



THE BOWLBY CENTRE

ANNUAL REPORT

2020 – 2021

VISION

The vision of the Bowlby Centre:

- A world class centre for attachment-based therapy, research and outreach.
- A welcoming home in London for our work with paid staff in key areas.
- A clear identity which gives legitimacy and recognition.
- A centre for developing thinking.

MISSION

In order to achieve that vision, The Bowlby Centre undertakes the following:

- to provide accredited training to those wishing to be attachment-based psychotherapists.
- to provide an attachment-based referral service and clinic especially to the excluded and unattached.
- to develop other training provisions, especially those aimed at giving an attachment orientation to other professionals.
- to develop an outreach provision aimed both at encouraging policy makers to heed attachment issues and at developing general attachment-based emotional literacy.
- to contribute to research from its experience of attachment-based practice.

VALUES

The Bowlby Centre members hold the following agreed values:

- The Bowlby Centre believes that mental distress has its origin in failed and inadequate attachment relationships in early life and is best treated in the context of a long-term human relationship.
- Attachment relationships are shaped in the real world and impacted upon by poverty, discrimination and social inequality. The impact of the social world will be part of the therapy. Psychotherapy should be available to all, and from an attachment-based psychoanalytic perspective, especially those discriminated against or described as “unsuitable” for therapy.
- Psychotherapy should be provided with respect, warmth, openness, a readiness to interact and relate, and free from discrimination of any kind.
- Those who have been silenced about their experiences and survival strategies must have their reality acknowledged and not pathologised.
- The Bowlby Centre values inclusiveness, access, diversity, authenticity and excellence. All participants in our organisation share the responsibility for anti discriminatory practice in relation to race, ethnicity, sex, sexuality, age, (dis)ability, religion, class, educational and learning style.

Introduction from the Chair of Trustees

In last year's introduction we remarked on what a tumultuous year 2020-21 had been. Many of us cautiously hoped for a less turbulent 2021-22. However, once more, world events dominate, and an appalling war in Ukraine puts into perspective our own endeavours.

Yet those endeavours continue. The Board of Trustees would like to take this opportunity to pay tribute to our CEO and the Executive Committee who have continued to provide the important services we offer. This year they have juggled online and in-person delivery, latterly blending the two, as they navigate the challenges and opportunities brought about by hybrid ways of working. Those are not just technical or logistical challenges either. They evoke strong responses in many of us. Much was gained as we extended the online reach of the Centre beyond its geographical location, but we also lost opportunities to be together in person, which mean so much to a community like ours.

The Bowlby Centre continues to remain in good financial and operational health. This remains our priority as a Board of Trustees, given the continued demand for our services, and as charities continue to provide a safety net for the least fortunate in our society. The operational and financial health of the Centre, alongside a continued commitment to build a strong sense of community, has attracted four new trustees - each with highly relevant experience and skills to offer us. Our Articles of Association allow us to co-opt them in the short term, but require members to elect them at the forthcoming AGM. The Board encourage members to take part in that event.

The new trustees join us at an important moment in terms of the future of the Centre, as we work towards developing a strategy for the next few years. There are important questions for us to answer about how we expand our training and services and amplify our influence. While some of the decisions are likely to be challenging, it is a moment of celebration to know that we have reached a point in our organisational life where we are able to consider these questions together.

Finally, although we have continued our thinking on the issue of race, and how we go further in making the Bowlby Centre a genuinely diverse and inclusive place to train and practice, we need to maintain a focus in this area and couple those conversations with more practical actions. We would welcome members' continued thoughts in this area.

So, with questions about our future challenges in mind, let me conclude by thanking our Executive Team again for all they have done in the past year. And let me extend those thanks to my fellow trustees, and to our members and patrons, for their continued support and commitment to the Centre.

Matt Wotton
Chair of The Board of Trustees

Annual Report 2020-2021

This financial year from July 2020 to July 2021 has been against a backdrop of Covid related challenges and the losses accompanying this but in spite of these challenges the Bowlby Centre has found ways to thrive, and remains in a solid place financially.

Last year was a time of transition as we negotiated a great deal of personnel change in the central roles on the committees and I am delighted to report that we now have all the positions filled on a more permanent basis. Bertie Witt heads up the CTC with Caroline Adewole as their Vice Chair and the board of trustees has stayed consistent with everyone continuing on in their trustee roles.

Having acted up as Chair of the Executive for 9 months from February 2020 to November 2020 I took on the role of being our first CEO, which was a move from an honoraria based role to a formally paid post and which reflected the desire of the trustees to develop the Bowlby Centre's professional status. Our aim is to move towards a position where we can afford to financially reward all committee members for the largely voluntary nature of their work to date. The priority will be given to increasing pay rates for CTC members, teachers and course tutors.

Having conducted nearly all of our meetings on line this financial year, we are unlikely to return to a purely face to face model in the future and the benefits of conducting seminars, committee meetings, conferences and clinical forums on-line and accessing those of you who live outside London has been significant - and as expected we are developing a hybrid model of face to face and remote working from here on in.

We will be initiating a review of the experiential weekly groups with the students in early 2022 to garner feedback from those participating - and Mark Linington, Sarah Devereux and Tom Higgins have been heading up discussions and thinking around what has and hasn't worked from an organizational perspective. We are committed to developing these groups for the trainees and believe that they have an important role to play on the training. We understand that they are not easy places to be in.

The organizational monthly space given over to talk about racism in the centre has continued to throw up important insights into how we unconsciously relate to one another and has provided a much needed link with Anthea Benjamin, our consultant in this area.

Possibly one of the most significant developments of this year has been the complete revision of the curriculum content and structure. Several significant changes have been made to the curriculum which are:

- The introduction of a weekly experiential group in years 3 and 4
- Doubling the space given over to areas of diversity
- Introducing clinical skills, risk assessment and safeguarding seminars
- Introducing a dedicated Attachment strand through all 4 years (replacing the old Life Cycle Strand)
- Revising, expanding and incorporating contemporary literature on Trauma theory

Plans for next year include launching a new stand-alone APL (Accrediting Prior Learning) training which will be a 2 year (Post PiT) course and developing a Supervisors Training. The aim is to get these going for September 2022 so that we start to develop a wider training programme for the centre.

Our Blues Referrals service is small, and we are only placing a few people with our students each year because we only have a handful of therapists free to offer this low-cost work. This is something that needs addressing and the Exec and the trustees are currently in discussion about how to attract funding to support this important work.

The journal has continued to be produced and published and Orit has been editing it now for many years. She has recently stepped down and we thank her and her colleagues for all the valuable work they have put in.

Tori Settle
CEO of the Bowlby Centre

Our Clinical Training

We are delighted to have welcomed seven new trainees to the taught course this year 2021 as our clinical training continues to develop and thrive.

We now have a stand-alone APL curriculum which we have advertised and plan to start in September 2022. The curriculum will be delivered once a month on Friday afternoons and all day Saturday. It will enable those colleagues who have trained elsewhere to train with us to become Attachment-based Psychoanalytical Psychotherapists (ABPP), registered with the UKCP.

Our short courses, which offer attractive CPD options to both our members and other professionals are performing strongly and our initiative to open up the clinical fora to external participants has been very successful. We would like to thank Sarah Wood for their hard work in organising the clinical forums.

As part of our curriculum and in line with the UKCP guidelines we have also introduced an area of mental health familiarisation. This requires students who have no previous experience of the mental health field to undertake a placement to enable them to gain some experience and knowledge in this field.

As well Gwen Adshead was invited to deliver a two hour talk to our Years 3 and 4 on the history of Psychiatry and the psychiatric lens in mental distress. This talk proved very popular with the students and we hope that this will be a continuing part of our curriculum.

Clinical Training Committee

The CTC is currently chaired by Bertie Witt who replaced Jane Parkinson in September 2021. Caroline Adewole is the Vice Chair. Jane worked incredibly hard for 18 months in the job of Chair for the CTC and after a short break away has resumed her place on the committee and is very welcome back.

Between July 2020-July 2021 the CTC focused on the assessment process. We introduced what we felt was a more robust accountable system whereby the feedback for students is formalised and written thus providing a trail for all to see the progress of each individual student. The students are actively encouraged to be part of the process with opportunities for formal feedback to their course tutor. We hope that this will aid all in charting the progress and development of each student.

To enhance transparency we provided a list of student 'expectations'. Alongside this we developed a teachers' booklet to ensure all teachers external and internal were informed of the PiT/RAPP criteria and were able to use these to inform feedback as well as to further develop consistency in teacher feedback.

In response to the external examiners report we have also introduced two attachment essays with the aim of providing explicit opportunity for students to demonstrate their knowledge and understanding of attachment theory in their PiT portfolio.

The CTC currently comprises nine members. All of the course tutors are members as well as course tutors from previous years whose training has come to an end. Every course tutor works incredibly hard to ensure that their tutees are supported and guided through the training process from application to registration. The course tutors put in an enormous amount of work

in supporting their student cohort as well as addressing various issues from teachers and students alike. It is both a fulfilling and challenging role.

One area under current review by the CTC is the expansion of its membership to include other experienced members who may not have the time to dedicate to being a course tutor but who are interested in joining the CTC. We feel that this will enhance our reflective capacity as well as ensure we are all working together with the common aim of supporting and guiding our students through the course.

Linked to this is our wish to offer meetings with the training therapists and supervisors to receive feedback from them regarding their feelings and thoughts on the course curriculum as well as to update them with our ideas and thoughts for curriculum development. We are striving to create a cohesive unit whereby the training therapists/supervisors and the CTC are not separate entities but work together (within the bounds of confidentiality) to ensure the best possible training for our students.

Caroline and Debbie Zimmerman are working together to support and enhance the role of our training supervisors. They are currently working on a training supervisors booklet which will provide explicit support and guidance to our training supervisors. Alongside this they are organising a training supervisors' meeting for feedback and support, and exploring the possibility of developing and introducing a course for therapists who are interested in becoming training supervisors with an attachment-based lens.

We always work closely with the Education Committee in reviewing the curriculum and assessment.

We recently appointed Annie Power as our external examiner and Annie replaces Jeremy Holmes. Annie has already started work as the external examiner and we look forward to our first report from Annie in the summer term.

We have a Personal Development Committee which holds responsibility for the introduction into years 3 and 4 of the personal development group (PDG). We are aware of a difficult history around PDG at The Bowlby Centre however as a committee we believe that the inclusion of a PDG will aid all of our students in their development.

We have a framework for the PDG which we are continuously reviewing and updating, as different issues and concerns come to light. Indeed it is currently undergoing a further review. As part of the PDG we ask students to read the Chris Rose book, 'The Personal Development Group- The Students' Guide', which we feel outlines the positive benefits to each trainee therapist in having a PDG and how this provision can assist in one to one therapy work. The book provides a foundation to work from.

Due to the pandemic we had to pause the Una McClusky attachment based groups for Years 1 and 2. However, they were resumed this academic year on Zoom and so far two have been held, with one left which we hope will be in person.

The provision of teaching has proved challenging. We are now about to move to a mixture of in-person and on-line teaching and the timetable has been drawn up with regards as to what is actually possible for each year group. We have procured technology to enable a teacher to hold their seminar at the centre with a student/s Zooming in, but at the time of writing this the technology due to circumstances beyond our control is yet to be installed.

What has come to light is the provision of some excellent teaching via Zoom and we anticipate that some of our experienced teachers who are based outside London will continue to teach for us on Zoom.

As a CTC we are continuously reflecting on and looking for ways to further enhance our training and we are looking forward to introducing new initiatives as appropriate.

Ethics Committee

Sue Berger and Wayne Davis have managed ethical matters through the year and a number of ethical concerns arose which we are working on resolving.

The Codes and Procedures have been kept under review and a number of improvements are being developed. We are still exploring how we can help and support members to raise sensitive issues around unacknowledged offence through a more relational, mediated process than the more formal Complaints Procedure. This requires negotiation with the UKCP around their Code of Ethics and Professional Practice and this is ongoing. Sue continues to sit on the Executive Committee as Chair of Ethics.

Referrals Committee

The Bowlby Centre's Referrals Committee was disbanded in 2020 and we currently offer no formal referrals or assessment service for low-fee or full-fee clients. Post-taught and registered members now advertise themselves via our Find a Therapist section of the website, and potential new clients are directed there, unless they have a very specific request (eg needing a therapist who speaks a particular language).

Rosalind Grainger was appointed Blues Project Coordinator in September 2020. This role involves assessing, then matching potential Blues clients with available therapists via their tutors and supervisors. Unfortunately, it also involves telling approximately seven to 10 would-be clients a week that we can't help them. Demand for the service massively outstrips supply of therapists, and for most of the year, the Blues Project is closed to new applicants.

Rosalind considers the work of the Blues Project to be a vital and tangible component of attachment theory in action, offering a secure base to vulnerable, marginalised and financially compromised people unlikely to access psychotherapy elsewhere.

A remarkable store of knowledge has built up within our Centre about assessing and working with Blues clients and yet it is almost unknown for registered members to volunteer to take on additional Blues clients. This means (a) that clients deemed by supervisors/tutors to be too 'complex' for a student cannot be offered placement; (b) that the Blues Project is currently funded by a workforce of students on a near-voluntary basis, yet paying market rates for supervision and psychotherapy.

The time is surely right for a Bowlby community debate (with input from all, especially students) to celebrate the wonderful work of our Blues therapists and talk together about the future funding of the Blues Project and the role of an assessment and referral service in 2021/2.

As an organisation we would like to thank everyone involved in the Blues Project this year, whether as a therapist, supervisor, tutor, teacher or administrator.

Short courses

The Centre continues to develop our programme of short courses aimed at supporting attachment based psychoanalytic practice and aimed at helping practising psychotherapists, counsellors and health care professionals and others to learn and incorporate attachment based psychoanalytic understandings in their work. The courses support both our own members and professionals from other training and related professions.

September 2020 Part 2 Attachment Narrative Therapy with Dr Arlene Vetere and Rudi Dallos

October 2020 Attachment Theory in Clinical Practice with Tori Settle

June/July 2021 Attachment Theory in Clinical Practice with Tori Settle

Publications

Journal: Attachment - New Directions in Psychotherapy and Relational Psychoanalysis

The biannual Journal "Attachment - New Directions in Psychotherapy and Relational Psychoanalysis", is now in its 15th year of publication. According to the publishers, Phoenix Publishing House, the Journal has been well received and has been given compliments for the vibrant and radical quality of its content which is unique and appealing to a large audience of clinicians, social workers and others working in wellbeing services. Despite the global pandemic, the number of subscribers is steadily increasing, particularly in the USA and Australia and a new stream of contributors have been submitting papers. The journal, however, could benefit from greater publicity and a bigger presence on social media to increase the number of subscribers. The editor, together with the editorial team, Wayne Davis, Gulcan Sutton Purser and Yvonne Forward are looking to continue to develop and maintain the values and vision of the Bowlby Centre and Attachment theory. In December 2021, the Editor, Orit Badouk Epstein, stepped down having been on the editorial board since the inception of the journal which she has greatly enjoyed. Linda Cundy will be the guest Editor for the June 2022 issue and Aysha Begum has been appointed as the new Editor.

Journal subscription

Total 2021

250 subscriptions

149 The Bowlby Centre

7 The relational School

89 individuals

5 institutions:

- Kinder und Jugendpsychiatrische Dienste
- Institute of Technology Carlow
- Regent University London
- University of Greenwich
- University Studi di Torino

Total 2020

272 Subscriptions

145 The Bowlby Centre

11 The Relational School

111 Individual

5 Institutions

- Richmond Wellbeing Service
- Kinder und Jugendpsychiatrische Dienste
- Institute of Technology Carlow
- University of Greenwich
- University Studi di Torino

The Bowlby Centre Monograph Series

The Bowlby Centre also produces a series of monographs based on the papers given at the John Bowlby Memorial Conferences and other conferences put on by The Centre. Kate White is the series editor. To date these include ten volumes all now published by Routledge.

Touch, Attachment and the Body;

Unmasking Race, Culture and Attachment in the Psychoanalytic Space - What do we see? What do we think? What do we feel?;

Sexuality and Attachment;

Trauma and Attachment;

Shattered States - Disorganised Attachment and its Repair;

Terror Within and Without, Clinical Work on the Edge;

From Broken Attachments to Earned Security. The Role of Empathy in Therapeutic Change and

Talking Bodies: How Do we Integrate Working with the Body in Attachment and Relationally informed Psychotherapy?, and

Addictions from an Attachment Perspective: Do Broken Bonds and Early Trauma Lead to Addictive Behaviours?

Dementia: An Attachment Approach.

The newest volume in the series *Shame Matters: Attachment and Relational Perspectives for Psychotherapists*, edited by Orit Badouk Epstein was published in 2021 and has received glowing reviews.

Two other titles are in preparation, namely *The Couple in the Room, the Couple in Mind: Reflections from an Attachment Perspective* and *Repetition, Repetition, Repetition: Breaking the Cycle of Attachment Trauma.*

Honoraria

Chair of The Executive Committee - £6,000

Vice Chair of the Executive Committee - £500

Chair of the CTC - £3,000

Vice Chair of the CTC- £500

Chair of Education Committee - £3,000

Director of Policy - £500

Chair of Ethics Committee - £0

Blues Project Coordinator - £500 (assessment fee £70 funded half from client and half from Bowlby Centre)

Chair of Membership Committee - £500

Chair of Conference Planning - £500

Journal Editor - £500

THE CENTRE'S FINANCES

Extract from the Draft Annual Accounts for the Year ended 31 July 2021 prepared by Bulley Davey (reporting accountants) to be laid before the Trustees for signature.

Statement of Financial Activities for the Year ended 31 July 2021

	2021	2021	2020
	Unrestricted	Total	Total
	Funds		
	£	£	£
INCOMING RESOURCES			
Income from Generated Funds			
Investment Income	293	293	884
Income from Charitable Activities			
Memberships	40,373	40,373	38,959
Education & Training (incl conference)	170,157	170,157	159,969
Clinical Services	101	101	16,254
Other Income	-	-	-
Total Incoming Resources	210,924	210,924	216,066
RESOURCES EXPENDED			
Charitable Activities			
Fundraising	5,546	5,546	3,955
Memberships	32,634	32,634	32,310
Education & Training	125,614	125,614	158,633
Clinical Services	31,130	31,130	32,967
Governance Costs	13,004	13,004	12,925
Total Resources Expended	207,928	207,928	240,790
Net (expenditure)/income	2,996	2,996	(24,724)
NET MOVEMENT IN FUNDS	2,996	2,996	(24,724)

Total funds brought forward	155,697	155,697	180,421
TOTAL FUNDS CARRIED FORWARD	158,693	158,693	155,697

Continuing Operations

All incoming resources and resources expended derive from continuing activities.

Total recognised gains & losses

The company has no recognised gains or losses for the year other than the results above.

THE CENTRE'S FINANCES

Balance Sheet as at 31 July 2021

	2021	2021	2020	2020
	£	£	£	£
Fixed Assets				
Tangible assets		1,725		2,496
Current Assets				
Debtors	22,061		21,716	
Cash at Bank and in hand	163,010		157,587	
	<u>185,071</u>		<u>179,303</u>	
Creditors				
Amounts falling due within one year	(28,103)		(26,102)	
Net current assets		<u>156,968</u>		<u>153,201</u>
NET ASSETS		<u>158,693</u>		<u>155,697</u>
Funds held				
Unrestricted Funds		158,693		155,697
TOTAL FUNDS HELD		<u>158,693</u>		<u>155,697</u>

For the financial year ended 31 July 2021, the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities

- The members have not required the charity to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006; and
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

THE CENTRE'S FINANCES

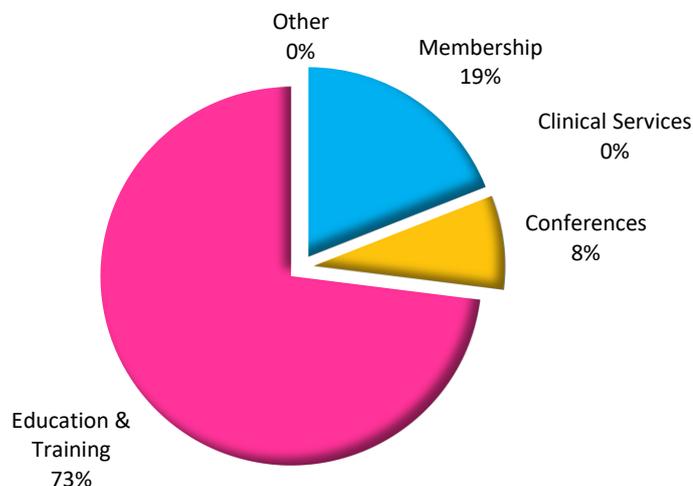
Financial Review 2020-2021

Principle Funding Sources

The Charity received income (excluding interest) of £210,631 (2020 £215,182) during the year. The main source of funding being Clinical Training fees of £153,216 (2020 £159,924), Membership £40,373 (2020 £38,959), Clinical Services £101 (£2020 £16,254) and Conference £16,941 (2020 £45). We are grateful to the members, students, trustees, and supporters who have given up so much of their valuable time voluntarily and enabled the organisation to continue to meet its charitable objectives.

Incoming Resources

Total income (including interest) for the year was £210,924 (2020 216,066), which is £5,142 lower than the previous year.

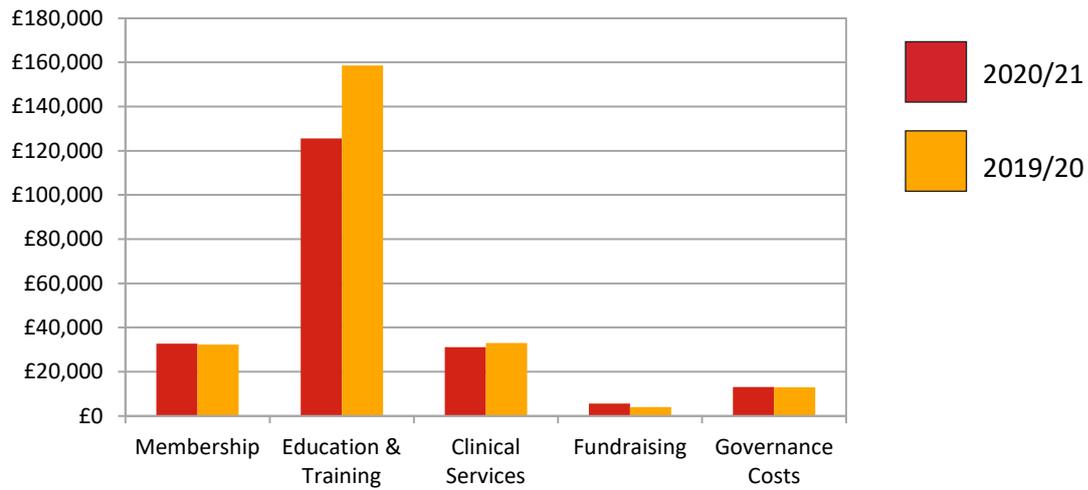


THE CENTRE'S FINANCES

Financial Review 2020-2021 (cont'd)

Resources expended

Expenditure for the year was £207,928 (2020 £240,790) which is £32,862 lower than the previous year. This can be broken down as follows.



Reserves

The Charity's funds at 31 July 2021 stood at £158,693 (2020 £155,697).

TRUSTEES

Sue Berger

I worked as a community worker in a Law Centre in the early 70s and then in housing before doing a counselling training at the Institute of Education. As I started the Bowlby Centre training in 1993, the first year of the UKCP registered course, I also started to develop a counselling and psychotherapy service in a women's health centre in Camden Town. I ran the service for 20 years and had a small private practice and am now semi-retired, just providing supervision on a monthly basis, mostly for sexual and domestic violence services.

I have worked in collectives, been a trustee for other voluntary organisations and briefly worked part time for Islington Social Services, setting up a counselling service in a mental health day centre. With that range of experience, I was pleased to be able to step into the breach, when there was a governance crisis at the Bowlby Centre, and become a trustee temporarily while we were developing a new Board of Trustees.

Richard Cross

Richard Cross has worked with children and young people with complex needs for over 30 years and in senior roles such as CEO & Director for over 19 years. He is a UKCP Psychotherapist & Child Psychotherapist. He is Head of Assessment & Therapy Team of a national organisation supporting children, young people and carers. He collaborates with UCL & AFC, London on multiple research projects which are focusing on attachment, trauma and dissociation. He is also a trustee for the Institute of Recovery from Childhood trauma (IRCT) and a member of the faculty at the International Society for the study of Trauma and Dissociation.

Catherine Holland

Catherine is an attachment based psychoanalytic psychotherapist (UKCP) and an Organisational Consultant (BPC). She trained at a variety of organisations but primarily The Bowlby Centre, the Tavistock and Portman NHS Foundation Trust and the Sensorimotor Psychotherapy Institute.

She has a long career in health and social care working as a practitioner with looked after children, adolescents, family work, Young Offenders, CAMHS, migration/refugees, addiction, domestic violence etc. A road traffic accident disrupted her career where she was invited to develop and lead children's commissioning. This led to various roles as policy maker, advisor to the government, OECD and Europe where she led various National and International programs that enhanced standards and qualifications. Returning to the front line, she works with students, parents, couples and individuals, providing supervision and therapy and working across borders. Catherine has an interest in organisational health, attachment focused EMDR, early infant trauma and forensic issues originating from developmental distress.

Catherine is also a Trustee of OPUS (Organisations promoting understanding of Society), as well as being an active member of ISPSO (International Society of Psychoanalytic Study of Organisations), APPCIOS, and a variety of other organisational networks

Claire Mayne

Claire is an accountant with extensive experience in Charity Finance, Governance and Operational Functions.

She has previously worked with charities that provide services such as child and adult therapy, post graduate courses, professional membership and contractual service to HM Prisons.

In 2019 Claire changed her engagement within the charity sector by resigning from her role as a Chief Operating Officer and transitioned into the commercial aviation finance sector.

Claire is currently the Bowlby Centre's Honorary Treasurer and a primary school governor.

Jane Parkinson

I trained as a psychotherapist with The Bowlby Centre in 1988 and have had private practice since. I have been a member of the Clinical training committee (CTC) since 2012, and am a course tutor and training supervisor. I was the Chair of the CTC in 2021.

I have a background in nursing, midwifery and health visiting, working in the NHS, mainly in the field of safeguarding, supervising and managing child protection work for health visitors. I had the lead in domestic violence for the NHS Children's trust in Brighton, producing working guidelines and providing training and supervision for staff working with Domestic abuse .

After retiring from the NHS in 2012 I was invited to become a Trustee with a lead in clinical governance for RISE, the domestic abuse charity in Brighton

I became a Trustee at The Bowlby Centre in 2019.

Sarah Vine

Sarah is a criminal barrister, specializing in cases involving serious allegations of physical and sexual violence. She was involved in the establishment of the Wellbeing At The Bar initiative, in particular in her practice area. She trains legal professionals in dealing with vulnerable witnesses in criminal trials and has worked on the national roll-out of pre-recorded cross-examination for complainants in sensitive cases. She led the working group for the largest empirical study into the application of legal restrictions on evidence of the sexual history of complainants in cases of sexual offending. She appears in national media as an occasional commentator on legal matters.

Matt Wotton

Matt has over two decades of experience working in government. He spent the first decade at the frontline of the criminal justice system, in a series of operational roles, and the last decade coaching senior leaders, and advising ministers. He has served on the Prison and Probation Board (responsible for a budget of four billion and the welfare of 70,000 staff) and led a review of Race in the Criminal Justice System (The Lammy Review), commissioned by the Prime Minister.

Matt has a master's degree from Warwick Business School and has also studied at the London Business School and Cranfield University.

He is currently working as a psychotherapist and coach in private practice and is the co-Director of the London Centre for Applied Psychology.

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