



## Candidate Brief

Trustee & Non-Executive Director

November 2021

# Background

Tavistock Relationships (TR) was founded in 1948 after the Second World War had led to huge need and demand for couple counselling and psychotherapy services.

Today, it is a dynamic national charity that trains new practitioners, trains allied health and social care professionals, and delivers a clinical service to those in need.

Healthy couple relationships are a core component of wellbeing, individual mental health, and family stability. TR aims to improve the quality of adult couple relationships, prevent family breakdown and enhance the lives of children. It is a national organisation, with an international reputation for:

- providing training and consultancy on delivering and developing services for couples, parents and families;
- supplying specialist therapeutic services to couples, parents and individuals experiencing difficulties in their relationships (last year TR delivered nearly 21,000 sessions of therapy);
- undertaking service development and research that aims to improve and refine our capacity to deliver relevant, accessible services;
- reflective practice and publications that contribute to the understanding of couple and family relationships and how best they might be improved;
- developing therapeutic practice, training policy development and research as interdependent and interlinked activities.

TR's working philosophy is derived from the knowledge and insights generated by psycho-analytically oriented clinical practice and research. It has grown up in the 'Tavistock' tradition, which embodies this philosophy in the United Kingdom and over nearly 70 years has led the development of the theory and practice of couple psychoanalysis. More recently, using this theoretical base, TR has developed a range of intervention projects to address the inter-linked areas of couple relationships, parenting and mental health. Projects in the areas of parenting, support to couples with dementia and post separation conflict, compliment the core service delivery of practitioner training, counselling and psychotherapy services provided directly to clients.

TR is recognised nationally and internationally as a leading authority. All of its projects aim to research and develop new understanding about the ways in which couples and families can be effectively supported. Through careful evaluation of new innovations and development, TR can capitalise on its expertise and reputation to influence social policy. Good quality couple relationships are fundamental to the health and wellbeing of adults; they are also of profound importance to children, and to society as a whole. TR seeks to bring about change in these areas in a number of ways, for example through influencing politicians and policy-makers, making the case to commissioners for the wider provision of couple relationship support, responding to Government consultations, and producing reports. TR also produces a range of Policy Briefings. Furthermore, the TR is a member of the Relationships Alliance, a consortium comprising Relate, Marriage Care, and One Plus One.

TR operates from two centres in central London but delivers training across the country and abroad. It is funded through a combination of fees charged for training allied health and social care professionals, fees for providing clinical services to clients, central government contracts and some

project related grant revenue. In total, TR generates approximately half its income from fees charged for clinical services and training courses (total clinical service income in FY2021 was £1.75m).

TR currently has around 14 faculty staff, 15 project and clinical staff and a team of around 28 administrative, development and financial staff. Around 70 additional colleagues assist the Centre in providing services as visiting lecturers, clinicians, researchers and consultants, either on a paid or unpaid basis. More than 120 students are currently engaged in ongoing programmes with approximately 40 students are engaged in clinical training activity through the TR clinical service.

### **Our Vision**

A world in which strong relationships provide stability and security for adults and children, forming the foundation for the health and wellbeing of individuals and our society as a whole.

### **Our Mission**

To ensure that effective relationship support is accessible to all.

### **Our Values**

- The importance of family stability and emotional security.
- Social justice, inclusivity, and diversity in every area of our work.
- The importance of intellectual curiosity and rigour.
- Being a learning community – growing understanding and being open to new ideas, developing new ways of working.
- Promoting excellence in the delivery of our services.

### **Our Aims**

- To create wider understanding of the importance of the quality of our relationships for our lives, our children's lives, and our society.
- To ensure the highest professional standards and evidence-based practice in all couple services, present and future.
- To increase the availability of couple-focused support so every couple can access help when they need it.
- To widen the scope of interventions for relationship help so that a greater range of support is accessible for couples and families, tailored to their specific need and problems.
- To help couples overcome stigma and anxiety about seeking professional help for their relationship.

### **Our Objectives**

We will achieve our aims by:

- developing and disseminating the research on couple relationships and how best to support them;
- promoting the value of seeking relationship help, particularly when going through life's transitions;
- training couple therapists to deliver the highest quality, expert help;
- providing affordable, accessible, evidence-based service;
- supporting front line practice to develop a strong focus on adult relationships;

- developing innovative intervention projects, applying psychosocial and clinical expertise to supporting families.

## Context for the Appointment

Tavistock Relationships has developed one of the first relationship support apps globally, with Between Us attracting more than 1,000 users in the first month after its release. The adoption of digital technology for service delivery has enabled the organisation to continue to support our clients and provide trainings throughout the pandemic, accelerating uptake of online solutions well beyond what would be expected under ordinary circumstances. This is a game changer for the organisation, enabling the reimagining of our business model and growth potential. While we have some strong systems in place, there remain some aspects of capability building that the organisation must continue to develop (such as effective data collection, management, and analysis) to ensure a strong foundation for future development.

The organisation is working to develop an organisational digital transformation strategy that crystalizes common goals for technological transformation and informs resource allocation and investment decision making. This strategy will underpin TR's strategic development plans, which seek to enable the widest access to our clinical services and trainings.

Another core component of organisational activity is sharing our message regarding the importance of couple relationships, harnessing the power of digital media and data driven activity to enable widespread dissemination.

To support these key strategic activities, the board is looking to add expertise in the following areas:

1. Use of digital technology in the delivery of health or mental health services
2. Development of technology solutions for back and front office processes improvement
3. Digital marketing knowledge
4. Experience or knowledge of building a movement
5. Increasing access and participation by disadvantaged groups
6. Data management and analysis
7. Product/service design

An interest in supporting mental health, couples and families is a requirement for this appointment.

We welcome applications from individuals from Black, Asian and Minority Ethnic backgrounds, the LGBTQ+ community and people with disability. We are also keen to ensure governance level input from those with lived experience of the issues our organisation works with, which include relationship breakdown, and parental conflict.

# Role Description

**Remuneration:** This is an unremunerated appointment

**Location:** Central London (remote meetings held as required)

**Time Commitment:** 4 meetings per year (2 – 3 hours plus reading time)

Up to 8 meetings per year attending sub-committee meetings plus reading time

## Duties and Responsibilities

The duties of a Trustee are (this list is indicative only and non-exhaustive):

- To contribute to setting vision, values, mission, strategy, and high-level policy in accordance with charity regulations and the governing document;
- To ensure that the organisation complies with its governing document, organisational law, and any other relevant legislations or regulations;
- To agree targets for the organisation's performance and monitor actual results achieved against these targets;
- To monitor and protect the financial stability of the organisation;
- To protect organisational property and investments;
- To ensure the organisation is properly insured against all reasonable liabilities;
- To review major risks and make provisions for the organisation to respond appropriately;
- To safeguard the organisation's reputation and values;
- To support the establishment and activities of board committees, ensuring that they are accountable and report properly to the board;
- To monitor conflict in the organisation, and helping the CEO, Staff, Trustees and others resolve conflicts to protect the organisation's reputation and preserve morale;
- To deal and manage conflict on the board;
- To declare any conflict of interest while carrying out the duties of a Trustee;
- To advise in complaints and disciplinary processes, particularly where the CEO is the subject of the complaint or grievance;
- To abide by the Equality and Diversity policy;
- To attend sub-committee meetings as appropriate;
- To participate in other tasks as they arise from time to time, such as interviewing for new Chief Executive Officer (CEO) and Trustees;
- To proactively remain informed about the activities of the organisation and wider issues within the organisation's operating environment which affect its work.

## Person Specification

Each Trustee must have:

- A commitment to the organisation and its objectives;
- An understanding and acceptance of the legal duties, responsibilities, and liabilities of Trusteeship;

- Integrity;
- Willingness to devote the necessary time and effort to their duties as a Trustee;
- Strategic vision;
- Sound and independent judgment;
- An ability to think creatively;
- Willingness to speak their mind;
- An ability to work effectively as a member of a team;
- An ability to take decisions for the good of the organisation;
- A commitment to promoting equality and diversity.

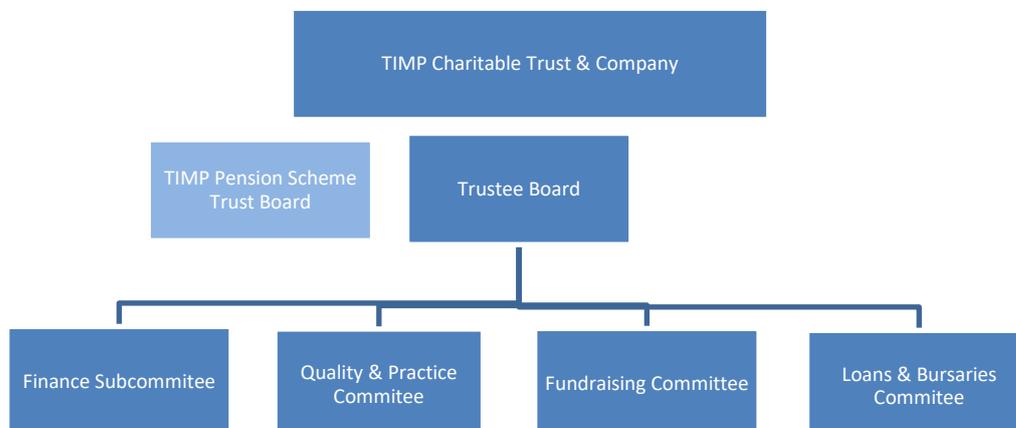
The Board of Trustees needs collectively skills and experience in the following areas:

- Setting targets, monitoring and evaluating performance against agreed targets;
- Financial management and income generation;
- Funding/foundations;
- Collaborative partnerships;
- Social investment and impact;
- Legal matters;
- Public policy and public affairs;
- Marketing and digital strategy;
- Digital Information Technology;
- National and local government and statutory bodies.

A digital trustee will contribute the following strategic leadership to our organisation:

- Supporting a user centric and test-driven approach to designing and delivering services;
- Challenge whether a project is delivering on strategic aims and responding to real needs and behaviours.

### Governance Structure



Further information about Tavistock Relationships is available at: [www.tavistockrelationships.org](http://www.tavistockrelationships.org)

## Timetable

Date	Process
Tuesday 30 November 2021	Closing date
Mid-January 2022	Initial interviews
To be confirmed	Second interviews

## How to apply

Application is by CV and a cover letter to [hr@tavistockrelationships.org](mailto:hr@tavistockrelationships.org)

REF: Trustee2021

## Further information

If you would like to have an informal conversation about this appointment, please contact Katie Torres by email to [katiatorres@tavistockrelationships.org](mailto:katiatorres@tavistockrelationships.org).