

North London NHS Foundation Trust Proposed Merger by Acquisition of the Tavistock and Portman NHS Foundation Trust

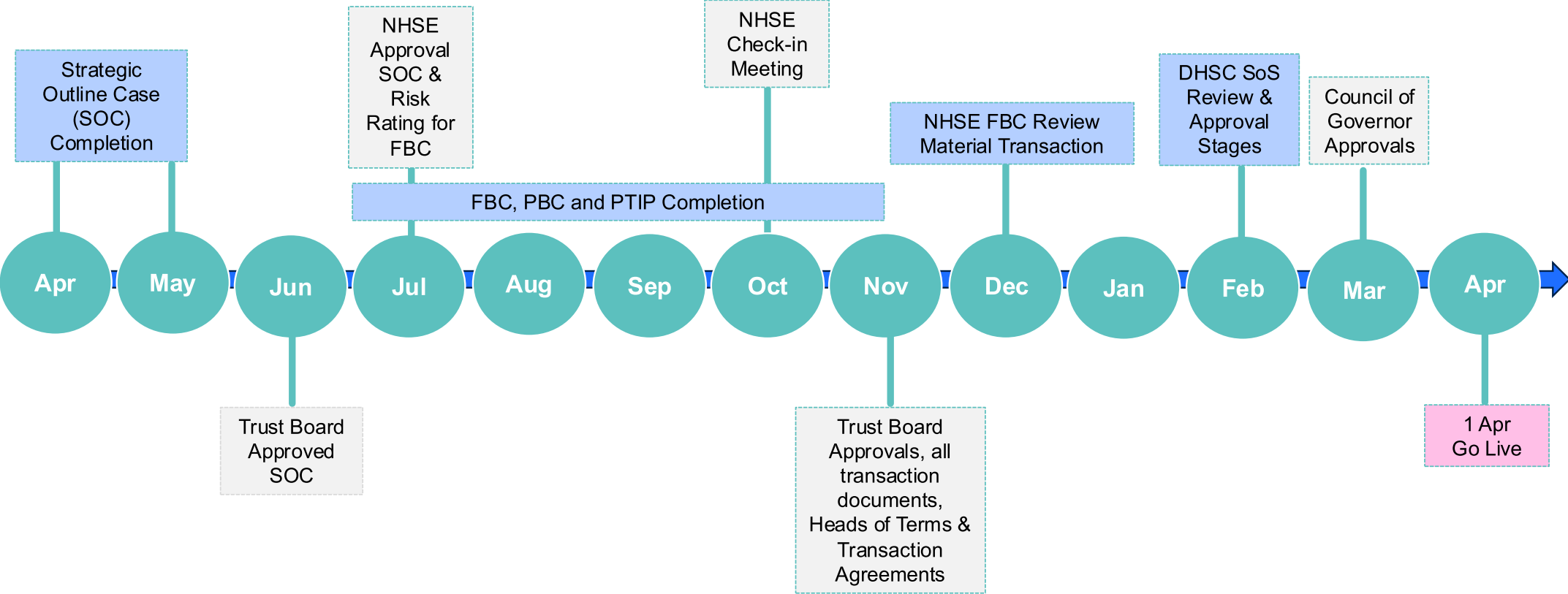
Report to Camden Health and Adult Social Care Scrutiny Committee

Monday 1 December 2025

What we are doing

Timeline & Case for Change

Summary High Level Timeline



Merger by Acquisition Plan on a Page



NHS
North London
NHS Foundation Trust

NHS
The Tavistock and Portman
NHS Foundation Trust



Enlarged NLFT Go-live:
April 2026



Strengthened financial position



Stabilising TPFT Education offering



Combined corporate functions from day 1

Case for Change

- TPFT, England's second-smallest NHS provider, faces unsustainable financial pressures, with a significant underlying deficit, exacerbated by service decommissioning. Its small-scale limits independent recovery.
- Together we can support greater stability and use of resources more effectively.
- We can stabilise, sustain and grow the unique education function with focused effort.

Common Purpose

- The NHS faces surging demand, health inequalities, and workforce shortages.
- Together, we can drive the shift to community-based, digital, and preventative care, offering consistent services across NCL.

Clinical Strategy

- A 'lift and shift' approach TPFT clinical services in the short-term, ensuring continuity of service provision, quality and leadership.
- The longer term ambition is to more comprehensively integrate TPFT into the NLFT operating model. This will allow for greater consistency and equity in how MH services are delivered across NCL.
- As a sixth clinical care group, TPFT will be governed in the same manner as the existing five care groups.

Options Appraisal

- Independent reviews concluded the TPFT financial position is unsustainable, making merger essential.
- Following an EoI process, NLFT were identified as the optimal merger partner.
- Through a collaborative process, both Trusts have developed detailed plans to deliver the proposed merger case.

Vision for an Enlarged NLFT

- Global leader in patient-centred mental health, pioneering integrated care, training, and education.
- Streamlined operations, empowers staff, and establishes a QI Centre of Excellence.
- National psychotherapy growth and best-in-class CYP mental health provision.

Strategic Benefits

- Financial stability and operational efficiency: Stabilising, sustaining and then growing clinical and education services. Drives cost savings
- Enhanced Clinical Care: Delivers integrated, patient-centred services with expanded specialisms.
- Leading Research Hub: Establishes a world-class mental health research centre.
- Stronger Workforce: Boosts training, development, and talent pipeline.

1

Divert & Expand Services across NCL



2

Streamline referrals & extend working hours



3

Standardise model of care for crises



4

Integrate Front Door across boroughs



5

Ratify clinical guidance across NCL



6

Extend Opening Hours, roll out digital referrals



CYP Provider Collaborative



North London
NHS Foundation Trust

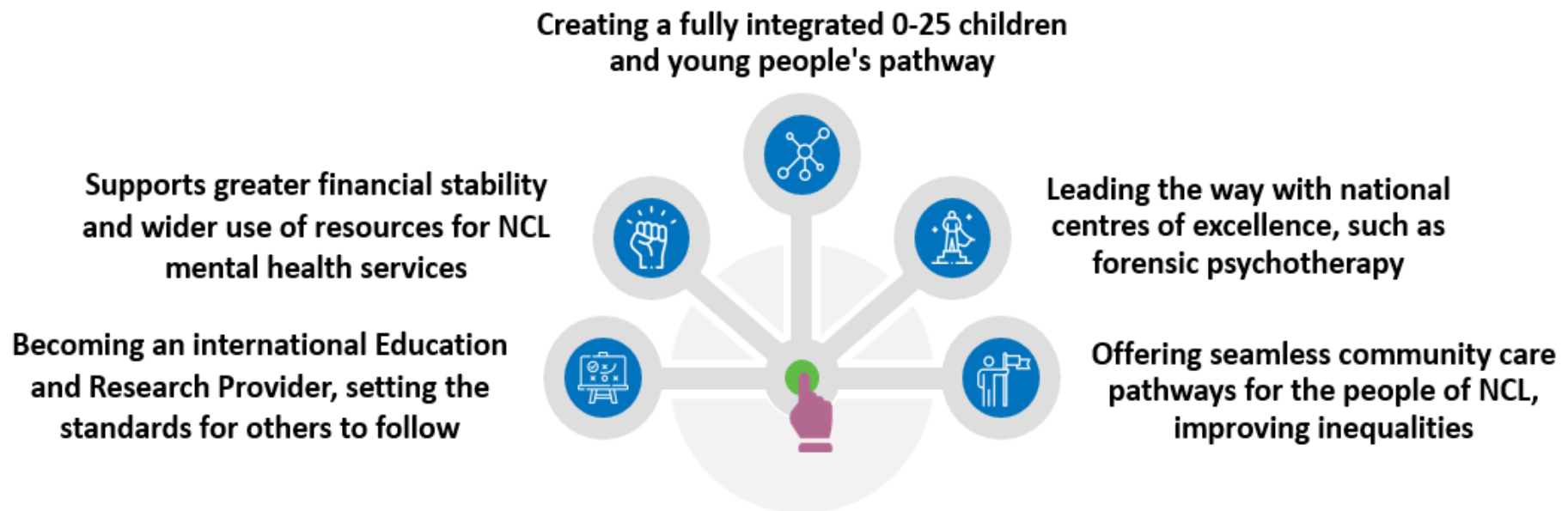
Why we are doing this

Case for Change, Vision & Benefits

Case for Change

The North London NHS landscape stands at a critical juncture. We face a choice: continue navigating a fragmented and financially strained system or embrace a transformative opportunity to reshape mental health services for the better.

The proposed merger by acquisition of TPFT by NLFT represents not merely a desirable evolution, but a necessary response to significant challenges and exciting, yet untapped, potential. Maintaining the status quo is simply not sustainable; decisive action is required to secure a brighter, more resilient future for mental health provision in North Central London.



Vision for our new Trust

Exceptional Service Delivery

Offering unparalleled experience and quality; seen as a gold standard Mental Health provider.



Outstanding Education and Training

A magnet for talent, offering unparalleled career & training opportunities for staff/students.



Best-in-Class CYP Provision

A driving force leading the way for improved Mental Health in Children and Young People



Centre of Excellence

Known as experts in research and innovation; with recognition as a pioneer of best practice standards.



Nurtured the Tavistock brand

Amplified Tavistock brand and impact, through enhanced scale and resources



National Growth and Scale

Renowned as the leading organisation for Psychotherapy, with a wide-reaching national presence



Globally Recognised

An internationally recognised leader in all aged mental health services

Better Mental Health. Better Lives. Better Communities.

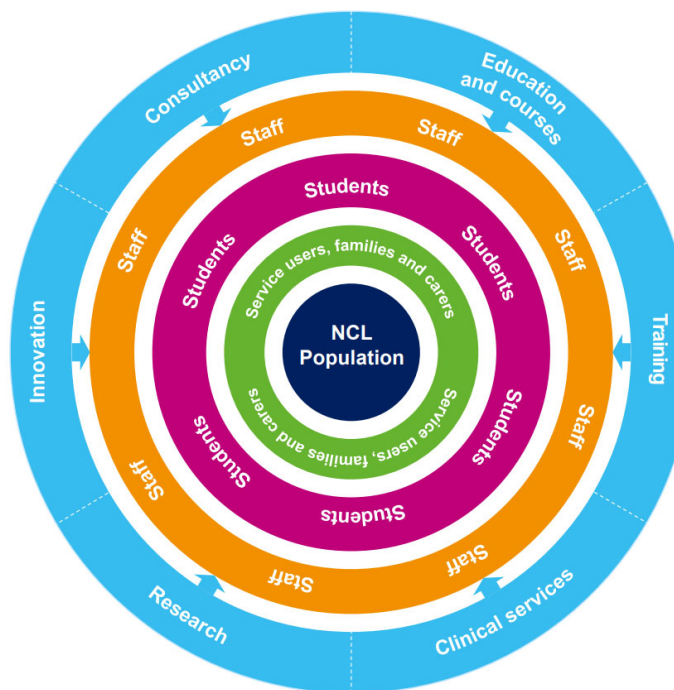
Benefits of the Acquisition

Service Users

- Improved **access to specialist support**, integrated physical and mental healthcare, and a broader range of services.
- More holistic, **patient-centred care delivered within the community** setting.
- Smoother service user pathways and reduced duplication.

Organisation

- Improved **financial efficiency** and smarter resource allocation.
- **Enhanced research capabilities**, innovation, and system-wide transformation.
- **Opportunities for national/international leadership**.
- **More streamlined operations** and investment in innovative technology.



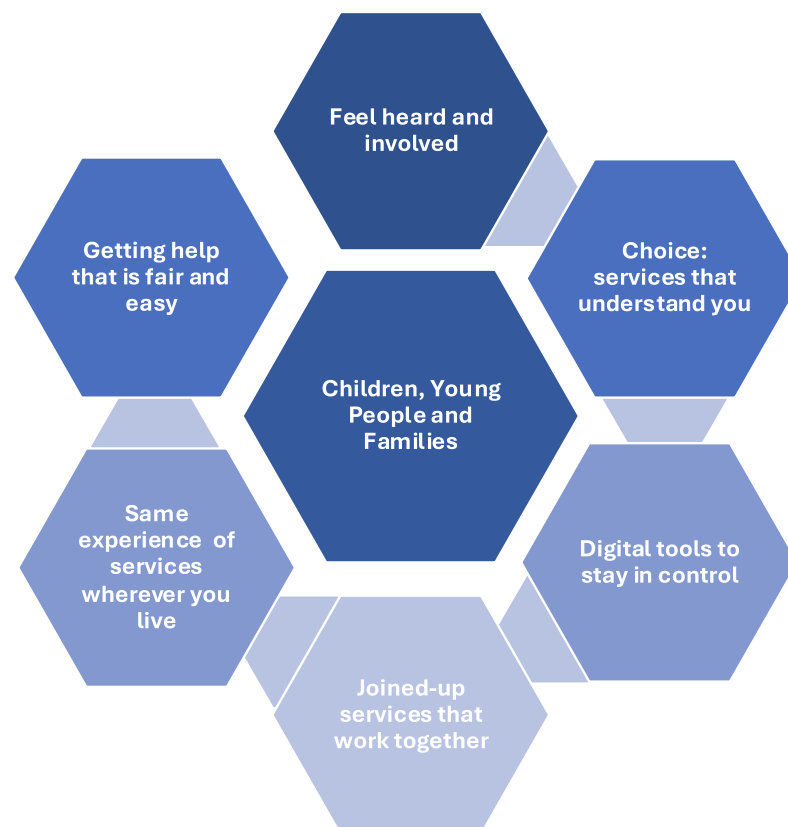
Workforce

- **Better career development**, well-being support, and improved recruitment and retention.
- Stronger, **more connected clinical workforce with enhanced skill mixes**.
- **More training, education, student placement and research opportunities** including emerging areas and funding access.

Students

- **Expand professional development** opportunities for staff, **increases trainee placements** and student numbers
- Create more **opportunities for the local community** to explore mental health careers and professional training
- **Strengthen academic partnerships** and expand into new local and international educational markets.

Key Benefits for Children & Young People



Our engagement with staff

Staff thoughts on the proposed merger

Staff Engagement Events (1)

Lottie Laverty, Senior Clinical Lead

"It was good to meet with NLFT leaders at the merger event earlier this week, there are clearly some synergies with the values and direction of both organisations that will hopefully make for an easier merger and transition. It was assuring to hear that NLFT are interested in the specifics of what we want to keep hold of from the Tavi.

"I was also interested in the opportunity of the Trust being a leader in the mental health field, particularly in thinking more closely about what clinical effectiveness means and how we can evidence this more so; in a way that makes sense clinically whilst appreciating the very changing NHS landscape we sit within."



Matt Lingard

"I found the session really encouraging and valued the two-way conversation. It was a good opportunity to learn more about NLFT and ask questions about the Trust and the merger process. They were really keen to hear from us too, so we were able to tell them more about what we do and what we feel is important to retain post-merger."



**Aruna Sesay,
Support Services Supervisor**

"I think today's meeting was great, and there was a lot of information that I needed to hear and a lot of great questions and answers as well.

"I still think it's a work in progress and as the magic gets along, a lot more information will be given to staff. I think this meeting was needed, as you can see from the outcomes today a lot of people had curious questions they wanted to ask and they got to ask those questions. A lot of questions speak volumes and they speak for the entire team."

Staff Engagement Events (2)

Jasmin Chin

Principal Clinician / Clinical Psychologist

“It felt important for us to come together as one collective body of staff, to acknowledge our shared histories & values, as well as unique ways of working across the Trust, ahead of the merger. I was pleased to hear from NLFT colleagues that they also value offering high quality care close to where people live, trauma informed practice & leadership and that equity of outcome was a key principle. Attending the event has helped me to focus on how our disciplines and teams can get ready to showcase what we already do well and be honest about our own gaps and inconsistencies in practice.”



Rachel James

Director of Therapies

“I found yesterday’s merger meeting a very positive and an encouraging experience. It was clear that NLFT have strong commitment to preserving our trust’s legacy and internationally recognised brand, while ensuring the financial sustainability needed to protect the future of our services.

“I was particularly reassured by the focus on equality, diversity and inclusion, and on reducing unwarranted variation in care. The discussion highlighted the potential to deliver more seamless services and improve patient and student outcomes and experiences, especially for those communities who often face the greatest barriers. I also valued the recognition of our longstanding, homegrown workforce and the importance of maintaining strong relationships at every level, from the frontline to the board.

“Most of all, I appreciated the openness and transparency shown by the leadership team, and their willingness to listen and work with us, which gives real confidence and optimism about the opportunities ahead. I am keen to continue building a strong, collaborative partnership with our merger colleagues on this journey together.”

**Adithi Bangalore Srinivas, Junior
Contracts & Performance Manager**

“The session was a valuable opportunity to address key merger points and clarify uncertainties. The open conversations helped build trust by creating a shared sense of transparency and understanding, allowing everyone to feel a bit more at ease.

“I’m hoping for a structured or a breakdown of how the merger will take place along with the timelines.”

TPFT All Staff Engagement Events

Three engagement events held on 15th, 16th and 25th September – two in person and the third on MS Teams

‘Colleagues engage with North London FT leaders in update and Q&A session

Over 100 colleagues attended this week's merger engagement events, where they got the chance to hear and ask questions from North London Foundation Trust's Deputy CEO Natalie Fox and other members of their executive team.

Following the second engagement event, Natalie commented on how “the energy in the room was inspiring – people spoke openly about what they are most proud of in their services, their teams, and the Trust's strong legacy of innovation and excellence.”

Natalie noted how "a key theme was the importance of protecting and carrying forward what matters most to staff and patients – the values, specialist expertise, and unique approaches to care that have defined Tavistock and Portman. At the same time, there was a real appetite to look ahead and explore how coming together will allow us to deliver even greater benefits for patients, students and staff.

"We also reflected on how joining forces can help reduce duplication and free up more time, resources for direct patient care and enhance opportunities for our staff and students.

The discussion highlighted both pride in the past and excitement for the future. Protecting what is unique while working together to enhance care will be central to the next phase of this journey.

“Big thank you to everyone that contributed to the discussions this week. ”

Join the discussion

The next event will be taking place online, on Thursday 25 September and will be hosted by

[Jinjer Kandola](#), Chief Executive at NLFT and [Natalie Fox](#), Deputy Chief Executive at NLFT.

During the event you will hear;

Our shared vision and the North London Way

Setting out the plan for the merger by acquisition

North London's people promises

How you will get the opportunity to have their say and engage in the process

There will be an interactive element to the meetings where you will have the opportunity to answer questions online using Mentimeter, as well as time for a question and answer session at the end.

The final session will be recorded and published on the intranet for those staff who cannot attend any of the sessions.'



Better Mental Health. Better Lives. Better Communities