Counsellors - PgDip/MA UEL, TR Clinical Qualification, or PGDip Birkbeck) at the first post-pandemic Graduation Awards Ceremony in April 2025.



The programme has also seen the recruitment of new training supervisors and tutors, as well as the creation of a new role, Lead Tutor, to support and coordinate the growing number of tutors, and a Lead Supervisor, to hold a bi-monthly Supervision of Supervision group for training supervisors and to develop supervisory capacity on the training. The marrying up of Birkbeck and TR remains a work in progress that requires close attention to processes and protocols, including regarding admissions, progression, and the (re)development of the MA Course. Areas of vulnerability include the paucity of suitable training cases for allocation to the growing cohorts of trainees, as well as management and administrative support for the training going forward.

Psychosexual courses

Currently, we have a total of 48 trainees on our psychosexual courses. The cohort numbers are:

- 18 trainees - Diploma Psychosexual Year 1 (2024 cohort)
- 11 trainees - Diploma Psychosexual Year 2 (2023 cohort)
- 20 trainees – Certificate in Psychosexual Studies (2024 cohort).

All 13 trainees from the 2022 cohort graduated in January 2025.

The Psychosexual Team is in the final stages of arranging for the PST Diploma to transition into an MSc with Birkbeck University, with a view to this launching in September 2026. They are also looking at the possible transition over the cohort from Sept 2025 Diploma onto the MSc on a voluntary basis, as well as looking at the other possibility of having an MSc Top Up qualification for previous graduates. They are also looking at how we can market the new MSc, along with updating the website to aid recruitment. The team is currently recruiting in earnest for the next academic year with four good applicants confirmed and new applications for the course arriving daily.

Professional development

What our students say

"I loved this course. It gave me a real insight into the core theories and approaches for psychotherapy with couples."

"We covered a wide range of topics, and the discussions we had around theories and practice were incredibly insightful."

"The way this course was run exceeded all my expectations"



Couple Therapy for Depression Training for practitioners working in NHS Talking Therapy services

Thanks to continued hard work from the entire team, 2024–2025 saw Couple Therapy for Depression (CTfD) and Couple Therapy for Depression with a Perinatal Focus (CTfD PF) consolidated within NHS Talking Therapies (NHSTT), the new name for previous IAPT services and Perinatal Services. Across the two projects, we achieved approximately £338,250 in income.

Specifically, we trained:

- 62 NHSTT practitioners
- 24 Perinatal Practitioners
- 9 NHSTT supervisors

One CPD for NHSTT therapists was delivered through Bespoke Mental Health and we offered an in-person bespoke Awareness Day training to a group of Shropshire-based perinatal practitioners.

Confirmation of funding from NHSE for the financial year 2025/2026 has been received at



the end of April. It is our biggest commission yet, with 150 places in CTfD practitioner level and 55 places in CTfD supervisor level. On the other hand, unfortunately, it seems that funding for perinatal trainings is not going to be available for this financial year to all other modalities, including CTfD.

As such, we have scheduled to hold:

- 7 CTfD practitioner trainings beginning July 2025
- 2 CTfD supervisor trainings
- 2 CPDs



Training in Poland

We also exported CTfD to Poland continuing the relation that TR has with the Bemowo Clinic in Warsaw by delivering, in November 2024, an in person CTfD training to nine psychoanalytic couple psychotherapists. Supervision to this cohort is undergoing at present.

Continuing Professional Development



Continuing Professional Development with TR Together

TR Together is the charity's professional learning platform, promoting the study and practice of counselling and psychotherapy.

TR Together has received excellent feedback this year hitting a revenue of £322,000 including the Introduction to Couples Therapy course which was promoted on the TR Together site. We had 8,961 registrations over the course of the year as well as increasing the database to 3,800. With increased budget for marketing, advertising and SEO support we look forward to further increases. TR Together has also partnered with organisations to extend reach such as Karnac, the IPI and the International Association for Couple and Family Psychoanalysis.

"Excellent experience. Meaningful, important, profound and accessible and relatable"

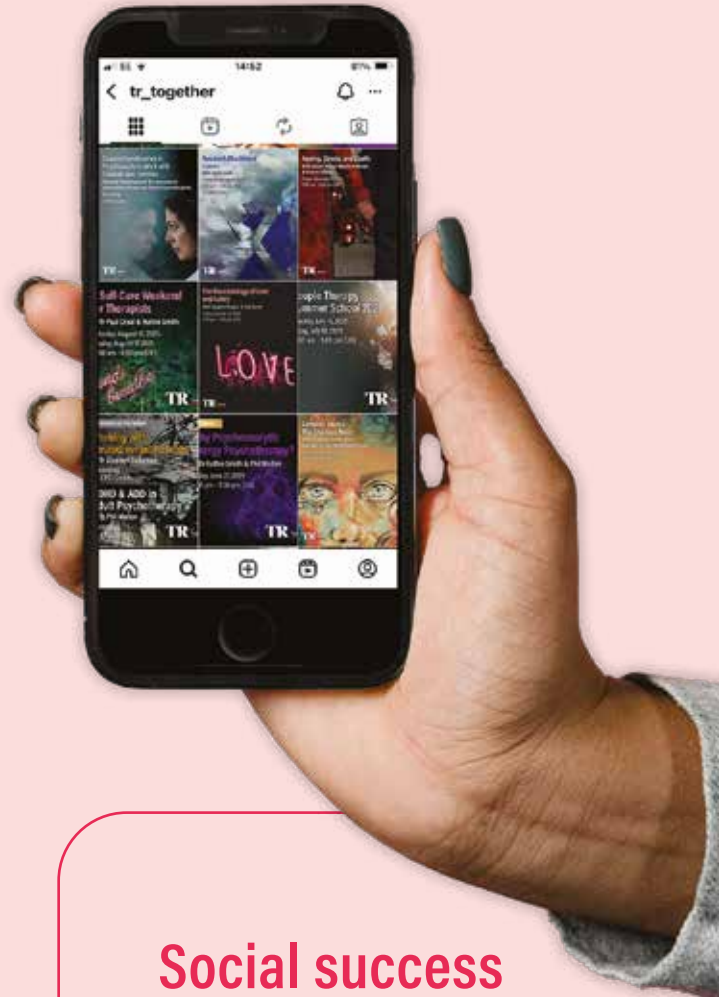
TR Together Participant

"Excellent booking system and tech/customer support and facilitation during the event. Very impressed with these TR Together sessions..."

TR Together Participant

Ever increasing community

The year has seen circulation of the TR Together Mailchimp newsletter go from strength to strength, promoting an array of popular CPD offerings and recorded products. The subscriber list has now topped more than 3,800 subscribers compared to around 2,500 at launch. The publication continues to have a very strong open rate, still regularly exceeding that of peer publications.



Over the year
8,961
 registrations &
3,800
 accounts

Social success

TR Together continues to build strong links and increase awareness through its social media channels. Hundreds of posts featuring attractive content to promote events have been added to the Instagram and Facebook channels. The focus for the upcoming year is LinkedIn with sponsored advertising as well as promotion on the TR Twitter feed.

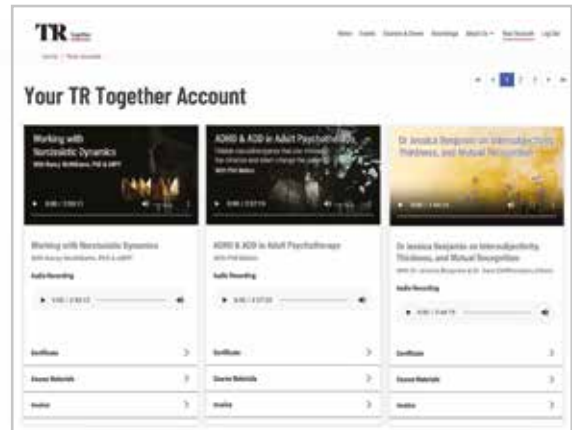
Continuing Professional Development

Top 5 events:

- ADHD & ADD in Adult Psychotherapy
- Dr Jessica Benjamin on Intersubjectivity, Thirdness, and Mutual Recognition
- Working with Narcissistic Dynamics
- The Psychology of Erotic Fantasies and Behaviours
- Diagnosis and Its Clinical Implications

Our top five events show that zeitgeist topics, challenging areas of clinical work such as narcissism, and leading experts in the field are key ingredients for a popular event. At the same time, we are committed to championing lesser-known speakers and maintaining our focus on couples work. These may not always be the biggest sellers, but they play a vital role in promoting the work of Tavistock Relationships, one of the core goals of TR Together.

For members' convenience, in addition to videos, we will also be providing audio streams



Looking forward

We are looking forward to a year of wide ranging events from the silent damage of boarding school, the impact of GLP-1 drugs on compulsive eating and an event focused on women's health with a focus on menstrual cycles and mood.



Alain de Botton talks with Susanna Abse and Juliet Rosenfeld about Affairs at the Freud Museum

Professional membership



TR Alumni/Tavistock Relationships Association of Psychotherapists and Counsellors (TRAPC)

During the 2024–25 academic year Elle Sidel continued in her role as Head of Alumni alongside Co-Chairs Lorna Robinson (BPC) and Ambika Shekhawat (BACP). The annual membership of TRAPC currently stands at 242, which is an increase on the previous year. Members benefit and contribute to a rich and varied programme of events as part of their membership subscription. The 2024–25 training year has seen the programme of events expand to include the Scientific Meeting, with Mary Morgan as Honorary Chair, and Kaleidoscope, a new initiative by and for pre-qualified trainees to encourage discussions at the intersection of race, identity and relationships. The long-standing series (the Couples Convivium, the Qualifying Paper Discussion, and Under the Magnifying Glass) continue to meet regularly online, and TRAPC has also developed and diversified its programme to include other regular meetings, including the Therapy and Race Conversation, and the Meet the Author/Editor in collaboration with the journal. TRAPC's Film Night and its Association Book Club (ABC) have also developed loyal followings among the members. In the course of 2024–25, TRAPC will have organised a total of 30 meetings,

including seven in person, to explore and discuss aspects of couple therapy, in theory and clinical practice. Now in its sixth year, the Association Newsletter is published three times per year and continues to attract a growing number of contributors and readers, from retired and senior colleagues to recent graduates and current trainees. Head of Alumni Elle Sidel and Co-Chair Lorna Robinson stepped down at the academic year end but remain actively involved, and the Committee and wider membership continues its work as a community of practice and professional membership organisation.

TRAPC Committee 2024–25



Left to right: Elle Sidel, Former Head of Alumni; Lorna Robinson (BPC), Ambika Shekhawat (BACP)

Communications

Content, communications and engagement to support our vision and mission





Content

Digital communications require a robust communications strategy backed up with a dynamic content programme. Content has to communicate our key messages to the different audiences we need reach to bring relevant people to our services.

Our monthly content programme ensures a regular stream of interesting and relevant content can be published on the TR website and then shared across our social media platforms and via our Mailchimp and LinkedIn Newsletters.

TR content is designed to address potential and existing clinical clients and trainees, public sector and policy decision makers, psychotherapy professionals and social care practitioners. This year we have created a wide range of assets including relationship advice blogs, training insight, case studies, news, client testimonials and video clips.



Communications

Communications

Excellent content is only effective if it is reaching the people we want it to reach. This year we have been working hard to ensure our databases are up to date, growing and aligned across the organisation. Careful management of our lists is ensuring that individuals are only receiving the most appropriate content for them.

Our flagship monthly TR Newsletter is delivered to our entire database of around 9,750 people, including trainees, TR alumni, public sector and government contacts, MPs and influencers as well as TR staff. It provides a lively summary of stories from across different parts of the organisation – TR Therapy, TR Training, TR Together – including news, blogs and events.

TR Together sends twice-weekly e-newsletters to a relevant part of this list, the Alumni team contact their group quarterly and the Strategy and Partnership team send ad-hoc mailings appropriate to their contracts.

Over the last twelve months we have focussed on segmenting and growing our lists. Looking ahead we will remain attentive to how we manage our valuable data, including how we can convert light touch contacts, made through interactions like online training and open events, onto our central TR database.





Engagement

Our social media programme delivers twice-daily posts across LinkedIn, Instagram, Facebook and X. Our audiences and engagement levels have grown significantly across all platforms – in particular LinkedIn, where we have a following of around 4,000 people, mainly from related professional backgrounds. This year we introduced two new LinkedIn Newsletters for training and therapy. They have over 1,000 subscribers each to date.

Potential clinical clients come from all walks of life, so are a more challenging group to target. We have been ensuring that our social media platforms are filled with relevant, consumer-facing content, that our website is optimised for Google searches and that we spend wisely on Google Ads to address this group as efficiently as possible.

Our permanent and visiting staff should be our best ambassadors, so we are training people across the organisation to be able to amplify our messages through their social media account. This year we have run a number of LinkedIn Bitesize webinars to help people with varying levels of social media expertise to use this platform for themselves so that they can engage and share TR posts.

We have created a WhatsApp Group of willing TR media spokespeople which has enabled us to be more agile in our response to media requests. As a consequence, this year we have achieved coverage in a wide variety of media including *The Times* and *Sunday Times*, *Telegraph*, *iPaper*, Sky TV, Talk Radio and *Hello Magazine*. Our continuing relationship with Deidre Sanders and the production team at ITV *This Morning* gives TR therapists the opportunity to support *This Morning* viewers during the programme's new year relationship special. This is a valuable media partnership resulting in multiple mentions for Tavistock Relationships live on air.



Governance and finances

Our structure and our strategy
for a sustainable future

The organisation is well
on its way to delivering
a sustainable business
model and generated a

surplus of

£147k

in 2024/25

Tavistock Institute of Medical Psychology (TIMP) Board: Our Governance

The full Board met four times during the year to consider organisational strategy, evaluate risk and monitor the organisation’s financial and operational performance as well as the work of its sub-committees. Lucy Marks MBE took on the role of Acting Chair of Trustees after Nick Pearce stepped down in July 2024. A process of recruitment for a new Chair started in December 2024, and we appointed Jennie Younger in the first quarter of 2025. James Sinclair Taylor joined as a new trustee in March 2025.

The Finance Subcommittee is chaired by Jane Smith, while Lucy Marks MBE chairs the Quality & Practice Subcommittee; Katherine Pinney chaired the Fundraising & Digital Committee until February 2025, and Andrew Balfour took over as acting chair of this committee until a new chair is appointed. Dr Ros Bryar has been 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.

The following trustees retired during the year and we take this opportunity to thank them for their contributions: Anne-Sophie Legrain, Kathy Pinney, Patricia Key, Nick Pearce and Ros Bryar.



Our organisational structure

Andrew Balfour is supported as CEO by a team of Senior Leadership Staff (SLT) Emma Porteous continued as Director of Finance & Resources.

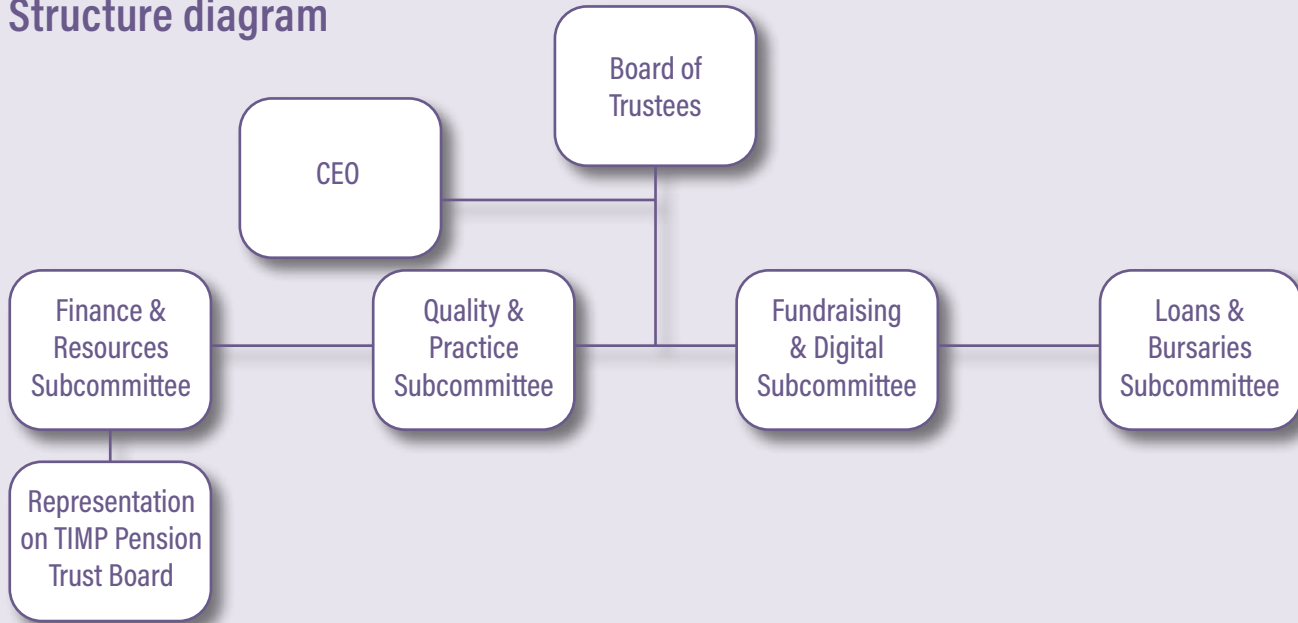
At the end of 2024 we started to make further changes to the management structure, and agreed that Elle Sidel and Ellen Burrige would step back from their roles, and continue in a teaching capacity. Whilst a restructure in the training staff is facilitated, Andrew Balfour took on the management of the Psychodynamic training programme.

As the NCSPiR contract was extended we recruited a joint lead to join Clare Hopkins in the management of this project – Leoni Koutsou joined in November 2024.

Katie Torres stepped down from her role as Executive Assistant and Bronte Bannatyne took on this role from December 2024.

Governance and finances

Structure diagram



Financial overview

TR increased its revenue in the 2024/25 financial year. This was in the main due to grant funding receipts, and other income streams remained steady. The organisation is well on its way to delivering a sustainable business model and generated a surplus of: £147k in 2024/25.

As TR had finished the prior three years with significant deficits, the organisation no longer has reserves. Grant funding in the 2024 and 2025 financial years has seen the delivery of excellent projects and our partnership with Birkbeck College continues to thrive. We have also seen an increase in other training revenues due to the development of new short courses and the introduction of a broader CPD programme.

TR continued to reduce its core cost base to ensure the organisation can operate sustainably and enable it to adapt more readily to changes in activity and revenue streams, as well as enabling a focus on reaching audiences beyond our London base, investing in and using technology to improve access to our services for all.

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 could take up to five years to rebuild reserves to this level from ordinary operating activity.

Board of Trustees April 2024-March 2025



Jennie Younger,
Chair of Trustees



Professor Nick Pearce,
Former Chair of Trustees



Lucy Marks MBE,
Deputy Chair of Trustees



Professor
Rosamund Bryar



Dr Mavis Maclean
CBE



Katharine Pinney



Stanley Ruszczyński



Jane Smith



Navdeep Kaur



Jane McDonagh



Patricia Key



Anne Hellgren



Gail Kent



Anne-Sophie Legrain



Marijana Sevic

Our local authority partners



Publications list

Papers, articles and books
from TR staff and fellows

Publications April 2024–March 2025

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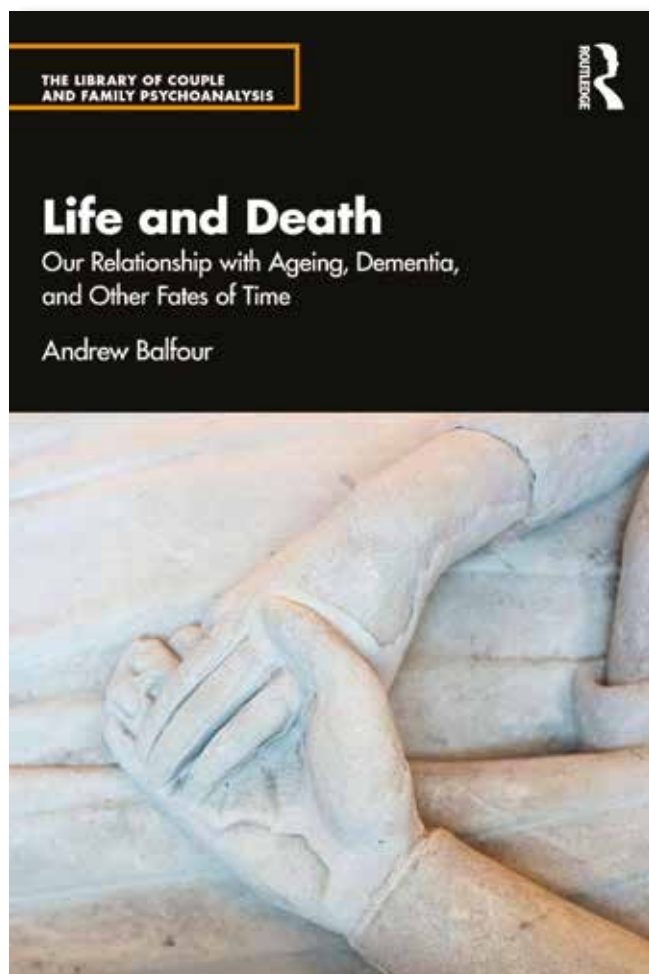
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